

Hindusthan College of Engineering and Technology

An Autonomous Institution, Approved by AICTE, New Delhi, Affiliated to Anna University, Chennai

Accredited by NBA (AERO, AGRI, AUTO, BME, CIVIL, CSE, ECE, EEE, IT, FT, MECH, MCT, MBA, MCA)

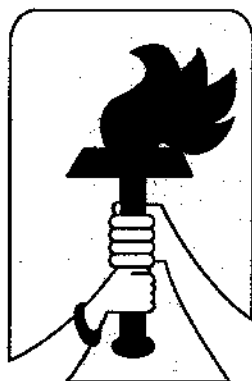
Accredited by NAAC with 'A++' Grade with CGPA of 3.69 out of 4 in Cycle 2

Valley Campus, Coimbatore - 641 032, Tamil Nadu, INDIA

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MASTER OF BUSINESS ADMINISTRATION

**HINDUSTHAN
EDUCATIONAL AND**



CHARITABLE TRUST

HICET

CHOICE BASED CREDIT SYSTEM

Curriculum and Syllabus

Academic Year 2025-2026

VISION AND MISSION OF THE INSTITUTION

Vision of the Institution

To become a premier institution by producing professionals with strong technical knowledge, innovative research skills and high ethical values.

Mission of the Institution

IM1: To provide academic excellence in technical education through novel teaching methods.

IM2: To empower students with creative skills and leadership qualities.

IM3: To produce dedicated professionals with social responsibility

Vision Statement of the Department

Emerge as a premier business school recognized globally for management education, practice and research that propels lifelong learning with ethical and professional values.

Mission Statement of the Department

- Promote a collaborative learning environment that delivers the best in teaching, research and innovation with a global perspective.
- Imbibe entrepreneurial and innovative capabilities to manage change and transformation across various disciplines of management practices.
- Nurture professional and ethical responsibilities related to industry, society, and environment.

Program Educational Objectives (PEO's)

PEO1	Exhibit managerial acumen with creative, innovative thinking and values in a global context.
PEO2	Function effectively as competent managers with problem solving and decision-making capabilities
PEO3	Contribute responsibly to business and societal communities.

Program Outcomes (PO's)

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Program Specific Outcomes (PSO's)

PSO1	Integrate core, cross-functional and interdisciplinary aspects of management theories and frameworks with real world practices.
PSO2	Engage in independent and lifelong learning and take up challenging assignments for professional development.

MBA Regulation 2024
Curriculum and Syllabus

Academic Year 2025-2026

III & IV Semester

HINDUSTHAN COLLEGE OF ENGINEERING AND TECHNOLOGY

VALLEY VIEW CAMPUS, COIMBATORE

DEPARTMENT OF MANAGEMENT SCIENCES

MBA Regulation 2024

Curriculum Structure - Semester – I

Minimum Credits to be earned									95	
Course Code	Course Title	Hours/Week			Credits	Maximum Marks				
		L	T	P		CA	ESE	Total	Folio	Category
SEMESTER 1										
24AC1291	Management Boot Camp	45 hours			0		100	100	AC	MC
24BA1201	Cost and Management Accounting	3	1	0	4	40	60	100	T	PCC
24BA1202	Design Thinking	3	0	0	3	40	60	100	T	ESEC
24BA1203	Economics for Business Applications	3	0	0	3	40	60	100	T	FC
24BA1071	Foundations of AI in Business	2	0	0	2	-	100	100	T	ESEC
24BA1205	Human Behaviour at Work	3	0	0	3	40	60	100	T	PCC
24BA1801	Entrepreneurial Mindset	0	0	4	2	-	100	100	P	ESEC
24HE1091	Professional Development I	0	0	2	1	-	100	100	SS	ESEC
24MA1151	Data Analysis and Modeling*	3	0	2	4	50	50	100	TWL	RMC
24BA1001	Excel Applications in Business	0	0	4	2	60	40	100	L	ESEC
	Total credits	17	1	12	24	270	730	1000		

* Assessment to have both theory and lab components.

Curriculum Structure – Semester II

Code	Course Title	Hours/Week			Credits	Maximum Marks			Category
		L	T	P		CA	ESE	Total	
SEMESTER II									
24BA2701	Social Immersion Project	60 hours			2	-	100	100	RMC
24BA2251	Business Research Methods	2	0	2	3	50	50	100	ESEC
24MA2101	Decision Models for Management	3	1	0	4	40	60	100	PCC
24BA2201	Financial Management	3	1	0	4	40	60	100	PCC
24BA2202	Human Resources Management	3	0	0	3	40	60	100	PCC
24BA2252	Introduction to Business Analytics	2	0	2	3	50	50	100	PCC
24BA2203	Marketing Management	3	0	0	3	40	60	100	PCC
24BA2204	Operations Management	3	0	0	3	40	60	100	PCC
24HE2091	Professional Development II	0	0	2	1	-	100	100	ESEC
24BA2001	Business Application Software Lab	0	0	4	2	60	40	100	ESEC
24AC2291	Outbound Training	3 to 5 days			0	-	100	100	MC
	Total Credits	19	2	10	28	360	740	1100	

Curriculum Structure – Semester III

Code	Course Title	Hours/Week			Credits	Maximum Marks			Category
		L	T	P		CA	ESE	Total	
	SEMESTER III								
24BA3701	Summer Internship	4 weeks			2	-	100	100	ESEC
24BA3201	Strategic Management	3	0	40	3	40	60	100	PCC
24BA3202	Corporate and Business Laws	3	0	40	3	40	60	100	PCC
24BAPEX3XX	Professional Elective-1 (Major)	3	0	40	3	40	60	100	PEC
24BAPEX3XX	Professional Elective-2 (Major)	3	0	40	3	40	60	100	PEC
24BAPEX3XX	Professional Elective – 1 (Minor)	3	0	40	3	40	60	100	PEC
24BAPEX3XX	Professional Elective -2 (Minor)	3	0	40	3	40	60	100	PEC
24HE3091	Professional Development III	0	0		1	-	100	100	ESEC
24BA3702	Project (Phase 1)	0	0	60	3	60	40	100	ESEC
24BA3001	IPR Filing and Management	0	0		1	-	100	100	RMC
	Total Credits	18	0	10	25	300	700	1000	

Curriculum Structure – Semester IV

Code	Course Title	Hours/Week			Credits	Maximum Marks			Category
		L	T	P		CA	ESE	Total	
Semester IV									
24BA4201	Business Ethics and CSR	3	0	0	3	40	60	100	PCC
24BAPEX4XX	Professional Elective-3 (Major)	4	0	0	3	40	60	100	PEC
24BAPEX4XX	Professional Elective-4 (Major)	4	0	0	3	40	60	100	PEC
24BAPEX4XX	Professional Elective – 1(Minor)	3	0	0	3	40	60	100	PEC
24HE4091	Professional Development IV	0	0	4	2	60	40	100	ESEC
24BA4702	Project (Phase 2)	0	0	6	3	60	40	100	ESEC
24BA4071	ESG and Sustainability	1	0	0	1	-	100	100	ESEC
Total Credits		13	0	10	18	280	420	700	

Curriculum Structure – Professional Elective Courses

Marketing Specialization

Code	Course Title	Hours/Week			Credits	Maximum Marks			Category
		L	T	P		CA	ESE	Total	
24BAPEMX01	Consumer Studies	3	0	0	3	40	60	100	PEC
24BAPEMX02	Sales and Distribution Management	3	0	0	3	40	60	100	PEC
24BAPEMX03	Strategic Brand Management	3	0	0	3	40	60	100	PEC
24BAPEMX04	Integrated Marketing communication	3	0	0	3	40	60	100	PEC
24BAPEMX05	Digital Marketing	3	0	0	3	40	60	100	PEC
24BAPEMX06	Marketing Analytics	3	0	0	3	40	60	100	PEC

Finance Specialization

Code	Course Title	Hours/Week			Credits	Maximum Marks			Category
		L	T	P		CA	ESE	Total	
24BAPEFX01	FinTech Innovations	3	0	0	3	40	60	100	PEC
24BAPEFX02	Financial Modelling and Valuation	3	0	0	3	40	60	100	PEC
24BAPEFX03	International Finance	3	0	0	3	40	60	100	PEC
24BAPEFX04	Commodity Derivatives and Risk Management*	3	0	0	3	40	60	100	PEC
24BAPEFX05	Security Analysis and Portfolio Management*	3	0	0	3	40	60	100	PEC
24BAPEFX06	Financial Markets and Institutions	3	0	0	3	40	60	100	PEC
24BAPEFX07	Bank Management and Financial Services	3	0	0	3	40	60	100	PEC
24BAPEFX08	Behavioural Finance	3	0	0	3	40	60	100	PEC

HR Specialization

Code	Course Title	Hours/Week			Credits	Maximum Marks			Category
		L	T	P		CA	ESE	Total	
24BAPEHX01	HR Analytics*	3	0	0	3	40	60	100	PEC
24BAPEHX02	Learning and Development in Organizations*	3	0	0	3	40	60	100	PEC
24BAPEHX03	Talent Acquisition & Management	3	0	0	3	40	60	100	PEC
24BAPEHX04	Organizational Change and Development	3	0	0	3	40	60	100	PEC
24BAPEHX05	Industrial Laws and Industrial Relations	3	0	0	3	40	60	100	PEC
24BAPEHX06	Performance Management and Compensation	3	0	0	3	40	60	100	PEC
24BAPEHX07	AI in Human Resource Management	3	0	0	3	40	60	100	PEC

Analytics and Data Sciences

Code	Course Title	Hours/Week			Credits	Maximum Marks			Category
		L	T	P		CA	ESE	Total	
24BAPEAX01	Database Management Systems	3	0	0	3	40	60	100	PEC
24BAPEAX02	Data Warehousing and Data Mining*	3	0	0	3	40	60	100	PEC
24BAPEAX03	Machine Learning	3	0	0	3	40	60	100	PEC
24BAPEAX04	Python for Business Analytics	3	0	0	3	50	50	100	PEC
24BAPEAX05	Cyber Security for Business Professionals	3	0	0	3	40	60	100	PEC
24BAPEAX06	Digital Analytics	3	0	0	3	40	60	100	PEC
24BAPEAX07	Decision Making with Spreadsheet*	3	0	0	3	50	50	100	PEC

Operations Specialization

Code	Course Title	Hours/Week			Credits	Maximum Marks			Category
		L	T	P		CA	ESE	Total	
24BAPEPX01	Logistics & Supply Chain Management	3	0	0	3	40	60	100	PEC
24BAPEPX02	Project Management	3	0	0	3	40	60	100	PEC
24BAPEPX03	Production Planning and Control	3	0	0	3	40	60	100	PEC
24BAPEPX04	Lean Manufacturing Systems	3	0	0	3	40	60	100	PEC
24BAPEPX01	Six Sigma*	3	0	0	3	40	60	100	PEC
24BAPEPX05	Technology Management	3	0	0	3	40	60	100	PEC
24BAPEPX06	Services Management: Integrating Strategy, Operations, and Technology *	3	0	0	3	40	60	100	PEC

**Eligible for NPTEL Credit Transfer*

Extra Credit Courses

Code	Course Title	Hours/Week			Credits	Maximum Marks			Category
		L	T	P		CA	ESE	Total	
24BAEC01	Personal Finance	3	0	0	2	40	60	100	PEC
24BAEC02	Commercial Geography	3	0	0	2	40	60	100	PEC
24BAEC03	Diversity, Equity and Inclusion	3	0	0	2	40	60	100	PEC
24BAEC04	Text Mining	3	0	0	2	40	60	100	PEC
24BAEC05	Green and Sustainable Operations	3	0	0	2	40	60	100	PEC

Distribution of Credits

S. NO	M.B.A						
	Course Classification	Credits Per Semester				Credits Total	%
		I	II	III	IV		
1	Foundation Course (FC)	3	-	-	-	3	3
2	Professional Core Course(PCC)	7	20	6	3	36	36
3	Professional Elective Course (PEC)	0	-	12	9	21	21
4	Research Methodology & IPR Course (RMC)	4	3	1	-	8	8
5	Employment Skill Enhancement course (ESEC)	10	5	6	6	27	27
TOTAL CREDITS		24	28	25	18	95	100

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Chairman - BOS
MBA - HICET

Dean – Academics

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HICET

Principal

PRINCIPAL

Industhan College Of Engineering & Technolog.

COIMBATORE - 641 032

SYLLABUS

Semester-1

Academic year 2025-2026

Course Title	Management Boot Camp
Course Code	24AC1291
Course Category	Mandatory Course (MC)
Credit Units	Nil

Course Objectives:

This course intends to provide the basic concepts and valuable insights into modern management practices. It lays emphasis on basic accounting practices and the introduction to statistical methodologies that is deployed in the managerial decision-making process. Further, the course also highlights the growth and significance of Multi-national corporations and its impact on global economy.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
35	10	0	NIL	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Identify and evaluate key managerial functions and applications with a global perspective	3	3	—	3	—	3	2
2	Develop proficiency in summarizing financial data using financial accounting practices and conventions	3	3	—	2	1	2	2
3	Make use of basic statistical tools and their application in business decision-making	2	3	—	—	—	3	3

Pedagogy and Assessment:

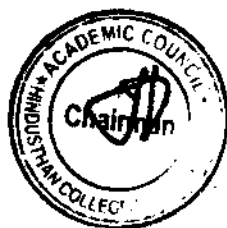
Pedagogy: Lectures and Interactive Discussions, Case Studies, Hands on training in Tally and SPSS

Assessment: Seminars and Presentations, Assignments, Tests, Reports/ Reflective diaries

Reference Books:

1. Bhattacharya Hashish, Financial Accounting, Essentials of Financial Accounting, Prentice Hall of India, 6th Edition, 2022.
2. Harold Koontz, Heinz Weinrich, Mark V. Cannice – Essentials of Management, 11th edition, 2020
3. Gerald Keller- Statistics for Management and Economics, Cengage, 12th edition 2022


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Unit 1: Concept and practice of Management	15 hours
Definition - Foundations and concepts - Functions and skill sets of managers. PODSCORB: Strategic planning premises and processes. Problem solving and Decision making. Organizing: Scope and application – Organization structures- Types and relevance- Staffing and coordination. Controlling: Process of controlling – Controlling mechanisms. Global Management and Practice – Multinational corporations - Scope and operations, Organizational design and structure. Management styles and approaches. Locus of decision making. Case studies from US, Europe and Asia Pacific regions.	
Unit 2: Basics of Financial Accounting and Practice	14 hours
Theory: (8 hours) Financial reporting: Key principles and concepts of Financial Accounting – Double entry Accounting systems – Typology of transactions. Tutorial using Tally: (6 hours) Accounting Process—Preparation of Trial Balance- Trading and Profit and Loss Account and Balance Sheet.	
Unit 3: Data Preparation and Analysis	16 hours
Theory: (12 hours) Data Preparation - Editing –Coding- Data Entry- Data Analysis-Classification and Tabulation - Diagrams and Graphs. Units of measurements-Discrete and Continuous Data-Central tendency -Mean, Median, Mode. Measures of dispersion-Range, Quartile Deviation, Mean Deviation, Standard Deviation and Variance Tutorial using SPSS: (4 hours) Meaning and importance of SPSS, Data view, Variable view, Main Menus in SPSS, Data Types, Measures in SPSS, Creating and Saving a file, Measures of Central Tendency and Dispersion using SPSS.	
Total	45 hours

Course Title	Cost and Management Accounting
Course Code	24BA1201
Course Category	Professional Core Course
Credit Units	4

Course Objectives:

This course is structured to be a basic toolbox which aims to provide fundamental applications of cost and management accounting in business. The course is designed for the student to understand and apply various costing methods for different environments. Further the course enhances the students' ability to examine budgeting and costing systems to optimize product mixes with appropriate resource allocation.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	1	0	4	60

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Make use of financial statements to evaluate business risks and stability	3	3	--	2	--	3	2
2	Appraise industry/firm's cost behavior, cost drivers, and cost control methods for planning and control	3	3	--	2	2	3	2
3	Appraise different product costing scenarios in job-order process and service environments	3	3	--	2	2	3	2
4	Make use of Marginal costing technique in managerial decision making such as fixation of selling price and control of cost.	3	3	--	3	3	3	2
5	Create and utilize various budgeting techniques to plan and allocate resources effectively. Identify and analyze cost variances to evaluate cost control effectiveness.	3	3	--	2	1	3	2

Unit 1: Analysis and Interpretation of Financial Statements

12 hours

Analysis of Financial Statements– Horizontal Analysis – Comparative and Common sized Statements – Trend Analysis - Ratio Analysis - Dupont Model – Analysis of Fund Flow and Cash Flow Statements.

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
Unit 2: Cost Behaviors								12 hours
Cost Accounting – Concepts and terminologies – Classification of Cost – Activity Based Costing – Direct Expenses and Overheads- Allocation of overheads								
Unit 3: Costing System								12 hours
Unit costing- Cost sheet- Process costing-Normal profit or loss- Abnormal profit or loss. Service costing-features and application								
Unit 4: Cost and Decision making								12 hours
Marginal costing and Absorption costing- Cost Volume Profit Analysis –Relevant Costs for Decision Making - Pricing Decisions - Operational Decisions								
Unit 5: Budget and Budgetary Control								12 hours
Budgets – Types – Budgetary Control – Standard costing and Variance Analysis - Cost and Sales Variances – Use of Accounting information for Management Control.								
Total								60 hours

Pedagogy and Assessments:

Pedagogy: Problem solving exercises, Case studies with industry data, use of Data visualization tools, peer learning and Project Based Learning.

Assessments: Practice Tests, Realtime assignments, Assignments, End semester examinations

Reference Books:

1. Drury, Colin, 2015, Cost and Management Accounting-An Introduction, Cengage Learning, 8th Edition, 2015.
2. Garrison, Noreen, Brewer, Managerial Accounting, McGraw Hill, 14th Edition, 2017.
3. Gupta, Ambrish, Financial Accounting for Management-An Analytical Perspective, Pearson Education, 5th Edition, 2016.
4. Horngren, CT, Sundem, GL, Stratton, WO, Burgstahler, D and Schatzberg, JO, Introduction to Management Accounting, Pearson, 16th Edition, 2019.
5. Khan, MY, Jain, PK, Management Accounting, Tata McGraw Hill, 7th Edition, 2017.

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Unit 1: Foundations of Managerial Economics	3 hours
Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms. Concept of Market Economics – Production Possibility Frontier.	
Unit 2: Demand, Supply and Equilibrium	10 hours
Demand and Supply Function – Types of Equilibrium – Consumers and Producers Surplus – Estimation of Demand Curve – Elasticity Types, Importance and Measurement – Demand Forecasting – Time Series Analysis	
Unit 3: The Production Function	8 hours
Production Function – Short Run Law of Variable Proportions – Long Run Returns to Scale – Isoquants and Producer's Equilibrium - Expansion Path – Cost Curves in SR and LR and Revenue Curves - Externalities	
Unit 4: Market Economics	12 Hours
Equilibrium of the Firm and Industry – Markets – Perfect Competition – Monopoly and Price Discrimination– Oligopoly – Game Theory - Monopolistic Competition- Field visit.	
Unit 5: Macro Economics	12 hours
Measuring economic performance. -GDP, GNP, Inflation, Bank rates, Fiscal deficit, Balance of trade, Business cycles-Introduction to Foreign exchange, Export and Import, BOT and BOP. Stock market indices. Indian budget and its impact on the nation - Fiscal and monetary policies and the challenges. Role of RBI and commercial banks.	
Total	45 hours

Pedagogy and Assessments
Pedagogy: Class Lectures, News article discussions and debates, Case Studies, Scenario analysis, Assessments: Class assignments, Market visits, Seminars and presentations, Quiz, Tests and End Semester Examinations.

Textbooks:
1. Christopher R. Thomas and S Charles Maurice, "Managerial Economics", TMH, 12 th edition, 2020.

2. D N Dwivedi- Managerial Economics, Vikas Publications, 2018, 8th Edition.
3. Piyali Ghosh Geethika, Purba Roy Choudry – Managerial Economics TMH 2017, 3rd edition.

General readings

1. Wealth of Nations” – Adam Smith
2. “Freakonomics”, Steven D. Levitt and Stephen J Dubner
3. “The Undercover Economist”, Tim Harford
4. “Hidden Order: The Economics of Everyday Life”, David D. Friedman
5. “Armchair Economist: Economics & Everyday Life”, Steven E. Landsburg
6. “Naked Economics: Undressing the Dismal Science”, Charles Wheelan

Readings

1. “Economics: An Introduction and Vocabulary”, HBS Note
2. “Microeconomics for Strategists”, HBS Note
3. “How Do Economies Grow”, HBR, May–June 1997
4. “Four Steps to Forecast Total Market Demand”, HBR, July–August 1988
5. “The Microeconomics of Industry Supply”, McKinsey Quarterly
6. “Price Discrimination”, HBS Note
7. “Relevant Costs and Revenues”, HBS Note

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Course Title	Foundations of AI in Business
Course Code	24BA1204
Course Category	Employability Skill Enhancement Course (ESCE)
Credit Units	2

Course Objectives:

This course introduces Artificial Intelligence, exploring its foundational concepts and key applications. Students will learn about predictive modeling and how algorithms are utilized to make predictions based on data. The course covers various domains of AI, including machine learning, deep learning, natural language processing, neural networks and robotics.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
2	0	0	2	30

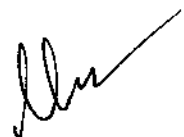
CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Gain functional knowledge and vocabulary to explain AI concepts	3	3	--	1	--	3	2
2	Make use of predictive modeling and algorithms of AI for addressing business issues.	3	3	--	1	--	2	3
3	Identify and make use of various domains of Artificial Intelligence for business processes and development	3	3	--	1	--	3	3

Unit 1: Introduction to AI	8 hours
Key concepts and terminologies of AI, Types of AI: Narrow AI vs. General AI. Role of AI in business-benefits and challenges of AI adoption in business. AI Agents - Types & Functionalities-Simple reflex agents, Model based reflex agent, Goal based agents, Utility based agents, Learning agents, Multi agent systems, Hierarchical agents, Working and Application of AI Agents.	
Unit 2: Use of Predictive Modeling and Algorithms in AI	10 hours
Predictive Modeling –Types of predictive models-Classification Models, Regression Model, Clustering Model, Forecast Model, Time Series Model, Anomaly Detection Model. Algorithm for Predictive Models – Random forest predictive modeling, Gradient boosted predictive modeling, Linear regression, Logistic regression.	
Unit 3: Domains of AI	12 hours
Machine Learning - Supervised, Unsupervised, Semi-supervised and Reinforcement learning. Machine Learning Workflow - Data collection and pre-processing, Model training and evaluation, Model deployment and monitoring. Deep Learning- Stages, Deep Learning Workflow Processes and Models. Neural Networks – Scope, Types and Workings. Robotics – Robotics and its Applications. Natural Language Processing –NLP Applications in Business- Sentiment Analysis, Machine Translation, Information Extraction, Entity Recognition, Document Clustering, Keyword Extraction, Information Retrieval, Topic Modeling, Text Classification, Text Summarization.	
Total	30 hours

Pedagogy and Assessments
Pedagogy: Teaching with podcasts, Case studies with real world examples, Animations, Data visualization tools, Real world AI applications. Assessments: Multiple choice questions, Team projects, Quizzes and Clicker questions, Mini projects.

Reference Books:

1. Goodfellow, I., Bengio, Y., & Courville, A. (2016). Deep Learning. MIT Press.
2. Luger G, "Artificial Intelligence: Structures and Strategies for complex problem solving", Fourth Edition, Pearson Education.
3. Nilsson J, "Artificial Intelligence: A new Synthesis", Elsevier Publishers.
4. Russel S and Norvig P, "Artificial Intelligence – A Modern Approach", Second Edition, Pearson Education


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Course Title	Design Thinking
Course Code	24BA1202
Course Category	Employability Skill Enhancement Course (ESEC)
Credit Units	3

Course Objectives:

The course aims to provide a comprehensive understanding of design thinking principles. The course offers a platform to understand various frameworks and tools to encourage structured innovation and creative problem solving. The course is designed to adopt a mindset to explore, identify and activate new sources of ideas beyond the conventional work environment.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Apply key design thinking skills and principles to solve complex problems and foster innovation.	3	3	3	3	3	3	3
2	Develop communication skills to collaborate with stakeholders, team members, and end-users during the design process.	3	3	2	3	3	3	3
3	Ability to identify and leverage new sources of ideas and innovative models.	3	3	2	3	3	3	3
4	Demonstrate the ability to develop innovative solutions.	3	3	1	2	3	3	3
5	Demonstrate teamwork capability and cultivate creativity.	2	2	3	2	3	2	2

Unit 1: Design Thinking: An Overview	8 hours
Types of Thinking - Design Thinking and its benefits - Applications of design thinking - Design Thinking Skills - Design Thinking Mindset.	

Unit 2: Design Thinking Models	9 hours
Design Thinking Models: Stanford University d. School model - 3i model of IDEO - Herbert Simon 7 stage design process - Double Diamond model - AIGA: Head, Heart and Hand. Common elements of Design Thinking models.	
Unit 3: Design Thinking Process - Empathize and Define	9 hours
Methods and Tools for Empathize and Define Phase: Interviews, Observation, Personas, empathy map, affinity diagram, mind map, journey map, storytelling.	
Unit 4: Design Thinking Process – Ideate	10 hours
Methods and Tools for Ideate Phase: Brainstorming, Brainwriting, SCAMPER, Mind Mapping, Storyboard, bodystorming, role play, Crazy eights.	
Unit 5: Design Thinking Process - Prototype and Test	9 hours
Prototype and Test Phase: Types of prototypes - methods of prototyping - minimum viable product. Methods of testing - usability testing, A/B testing.	
Total	45 hours

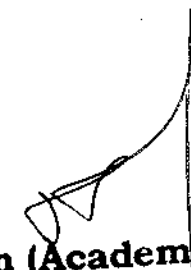
Pedagogy and Assessment
Pedagogy: Lecture/ Presentation, Group discussion, Hands on activity, PBL with design thinking framework, Visual thinking scenarios and tools, Suggestive Rapid Prototyping Assessment: Mini project, Field study, Seminars, Poster Presentation, Tests, End Semester Examination.

Reference Books:

1. Hasso Plattner, Christoph Meinel and Larry Leifer (eds), "Design Thinking: Understand – Improve– Apply", Springer, 2011
2. Idris Mootee, "Design Thinking for Strategic Innovation: What They Can't Teach You at Business or Design School", John Wiley & Sons 2013.
3. Jimmy Jain "Design Thinking for startups: A Handbook for Readers and Workbook for Practitioners", 1st Edition, Notion Press, 2018
4. Roger L. Martin, "The Design of Business: Why Design Thinking is the Next Competitive Advantage", Harvard Business Press, 2009.
5. Tim Brown "Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation", Kindle Edition, HarperCollins e-books, 2009.


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Course Title	Economics for Business Applications
Course Code	24BA1203
Course Category	Foundational Course (FC)
Credit Units	3

Course Objectives:

The course provides students with a fundamental understanding and practical knowledge of the ways in which individuals and organizations address basic challenges on scarcity, price fluctuations and resource management. The course also lays emphasis on the role of economic policies adopted by the government from time to time aimed at promoting long run growth

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	0	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Explain the role of managerial economics in decision making	3	3	--	2	2	3	2
2	Analyze cause and effect relationship in demand and supply functions	3	3	--	2	3	3	2
3	Examine the production function and identify optimal resource allocation strategies	3	3	--	--	2	3	2
4	Appraise the market environment with respect to cost, price, product differentiation and market environment	3	3	--	3	2	3	2
5	Evaluate the impact of government policies and economic factors on business operations.	3	2	2	--	3	3	2

2. D N Dwivedi- Managerial Economics, Vikas Publications, 2018, 8th Edition.
3. Piyali Ghosh Geethika, Purba Roy Choudry – Managerial Economics TMH 2017, 3rd edition.

General readings

1. Wealth of Nations” – Adam Smith
2. “Freakonomics”, Steven D. Levitt and Stephen J Dubner
3. “The Undercover Economist”, Tim Harford
4. “Hidden Order: The Economics of Everyday Life”, David D. Friedman
5. “Armchair Economist: Economics & Everyday Life”, Steven E. Landsburg
6. “Naked Economics: Undressing the Dismal Science”, Charles Wheelan

Readings

1. “Economics: An Introduction and Vocabulary”, HBS Note
2. “Microeconomics for Strategists”, HBS Note
3. “How Do Economies Grow”, HBR, May–June 1997
4. “Four Steps to Forecast Total Market Demand”, HBR, July–August 1988
5. “The Microeconomics of Industry Supply”, McKinsey Quarterly
6. “Price Discrimination”, HBS Note
7. “Relevant Costs and Revenues”, HBS Note

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Unit 1: Foundations of Managerial Economics	3 hours
Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms. Concept of Market Economics – Production Possibility Frontier.	
Unit 2: Demand, Supply and Equilibrium	10 hours
Demand and Supply Function – Types of Equilibrium – Consumers and Producers Surplus – Estimation of Demand Curve – Elasticity Types, Importance and Measurement – Demand Forecasting – Time Series Analysis	
Unit 3: The Production Function	8 hours
Production Function – Short Run Law of Variable Proportions – Long Run Returns to Scale – Isoquants and Producer's Equilibrium - Expansion Path – Cost Curves in SR and LR and Revenue Curves - Externalities	
Unit 4: Market Economics	12 Hours
Equilibrium of the Firm and Industry – Markets – Perfect Competition – Monopoly and Price Discrimination– Oligopoly – Game Theory - Monopolistic Competition- Field visit.	
Unit 5: Macro Economics	12 hours
Measuring economic performance. -GDP, GNP, Inflation, Bank rates, Fiscal deficit, Balance of trade, Business cycles-Introduction to Foreign exchange, Export and Import, BOT and BOP. Stock market indices. Indian budget and its impact on the nation - Fiscal and monetary policies and the challenges. Role of RBI and commercial banks.	
Total	45 hours

Pedagogy and Assessments
Pedagogy: Class Lectures, News article discussions and debates, Case Studies, Scenario analysis, Assessments: Class assignments, Market visits, Seminars and presentations, Quiz, Tests and End Semester Examinations.

Textbooks:
1. Christopher R. Thomas and S Charles Maurice, "Managerial Economics", TMH, 12 th edition, 2020.

Course Title	Foundations of AI in Business
Course Code	24BA1204
Course Category	Employability Skill Enhancement Course (ESCE)
Credit Units	2

Course Objectives:

This course introduces Artificial Intelligence, exploring its foundational concepts and key applications. Students will learn about predictive modeling and how algorithms are utilized to make predictions based on data. The course covers various domains of AI, including machine learning, deep learning, natural language processing, neural networks and robotics.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
2	0	0	2	30

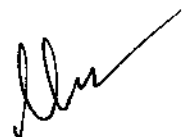
CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Gain functional knowledge and vocabulary to explain AI concepts	3	3	--	1	--	3	2
2	Make use of predictive modeling and algorithms of AI for addressing business issues.	3	3	--	1	--	2	3
3	Identify and make use of various domains of Artificial Intelligence for business processes and development	3	3	--	1	--	3	3

Unit 1: Introduction to AI	8 hours
Key concepts and terminologies of AI, Types of AI: Narrow AI vs. General AI. Role of AI in business-benefits and challenges of AI adoption in business. AI Agents - Types & Functionalities-Simple reflex agents, Model based reflex agent, Goal based agents, Utility based agents, Learning agents, Multi agent systems, Hierarchical agents, Working and Application of AI Agents.	
Unit 2: Use of Predictive Modeling and Algorithms in AI	10 hours
Predictive Modeling –Types of predictive models-Classification Models, Regression Model, Clustering Model, Forecast Model, Time Series Model, Anomaly Detection Model. Algorithm for Predictive Models – Random forest predictive modeling, Gradient boosted predictive modeling, Linear regression, Logistic regression.	
Unit 3: Domains of AI	12 hours
Machine Learning - Supervised, Unsupervised, Semi-supervised and Reinforcement learning. Machine Learning Workflow - Data collection and pre-processing, Model training and evaluation, Model deployment and monitoring. Deep Learning- Stages, Deep Learning Workflow Processes and Models. Neural Networks – Scope, Types and Workings. Robotics – Robotics and its Applications. Natural Language Processing –NLP Applications in Business- Sentiment Analysis, Machine Translation, Information Extraction, Entity Recognition, Document Clustering, Keyword Extraction, Information Retrieval, Topic Modeling, Text Classification, Text Summarization.	
Total	30 hours

Pedagogy and Assessments
Pedagogy: Teaching with podcasts, Case studies with real world examples, Animations, Data visualization tools, Real world AI applications. Assessments: Multiple choice questions, Team projects, Quizzes and Clicker questions, Mini projects.

Reference Books:

1. Goodfellow, I., Bengio, Y., & Courville, A. (2016). Deep Learning. MIT Press.
2. Luger G, "Artificial Intelligence: Structures and Strategies for complex problem solving", Fourth Edition, Pearson Education.
3. Nilsson J, "Artificial Intelligence: A new Synthesis", Elsevier Publishers.
4. Russel S and Norvig P, "Artificial Intelligence – A Modern Approach", Second Edition, Pearson Education


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Course Title	Human Behavior at Work
Course Code	24BA1205
Course Category	Professional Core Course (PCC)
Credit Units	3

Course Objectives:

The course is structured to provide the students with the necessary information and tools to effectively track the complex aspects of individual and group dynamics within organizational settings. The students are able to examine the psychological elements that impact employee motivation, decision-making, leadership approaches, and team performance. The course is poised to give a strong base to manage people, create productive teams, and achieve your management goals.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Determine the key influencers of human behavior at work in modern organizations	3	2	2	3	3	3	3
2	Classify and analyze various notions of individual behaviour and its effect on diversity	3	2	3	3	3	3	3
3	Analyze the organizational aspects of Team dynamics	3	2	3	3	3	3	3
4	Explain the various aspects motivation with relevance to job environment	3	2	3	3	3	3	3
5	Appraise the synergetic effect of power, politics and conflicts into organizational interventions.	3	2	3	3	3	3	3

Unit 1: Fundamentals of Human Behaviour	9 hours
Introduction to Human Behaviour - Nexus between People, Work and Organizations - Contemporary influences- Managing a global workforce in the 21st century- -Issues and implications – Scenarios.	

4. McShane L. Steven., Von Gilnow Mary Ann., Sharma R. Radha, "Organizational Behaviour", Tata McGraw-Hill, New Delhi, (Special Indian Edition), 6th Edition, 2015.
5. Robbins, Stephen P., Timothy A. Judge, and Neharika Vohra, "Organizational Behaviour", Pearson Publications, 18th Edition, 2018.


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Unit 2: Individual Differences and Managing Diversity	9 hours
Factors affecting behaviour at work - Emotional Labor - Personality and personality assessment - Emotional intelligence. Attitudes and values. Perception and the perceptual process. Managing diversity. Psychological Capital.	
Unit 3: Work Group Dynamics	9 hours
The difference between groups and teams - Formal and Informal groups - Stages of Team development - Building effective, cohesive teams. Contemporary approaches to team working - The downsides of team working. Case studies	
Unit 4: Motivation and Engagement	9 hours
Motivating by Job design • Job design • Job crafting • Performance management • Work engagement • Job Demand-Resources model • Employee Involvement • Reward and motivation.	
Unit 5: Power, Politics and conflicts	9 hours
Organizations as complex political systems • The different bases of individual and organizational power • Organizational politics • Managing organizational politics • Organizational conflict • Managing conflict – Process.	
Total	45 hours

Pedagogy and Assessments:

Pedagogy: Case discussions, Role playing, Group projects and Presentation, Focused Group Discussions and Experiential sharing

Assessments: Mini surveys, Reflective practices, Presentations, Group discussions, End semester exams.

Reference Books:

1. Kimberly D. Elsbach, Anna Kayes, D. Christopher Kayes, "Contemporary Organizational Behaviour: From Ideas to Action", Pearson Publications, 2015
2. Kavitha Singh, "Organizational Behaviour", Pearson Publications, 3rd Edition, 2015.
3. Margie Parikh and Rajen Gupta, Organizational Behaviour, McGraw-Hill, 1st Edition, 2017.

Course Title	Entrepreneurial Mindset
Course Code	24BA1801
Course Category	Employability Skill Enhancement Course (ESEC)
Credit Units	2

Course Objectives:

This course is quite unconventional of a typical academic approach. Students are got to the essential traits and thought process of an entrepreneur. Further it elaborates about the scientific approach of effectuation and its principles for channelizing entrepreneurial mindsets. The course is expected to take the learner through the real time entrepreneurial journey.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
1	-	2	2	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Develop the skill sets required to spot entrepreneurial acumen	2	3	2	3	2	3	--
2	Make use of Effectuation principles for building entrepreneurial mindsets	2	3	2	3	2	3	--
3	Elaborate upon the various stages and attributes of an entrepreneurial journey	3	3	2	3	2	3	3

Unit 1: Introduction to Entrepreneurial Mindset	5 hours
Understanding Entrepreneurial Mindset: Key mental qualities. Avenues to imbibe key mental qualities and passion for entrepreneurship- Developing resilience and perseverance. Techniques for fostering creativity and thinking outside the box. Innovation and exploring different approaches to problem-solving. Adapting to change and embracing uncertainty in entrepreneurial ventures.	
Unit 2: Effectuation	5 hours

Causal reasoning Vs Effectual reasoning – Scope of Effectuation – What makes entrepreneurs Entrepreneurial - Five principles of Effectuation and the Effectual Cycle -Affordable loss and plunge decisions- Effectuation and new venture performance	
Unit 3: Entrepreneurial Experimentation	5 hours
From Unknown to known – Dealing with uncertainty – Validating one’s assumption – Learning from failures – Seeking feedback and support – Planning and Prioritizing-Experiencing the journey of entrepreneurship	
Unit 4: Mini Project	30 hours
Profiling up an entrepreneurial journey – Pitch Presentation	
Total	45 hours

Pedagogy and Assessments:

Pedagogy: Case studies, Biographic readings, Flipped classrooms, experiential learning, Huddle with experts.

Assessments: Reflective Practice and Journaling, Mini projects, Group Discussions.

General Readings

1. Stephen Covey -The 7 Habits of Highly Effective People
2. Eric Ries -The Lean Startup
3. H. Pink- Drive by Daniel
4. Paul Jarvis -Company of One
5. Ben Horowitz -The Hard Thing About Hard Things
6. Ray Dalio- Principles: Life and Work
7. Keith Ferrazzi -Never Eat Alone
8. Blake Masters and Peter Thiel -Zero to One
9. Rob Fitzpatrick- The Mom Test
10. Seth Godin- Purple Cow
11. B. Joseph Pine II and James H. Gilmore -The Experience Economy
12. Seth Godin- This Is Marketing
13. John Bader- Straddling the Abyss

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Course Title	Professional Development I
Course Code	24HE1091
Course Category	Employability Skill Enhancement Course (ESCE)
Credit Units	1

Course Objectives:

Effective communication is the cornerstone of success in the business world. Today's business landscape demands skills to exhibit professionalism of being a team player and develop rapport with workplaces. Thus the focus of the course is to inculcate on understanding effective oral and written communication, the etiquettes of professional communication to improve to improve workplace relationships

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
0	0	2	2	30

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Develop technical and communication competencies for addressing different stakeholder needs	--	1	3	3	2	3	3
2	Construct clear, concise, and persuasive messages across various channels, from emails and reports to presentations and meetings	--	1	3	3	2	3	3
3	Showcase proper business wardrobe and professional etiquette to maintain professional decorum in workplaces	--	--	3	3	2	3	3

Module 1: Listening & Reading:

8 hours

Listening for specific information; Short conversations or monologues-Conversation / Interview/Discussions. Reading: Understanding short real-world communicate, reports and notices. -reading for detailed factual information-Reading for gist and specific information

Module 2: Speaking

8 hours

Building conversations –Presentation of extempore - Group Discussions – Negotiations – Expression and justification of opinions, Mini presentations on current affairs Public speaking

Module 3: Preparing written communication and business presentation:

8 hours

Writing process for business messages- Key criteria for effective message creation- Preparing written communication in the professional context: Proposals- Resume building - Reports. Presentation techniques-Blog writing- short case writing

Module 4: Workplace communication and Etiquettes:

6 hours

Professional Email Writing - Report Writing and Business Document Formatting - Technical Writing Fundamentals- Public Speaking and Presentation Skills- Communication Styles and Adaptability for different audiences- Business Meeting Etiquette and Telephone Communication. Wardrobe engineering and Professional Attire - Effective Body Language and Nonverbal Cues

Total

30 hours

Pedagogy and Assessment

Pedagogy: Business /Newspaper discussion, Audio/Video, Workshops, Role play and simulated scenarios, Public speaking, Debates and Group discussions, Mini presentation, gamified exercises.

Assessments: News analysis and Presentation, Short case/ blog writing, Movie/Book review

Reference Books:

1. Barun K. Mitra "Personality Development and Soft Skills", (2nd edition), Oxford University Press, 2016.
2. Raymond V. Lesikar and Marie Flatley., "Basic Business Communication – Skills for empowering the internet generation", (10th edition) TATA McGraw- Hill, 2008.
3. Soft Skills: an Integrated Approach to Maximize Personality, Gajendra S. Chauhan, Sangeeta Sharma, Wiley India

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**Dean (Academic)
HICET**

Course Title	Data Analysis and Modeling
Course Code	24MA1151
Course Category	Research Methodology and IPR course (RMC)
Credit Units	04

Course Objectives:

This course aims to equip the students to apply their basic knowledge and skills to extract insights from data, and to apply data analysis and modeling techniques to make predictions and classifications for business decision making.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3			4	60

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Work with common probability distributions and interpret their characteristics in the context of data analysis.	3	3	--	2	--	3	2
2	Apply statistical tools and tests to identify patterns, relationships, and trends within data sets.	3	3	--	2	--	3	3
3	Develop an understanding of inferential statistics to draw conclusions and test hypotheses about data.	3	3	--	2	--	2	2
4	Contemplate and integrate statistical findings to business decision making processes.	3	3	--	3	2	3	3
5	Gain insights into logical data structuring and modeling for adoptable enterprise solutions.	3	3	--	2	3	3	2

UNIT 1: PROBABILITY

12 hours

Basic definitions and rules for probability, conditional probability, independent of events, Baye's Theorem- Probability distributions: Binomial, Poisson and Normal Distributions-Business applications problems.

UNIT 2: TESTING OF HYPOTHESIS-PARAMETRIC TESTS

12 hours

Theory: (9 hours)

Hypothesis testing: one sample and two samples' tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations- Business applications.

Tutorials: (3 hours) t-test, F-Test and Z-Test using SPSS.	
UNIT 3: TESTING OF HYPOTHESIS-NON-PARAMETRIC TESTS	12 hours
Theory: (9 hours) Mann-Whitney U test and Kruskal Wallis test-Rank correlation. Chi-square tests for independence of attributes and goodness of fit - Business applications Tutorials: (3 hours) Chi-square and other related nonparametric tests using SPSS.	
UNIT 4: APPLICATIONS OF BIVARIATE ANALYSIS	12 hours
Theory (9 hours) Correlation (Raw data) – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line -Business applications of Correlation and Regression. Tutorials: (3 hours) Correlation and Regression Analysis using SPSS.	
UNIT 5: APPLICATIONS OF MULTIVARIATE ANALYSIS	12 hours
Theory (9 hours) Introduction, analysis of variance, completely randomized design, randomized block design, Latin square design. -application in Business decision process and Management. Tutorials: (3 hours) ANOVA, Factor Analysis and Cluster Analysis using SPSS.	
Total	60 hours

Pedagogy and Assessments
Pedagogy: Hands on Training using SPSS, peer learning, problem solving using manipulative data sets. Assessments: Practice Tests, Assignments, Basic Model Building, End semester examinations

Reference Books:
1. Anil Kumar Mishra- A Handbook on SPSS for Research Work, 1 st Edition, Himalaya Publishing House, 2017. 2. Gupta S.C, Fundamentals of Statistics, 2018, 7 th Ed. HPH. 3. Richard I. Levin, David S. Rubin, Masood H.Siddiqui, Sanjay Rastogi, Statistics for Management, Pearson Education, 8 th Edition, 2017. 4. Richard I. Levin, David S. Rubin (2017) Statistics for Management, 8 th edition, Pearson Education. 5. Srivastava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 3 rd Edition 2017. 6. N. D. Vohra ND, Business Statistics, Tata McGraw Hill, 2017.

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**Dean (Academics)
HICET**

Course Title	Excel Applications in Business
Course Code	24BA1001
Course Category	Employability Skill Enhancement Course (ESEC)
Credit Units	2

Course Objectives:

This course equips you with the essential skills to leverage Microsoft Excel as a tool for maximizing efficiency and productivity in various business functions. The course enables a student to classify and organize large datasets and apply appropriate excel functions to identify trends, patterns and relationships to support informed decisions.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
-	-	4	2	60

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Work on excel functions to support managerial decision making.	2	3	--	2	3	3	2
2	Combine data from multiple worksheets to create comprehensive reports and identify trends.	3	3	--	2	3	3	2
3	Effectively present data insights and findings using spreadsheets and charts.	3	3	--	2	3	3	2

Unit:1 Spread sheet Basics	20 hours
Basic text and cell formatting -Paragraphs -Using hyperlinks Selecting ranges- using comments- Text functions for purification of large dataset-Time and Date Conversion-Auto completion of series- Table formatting and highlighting-Conditional formatting-Data visualization using graphs-Working with multiple worksheets.	
Unit-II Formulas and function	20 hours

Linking & Embedding -consolidating data- Auto filter and custom filter, Auto sort and custom sort-Relative and absolute cell references-logical functions-V lookup function-Statistical functions –Financial functions

Unit-III Advanced functions

20 hours

Scenario manager- Goal seek-sensitivity analysis-Data table-Solver- Data Validation- Working with validation formula -Data mining using pivot tables, pivot chart- Modifying Charts- Protection and security: Unlocking cells-Worksheet Protection – Workbook Protection –Macros.

Total

60 hours

Pedagogy for Course Delivery:

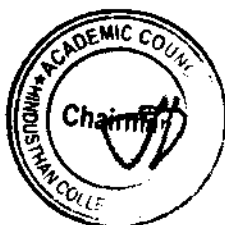
Pedagogy: Excel Manual, Structured exercises, collaborative learning, case studies with datasets.

Assessment: Lab reports, Hands on Lab examinations, Used case studies, End semester examinations.

Reference Books:

1. Jordan Gold Meier "Advanced Excel Essentials" Apress publishers, 1st edition 2014
2. Microsoft Excel: Advanced Participant Guide-Towson University
3. Michael Alexander "Excel Macros for Dummies, 2nd paperback, 2018
4. Wayne Winston, Microsoft EXCEL 2019: Data Analysis & Business Modeling, 6th Edition, Microsoft Press, 2019.

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**Dean (Academics)
HICET**

Syllabus – II Semester

2025-2026

Course Title	Social Immersion Project
Course Code	24BA2701
Course Category	ESEC
Credit Units	2

Course Objectives:

The objective of this course is to raise awareness and accountability among the student community about the various social issues found across societies and environments. Through hands-on experience, students will engage themselves among groups with a registered NGOs to define a problem, gather relevant data, understand the underlying issues and work towards finding solutions

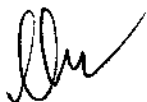
Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
0	0	2	2	60

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Appraise and empathize with social issues and problems with relevance to SDG's.	2	2	3	3	3	3	3
2	Develop critical thinking, and problem-solving ability in a constrained environment aligned with social realities	3	3	3	3	3	3	3
3	Examine the problems of marginalized communities and environments and enhance their status through capacity building.	2	2	3	3	3	3	3
4	Ability to build teams and work cohesively.	2		3	3	3	3	3
5	Propose solutions that are measurable with social impact on society.	3	2	3	3	3	3	3

Phase 1: Pre-Preparation	3 hours
Sensitization to socially relevant issues relevant to SDG's	
Phase 2: Impact Study	2 hours
Submission of the project proposal for initial assessment of the social impact	
Phase 3: Field work	45 hours

Connect, Coordinate and collect relevant data from relevant stakeholders currently addressed	
Phase 4: Consolidation of Information and data analysis	8 hours
Consolidate relevant information of the social problems/issues with associated NGO's	
Phase 5: Report Presentation	2 hours
Presentation of findings of the study to the relevant NGO's	
Total	60

Pedagogy and Assessments:
Pedagogy: Field work, Field Dairy, Surveys, Focus Group Interviews
Assessments: Report presentation and Viva Voce.


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Course Title	Business Research Methods
Course Code	24BA2251
Course Category	RMC
Credit Units	3

Course Objectives:

The course is intended to equip students with the knowledge, skills, and tools necessary to conduct systematic and meaningful business research. This course is designed to enable MBA students to understand and apply various research methodologies to address business problems across domains, make informed decisions, and recommend strategic initiatives.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
2	0	2	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Make use of appropriate research design and processes for execution of business research programs	3	3			3	3	
2	Leverage the usage of primary, secondary data to design surveys and interviews	3	3			3	3	
3	Apply suitable research techniques to examine real-world business problems in functional and strategic domains	3	3	3	3	3	3	3
4	Develop skills to analyze and interpret qualitative and quantitative data, identify trends, and extract actionable insights	3	3		3	3	3	3
5	Compile research findings in a structured manner and to write & present research reports and proposals for decision making	3	3	3	3	3	3	3

Unit 1: Introduction to Research and Review of Literature	6 hours
Introduction to Business Research – Paradigms and Application of research in management domains – Research process- Steps in Research Process. Reviewing the Literature – Procedure for reviewing the literature - Identifying research gaps and variables through Review of Literature - Literature search in databases— Reference Management through Zotero/Mendeley web application tools.	
Unit 2: Hypothesis, Identifying variables and Scaling Techniques	12 hours
Construction of Hypothesis: Functions- Types – Characteristics — Errors in testing the hypothesis Formulation of research problems -. Types and Sources– Consideration and steps in formulation of research problems. Development of conceptual and theoretical frameworks - Identification of variables and attributes. Measurement and Scaling Techniques – Types of Measurement scales. Types of Attitudinal scales. Multi-Dimensional Scaling - Relationship between attitudinal, measurement and multi-dimensional scales.	
Unit 3: Research Design, Constructing Instruments for Data Collection	9 hours
Conceptualizing a research design - – Types - Exploratory Studies, Descriptive Studies, Causal Studies –Experimental and factorial designs. Choosing an appropriate design for the project. Methods and types of Data Collection – Primary, Secondary and Tertiary sources. – Research Instruments - Observational studies- Questionnaire and Schedules – Projective Techniques – Focus Group Discussions and In-depth Interviews- Forms and Types.	
Unit 4: Establishing Validity and Reliability, Sampling Framework	9 hours
Validation of Research Instruments – Establishing validity and reliability – Types of validity – Factors affecting the reliability of the instruments. Sampling Framework: Sampling Designs- Probability, Non-Probability and Mixed Sampling. Sampling Techniques- Types	
Unit 5: Data Processing and Research Report Writing	9 hours
Writing research proposals/ reports - Components of research report – Introduction, Methodology, Findings, Conclusions, Appendices, Bibliography. Presentation of statistics - Text, semi tabular presentation, Tabular presentation, and graphics. Format for publication in Journal and conference - Research Paper Writing, Journals in Management Sciences, Identifying Indexed Journals, Paper formatting, Reference Style, Conference Presentation, Ethical issues related to publishing, Plagiarism and Self-Plagiarism	
Total	45 hours

Pedagogy and Assessments:

Pedagogy: Problem solving exercises, Case studies with industry data, use of Data analysis tools, peer learning and Project Based Learning.

Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, , End semester examinations

Reference Books:

1. Ranjit Kumar, Research Methodology, A Step-by-Step Guide for Beginners, Sage India, 4th Edition, Paperback 2024.
2. Pamela. S. Schindler, Business Research Methods, McGraw Hill, 13th Edition, 2021
3. William G. Zikmund, Barry.J. Babin, Jon C. Car, Mith Griffin, Business Research Methods, Cengage India Ltd., 9th edition, 2019 (Indian edition).
4. Bajpai Naval, Business Research Methods, Pearson Education, 2nd Edition, 2019.


**Chairman - BoS
MBA - HiCET**




**Dean (Academics)
HiCET**

Course Title	Decision Models for Management
Course Code	24MA2101
Course Category	PCC
Credit Units	4

Course Objectives:

The course is designed to enable the students to develop a comprehensive understanding and application of operational research methodologies, enabling them to model and solve complex real-world business problems using a variety of quantitative techniques and with appropriate software.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	1	0	4	60

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Analyze the components and characteristics of Linear Programming (LP) models	3	3		2	3	3	2
2	Apply Transportation and Assignment Models to solve real-world business problems	3	3		2	3	3	2
3	Evaluate project schedules using PERT (Program Evaluation and Review Technique) and CPM (Critical Path Method),	3	3		2	3	3	2
4	Model queuing systems and extend the knowledge to models with multiple servers.	3	3		2	3	3	2
5	Design and simulate business decision-making scenarios and assess optimal strategies management decision making.	3	3	3	3	3	3	3

Unit 1: Linear Programming	5 hours
Application of Linear Programming in business functions – Objective Function – Constraints Characteristics of LP Model – LP Formulation – Graphical and Simplex methods – Sensitivity analysis.	
Unit 2: Transportation Model	10 hours
Transportation Network Model - Formulation – Demand and Supply – Balanced and Unbalanced problems - – Restricted routes – Maximization problems - Determining Optimal solution; Assignment Model – Hungarian Method - Restricted and Maximization	

problems	
Unit 3: Network Analysis	10 hours
Introduction to PERT and CPM, critical Path calculation, float calculation and its importance. Cost reduction by Crashing of activity.	
Unit 4: Queuing Theory	10 hours
Application of queuing models – Types of Models - Characteristics of MM1 Queuing model – Multiple servers - Queue discipline – Service Mechanism – Arrival rate and Service rate	
Unit 5: Game Theory and Simulation	10 hours
Game Theory: Two-person zero sum game – Pure and Mixed Strategies – Pay off Table - Formulation - Saddle point - Dominance property Simulation: Monte Carlo method using random numbers – Simulation for Demand Forecasting – Waiting line – Inventory Management	

Pedagogy and Assessments:
Pedagogy: Problem solving, practice sessions, Laboratory modules Assessments: Mini Projects, Written Examination (Midterm & End term), Practical examinations.

Reference Books
Taha, H A, "Operations Research – An Introduction", Sixth Edition, Prentice Hall of India Private Limited, N. Delhi, 2004. Ravindran, A., Phillips, D.J., and Solberg, J.J., "Operations Research- Principles and Practice", John Wiley & Sons, 2005. Wagner H M, "Principles of Operations Research", Second Edition, Prentice Hall of India Private Limited, New Delhi, 2003.


Chairman - RoS
MBA - HICET




Dean (Academics)
HICET

Course Title	Financial Management
Course Code	24BA2201
Course Category	PCC
Credit Units	4

Course Objectives:

The objective of this course is to equip students with a comprehensive understanding of contemporary financial management principles, emphasizing real-world applications. Students will learn to analyze and manage informed investment decisions, optimize working capital, and navigate capital structure choices. The course also explores emerging topics on sustainable finance, FinTech innovations in decision-making. Students shall endeavor to leverage modern tools and strategies to manage corporate financial performance, assess risks, and create value in dynamic and evolving business environments.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	1	0	4	60

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand and apply the principles of time value of money in financial decisions.	3	2	3	3	3	3	3
2	Develop a well-structured capital budgeting plan. Evaluate investment opportunities and manage corporate financial risks.	3	3	2	3	3	3	2
3	Compare and contrast the characteristics of debt and equity and propose an optimum capital structure	3	3	2	3	3	3	2
4	Develop strategies to optimize cash, receivables, inventory, and payables management.	3	3	2	2	3	3	3
5	Comprehend the emerging trends in financial management, including sustainable finance and financial technology.	3	3	3	3	3	3	3

Unit 1 – Introduction to Financial Management	3 hours
Overview of organization's financial structure - Objectives, functions. Key financial decisions- Investment, financing, and dividend decisions, Overview of time value of money and return- Present and Future Value- Discounting and Compounding. Basic models of valuation- Debt- Preference and Equity- Recent trends in Financial and Capital Markets.	
Unit 2- Investment Appraisal and Capital Budgeting Decisions	15 hours
Nature and features of Capital Budgeting decisions - Types of investment decisions. Capital budgeting evaluation Techniques - Evaluation of capital expenditure decisions – DCF and Non-DCF Techniques. Sensitivity analysis and scenario analysis.	
Unit 3- Cost of Capital and Capital Structure	15 hours
Cost of Capital - meaning and importance. Computation of cost of capital: Debt- Preference capital –Equity Capital - Retained earnings, Weighted average cost of capital, EBIT - EPS Analysis. Leverage: Financial Leverage, Operating Leverage and Combined Leverage. Degree of Operating & Financial leverage. Theories of Capital Structure – Defining an optimum capital Structure- Application in Ms Excel	
Unit 4: Working Capital	12 hours
Components of working capital: Cash, receivables, and inventory management-Determinants of working capital. Building a working capital model - Forecasting working capital requirements based on sales projections- Sensitivity analysis- Identifying key drivers of working capital needs- Industry specific challenges- Key performance indicators (KPIs) for working capital management- Benchmarking and best practices for improving the working capital cycle	
Unit 5: Contemporary Issues in Financial Management	15 hours
Role of technology in financial management: AI, machine learning, blockchain- Digital currencies, decentralized finance (DeFi), and financial inclusion. Green and impact investing - Green bonds, social impact investing, and the role of financial institutions- Ethics in Financial Management- Ethical dilemmas in financial decision-making- Corporate governance and the role of financial managers in maintaining ethical standards	
Pedagogy and Assessments:	
Pedagogy: Lectures, Practical exercises, Case studies, Experiential learning	
Assessments: Capstone Projects, Real world case studies, Group Presentation, Written Examination (Midterm & End term)	
Reference Books:	
Chandra, Prasanna, "Financial Management- Theory and Practice", McGraw Hill, 9th Edition, 2017.	
Khan, MY, Jain, PK, "Financial Management", Tata McGraw Hill, 8th Edition, 2019.	
Pandey, IM, "Financial Management", Vikas Publishing House P Ltd, 11th Edition, 2016	
Van Horne, James and Wachowicz, "Financial Management and Policy", Prentice Hall of India Private Ltd, 12th Edition, 2011.	
Viswanath S.R. Corporate Finance Text and Cases, Atlantic Publishers and Distributors (P) Ltd, 3 rd ed. 2024	

**Chairman - BoS
MBA - HiCE1**



**Dean (Academics)
HiCET**

Course Title	Human Resources Management
Course Code	24BA2202
Course Category	PCC
Credit Units	3

Course Objectives:

This course offers a comprehensive understanding of both traditional and contemporary HR practices and strategies. It equips students with practical skills in HR processes and fosters critical thinking, problem-solving, and ethical awareness while designing and practicing HR systems. The course also makes the student imbibe a global mindset and emphasizes digital proficiency to leverage HR technology

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Effectively manage and plan key human resource functions within organizations	3	1	1	2	2	3	1
2	Apply various selection techniques, including interviews, tests, and reference checks, to assess candidate suitability.	2	2	2	1	3	2	1
3	Design, implement, and evaluate comprehensive HR development programs that align with organizational goals.	2	2	3	1	3	-	2
4	Implement effective compensation and benefits strategies that comply with legal and ethical standards.	2	3	-	3	3	3	1
5	Adapt to the emerging HR technologies and data analytics to optimize HR processes and decision-making.	-	3	1	2	2	2	3

Unit 1 – Introduction to Modern HR Management	6 hours
Importance, Workforce Demographics and Diversity Trends, HR as Profit Centre, History, Digital and Social Media trends, New-collar jobs, HR as Strategic Partner, HR and Ethics.	
Unit 2- Workforce Planning and Talent Acquisition	12 hours
Job Analysis: Methods, Job Description, Specification, Workforce Planning and Forecasting, Succession Planning, Diversity-Equity-Inclusion (DEI) focused hiring, Digital recruitment platforms and social media, ATS, EEO Law. Employee testing and Selection: Validating a test, Types of tests, Work samples and Simulations, Background Investigations, Reference Checks. Interview: Types, Design, Job Offer.	
Unit 3- Employee Development and Learning	9 hours
Orientation, Onboarding, ADDIE Training process, Implementation, MDP, Training Evaluation. Performance Management and Appraisal: Process, Defining Goals and Standards, Techniques, Customized Talent Management, Errors and Biases, Appraisal Interview, Career Management, Employee turnover and retention, Job Withdrawal, Dismissals, Employment law.	
Unit 4: Compensation and Benefits	9 hours
Factors determining Pay Rates, Compensating Expatriate employees, Job Evaluation methods, Pricing Managerial and Professional Jobs, Competency Based Pay, Performance and Financial Incentives, Benefits and Services, EVP, Employee Engagement, Workplace Health Hazards, Occupational Security and Risk Management, Global HR Systems.	
Unit 5: Future of work and HR	9 hours
Employment Models for the gig economy, Integration of Chat bots and AI Agents in HR technologies, Block chain and HR process, HR Metrics, Reporting using HR Analytics-Sentiment Analytics and Predictive Analytics.	

Pedagogy and Assessments:
Pedagogy: Lectures, Practical exercises, Role plays, Case studies, Experiential learning, Scenario Analysis Assessments: Quiz, Mini Projects, Group Presentation, Written Examination (Midterm & End term)

Text Books:
1. Gary Dessler, Biju Varkkey-Human Resource Management, Pearson Education limited, 16th Edition, 2020 2. Aswathappa-Human Resource Management Text and Cases ,Mc Graw Hill Education,New Delhi, 8th Edition, 2022
Reference Books:
1. H. John Bernardin, Human resource management: An Experiential Approach, Tata McGraw Hill, 6th Edition 2013. 2. Wayne F Cascio, Managing Human Resources, McGraw Hill, 11th Edition, 2019.

**Chairman - B&S
MBA - HiCET**



**Dean (Academic*)
HiCET**

Course Title	Introduction to Business Analytics
Course Code	24BA2252
Course Category	PCC
Credit Units	3

Course Objectives:

This course aims to equip participants with a foundational understanding of business analytics principles and methodologies. Through a blend of theoretical concepts and practical applications, participants will gain the ability to collect, analyze, and interpret data to identify trends, make informed decisions, and drive business growth. The course will cover key areas such as descriptive, predictive, and prescriptive analytics, data visualization techniques, and the ethical considerations surrounding data usage.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
2	0	2	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Acquire a deep understanding of fundamental business analytics concepts, tools, and techniques	3	3		3	2	3	3
2	Evaluate the steps in the business analytics process, exploration, model building and deployment.	3	3		3	3	3	3
3	Analyze data to extract actionable insights and contribute to informed decision-making within a business context.	3	3	3	3	3	3	3
4	Apply business analytics models to solve real-world business problems.	3	3	2	3	3	3	3
5	Explain different data visualization techniques using appropriate tools and techniques.	3	3		3	3	3	3

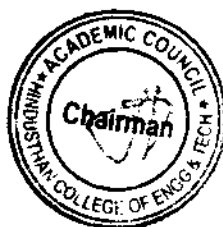
Unit 1 - Introduction to Business Analytics	3 hours
The growing role of Data Analytics in Business. Introduction to analytics and its applications in business domains. Key roles and responsibilities of business analyst. Business Analytics Models. Process: Data acquisition, cleaning, and preparation- Data exploration and visualization- Model building and evaluation -Deployment and monitoring. Interventions of AI and prompt engineering into Business Analytics.	

Unit 2- Data Visualization and Story Telling	6 hours
Data Visualization Techniques: Charts, graphs, and dashboards- Effective storytelling with data-Choosing the right visualization for the message. Data Visualization Tools- Tableau, Power BI, and other popular tools- Hands-on exercises to create compelling visualizations	
Unit 3 – Descriptive Analytics	12 hours
Descriptive Analytics: Key performance Indicators-Measures of Central Tendency and Dispersion-Data Aggregation and Summarization-Data Distribution and Probability- Hypothesis testing and confidence intervals- Correlation and regression analysis. Practical applications- Market Research analytics-Financial Analysis- Operational efficiency improvement.	
Unit 4: Predictive Analytics	12 hours
Predictive Analytics: Machine Learning Basics- Supervised and Unsupervised Learning-Model training and evaluation- Simple, Multiple and Logistic Regression. Classification Techniques: Decision Trees, Random Forests, Support vector machines. Time Series Analysis-Forecasting Techniques- Trend analysis and seasonality	
Unit 5- Prescriptive Analytics and Optimization	12 hours
Optimization Techniques: Linear programming- Integer programming- Simulation modelling. Decision Analysis: Decision Trees- Bayesian networks. Real world applications- Supply chain optimization- Pricing strategy- Resource Allocation.	

Pedagogy and Assessments:
Pedagogy: Lectures, Practical exercises, Used case studies, Hands on workshops.
Softwares Used: Excel/R/ BI/ Python/ Tableau/ SPSS/ etc. and other prescribed industry tools
Assessments: Quiz, Mini Projects, Group Presentation, Written Examination (Midterm & End term)

Reference Books:
1. James R. Evans, Business Analytics, Methods, Models and Decision, Pearson 3 rd ed 2021
2. Dhinesh Kumar U, Business Analytics: The science of data driven decision making, John Wiley, 2 nd edition 2022.
3. Camm, Cochran, et al., Essentials of Business Analytics, Cengage 2 nd ed 2020.
4. Bhimasankaram Pochiraju, Sridhar Seshadri, Essentials to Business Analytics, Springer; 1st ed. 2019 edition (30 July 2019)
5. David Roi Hardoon, Galit Shmueli, Getting started with Business Analytics, Chapman and Hall/CRC; 1st edition (26 March 2013)
6. Business Analytics, Dinabandhu Bag, Business Analytics, Routledge First edition, 2017.
7. Supplementary Readings. Case studies, research papers, and industry reports

Chairman - ECA
MBA - HICET



Dean (Academics)
HICET

Course Title	Marketing Management
Course Code	24BA2203
Course Category	PCC
Credit Units	3

Course Objectives:

The course will focus upon the working knowledge of different concepts, functions, and applications of marketing to formulate effective marketing programs. The course seeks to develop the student's understanding on creating and delivering value to its customers through empirical and practice-based learning. The course introduces students to the fundamentals of key metrics to yield actionable marketing insights for decision making

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Exhibit conceptual knowledge upon theories, and functions and applications of marketing	3	2		2		3	3
2	Analyze customers, competitors, collaborators using business scenarios	3	3	2	3	3	3	3
3	Design marketing plans and strategies to create customer value and solutions	3	3	3	3	3	3	3
4	Ability to use marketing data and metrics to assess the outcome of marketing initiatives	3	3	3	2	3	3	3
5	Evaluate and act upon the ethical and environmental concerns linked to marketing activities	3	2	3	3	3	3	3

Unit 1: Understanding Marketing Management	6
Marketing Landscapes- - Marketing process and orientations – Marketing in ICE Age - New realities. Marketing Environments – Micro and Macro perspectives. 5C's of Marketing	
Unit 2: Managing customer relationships	6

Understanding customers – Customer Value, Satisfaction, and Loyalty – Delivery process. Customer decision making- stakeholders involved in buying process - customer journey – Different types of buying motives.	
Unit 3: Applying Marketing Strategies	12 hours
The art and science of STP: Segmentation of markets for Consumer, Industrial and Institutional Sales- Guidelines for selecting target market, Positioning – Strategies. Overview of Branding - Brand Portfolios Delivering value through: Product, Pricing, Promotion Place, People, Process and Physical evidence.	
Unit 4: Leveraging Metrics for Marketing decisions	12 hours
Using Metrics for Marketing Decisions: Estimating Market Potential and Target volume-Share of hearts, Minds and Wallets, Analyzing Customer Value – RFM Analysis. Retention, Customer lifetime value. Trail, repeat, penetration, volume, Fair share draw, cannibalization rate. Conjoint utilities: segmentation, customer preference and volume projection.	
Unit 5: Sustainable and Ethical Marketing	9 hours
Sustainable marketing Practices – Pillars of Sustainability Marketing – Linkage to SDG – Ethics issues in marketing - Socially Responsible Marketing Practices – Product safety, socially controversial products. Manipulation in consumer marketing- Marketing to vulnerable populations.	
Total	45 hours

Pedagogy and Assessments:
Pedagogy: Theoretical concepts are taught during lecture and practice sessions. Case studies and course assignments shall be used for anchoring concepts and to elaborate practical applications Assessments: Practice Tests, Project presentation, Used cases analysis, End semester examinations

Reference Books:
1. Kotler, P., & Keller, K. L. "Marketing management", 16th edition, Pearson. (2022).
2. Paul Baines, P., Fill, C., Rosengren, S. & Antonetti, P. "Fundamentals of Marketing", Oxford University, Press, 3rd Edition, 2017.
3. Ramasamy & Namakumari "Marketing Management: Indian Context. Global perspective", Sage Publishing, 6th Edition, 2018
5. Richardson, N., James, J. & Kelley, N. (2015) "Customer-centric Marketing: Supporting sustainability in the digital age", Kogan Page: London, 2015.
6. John A Davis, Marketing Metrics: 103 Key Metrics Every Marketer Needs, John Wiley & Sons Inc 2013

General Readings in Marketing	
1.	John Sculley "Pepsi to Apple: The journey of Adventure, Ideas, and the future , 1987. Odyssey",
2.	Constance L. Hays "The Real Thing – Truth and the Power at Coca-Cola Company",
3.	Davis Dyer, Frederick Dalzell and Rowena Olegario "Rising Tide : Lessons from 165 Years of Brand Building at Procter & Gamble", Harvard Business Review Press, 2004
4.	Barbara Smit, "Sneaker Wars", The Enemy Brothers Who Founded Adidas and Puma and the Family Feud That Forever Changed the Business of Sports, ECCO, March 2009
5.	Paco Underhill, ""Why We Buy – The Science of Shopping" SIMON & SCHUSTER USA; Updated, Revised ed. edition (1 January 2012)
6.	Nirmalya Kumar, "Marketing As Strategy: Understanding the CEO's Agenda for Driving Growth and Innovation" Harvard Business Review Press, First Edition, 2004
7.	Michael Dell, Catherine Fredman," Direct from Dell: Strategies that Revolutionized an Industry" Harper Business; Reprint edition (3 January 2006)
8.	Al Ries & Jack Trout, "22 Immutable Laws of Marketing" Profile Books Ltd; Main edition (24 October 1994)


Chairman - BoS
MBA - HICET




Dean (Academics)
HICET

Course Title	Operations Management
Course Code	24BA2204
Course Category	PCC
Credit Units	3

Course Objectives:

This course aims to provide students with a thorough understanding of Operations Management, focusing on its critical role in organizational success and the integration of production, operations, and productivity. The course will explore the various types of production systems, and their strategic implications, and the interplay between operations and other management functions. The course also places particular emphasis on Industry 4.0, Artificial Intelligence and Internet of Things and the students shall also gain insights on the origins and applications of Lean Manufacturing, Six Sigma, Value Stream Mapping, Kaizen, and DMAIC. The course also aims to explore various inventory management strategies along with TQM and Statistical Process Control techniques. The course also addresses the societal issues in operations management, focusing on sustainability, circular economy principles, waste reduction, and environmental impact assessments, preparing students to manage operations with a focus on both efficiency and environmental responsibility.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Apply key concepts in Operations Management and its significance in organizational value creation.	3			2		3	3
2	Analyze and improve process efficiency through various process design and improvement techniques.	3	3	2	3	2	3	2
3	Design and optimize production planning systems, capacity requirements, and facility layouts for efficient operations.	3	3	2	3	3	3	3
4	Evaluate and implement inventory control strategies to manage and optimize inventory levels.	3	3	2	3	3	3	2
5	Assess and address societal and environmental issues in operations management, promoting sustainable practices in production and supply chains.	3	3	3	3	3	3	3

Text and Reference Books

Unit 1 - Value creation through Operations Management	5 hours
Introduction to Operations Management - -Significance of Operations Function in an organization -Productions System – Nexus between Production, Operations and Productivity- Types of Production systems – Product based, and Process based. Operations strategy - Operations and other management functions. The impact of technology on operations -Industry 4.0, Artificial Intelligence and Internet of Things (IoT)	
Unit 2 – Process Design and Improvement	10 hours
Types of Processes – Job shop, Batch Production, Continuous flow and Project based- Process Mapping and flowcharting techniques – Wait times, Process Times, Little’s law and Queuing Theory. Lean Manufacturing and Six Sigma – Lean Principles- Application of Agile Principles in production. Value Stream Mapping, Waste reduction, Just in Time (JIT), Kaizen- Six Sigma: DMAIC Process. Process Re-engineering and Benchmarking- Business Process Rengineering- Benchmarking techniques for Best practices – Tools for process improvement- SIPOC, Ishikawa and Pareto analysis	
Unit 3: Production Planning and Control, Facilities Layout and Design	10 hours
Process Planning, Aggregate Production Planning, Determining capacity requirements –Quantitative and Qualitative methods. Techniques: Load vs. Capacity, and Capacity Requirement Planning (CRP)- Resource leveling and optimization. Constraint management in job, batch and line processes, Theory of constraints [TOC], Bottleneck analysis, Drum-Buffer-Rope methodology. Facilities Layout and Design: Types of layouts: Product layout, process layout, fixed-position layout, cellular layout, Facility location and design considerations, Lean layouts and ergonomic principles.	
Unit 4: Inventory Management and control	10 hours
Types of inventories: Raw materials, work-in-progress (WIP), finished goods- Inventory control models: Economic Order Quantity (EOQ), Reorder Point (ROP), Just-in-Time (JIT)-Vendor managed Inventory - ABC analysis and Safety stock management. Quality Management: Definition – Dimensions & Cost of quality - TQM Framework -7QC Tools - Statistical Process Control- X-bar and R charts – Quality Function Deployment	
Unit 5: Societal Issues in Operations Management	10 hours
Role of operations in achieving sustainability goals- Design for sustainability: Eco-friendly products, packaging, and end-of-life considerations. Circular economy principles in production and supply chains, Sustainable transportation, packaging, and warehousing. Measuring environmental impact: Life Cycle Assessment (LCA), carbon accounting. Reducing carbon footprints: Energy efficiency, waste management and reduction, and resource optimization	

Pedagogy and Assessments:

Pedagogy: Lectures, Practical exercises, Used case studies, Hands on workshops.

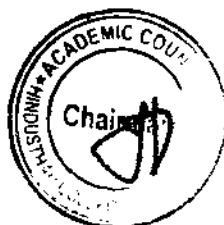
Assessments: Quiz, Mini Projects, Group Presentation, Written Examination (Midterm & End term)

Assignments: Individual and group assignments, Presentations, Capstone projects. Research papers.

1. Jacobs F R, Chase R, "Operations and Supply Chain Management", McGraw Hill, 14th Edition, 2017.
2. Mahadevan B, "Operations Management: Theory and Practice", Pearson Education, 3rd Edition, 2015.
3. Rendar B, Heizer J, "Operations Management", Pearson Education, 12th Edition, 2017.
4. Russell R, Taylor B W, "Operations Management", Wiley Publications, 9th Edition, 2016.
5. Stevenson W J, "Operations Management", McGraw Hill, 12th Edition, 2017.

General Readings
Vaclav Smil Made in the USA: The Rise and Retreat of American Manufacturing. The MIT Press; Reprint edition-21 August 2015
Masaaki Imai: Commonsense Approach to a Continuous Improvement Strategy McGraw Hill; 2nd edition -June 13, 2012.
Eliyahu M. Goldratt and Jeff Cox: The Goal: A Process of Ongoing Improvement, North River Pr; Anniversary, Revised edition -1 June 2012.
James P. Womack, Daniel T. Jones and Daniel Roos: The Machine that changed the world, Free Pr; Reprint edition -13 March 2007
Jeffrey Liker: The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, McGraw Hill Education; Reissue edition, 2004.


Chairman - RGS
MBA - HICET




Dean (Academic)
HICET

Course Title	Professional Development –II - Emotional Intelligence for Emerging Leaders
Course Code	24HE2091
Course Category	ESEC
Credit Units	1

Course Objectives:

This course is designed to equip students to inculcate with practical strategies for emotional regulation, stress management, building self-confidence, developing resilience, and setting and achieving personal goals. The course is also expected to enable the students to create their own personal EI development plan to understand oneself, connect with others and to navigate diverse social interactions with confidence and respect.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
0	0	2	1	30

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Apply techniques of self-reflection and emotional regulation to manage emotions effectively	-	3	-	2	1	3	3
2	Exhibit improved empathy, communication, and conflict resolution skills, in diverse personal and professional settings.	-	3	1	2	1	3	3
3	Demonstrate proficiency in relationship-building, influence others and navigate professional interactions with confidence and respect.	2	3	1	2	2	3	3
4	Create and implement a personalized and an Emotional Intelligence growth plan	-	3	2	2	3	3	3

Unit 1: Introduction to Emotional Intelligence	4 hours
• Significance of EI: Understanding the concept, history, and relevance of EI. • Self-awareness and awareness of others: Identifying key components of EI. • Setting goals and objectives: Establishing a framework for personal growth. • Understanding emotions: Recognizing, labeling, and understanding emotions • Emotional awareness: Identifying emotional triggers and patterns.	
Unit 2: Self-Awareness	10 hours
• Self-reflection and journaling: Practicing self-reflection techniques. • Identifying strengths and weaknesses: Self-assessment and awareness. • Emotional expression and regulation: Managing emotions effectively. • Empathy and active listening: Understanding others' perspectives. • Social cues and relationships: Building effective relationships. • Diversity and inclusion: Appreciating diverse perspectives. • Conflict resolution: Managing conflicts effectively	
Unit 3 Self-Management	6 hours
• Emotional regulation strategies: Techniques for managing emotions. • Stress management: Coping mechanisms and relaxation techniques. • Motivation and self-confidence: Building self-confidence and motivation. • Resilience and adaptability: Developing coping skills. • Goal setting and achievement: Setting realistic goals	
Unit 4 Relationship Management	5 hours
• Effective communication: Verbal and nonverbal communication skills, body language • Influencing and persuading: Building influence. • Conflict resolution: Managing conflicts. • Building and maintaining relationships: Nurturing professional relationships.	
Unit 5 Applying EI	5 hours

• Action planning: Creating a personal EI development plan. • Feedback and coaching: Receiving and giving constructive feedback. • Sustaining EI growth: Maintaining momentum.	
Total	30 hours

Pedagogy for Course Delivery:

Pedagogy: The course will be delivered through intensive coaching pedagogy which includes, hands-on activities, self-reflection exercises, case studies, group discussions, and to ensure active engagement and real-world application of emotional intelligence concepts.

Assessment: Assessment may include peer feedback, role-playing exercises, reflective journaling, participation in class activities, and goal-setting progress reports.

Suggested Reading

1. "Emotional Intelligence: Why It Can Matter More Than IQ" by Daniel Goleman
2. "The Emotionally Intelligent Manager: How to Develop and Use the Four Key Emotional Skills of Leadership" by David R. Caruso and Peter Salovey
3. Emotional Intelligence 2.0" by Travis Bradberry and Jean Greaves


Chairman - BoS
MEA - HiCET




Dean (Academics)
HiCET

Course Title	Business Application Software Lab- Data Analytics using Power Query and Power Pivot
Course Code	24BA2001
Course Category	Employability Skill Enhancement Course (ESEC)
Credit Units	2

Course Objectives: This course aims to provide students with a comprehensive understanding of key data analytics tools, including Power Query, Power Pivot, and MS Excel. Students shall develop essential skills in transforming, cleaning, and modeling business data for informed decision-making. Further the students are driven to create interactive dashboards and visualizations to communicate complex data insights. The course is also designed to enable the students to integrate data from multiple sources to enhance business intelligence.				
Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
0	0	4	2	30

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Demonstrate the ability to import, clean, and transform datasets using Power Query to prepare data for analysis.	2	3	-	2	2	3	3
2	Build and manage relationships between datasets in Power Pivot and perform advanced calculations using DAX functions.	-	3	-	2	1	3	3
3	Develop time-based performance indicators such as YTD, QTD, and KPIs to analyze business metrics effectively.	-	3	1	2	1	3	3
4	Design interactive and visually appealing dashboards in MS Excel to communicate key insights to stakeholders.	2	3	1	2	2	3	3
5	Integrate data from multiple sources and apply analytical methods to solve business problems through actionable insights.	-	3	2	2	3	3	3

Unit 1: Introduction to Power Query and Basic Transformations	20 hours
Understanding Power Query: Navigating the Power Query Editor, Connecting to Data Sources (Excel, CSV, Text, Web)- Basic Data Cleaning and Transformation: Removing and Replacing Values, Trimming and Cleaning Text, Handling Errors and Missing Values, Changing Data Types- Shaping and Restructuring Data: Splitting Columns, Merging Columns, Pivoting and Unpivoting Data.	
Unit 2: Advanced Data Modeling and Transformations	20 hours
Combining and Merging Datasets: Appending Queries, Merging Queries, Using the Merge and Append Features Effectively- Dynamic Filtering and Customization: Creating Parameters, Using Parameters to Filter and Customize Data- Grouping and Aggregating Data: Grouping Data by Categories, Calculating Aggregations (Sum, Average, Count, etc.), Creating Custom Aggregations.	
Unit 3: Power Pivot for Data Analysis	20 hours
Creating Data Models: Understanding Data Models and Relationships, Creating Relationships Between Tables, Best Practices for Data Model Design- Basic DAX Functions: Introduction to DAX, Using DAX Functions for Calculations (CALCULATE, SUM, AVERAGE, etc.), Creating Measures for Analysis- Power Pivot for Advanced Analysis: Time Intelligence Functions (DATEADD, DATEDIFF, etc.), Creating Calculated Columns, Using Power Pivot for Reporting and Visualization.	
Total	60 hours

List of Experiments	
1	Importing Data and Performing Basic Transformations in Power Query
2	Cleaning and Preparing Data for Analysis in Power Query (Column Splitting, Merging, and Customization)
3	Transformation of data from pivot to unpivot data.
4	Combining Datasets through Append Queries in Power Query
5	Merging Datasets Using Common Fields in Power Query
6	Dynamic Filtering and Customization Using Parameters in Power Query
7	Grouping and Aggregating Data for Business Insights in Power Query
8	Creating Data Models and Managing Relationships in Power Pivot
9	Implementing Calculations with Basic DAX Functions in Power Pivot
10	Creating Custom Calculations and Measures with DAX in Power Pivot
11	Using Time Intelligence Functions for Business Analysis in Power Pivot

12	Building Visualizations for Business Data in MS Excel
13	Designing and Visualizing KPIs in Power Pivot
14	Building Visualizations for Business Data in MS Excel
15	Adding Interactive Filters and Slicers in MS Excel
16	Designing Comprehensive Dashboards for Business Insights in MS Excel

Pedagogy for Course Delivery:

Pedagogy: Excel Manual, Structured exercises, collaborative learning, case studies with datasets.

Assessment: Lab reports, Hands on Lab examinations, Used case studies, End semester examinations.

Textbooks:

1. Master Your Data with Power Query in Excel and Power BI by Ken Puls and Miguel Escobar, 2021, Holy Macro Books
2. Microsoft Excel Power Pivot and Power Query for Dummies by Michael Alexander, 2016, Wiley

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**Dean (Academic),
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Course Title	Outbound Training Program			
Course Code	24AC2291			
Course Category	MC			
Credit Units	No credit			
Course Objectives: This course is a mandatory credit course which is basically conducted off the campus with the support of a professional agency as a combination of field exercises. The course is designed to improve leadership, communication skills, performance, planning, change management, delegation, teamwork, and motivation.				
Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
0	0	30	0	30

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Develop leadership abilities to work collaboratively within diverse teams.	2	2	3			3	3
2	Develop communication skills to foster better interpersonal relationships in both professional and social settings.	2	2	3			3	3
3	Apply motivational interventions to implement effective motivation strategies tailored to diverse team dynamics.	2	2	3			3	3

Outdoor activities:

1. Team Building exercises.
2. Survival Skills for managing hurdles.
3. Removal of Stage Fear.
4. Improved Value systems and self-discipline.
5. 360-degree Leaderships.
6. Healthy and professional lifestyle habits.

Pedagogy and Assessments:

Pedagogy: Interactive Discussion, Group Exercises, Experiential Learning with Outbound and Adventure Activities.

Assessments: Reflective Dairies

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**Dean (Academics)
HICET**

MBA Regulation 2024

Syllabus

III & IV Semester

Professional Core Courses (Semester III)

Course Title	Summer Internship
Course Code	24BA3701
Course Category	ESEC
Credit Units	2

Course Objectives:

The course is intended to equip students with the knowledge, skills, and tools necessary to conduct systematic and meaningful research in the business context. This course is designed to enable MBA students to understand and apply various research methodologies to address business problems, make informed decisions, and support strategic initiatives.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
0	0	60	2	4 weeks

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand and interpret classroom learning to real business challenges.	3	3	3	3	3	3	3
2	Develop professional competencies, including problem-solving, communication leadership, and teamwork	3	3	3	3	3	3	3
3	Understand organizational dynamics, culture, and structure and build a professional network	3	3	3	3	3	3	3

Course Outline:

Students will gain hands-on experience by completing a real-time project at a company, working closely with an industry mentor. This internship experience is designed around a well-defined task with a clear job description, a structured method for understanding the work, and quantifiable results. At the end of the project's tenure students are required to document their experience in a report, covering the organization, the nature of the work, recommendations for process enhancement, and their overall learning journey."

Pedagogy and Assessments:

Pedagogy: On the job learning, Observation, sand box exercises.

Assessments: Report Writing and Presentation, External Viva Voce.

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Course Title	Strategic Management
Course Code	24BA3201
Course Category	PCC
Credit Units	3

Course Objectives:

The course aims to equip students with a comprehensive understanding of how organizations formulate, implement, and evaluate strategies to achieve sustainable competitive advantage in a dynamic global environment. Through a blend of theoretical frameworks, real-world case studies, and analytical tools, students will learn to analyze complex business landscapes, identify strategic opportunities and threats, make informed resource allocation decisions, and develop innovative solutions to drive organizational growth and performance. The course emphasizes critical thinking, leadership, and the ability to integrate knowledge from various functional areas to create a holistic strategic vision for businesses across diverse industries.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Explain the basic concepts, principles and practices relating to strategic management.	3	3	3	3	3	2	3
2	Present a credible business analysis in a competitive setting	3	3	2	3	3	2	3
3	Analyze various environment and portfolio scenarios for effective strategy formulation	3	3	3	3	3	3	3
4	Formulate and implement corporate, business and functional strategies with global outlook	3	3	3	3	3	2	3
5	Apply appropriate criteria for evaluating strategies, such as performance against stated objectives, internal and external factors, and competitive advantages.	3	3	3	3	3	2	3

Unit 1: Foundations of Strategic Management	9 hours
Foundations of Strategic Management: Strategic Planning Process, Levels of Strategy - Strategic Intent through Vision, Mission and Value Statement – Building business model –Business Model canvas, Typologies	
Unit 2: Strategic Planning - Environmental Analysis	9 hours
Internal Environment Analysis: Resource Based View of the firm - Resource-Capabilities – Firm specific resources, VRIO Framework – Core competencies – Competitive Advantage. External Environment Analysis: Strategic context of the firm – Industry Analysis – Porters Framework – Complementors – Strategic support groups - PESTEL, ETOP Analysis - Competitive Profile analysis	
Unit 3: Strategic Formulation for Competitive Positioning	9 hours
Strategic Choices- Generic strategies- Functional strategies – Business Level strategies – Grand strategies. Multi Business Strategies: Portfolio Analysis and Display Matrices; BCG Matrix; GE's Stoplight Matrix	
Unit 4: Strategic Implementation	9 hours
Managing Change – Nature – Barriers – Project Implementation - Procedural Implementation – Structural Implementation – Behavioral Implementation – Functional and operational Implementation Resource Allocation - Organizational Design – Structure, Control and Culture.	
Unit 5: Strategy Evaluation and Control:	9 hours
Process of evaluation – Strategic Audits - Framework, Balanced Score Card, and Strategy Maps. Strategic control – operational control, Agile and adaptive strategic planning	
Total	45 hours

Pedagogy and Assessments:
Pedagogy: Discussion Sessions, Case studies with industry data, Project Based Learning.
Assessments: Practice Tests, Real time assignments, Group Proposal Presentation, Mid Term Examinations, End semester examinations

Reference Books:
1. Strategic Management, John A Pearce II, Richard B. Robinson and Amita Mital, Mc GrawHill Education, 14th edition, 2018.
2. Kazmi, A. (2023). Strategic management: Concepts and cases (9th ed.). McGraw Hill Education.
3. David, F. R., & Nagarajan, A. (2023). Strategic management: A South Asian perspective (17th ed.). Pearson Education.
4. Jauch, L. R., Glueck, W. F., & Trivedi, M. (2022). Strategic management and business policy (12th ed.). McGraw Hill Education

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**Dean (Academics)
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Course Title	Corporate and Business Laws
Course Code	24BA3202
Course Category	PCC
Credit Units	3

Course Objectives:

The course enables the student to acquire a basic and workable understanding and analysis with respect to legal aspects of business that influences the business operation on day-to-day basis in India. Emphasis is placed on active, analysis and review of legal reasoning for a given legal scenario. Through a series of live discussion, students can contemplate on legal verses and other legal terms.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Demonstrate an understanding of legal boundaries to resolve complex commercial disputes in business context	3	2	2	3	2	2	3
2	Evaluate corporate governance mechanisms and compliance requirement under relevant laws	3	2	2	3	2	2	3
3	Assess regulatory frameworks to determine their influence on contemporary payment mechanisms	3	2	2	3	2	2	3
4	Examine and evaluate the various enforcement protocols for conduct of fair business practices	3	2	2	3	2	2	3
5	Adapt legally sound and ethically compliant business practices to enhance transparency and efficiency.	3	2	2	3	2	2	3

Unit 1: Indian Contract 1872 & Sale of Goods Act 1930	9 hours
Essential elements of a valid contract, Types of contracts, Capacities of parties' Free consent. Discharge of a contract, Breach of contract, Remedies to the breach of contract. Special contracts: Contingent contract, Contracts of indemnity and guarantee, Contracts of bailment and pledge, Contract of agency. Sale of Goods Act 1930: Formation of Contracts to Sale- Concept of Goods and Services – Sale and agreement to sell – Effects of contracts – Conditions and Warranties, Rights of unpaid seller and unpaid buyer- Digital Transactions & GST impacts, E-Commerce & Online Sales.	
Unit-II: The Companies Act 2013	9 hours

Nature and kinds of companies- Formation of a Company- Company Management – Governance – Board Of Directors- Composition, Appointment & Powers, Corporate Governance & Compliance (MCA, NCLT), Investors Protection & Shareholders Rights, CSR Compliance Emerging Trends- Related party transactions, Non-Compliance, Class action suits. Limited Liability Partnership (LLP) – Structure and procedure of formation of LLP in India. Winding up – Insolvency and bankruptcy code, SARFAESI Act, DRT,ARC,	
Unit III: NI and related acts	9 hours
Types of Negotiable Instruments, Types of Negotiable instruments and their essential features, Dishonor of instruments. Payment and Settlement systems 2007: Regulation of Digital and online payments- EFT, UPI Digital Wallets & Block chain based Settlements, Digital Banking & Cyber Laws, Financial Crime, and Consumer Protection.	
Unit IV : Competition Act 2002, Information Technology Act 2000, The Digital Personal Data Protection Bill	9 hours
Anti-Competitive Agreements – Abusive conducts – Regulation of Abuse of dominant position- Regulations of combinations – Enforcement mechanisms. Salient features of Information Technology Act 2000 – Applicability and Non-Applicability- Cybercrimes and penalties. Right to Information Act: Objectives and provisions – Recent amendments – Applicability and Non-Applicability. Principles of Data Protection – Data security and privacy-Data security standards – Ethical considerations	
Unit – V: Legal journey in a Business continuum	9 hours
Starting a business- Registration - Trade Licenses - Taxation (TAN) & GST Registration -Setting up Bank Accounts - Payment Gateway – Applicability of IPR & Marketing legal compliance - Data Privacy and Security – Applicability for obtaining Factory licenses; Shops & Commercial Establishments licenses; Registration for Social Security; Filing of legal returns.	

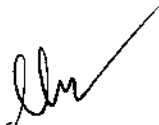
Pedagogy and Assessments:

Pedagogy: Discussions on legal acts, Case studies, Case judgements and interpretation, practical applications with scenarios

Assessments: Debates, Continuous Assessments and End semester examinations.

Reference Books

1. Inderjeet Dagar and Anurag Agnihotri - Business Laws: Text and Problems, Sage Publications 2020
2. PC Tulsian & Bharat Tulsian- Business Laws, McGraw Hill, 4 edition, 2020
3. N.D. Kapoor – Elements of Business Law, Sultan Chand, 2018
4. Raveendar Kumar – Legal aspects of Business, Cengage, 6th edition 2022


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Dean (Academics)
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Course Title	Professional Development III (Negotiation Skills)
Course Code	24HE3091
Course Category	ESEC
Credit Units	1

Course Objectives: This course aims to equip students with the ability to understand and apply core negotiation concepts (BATNA, ZOPA), develop effective preparation strategies and table tactics, and identify and overcome psychological, cultural, and structural barriers to successful agreements. The learning outcomes are mapped to program goals emphasizing problem-solving, critical thinking, leadership, and professional development.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
0	0	2	1	30

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand and differentiate between various types of negotiations and apply key concepts such as BATNA, Reservation Price, and ZOPA in business negotiation scenarios.	3	3	1	2	2	3	2
2	Develop structured negotiation preparation strategies and apply appropriate table tactics in both distributive and integrative negotiation contexts.	3	3	2	2	3	3	2
3	Identify and critically evaluate psychological, cultural, and structural barriers to successful negotiation, and formulate strategies to overcome them.	2	3	3	3	3	3	3

Unit 1:	10 hours
Introduction to Negotiation - Definition and types of negotiations – key concepts: BATNA, Reservation Price, ZOPA, Value creation through trades- negotiation Process	
Unit-II:	10 hours
Preparation: the steps to prepare for a deal – good outcome, BATNA, learn about other side; prepare for flexibility. Table Tactics: Win-lose tactics, tactics for integrative negotiation	
Unit III	10 hours
Barriers to agreements: lack of trust, informational vacuum, structural impediments, cultural, language & gender differences; Mental errors: escalation, partisan perception, irrational expectation, unchecked emotions	

Pedagogy and Assessments:

Pedagogy: Pedagogy : Discussions, cases, role plays , workshop

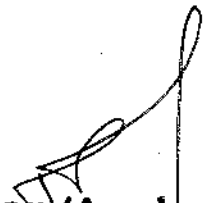
Assessment: Situation/ case based exercises

Reference Books

1. Harvard Business Essentials: Guide to Negotiation Paperback – 28 Apr 2010 by Harvard Business Essentials
2. Leigh Thompson - "The Mind and Heart of the Negotiator", Pearson Education, 7th edition, 2021
3. Roger Fisher, William Ury, and Bruce Patton - "Getting to Yes: Negotiating Agreement Without Giving In", Penguin books, 2011
4. Roy J. Lewicki, Bruce Barry, and David M. Saunders - "Negotiation: Readings, Exercises, and Cases", McGraw Hill, 7th edition, 2015


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Course Title	IPR Filing and Management
Course Code	24BA3001
Course Category	RMC
Credit Units	1

Course Objectives:

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
0	0	2	1	30

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Critically evaluate the patentability of innovations by conducting prior art searches	2	3	1	3	1	3	3
2	Compare provisional and complete specifications, using both Indian and international filing systems (USPTO, PCT),	2	3	1	3	1	3	3
3	Develop and evaluate IP commercialization plans by applying concepts of IP valuation, licensing, franchising, and portfolio management in a real or simulated business context.	2	3	1	3	1	3	3

Unit 1 – Patent Filing Process	10 hours
Criteria for patentability – Patent search and prior art - Step-by-step patent filing process in India and internationally (USPTO, PCT) - Provisional vs. complete specification – Case studies	
Unit 2 – Trademark and Copyright Filing	10 hours
Nexus between Patents and Trademarks – Trademark search and registration process(India and International – Copywriting – Rationale for copyrighting – Filing Procedure - Duration – Case Studies	
Unit 3: IP management and Commercialization	10 hours
IP as a business asset – Licensing and franchising IP – IP valuation and due diligence – Strategies for IP portfolio management	

Pedagogy and Assessments:

Pedagogy: Case based Learning, Hands on Filing workshops, Guest Lectures from IP Attorneys, Group Projects

Assessments: Case studies, Report presentation and preparation

Assignments: Patent Search report, IPR Form Filing Exercise, Reflective essays

Reference Manual

1. Office of the Controller General of Patents, Designs & Trade (CGPDTM)	1.Manual of Patent Office Practice and Procedure 2.Revised Draft Manual of Trademarks Practice And Procedure 3.Trade Marks Agents
2. World Intellectual Property Organization (WIPO)	1.WIPO Guide To Using Patent Information 2.Intellectual Property (IP) Audit 3.WIPO Patent Drafting Manual

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**Dean (Academics)
HiCET**

Professional Core Courses (Semester –IV)	
Course Title	Business Ethics and CSR
Course Code	24BA4201
Course Category	PCC
Credit Units	3

Course Objectives:

The course aims to equip students with the analytical frameworks and practical skills to navigate complex ethical dilemmas and strategically integrate social responsibility into business operations. The course enables the students to identify stakeholder interests, assess the moral implications of business decisions, and develop sustainable practices that enhance organizational value and reputation, and contribute to long-term business success in an increasingly interconnected and conscious global marketplace

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Explain the fundamental concepts of business ethics and its principles in business organizations.	3	1	3	3	3	3	3
2	Demonstrate an ability to understand and imbibe ethical codes in Business practices.	3	1	3	3	3	3	3
3	Display critical thinking skills in the application of ethical principles for solving global business challenges.	3	1	3	3	3	3	3
4	Analyze ethical dilemmas and their implications for organizational stakeholders	3	1	3	3	3	3	3
5	Evaluate the effectiveness of different corporate social responsibility (CSR) initiatives in achieving sustainable business goals.	3	1	3	3	3	3	3

Unit 1: Business Ethics – A Primer	9 hours
Introduction to ethical theories relevant to business - causes of unethical behavior- Frameworks for ethical decision-making. Personal beliefs -Ethical climate – Ethical code of conduct - Basic principles governing professional ethics – Professional ethics at workplace -Understanding core value statements of successful Global, National and Regional companies	
Unit II: Personal, Professional and Business Ethics	9 hours

Personal beliefs -Ethical climate – Ethical code of conduct - Basic principles governing professional ethics – Professional ethics at workplace -Understanding core value statements of successful Global, National and Regional companies - Employment rights – Workplace democracy, - Role of leadership in establishing an ethical culture, Cross Cultural Ethics in MNCs	
Unit III: Managing Ethical Dilemma	9 hours
Managing Ethical dilemma - Ethical dilemmas in Finance and Accounting, Marketing, Human Resource, Operations, Information Technology and Privacy	
Unit IV : Corporate Social Responsibility	9 hours
Defining CSR, Corporate Philanthropy, Corporate Citizenship - Drivers of CSR: Stakeholder pressure, regulatory landscape (e.g., India's Companies Act, 2013, Section 135), competitive advantage, brand reputation. Carroll's Pyramid of CSR - Creating Shared Value (CSV) vs. traditional CSR- Philanthropy vs. embedded CSR- Industry-specific CSR scenarios.	
Unit – V: Global Business ethics	9 hours
Ethics and globalization – Ethics among MNC's - specific ethical norms and behaviors- Countering Corruption, Harmful products, Unfair Pricing practices, Pollution – Impact on Business, Navigating ethical considerations in emerging technologies viz., AI, big data, and block chain.	

Pedagogy: Classroom discussions, corporate scenarios, newspaper editorials, guest lectures

Assessments: Continuous Internal Assessments, End semester examinations, Report Preparation and Presentation

Reference Books

1. Archie B. Carroll, Jill Brown, and Ann K. Buchholtz- "Business & Society: Ethics, Sustainability & Stakeholder Management", South-Western Pub, 10th edition, 2017
2. Philip Kotler and Nancy Lee- "Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause"- Wiley, 1st edition 2007
3. Michael E. Porter and Mark R. Kramer- Creating Shared Value: How to Reinvent Capitalism—And Unleash a Wave of Innovation and Growth"- HBR, 2010
4. John Mackey and Raj Sisodia- "Conscious Capitalism: Liberating the Heroic Spirit of Business" – Harvard Business School Press, India, 1st edition, 2013
5. Garima Dadhich and Ravi Raj Atrey- "Benchmarking ESG & CSR: A Compendium of Best Practices in ESG & CSR in India", Taxmann, Edition 1, 2022

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**Dean (Academics)
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Course Title	Professional Development IV (Corporate Readiness)
Course Code	24HE4091
Course Category	ESEC
Credit Units	2

Course Objective:

This course is designed to equip students with the essential competencies and mindset required for a smooth and effective transition from academic life to professional careers. It aims to build awareness and practical skills in managing personal and professional change, coping with workplace challenges, and fostering leadership qualities. The course further emphasizes the development of core employability competencies, continuous learning, and professional behavior necessary to thrive in dynamic work environments. Additionally, it focuses on the importance of networking and relationship-building within and outside organizations, helping students to leverage connections for career advancement.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
0	0	4	2	60

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Effectively plan their careers and navigate the job search process, including resume creation and interview performance.	2	2	-	1	2	2	3
2	Demonstrate professional workplace etiquette, adhere to ethical standards, and manage interpersonal dynamics.	1	-	3	3	2	1	2
3	Identify and develop key competencies essential for success and continuous growth in a corporate environment.	2	2	2	1	2	2	3
4	Build and leverage professional networks within and outside their organizations for career advancement and support.	1	-	2	2	3	1	3
5	Work effectively in teams, solve problems efficiently, manage time effectively, and adapt to the dynamic demands of the workplace.	2	3	1	1	3	2	2

Unit 1: Career Planning & Interview Skills	15 hours
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Career Exploration & Planning - Job Search Strategies - Resume & Cover Letter - Interview Preparation - Negotiating & Onboarding.	
Unit II : Workplace Etiquette, Ethics & Interpersonal Skills	
Corporate Etiquette - Meeting etiquette, phone etiquette, dining etiquette, cubicle/office etiquette. Identifying conflicts - strategies for resolution - constructive feedback.	
Unit-III: Competency Building	15 hours
Competencies in Career – Knowledge up gradation and continuing education – employability, technical and job-related skill to function at the workplace.	
Unit IV – Networking	15 hours
Networking –Building connect within and outside an organization - alumni – corporate bodies/associations. Networking strategies – mentorship - dealing with superiors, peers, and subordinates.	
Unit V - Teamwork, Problem-Solving & Adaptability	15 hours
Team Dynamics & Collaboration - Problem-Solving & Decision Making - Time Management & Prioritization - Stress Management & Resilience - Learning & Adaptability.	

Pedagogy and Assessments:
Pedagogy: Workshops, Role Plays, Expert talks, Discussions, Simulations.
Assessment: Presentations, Active Class Participation.

Reference Books
1. Lisa vento Nielson, "The Book on Career Readiness: The Prof's Guide to Graduating College with a Job Offer" 2016 2. John Maxwell : 360 Degree Leader: Developing Your Influence from Anywhere in the Organization, HarperCollins Leadership, 2nd edition 2021


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Challenges – Social Impact measurement tools .

Unit III: Sustainability

5 hours

Basic concepts – Sustainability Development Goals and its context – Its Global Targets – Strategies – Partnership for the

Goals – CSR Practices – Integrating SDG's

Pedagogy and Assessments:

1. Pedagogy – Classroom discussions, ESG reports, Agency Risk Rating
2. Assessments – Report Preparation, Presentation, Reflective diaries

Reference Books

1. UN Sustainability Development Goals & Targets , G20 Declaration , COP 2024,2024
2. UNESCO , World Economic Forum reports , ESG based company websites
3. PRME ,Fulfilling the Sustainable Development Goals - Google Books


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Course Title	ESG and Sustainability
Course Code	24BA4701
Course Category	ESEC
Credit Units	1

Course Objectives:

This course aims to provide MBA students with a comprehensive understanding of Environmental, Social, and Governance (ESG) principles and the broader concept of sustainability in business. It also equips students with the analytical frameworks, tools, and strategies needed to integrate ESG considerations into business decision-making, risk management, and corporate strategy. The course also focuses on developing a responsible leadership mindset, enabling students to drive sustainable value creation, ensure regulatory compliance, and contribute meaningfully to global sustainable development goals (SDGs).

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
1	0	0	1	15

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Explain the components of Environmental, Social, and Governance (ESG) frameworks, analyze industry-specific ESG risks, and evaluate the integration of ESG principles with Sustainable Development Goals (SDGs).	2	1	3	3	3	3	2
2	Assess the direct and indirect impacts of social initiatives using appropriate impact measurement tools and techniques, while recognizing the challenges involved in social impact evaluation.	2	1	3	3	3	3	2
3	Demonstrate an understanding of sustainability concepts, global SDG targets, and apply strategies for integrating sustainability and SDGs into organizational and partnership initiatives.	2	1	3	3	3	3	2

Unit 1: Basic view on ESG Framework	5 hours
Introduction & need for ESG – Environmental Factors – Social Factors – Governance Factors – Nexus between ESG and ESG Risk- ESG Integration to SDGs.	

Unit-II: Impact Measurement	5 hours
Impact study for any social initiative – Direct and Indirect impacts – Measurement techniques – Impact Measurement	

Unit 2: Consumer Profiling	9 hours
Demographic Profiling, Psychographic, Personality, and Lifestyle based Profiling; Recent Developments in Consumer Profiling- Classifications. Consumer Persona and Development- process – Tools – Best practices- Data driven consumer insights – recent developments	
Unit 3: Psychological Drivers in consumer studies	12 hours
Motivation, Perception, and Learning - Attitude formation and change - Cognitive dissonance and decision heuristics- Relevant theories. Consumer Economics - Bounded rationality, nudging, and framing- Loss aversion, default bias- Behavioral pricing strategies	
Unit 4: External Influences on Consumers	9 hours
Group influence and opinion leadership, Reference groups, social identity theory, Word-of-mouth, online influence, and social proof. Culture and subculture - Global consumer culture theory (CCT)- Adapting marketing to cultural contexts	
Unit 5: Futuristic Consumers – Trends and Innovations	9 hours
Online consumer behavior, digital touchpoints, Journey mapping, personalization, Mobile, social, and voice commerce- Emerging consumer tribes- Creation of experiences - Emotional branding and affective decision-making- Application of Neuro marketing tools- Applications in advertising and UX	
Total	45 hours

Pedagogy and Assessments:

Pedagogy: Discussion Sessions, Case studies - Project Based Learning,

Assessments: Practice Tests, Real time assignments, Group Presentation, , End semester examinations

Reference Books:

1. Schiffman, 12th Edition, Rainbow Book Editors, January 2020, ISBN: 978-0135053010
2. Digital Consumer Management: Understanding and Managing Consumer Engagement in the Digital Environment, 31 October 2023, published by Routledge, Oxon, ISBN: 978-1032486024
3. Leon G. Schiff man, Joseph Wisenblit, Ramesh Kumar S Consumer Behavior, 12th Edition, Pearson Paperback, 2019, ISBN: 9789353069834
4. Ramesh Kumar S, Consumer Behavior: the Indian Context (Concepts and Cases), 2nd Edition, Pearson Education, 2017, ISBN : 9789332586499
5. Consumer Behavior: Building Marketing Strategy, 14th Edition Paperback, David L. Mothersbaugh, Del I. Hawkins, Susan Bardi Kleiser, Amit Mookerji, 5 May 2022, Standard Edition, McGraw Hill Publications, ISBN : 978-9355321503

Chairman - BOS
MBA - HICET



Dean (Academics)
HICET

Professional Elective Courses (Semester III & IV)

Marketing Specialization

Course Title	Consumer Studies
Course Code	24BAX301
Course Category	PEC
Credit Units	3

Course Objectives:

The course aims to equip students with advanced theoretical and practical knowledge of consumer behavior by exploring psychological, social, cultural, and technological factors that influence buying decisions. The course also aims to develop students' ability to interpret consumer insights, apply behavioral theories, and leverage relevant tools to design strategic marketing interventions and customer-centric innovations in dynamic and global marketplaces."

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Explain the rationale behind behavior of consumers various segments	3	3	2	3	3	3	2
2	Develop skills to address different aspects of consumer behavior and consumer personas.	3	3	2	3	2	3	2
3	Analyze the psychological and sociological factors influencing consumer behavior	3	3	2	3	2	3	3
4	Analyze internal and external influences and related perspectives of consumer behavior to design marketing strategies	3	3	3	3	3	3	3
5	Critically evaluate and interpret emerging scenarios in consumer behavior and extract actionable insights.	3	3	2	3	3	3	3

Unit 1: Foundations of Consumer Behavior

6 hours

Evolution of consumer behavior theory - Interdisciplinary influences: Psychology, Sociology, Anthropology- Buyer decision process and value creation

Course Title	Sales and Distribution Management
Course Code	24BAX302
Course Category	PEC
Credit Units	3

Course Objectives:

This course will help the participants to develop competencies in sales, distribution functions. The course shall offer intense knowledge for effective decision making on sales planning, team building, lead generation, distribution and channel functions and provides an avenue to practices different techniques and practices in sales and distribution.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Identify the key elements and functions involved in the development of sales processes	3	3	3	2	3	3	3
2	Design and manage an effective sales force aligned with business objectives.	3	3	3	3	3	3	3
3	Demonstrate the knowledge to integrate distribution functions with sales functions strategically that bring value for sales leaders	3	3	3	3	3	3	3
4	Display the ability to assess sales and distribution metrics, technologies, and best practices	3	3	2	3	3	3	3
5	Devise a plan, manage and conduct sales work through various sales logics and approaches	3	3	3	3	3	3	3

Unit 1: Sales Function: The Basics	6 hours
Role of sales in marketing and business strategy- Types of selling: B2B, B2C, D2C, consultative, solution selling- Sales organization structures - Sales planning and forecasting- Sales metrics and KPIs- Frameworks for Analyzing the Sales Environment.	
Unit 2: Managing the sale process	9 hours
Application of Go to Market strategy - Defining sales operations – Setting the direction for the sales team- - Key processes and roles – Lead Generation through Sales Pipelines, Sales Funneling and Sales forecasting. Recruitment and selection of sales force, Training of sales force. Sales force compensation – Development, measurement and mechanics - Creating and managing sales territories - Identification and management of Key accounts.	

Unit 3: Managing Sales Forces	9 hours
Recruitment, training, and development of salespeople- Territory design and quota setting- Performance appraisal and incentive design- Leadership in sales teams- Overview of Sales Force Automation-Tools. CRM systems- Salesforce, HubSpot, Zoho. Use of AI and analytics in sales management	
Unit 4: Nexus between Sales and Distribution –The integration strategy	12 hours
Defining a distribution model -Distribution Planning and Control- components – Product portfolios, SKU's – Order processing and credit planning - Category management and competitor adjacency - Market planning – inventory reconciliation - Selling to distributors functions - Sale process and negotiations – managing accounts Relationships – distribution promotion. Bargaining for margins and profitability. Competitive Gaming: working capital – productivity- Growth and sustainability. – Sales planning for industrial distributions	
Unit 5: Issues in Managing distribution	9 hours
Choice of distributive systems - Direct, Indirect and Hybrid Channels – Decision criteria - Issues in Physical Distribution- Locational Demand, Product Characteristics, Pricing Policy, Speed or Efficiency, Distribution Cost. Distribution Channels for FMCG, consumer durables and Industrial Products, Evaluation and Control- Economics of channel designs - Direct Distribution - Designing field and inside sales forces- Optimizing sale locations -Indirect Distribution – Designing and implementation of channel mix (wholesaler, retailer), Grow points of distribution – Strategic Alignment Matrix – Market sizing and scaling, Target customer and geographic, Value addition and Preposition	
Total	45 hours

Pedagogy and Assessments:

Pedagogy: Discussions, Experience Sharing, Shadowing the sales man, Market studies

Assessments: Report preparation and presentation, Assessment tests, End semester examinations

Reference Books:

1. Tapan K.Panda, Sunil Sahadev- Sales and distribution management, Oxford publishing, 2019
2. Richard R. Still, Edward Cundiff. Norman.A.P. Govoni, Sandeep Puri – Sales and Distribution Management -Pearson 2017 6th ed.
3. Brain Tracy- The psychology of selling: Increase your sales faster and easier than you ever thought possible, Harper Collins Leadership, 2022

**Chairman - B03
MBA - HICET**



**Dean (Academics)
HICET**

Course Title	Strategic Brand Management
Course Code	24BAX303
Course Category	PEC
Credit Units	3

Course Objectives: This course explores the principles and practices of building, managing, and sustaining strong brands in competitive markets. It aims to develop strategic thinking in brand positioning, equity creation, and portfolio management. Learners will analyze consumer behavior, branding models, and leverage insights to drive long-term brand value.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO 4	PO 5	PSO1	PSO2
1	Explain the concept and products and its relevance to appropriate markets.	3	1	1	1	1	3	1
2	Develop and apply product development plans and methods to identify customer needs and define product features.	3	3	1	1	2	3	3
3	Assess and apply different branding concepts and techniques for benchmarking competitiveness.	2	2	1	1	1	3	2
4	Evaluate brand building strategies using appropriate models	3	3	2	2	2	3	2
5	Apply appropriate techniques for managing brand portfolios and sustainable adoption.	3	3	3	3	3	3	3

Unit 1: Prerequisites to Product Planning and Management: Contributing disciplines to product management-Product dimensions, Customer profile analysis- Defining the competitive set- – Category Attractiveness analysis-Role of Co-creation - Product Development economics, Product Innovation	9 hours
Unit 2: Product Management Process: System Integration – Outsourcing and managing suppliers – Managing product upgrades - Disruptive innovation and planned obsolescence- Life cycle cost – P&L Management - ROI Minimum Viable Product (MVP) -approach Minimum Delightful Product (MDP) approach	9 hours
Unit 3: Concept of a brand –Brands Vs Products- Brand elements- Branding challenges & opportunities-Brand positioning – risks – Brands & consumers –Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference.	9 hours
Unit 4: Brand dimensions -brand associations- Role of brand ambassadors & image- Brand identity -functional-symbolic & experiential brands- Steps of Brand Building including Brand Building Blocks, -Leveraging Brands – Brand extensions- Co-branding & Licensing Brands- Digital Branding -Luxury Brand Management- Reinforcing and Revitalization of Brands – need, methods-Brand Architecture - umbrella Branding.	9 hours
Unit 5: Brand valuation – Methods of valuation-implications for buying & selling brands.- Applications – Branding industrial products-services and Retailers - Social Media and the branded customer Experience -Significance of sustainability in branding, Principles of sustainability Branding, Sustainability through the lens of 6P's – Planet, People, Product, Packaging, Pricing and Promotion. Role of sustainability in improving brand value, sustainability in textile brands of Coimbatore region.	9 hours

Pedagogy and Assessments: Lecture Method, Case Study Analysis, Group Discussions and Debates, Video/Documentary Screening

Pedagogy:

Assessments: Class Participation, Case Study Assignment, Quiz/MCQ Tests, Group Project/Presentation.

Reference Book

1. Kevin Lane Keller, Strategic Brand Management, Building, Measuring and Managing Brand Equity", 5th Edition Pearson Publishing 2020.
2. P Foroudi, M Palazzo, Sustainable Branding: Ethical, Social, and Environmental Cases and Perspectives, Routledge 2021.
3. Jenni Romaniuk, Byron sharp, Building digital first brands., Oxford University Press 2022
4. Daniel Griffin and Albert Vander Meer , Using Gamification to Power Up your Marketing, , Bloomsbury Business, 2020

**Chairman - BOS
MBA - HICET**



**Dean (Academics)
HiCET**

Course Title	Integrated marketing communication
Course Code	24BAX304
Course Category	PEC
Credit Units	3

Course Objectives: This course introduces the core concepts and evolution of Integrated Marketing Communication (IMC). It aims to build strategic skills in creating unified brand messages across advertising, digital, PR, and promotional tools. Learners will apply consumer insights and media strategies to design effective, multi-channel communication campaigns.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Acquire the basic knowledge in integrated marketing communication.	2	1	0	1	0	3	1
2	Understand and analyze the various elements of the communication process and their application as a promotion tool..	2	3	0	1	1	3	2
3	Visualize the process of creating an advertisement and its strategies..	2	2	0	0	1	3	3
4	Correlate the importance of promotion tools in communicating to customers..	3	2	0	2	1	3	2
5	Visualize the impact of information technology and the latest trends in using it for communication process.	2	3	0	2	1	2	3

Unit 1: Introduction to Integrated Marketing Communication : Introduction to integrated marketing communications function - role and objective of advertising, public relations, sales promotion and direct marketing —applications and limitations - determinants of selection of communication mix — factors influencing growth of IMC approach - economic, social and ethical effects of marketing communication— External regulation vs. Self-regulation - future directions. (AIDA model)- Hierarchy of effects -(FCB Grid Model)- Omni channel Campaigns in IMC	9 hours
Unit 2: IMC Planning Process Campaign planning -Communication Objectives and Budgeting - (DAGMAR Approach)- Consumer information processing and decision making -(Creativity and Big idea - positioning statement)- creative Brief - Sustainability Messaging in IMC Strategy Planning	9 hours
Unit 3: Marketing Communications & Management and Design Message strategy and Execution framework - copy writing and content creation for print, broadcast and digital media - Media and Media planning -(Media scheduling issues - Reach and frequency - Ethics in Generative Content: AI, Plagiarism & Brand Integrity Efficiency of media vehicle . Short-Form Video Content and Copywriting for Gen Z	9 hours
Unit 4: Marketing Communication Broad communication strategies - - Event sponsorship - Social media and digital marketing options - Mobile engagement - Alternative and non-traditional marketing - Voice Search Optimization and Audio Branding- Mobile Micro-Moments and Hyper local Marketing.	9 hours
Unit 5: Formulating IMC Strategy and Measurement of its overall Effectiveness -Development of Integrated marketing communication strategy: key decisions-effective execution for achieving synergy — research approaches to measurement of effectiveness of marketing communication programs.	9 hours

Pedagogy and Assessments:

Pedagogy: Lectures with multimedia, Case study analysis, **Group project, Hands-on training** using SEO tools (e.g., Google Keyword Planner, Ubersuggest)

Assessments: Class Participation & Quizzes, Assignment 1 – Campaign Analysis, Assignment 2 – SEO Audit Report, Marketing Strategy Plan, Quiz/Game.

Reference Books

1. Craig Andrews, Terance Shimp, "Advertising Promotion and other aspects of Integrated Marketing Communication", Cengage Learning ,10th edition 2017
2. George E Beich, Micheal A Beich, Keyor Purani Advertising & Promotion , An Integrated Marketing Communication : Perspective Tata McGraw Hill, 7TH Edition, 2009
3. Sandra Moriarty, Nancy D Mitchell, William D Wells, Advertising and IMC 10th Global Edition 2016

**Chairman - BoS
MBA - HICET**



**Chairman
Academics**

Course Title	Digital Marketing
Course Code	24BAX305
Course Category	PEC
Credit Units	3

Course Objectives: This course introduces the fundamentals and evolution of Digital Marketing. It aims to develop strategic skills in online consumer engagement, content creation, and digital campaign management. Learners will explore global e-marketing trends, ethical issues, and the integration of data analytics and automation tools. The course emphasizes the use of digital platforms and performance metrics for effective, data-driven marketing decisions.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Gain foundational knowledge of digital marketing, distinguishing it from traditional methods, and understand its roles, functions, and ethical aspects in a global context.	3	2	1	3	2	2	2
2	Analyze and apply branding principles, positioning, and digital identity strategies, including content and influencer marketing, to build brand equity.	3	3	2	2	2	2	2
3	Evaluate and apply e-marketing strategies such as positioning, pricing, distribution, affiliate and mobile marketing, and reputation management.	3	3	2	2	2	2	2
4	Apply SEO, SEM, and PPC concepts to develop effective, search-engine-friendly marketing strategies.	2	3	1	1	1	1	1
5	Utilize social media platforms and analytics tools to design, execute, and evaluate campaigns, analyze consumer behavior, and boost engagement and business performance.	2	3	1	1	1	3	3

Unit 1: <u>Introduction to Digital Marketing</u> Digital Marketing an overview – Organic & Paid Digital Marketing — Leveraging Digital Marketing over Traditional marketing – Role & Functions of a Digital Marketing Manager – Overview of Global E-Marketing Issues – Privacy – Online Expression – Consumer Behavior Online – Segmentation – Targeting – Differentiation – Positioning Strategies- POEM Framework	9 hours
Unit 2: <u>Branding Strategies and Identity</u> Brand identity and brand equity-Positioning and differentiation strategies- brand personality-Case studies on successful brand campaigns- Website - Planning and Creation- Content Marketing- Influencer Marketing	9 hours
Unit 3: <u>Marketing Management</u> Products on Internet – Creating Customer Value Online –E-Marketing – Affiliate Marketing - Mobile Marketing -Enhanced Product Development –Change in Pricing Strategies – Buyer and Seller Perspectives – Distribution – Online Channel Intermediaries – Distribution Channel Length and Functions- Online Reputation Management	9 hours
Unit 4: <u>Search Engine Optimization (SEO)</u> Introduction to Search Engine Optimization (SEO) – Search Engine Marketing (SEM) — Link Popularity – User Insights – Benefits and Challenges – Social Media Marketing – Blogging – E-mail Marketing – Mobile & SMS Marketing PPC advertising and online marketing through social media, Online Advertising: – Display Advertisement – Targeting and optimizing – Advantages and challenges.	9 hours
Unit 5: <u>Introduction to Social Media & Social Media Analytics</u> Popular Social Media Channels — Social Media Analytics – Social Media landscape — Browsing Behavior Model — Building Customer Relationships – Social Media Risks & Challenges – Digital Analytics: web, social and campaign analytics, Google Analytics and its scope- Dashboards, Bounce Rate, Site Speed, Site Search, Conversions, Real Time Reporting, Intelligence Reporting Customized Reporting.	9 hours

Pedagogy and Assessments: Lectures with multimedia, Case study analysis, **Group project, Hands-on training** using SEO tools (e.g., Google Keyword Planner, Ubersuggest), Quiz/Game

Pedagogy:

Assessments: Class Participation & Quizzes, Assignment 1 – Digital Campaign Analysis, Assignment 2 – SEO Audit Report, Website Creation Project ,Digital Marketing Strategy Plan

Reference Books Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson, 2012.

2. E-Marketing, Judy Strauss and Raymond Frost, Prentice Hall, 6th Edition, 2013

Internet Marketing: Integrating Online and Offline Strategies. M. L. Roberts and Debra Zahay, 3rd edition, Cengage Publishing, 2013

3. The Essential Guide to Online Marketing, Rob Stokes, Quirk, ISBN: 9781936126323 E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013

4. **Electronic Commerce: A Simplified Approach**, Munesh Chandra Trivedi, Jaico Publishing House, 2011.

5. Chaffey, D., & Smith, P. R. (2017). Digital marketing excellence: planning, optimizing and integrating online marketing. Taylor & Francis.

6. **Dodson, I. (2016). The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns.** John Wiley & Sons.

7. Royle, J., & Laing, A. (2014). The digital marketing skills gap: Developing a Digital Marketer Model for the communication International Journal of Information Management, 34(2), 65-73.

8. Stokes, (2011). E-Marketing: The essential guide to digital marketing. Quirk e-Marketing.

9. Social Media Marketing: A Strategic Approach, 2nd Edition by Barker & Barker ISBN 9781305502758 Copyright 2017


Chairman - BoS
MBA - HiCET




Dean (Academics)
HiCET

Course Title	Marketing Analytics
Course Code	24BAX306
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to equip students with analytical tools to interpret and apply marketing data for strategic decision-making. It focuses on pricing, advertising, segmentation, forecasting, and customer value using Excel and statistical models. Students will learn to extract insights from data to improve marketing effectiveness and business performance.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand types of business analytics and use Excel to summarize marketing data.	2	3	-	-	1	2	2
2	Apply pricing strategies and optimize prices using Excel Solver.	3	3	1	2	2	3	2
3	Evaluate ad effectiveness and analyze online advertising models.	3	3	1	2	2	3	2
4	Use segmentation and forecasting techniques to analyze market data.	3	3	1	2	2	3	2
5	Measure customer value and apply retail analytics tools for decision-making.	3	3	1	2	3	3	2

Unit 1: Introduction	9 hours
Forms of Business analytics: Descriptive, Diagnostic, Predictive and Prescriptive Analytics. Marketing Analytics: Meaning – Importance - Data Sources in Marketing – Limitations of data. Using Excel to Summarize Marketing Data: Slicing and Dicing Marketing data with pivot tables.	
Unit 2: Pricing Analytics	9 hours
Pricing analytics: Meaning – Importance. Price elasticity and pricing strategy: Linear Pricing - Price bundling - Non linear pricing – Price skimming and sales. Revenue Management: Estimating demand and segmenting customers. Using Excel Solver to optimize price.	
Unit 3: Advertising	9 hours
Measuring the effectiveness of advertising: The Adstock model. Media Selection model: Linear media allocation model. Pay Per Click online advertising – profitability model for pay per click advertising. Text mining – Applying text mining in real life scenarios.	
Unit 4: Market Segmentation and Forecasting	9 hours

Segmentation: Cluster Analysis – collaborative filtering – classification trees for segmentation. Sales Forecasting: Simple Linear Regression and correlations to forecast sales using Excel – interpretation of excel output. Ratio to moving average forecasting method - Multiple regression to forecast sales.

Unit 5: Customer Value and Retail Analytics	9 hours
Customer life time value – measuring customer value – Net Promoter Score. Retail Analytics: Meaning – Importance – Data sources. Market Basket Analysis and Lift – RFM Analysis – Allocating retail space and sales resources.	
Total	45 hours

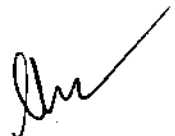
Pedagogy and Assessments:

Pedagogy: Discussion Sessions, Case studies - Project Based Learning. Excel, Lectures

Assessments: Practice Tests, Real time assignments, Group Presentation, Mid Term Examinations, End semester examinations

Reference Books:

1. Wayne L Winston , Marketing Analytics – Data Driven Techniques with Microsoft Excel, Wiley publishers, 1st Edition, NewDelhi, 2014.
2. Philip T. Kotler, Gary Armstrong, Prafulla Agnihotri, Principles of Marketing, Pearson, 17th Edition, New Delhi.
3. Sandhya Kuruganti, Hindol Basu, Business Analytics: Applications To Consumer Marketing- McGraw Hill India.


**Chairman - BoS
MBA - HICET**




**Dean (Academics)
HICET**

Finance Specialization

Course Title	FinTech Innovations
Course Code	24BAX307
Course Category	PEC
Credit Units	3 Credits

Course Objectives: This course provides a comprehensive understanding of the fintech ecosystem, covering its evolution, digital payments, lending innovations, and blockchain applications. It explores the impact of AI, big data, and automation on financial services while emphasizing ethical use and compliance. Students will also learn about fintech regulations, cybersecurity, and future trends shaping the industry.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Identify and explain the structure and dynamics of the fintech ecosystem.	2	1	-	1	-	2	1
2	Analyze and compare different digital payment systems and credit technologies.	3	3	-	2	-	3	2
3	Demonstrate a working knowledge of blockchain and cryptocurrency applications.	2	2	-	1	-	2	2
4	Evaluate the application of AI, big data, and automation in financial services.	3	3	1	2	-	3	2
5	Assess the regulatory, ethical, and technological trends shaping the future of fintech.	2	2	3	3	1	2	3

Unit 1: Introduction to Fintech	9 hours
Evolution of Financial Services and Technology - Overview of Fintech Sectors (Payments, Lending, WealthTech, InsurTech, RegTech) - Disruption of Traditional Financial Models - Fintech Ecosystem: Stakeholders and Business Models - Global Trends and Developments - India Fintech Insights - Financial Inclusion and Remittances - Challenger Banks and Neo Banks.	
Unit 2: Digital Payments and Lending	9 hours
Mobile Wallets, UPI, NFC, and QR-based Payments - Buy Now Pay Later (BNPL) Models - Peer-to-Peer Lending and Crowdfunding - Credit Scoring Innovations and Alternative Data - Role of Big Tech in Lending - Digitization of Capital Markets and Trading - Trends and Challenges in Digital Lending.	
Unit 3: Blockchain and Cryptocurrencies	9 hours
Blockchain Fundamentals and Smart Contracts - Applications of Blockchain in Financial Services - Cryptocurrencies: Bitcoin, Ethereum, XRP, Stablecoins - Central Bank Digital Currencies (CBDCs) - Risk and Return in Digital Assets - Tokenization and Decentralized Finance (DeFi) - Regulatory Perspectives on Digital Assets.	

Unit 4: Emerging Technologies in Fintech	9 hours
Artificial Intelligence, Machine Learning, and Deep Learning - Natural Language Processing and Chatbots - Robo-Advisors and Automated Investment Services - Big Data Analytics and Ethical Use of Data - InsurTech: Digital Underwriting and Claims - RegTech and SupTech: Compliance and Supervision Automation - Impact of Automation and Robotics on Employment.	
Unit 5: Fintech Regulation, Ethics, and Future Trends	9 hours
Fintech Laws and Regulatory Frameworks in India - Cybersecurity and Data Privacy in Financial Services - Ethical Considerations in Fintech Applications - Financial Inclusion and the Digital Divide - Artificial Intelligence Governance in Fintech - Embedded Finance and Open Banking - Future Outlook of Fintech and Emerging Technologies.	

Pedagogy and Assessments:

Pedagogy: Lectures, Practical exercises, Case studies, flipped classroom, Guest lectures.

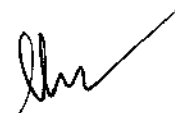
Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term),

Reference Books

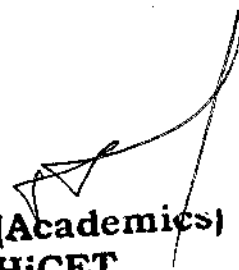
1. Arner, D. W., Barberis, J., & Buckley, R. P. (2016). *The Evolution of Fintech: A New Post-Crisis Paradigm?* University of Hong Kong Faculty of Law.
2. Pranay Gupta, T. Mandy Tham, *Fintech: The New DNA of Financial Services*, 2018, De Gruyter.
3. Susame Chishty, Janos Barberis, *The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*, 2016, Wiley.
4. Tapscott, D., & Tapscott, A., *Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World*, 2016. Portfolio.

Online Resources:

1. World Bank Fintech Reports: <https://www.worldbank.org/en/topic/fintech>
2. BIS Papers on Fintech: <https://www.bis.org>
3. RBI Reports on Fintech: <https://www.rbi.org.in>
4. Finextra (Industry News): <https://www.finextra.com>
5. CoinDesk (Cryptocurrency Insights): <https://www.coindesk.com>


**Chairman - RoS
MBA - HICET**




**Dean (Academics)
HICET**

Course Title	Financial Modelling and Valuation
Course Code	24BAX308
Course Category	PEC
Credit Units	3 Credits

Course Objectives: This course aims to equip students with practical skills in analyzing financial statements and constructing integrated financial models using Excel. It enables students to apply valuation techniques including DCF, FCFE, FCFF, and relative valuation models. Students will also learn to effectively communicate valuation results with professional ethics and data visualization tools.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand and analyze financial statements and build basic financial models using Excel.	3	3	-	-	-	3	1
2	Construct integrated 3-statement models with forecasts and business drivers.	3	3	-	-	-	3	2
3	Evaluate valuation models and compute cost of capital using CAPM and WACC.	3	3	-	1	-	3	2
4	Apply DCF and relative valuation methods like FCFE, FCFF, DDM, and comparables.	3	3	-	1	-	3	2
5	Communicate valuation results through dashboards and presentations with ethical awareness.	2	2	3	3	2	2	1

Unit 1: Fundamentals of Financial Statements and Modeling	10 hours
Introduction to Financial Modeling and Valuation - Sources of Financial Information. Review of Financial Statements: Income Statement, Balance Sheet, Cash Flow Statement. Financial Analysis Fundamentals: Financial Ratios: Liquidity, Solvency, Profitability, Activity, Cash Flow Ratios. Introduction to 3-Statement Modeling - Understanding statement links and circularity. Application in MS Excel: Formatting, logic, assumptions, model setup - Budgeting and Forecasting Techniques.	
Unit 2: Forecasting and Integrated Financial Modeling	9 hours
Understanding Business, Revenue, Cost, and Working Capital Drivers - Forecasting Income Statement Components: Revenue, Expenses, Earnings. Forecasting Balance Sheet and Cash Flow Statement - Building an Integrated Financial Model (3-statement model) - Creating debt and interest schedule - Revolver modeling - Fixing modeling errors and circularity - Monthly Cash Flow Modeling - Auditing and Balancing a Financial Model - Operational Modeling Techniques.	
Unit 3: Valuation Frameworks and Cost of Capital	9 hours

Introduction to Valuation: Importance and Process - Understanding Enterprise Value vs. Equity Value - Selecting the Appropriate Valuation Model - Equity Risk Premium and Required Rate of Return - CAPM and Estimating Cost of Equity - Estimating Cost of Debt - Calculating and Analyzing WACC.

Unit 4: Valuation Models – Theory and Practice	10 hours
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Discounted Cash Flow (DCF) Valuation: Understanding Unlevered Free Cash Flows - Forecasting Free Cash Flows and Terminal Value - Present Value Calculations and Stub Periods - Performing Sensitivity & Scenario Analysis in Excel - Dividend Discount Model (DDM) - Free Cash Flow Concepts and Calculations: FCFE and FCFF Approaches - Relative Valuation Models: Comparable Company Analysis - Precedent Transaction Analysis - Spreading and Analyzing Multiples.

Unit 5: Valuation Communication and Ethics	7 hours
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Aggregating Valuation Results: Reconciliation of Models - Drawing Valuation Conclusions - Communicating Valuation Results: Dashboard Design and Data Visualization - PowerPoint & Pitchbook Preparation - Professional Ethics in Valuation and Financial Reporting.

Pedagogy and Assessments:

Pedagogy: Lectures, Excel Practical exercises, Case studies, flipped classroom, Guest lectures.

Assessments: Excel based assignments, Case Analysis, Projects & Presentations, Written Examination (Midterm & End term).

Reference Books

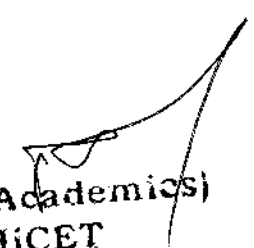
1. Simon Benninga and Tal Mofkadi, *Financial Modeling*, 5th Edition, MIT Press, 2022.
2. Prasanna Chandra, *Corporate Valuation*, McGraw Hill, 2020.
3. Prasanna Chandra, *Corporate Valuation: A Guide for Analysts - Managers and Investors*, McGraw Hill, 2014.
4. Jerald E. Pinto, Elaine Henry, Thomas R Robinson, John D Stowe, Wiley Damodaran, *Equity Asset Valuation (CFA Institute Investment Series)*, 2nd Edition, John Wiley & Sons, 2010.
5. Kinsey & Company Inc., *Valuation: Measuring and Managing the Value of Companies*, 7th Edition, Wiley, 2020 (Tim Koller, Marc Goedhart, David Wessels).

Online Resources:

1. **CFI (Corporate Finance Institute)** : Courses on Financial Modeling, Valuation, and Excel skills: <https://corporatefinanceinstitute.com/>
2. **NSE:** <https://www.nseindia.com/learn/certifications-live-online-advanced-technical-options-trading-strategies>
3. **Institute for Finance:** <https://www.instituteforfinance.com/cbsyllabus.php>


Chairman - BoS
MBA - HICET




Dean (Academics)
HICET

Course Title	International Finance
Course Code	24BAX309
Course Category	PEC
Credit Units	3 Credits

Course Objectives: This course aims to provide students with a deep understanding of the international financial system and foreign exchange markets. It equips learners with practical knowledge of forex derivatives, exchange rate mechanisms, and multinational financial decisions. Students will explore key theories in international finance, parity conditions, and forecasting techniques. The course also develops competencies in managing financial risks in international trade and investment.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the structure of the international financial system and forex markets.	2	1	-	3	-	2	1
2	Apply forex derivatives and exchange rate concepts to currency risk management.	3	3	-	2	-	3	2
3	Evaluate global financing and investment decisions of multinational firms.	3	3	-	3	-	3	2
4	Interpret key international finance theories and forecast exchange rates.	2	3	-	2	-	2	3
5	Manage risks in international trade and foreign exchange exposures effectively.	3	3	1	3	1	3	2

Unit 1: International Financial System and Forex Market	9 hours
International Monetary System: Gold Standard, Bretton Woods, Floating Exchange Rates - Currency boards, managed floats, currency baskets. International Financial Markets: Eurocurrency markets, international bond & equity markets. Foreign Exchange Markets: Structure and participants (banks, central banks, speculators) - Historical evolution of forex markets - Indian forex market – FERA vs FEMA.	
Unit 2: Forex Derivatives and Exchange Rate Determination	9 hours
Foreign Currency Derivatives: Forwards, Futures, Options, and Swaps - Futures and options trading mechanisms (Indian and global context). Types of Contracts: Spot, Forward, Cash, Tom, and SWIFT mechanisms - Bid-ask spread, quotation types, arbitrage. Exchange Rate Determination: Spot, forward, and real exchange rates - Demand and supply forces - Cross rates, triangular arbitrage.	
Unit 3: Multinational Financing and Investment Decision	9 hours

International Capital Budgeting: NPV, Adjusted NPV - FX risk in capital budgeting. International Financing Sources: Short-term: internal vs. external, portfolio currency financing; Long-term: ECBs, FCCBs, FRNs, Yankee/ Samurai/ Eurobonds. International Equity Markets: ADRs, GDRs, cross-listings, Indian Depository Receipts.

Unit 4: Theories in International Finance, Parity Conditions and Forecasting

9 hours

Exchange Rate Theories: Law of One Price, PPP (absolute & relative). Parity Conditions: Interest Rate Parity, International Fisher Effect, Real Interest Parity. Exchange Rate Pass-through - NEER and REER: Concepts, methodology, interpretation. Forecasting Exchange Rates: Why firms forecast FX - Techniques & evaluation of forecast accuracy.

Unit 5: Risk Management in International Trade and Investment

9 hours

International Trade Risks: Credit, Carriage, Currency, Country Risks - INCOTERMS, Letters of Credit, export finance. Measuring and Managing FX Risk: Importance and types (transaction, operating, translation). Hedging techniques: forwards, futures, swaps, options, natural hedges - Indian accounting treatment of FX exposures (GAAP/IFRS). Strategic Risk Management: Re-invoicing centers, back-to-back loans, diversification.

Pedagogy and Assessments:

Pedagogy: Lectures, Case studies, Guest lectures, Learning Platforms & resources.

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term).

Reference Books

1. P.G.Apte and Sanjeevan Kapshe, *International Financial Management*, 8th Edition, McGrawHill Publication, 2020.
2. Cheol Eun, Bruce Resnick and Tuugi Chuluun, *International Finance Management*, 10th Edition, McGrawHill Publication, 2020.
3. Jeff Madura, *International Finance Management*, 12th Edition, Cengage India Private Limited, 2015.
4. David K. Eiteman, Arthur I. Stonehill and Michael H. Moffett, *Multinational Business Finance*, 15th edition, Pearson Education, 2020.
5. Alan C. Shapiro, *Multinational Financial Management*, 11th edition, John Wiley, 2019.


Chairman - BoS
MBA - HiCET




Dean (Academics)
HiCET

Course Title	Commodity Derivatives and Risk Management
Course Code	24BAX310
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to provide learners with a comprehensive understanding of commodity derivatives markets, instruments, pricing mechanisms, and risk management strategies. It covers the functioning of global and Indian commodity exchanges, valuation of futures and options, and hedging techniques across various commodities including agri-products, metals, energy, and new-age derivatives like weather and carbon credits.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the functioning of commodity markets, contracts, and exchanges.	2	1	-	1	-	2	1
2	Analyze pricing, valuation, and margin mechanisms of commodity futures and options.	3	3	-	1	-	3	2
3	Apply risk management strategies using derivatives in agri-commodities, energy, and metals.	3	3	-	2	-	3	2
4	Evaluate the application of non-traditional derivatives (weather, carbon, etc.).	2	2	1	2	-	2	3
5	Interpret major commodity price manipulations and formulate lessons for risk governance.	2	3	2	3	1	2	3

Unit 1: Introduction to Commodity Derivatives and Exchanges	9 hours
Commodity markets: Spot vs Derivative markets - Types of commodity derivatives: Forwards, Futures, Options, Swaps - Commodity exchanges (MCX, NCDEX, ICE, LME): Role, regulation, and evolution - Contract specifications, margining systems, clearing and settlement - Hedgers, speculators, arbitrageurs.	
Unit 2: Pricing and Valuation of Commodity Derivatives	9 hours
Pricing of commodity forwards and futures: Cost of carry model - Concepts: Contango, Backwardation, Convenience Yield - Mark-to-Market (MTM), Margining, SPAN - Valuation of commodity options and commodity spreads - Minimum variance hedge ratio and hedging effectiveness - Introduction to commodity indexes (S&P GSCI, Bloomberg CI).	

Chairman - P S
MBA - HiCE



Dean (Academics)
HiCE

Unit 3: Commodity Risk Management in Agricultural and Energy Commodities	9 hours
Agri-commodity price risk: Seasonality, weather, demand-supply - Price discovery mechanisms in grains, oilseeds, livestock - Crude oil markets: WTI vs Brent, OPEC influence - Spot-futures relationships and hedging refined product risks - Base metal derivatives: Aluminium, Copper, Nickel (LME contracts and pricing).	
Unit 4: Precious Metals, Electricity, Weather, and Carbon Derivatives	9 hours
Gold and silver pricing: LBMA, OTC contracts, gold leasing - Electricity spot trading and derivative structures in India (IEX, PXIL) - Weather derivatives: Temperature-indexed futures and options - Carbon credits and carbon derivatives (EU ETS, CDM, Indian carbon markets).	
Unit 5: New-Age Derivatives and Risk Lessons	9 hours
Freight, real estate, property, water, and payroll-linked derivatives - Global best practices in exotic derivative structures - Ethical and regulatory frameworks in commodity derivatives - Lessons in risk governance and derivative misuse.	

Pedagogy and Assessments:

Pedagogy: Lectures, Case based learning, Guest lectures, NPTEL Video Modules Integration, Commodity Market Data Analysis.

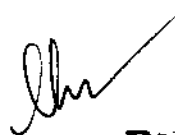
Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term).

Reference Books

1. **Prabina Rajib**, *Commodity Derivatives and Risk Management*, 1st Edition, PHI Learning Pvt. Ltd., 2014.
2. **S.L. Gupta**, *Financial Derivatives: Theory, Concepts and Problems*, 3rd Edition, PHI Learning, 2017.
3. **John C. Hull**, *Options, Futures, and Other Derivatives*, 10th Global Edition, Pearson Education, 2022.
4. **Keith Redhead**, *Financial Derivatives: An Introduction to Futures, Forwards, Options and Swaps*, 1st Edition, Routledge, 2007.
5. **Hélyette Geman**, *Commodities and Commodity Derivatives: Modelling and Pricing for Agriculturals, Metals and Energy*, 1st Edition, Wiley, 2005.
6. **Andrew M. Chisholm**, *Derivatives Demystified: A Step-by-Step Guide to Forwards, Futures, Swaps and Options*, 2nd Edition, Wiley, 2014.

Supplementary Learning

- **NPTEL Course:** *Commodity Derivatives and Risk Management* by Prof. Prabina Rajib
<https://nptel.ac.in/courses/110105157> - (Free video lectures aligned with the syllabus topics)


**Chairman - PoS
MBA - HiCET**




**Dean (Academics)
HiCET**

Course Title	Security Analysis and Portfolio Management
Course Code	24BAX311
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to equip students with a deep understanding of the principles and practices of investment analysis and portfolio management. It focuses on tools for evaluating securities, analyzing financial markets, managing risks, and constructing optimal portfolios with both equity and debt instruments, incorporating both theoretical frameworks and practical techniques.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the structure and functioning of financial markets, the types of securities traded, and regulatory mechanisms.	2	1	-	1	-	2	1
2	Evaluate equity and debt instruments using fundamental, intrinsic, and relative valuation techniques, incorporating risk and return trade-offs.	3	3	-	1	-	3	2
3	Analyze fixed income securities and interpret technical indicators to assess market trends and price behavior.	3	3	-	2	-	3	2
4	Apply modern portfolio theories to construct and optimize portfolios, and evaluate securities using CAPM and APT models.	2	2	1	2	-	2	3
5	Formulate active and passive portfolio strategies and assess portfolio performance using quantitative measures.	2	3	2	3	1	2	3

Unit 1: Investment Environment and Markets	9 hours
Introduction to Investment: Objectives, Constraints, and Classifications - Financial Markets & Instruments: Equity, Debt, Derivatives, Mutual Funds - Regulation of Securities Markets: SEBI and global regulations - Primary and Secondary Markets - Trading, Clearing, and Settlement procedures - Stock Market Indices and their interpretation.	
Unit 2: Valuation and Analysis of Securities	9 hours
Concept of Risk and Return: Individual assets and Portfolio - Diversification and Portfolio Risk - Intrinsic Valuation :DDM, DCF, Free Cash Flow methods - Relative Valuation: PE, PBV, EV/EBITDA multiples - Fundamental Analysis: Economy-Industry-Company (EIC) Framework - Economic and Industry Life Cycle -Company Analysis and Financial Statement Interpretation.	
Unit 3: Bond Analysis and Technical Analysis	9 hours
Bond Valuation: Yield to Maturity (YTM), Holding Period Yield - Duration and Convexity, Interest Rate Risk, Yield Curves - Technical Analysis: Charting techniques (Candlestick, Line, Bar) , Dow Theory, Moving Averages, Momentum Indicators, Support & Resistance, RSI, MACD, Volume Trends. Efficient Market Hypothesis (EMH): Forms and implications.	
Unit 4: Portfolio Construction and Optimization	9 hours



Mean-Variance Portfolio Theory - Efficient Frontier, Optimal Portfolio Selection - Capital Market Line (CML) and Security Market Line (SML) - Utility Theory, Indifference Curves - Single-Index Model and Beta Estimation - Capital Asset Pricing Model (CAPM) - Arbitrage Pricing Theory (APT).

Unit 5: Portfolio Management Strategies and Evaluation

9 hours

Active vs Passive Portfolio Management - Portfolio Revision Strategies - Performance Measurement: Sharpe, Treynor, Jensen Alpha - Fixed Income Portfolio Management: Immunization, Duration Matching - Use of Derivatives for Portfolio Hedging - Evaluation of Mutual Funds and Exchange Traded Funds (ETFs).

Pedagogy and Assessments:

Pedagogy: Lectures, Case studies, Guest lectures, NPTEL Video Modules Integration.

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term).

Reference Books

1. **Prasanna Chandra**, *Investment Analysis and Portfolio Management*, 6th Edition, Tata McGraw Hill Education, 2022.
2. **Fisher, D.E. and Jordan, R.J.**, *Security Analysis and Portfolio Management*, 7th Edition, Pearson Education, 2020.
3. **Reilly, F.K. and Brown, K.C.**, *Investment Analysis and Portfolio Management*, 11th Edition, Cengage Learning, 2021.
4. **Elton, E.J., Gruber, M.J., Brown, S.J., and Goetzmann, W.N.**, *Modern Portfolio Theory and Investment Analysis*, 10th Edition, Wiley, 2023.

Supplementary Learning

- **NPTEL Course:** *Security Analysis and Portfolio Management* by Prof. P.K. Jain
Link: https://onlinecourses.nptel.ac.in/noc21_mg99/preview

**Chairman - BnS
MBA - HICET**



**Dean (Academics)
HICET**

Course Title	Financial Markets and Institutions
Course Code	24BAX312
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to provide students with a comprehensive understanding of the structure, functions, and regulatory framework of financial markets and institutions in India. It explores the operations of capital, money, debt, and forex markets, along with mutual funds and derivative products. The course also emphasizes analytical insights into financial instruments and market mechanisms essential for sound investment and financial decision-making.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the Indian financial system, its structure, participants, and regulators.	2	1	-	1	-	2	1
2	Analyze the functioning of the primary capital market and its regulatory framework.	3	3	-	1	-	3	2
3	Evaluate the operations and regulation of secondary markets in India.	3	3	-	2	-	3	2
4	Assess the bond and forex markets and their valuation mechanisms.	2	2	1	2	-	2	3
5	Interpret mutual funds, derivatives, and alternative investment avenues like venture capital and private equity.	2	3	2	3	1	2	3

Unit 1: Financial Markets in India	9 hours
Structure and components of the Indian financial system - Types of financial markets: Money market and capital market - Key participants: Banks, NBFCs, investors, brokers - Regulatory environment: Role of RBI, SEBI, CCIL - Government policies and their influence on financial markets - Common financial instruments and market infrastructure.	
Unit 2: Indian Capital Market: Primary Market	9 hours
Primary market structure and operations - Types of securities: equity, preference, debt - Capital issuance process: IPO, FPO, rights issues - Pricing of securities and book building mechanism - Role of intermediaries: merchant bankers, commercial banks, credit rating agencies - Regulations governing primary markets (SEBI guidelines).	
Unit 3: Secondary Market Operations	9 hours
Structure and functions of stock exchanges: BSE, NSE, OTCEI, ISE - Trading, clearing, and settlement systems - Role of depositories: NSDL, CDSL - Stock exchange players: FIIs, MFs, brokers, retail investors - Regulation and supervision by SEBI - Stock indices and index computation (Sensex, Nifty) - Basics of risk management and price discovery.	
Unit 4: Debt Markets And Forex Markets	9 hours

Structure of Indian debt market: G-Secs, T-bills, corporate bonds - Yield conventions and bond pricing basics - Role of primary dealers and auction processes - Introduction to forex market: Spot, forward, and derivatives - Exchange rate theories and currency regimes - Corporate exposure to forex risks and basic hedging strategies.

Unit 5: Mutual Funds, Derivatives, and Alternative Investments

9 hours

Structure of mutual fund industry in India - Types of mutual funds and NAV calculation - Portfolio management strategies - Mutual fund performance metrics (Sharpe, Treynor, Alpha) - Introduction to derivatives: forwards, futures, options, swaps - Venture capital and private equity: role and importance in capital markets - Comparison between VCs, PEs, and other institutional investors.

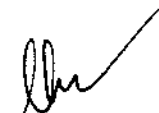
Pedagogy and Assessments:

Pedagogy: Lectures, Case studies, Guest lectures, Flipped Classroom, seminars.

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term).

Reference Books

1. Mishkin, Frederic S.; Eakins, Stanley G., Jayakumar, Tulsi and Pattnaik, R. (2018). *Financial Markets and Institutions* (Edition 8). Noida: Pearson India Education Services Pvt. Ltd.
2. Madura, J. (2015). *Financial Institutions & Markets* (Edition 10). Delhi: Cengage Learning India Private Limited
3. M.Y. Khan – *Financial Services*, Tata McGraw-Hill, 12th Ed., 2012
4. Pathak, Bharati V. – *The Indian Financial System*, Pearson, 5th Edition, 2018
5. Anthony Saunders, Marcia Millon Cornett, Anshul Jain (2021). *Financial Markets and Institutions* (Edition 7). McGraw Hill Education (India) Private Limited.
6. Bhole, L. (2017). *Financial Institutions and Markets – Structure, Growth & Innovations* (Edition 6). Chennai: McGraw Hill Education (India) Private Limited, 2017.


**Chairman - BoS
MBA - HICET**




**Dean (Academics)
HICET**

Course Title	Bank Management and Financial Services
Course Code	24BAX313
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to provide a comprehensive understanding of the Indian banking system, financial services, and regulatory framework. It equips students with analytical skills to interpret bank financials, manage risk, and assess lending operations. The course also explores modern banking innovations, global trends, and sustainable banking practices.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the structure of the Indian banking system, its evolution, types of banks, financial services, and reforms.	2	1	-	1	-	2	1
2	Analyze bank financial statements and evaluate key financial performance indicators using tools like CAMELS and Basel norms.	3	3	-	1	-	3	2
3	Assess various types of risks in banking and apply risk management tools including ALM, VaR, and NPA handling strategies.	3	3	-	2	-	3	2
4	Evaluate lending principles, credit operations, appraisal mechanisms, and methods for credit monitoring and restructuring.	2	2	1	2	-	2	3
5	Interpret innovations in digital banking, FinTech applications, and global banking trends with a focus on sustainability.	2	3	2	3	1	2	3

Unit 1: Indian Banking System and Financial Services	9 hours
Evolution and structure of Indian banking - Types of banks: Scheduled Commercial Banks (SCBs), Regional Rural Banks, Small finance banks.- Role of RBI, monetary policy instruments - Financial services: Insurance, Mutual Funds, Credit Rating - Universal Banking and Financial Sector Reform- Global Financial Crisis: Causes and Implications.	
Unit 2: Bank Financials and Fund Management	9 hours
Components of a bank's financial statement: Balance Sheet and Income Statement - Fund sources and allocation - Capital Adequacy Norms (Basel Framework) - CAMELS framework for bank performance evaluation - Ratio analysis for banks.	
Unit 3: Risk Management in Banks	9 hours
Types of risks: credit, market, operational, liquidity, interest rate - Risk management models: VaR, credit scoring, RAROC - Asset-Liability Management (ALM) and interest rate sensitivity - NPAs: Causes, classification, provisioning, and resolution - Risk mitigation tools and regulatory norms.	
Unit 4: Lending and Credit Operations	9 hours

Lending principles and types of loans (term, working capital, retail) - Corporate banking services: Cash Credit, WCDL, Bill Discounting - Credit appraisal and delivery - Credit monitoring, distress prediction (Altman's Z Score) - Debt restructuring and rehabilitation - Retail banking: KYC, consumer lending, fee-based products.

Unit 5: Innovations and Global Trends in Banking

9 hours

E-banking and digital payment systems - Cybersecurity and RBI initiatives in digital banking - Foreign exchange and trade finance services - Financial technology (FinTech) in banking - Sustainable banking, ESG considerations - Global trends and future outlook.

Pedagogy and Assessments:

Pedagogy: Lectures, Case studies, Flipped Classroom, Industry Reports & Bank Financial Statement Analysis.

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term).

Reference Books

1. Padmalatha Suresh & Justin Paul, *Management of Banking and Financial Services* (4th Edition) –, Pearson.
2. M.Y. Khan, *Financial Services*, Tata McGraw-Hill, 12th Edition, 2019.
3. S. Gurusamy, *Banking Theory: Law and Practice*, Vijay Nicole, 6th edition, 2023.
4. Peter S Rose and Sylvia C Hudgins, *Bank Management and Financial Services*, 9th edition, McGraw Hill Education, 2017.
5. Kanhaiya Singh and Vinay Dutta, *Commercial Bank Management*, McGraw Hill Education, 2017.


Chairman - BoS
MBA - HICET




Dean (Academics)
HICET

Course Title	Behavioural Finance
Course Code	24BAX314
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to examine how psychological influences and cognitive errors affect investor behavior and financial decision-making. It challenges traditional finance assumptions of rationality and market efficiency. The course integrates key behavioral theories with real-world market phenomena like IPOs, momentum, and mispricing.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the foundational concepts, theories, and psychological underpinnings of behavioral finance, including prospect theory and cognitive biases.	3	2	1	1	-	3	1
2	Analyze investor psychology and identify key market anomalies using behavioral insights and portfolio theories.	3	3	-	-	-	3	2
3	Evaluate the role of heuristics and biases such as overconfidence, anchoring, and emotion in individual and institutional investment decision-making.	2	3	1	1	-	2	2
4	Assess behavioral influences in corporate finance decisions including capital budgeting, dividend policy, and IPOs.	3	2	-	2	-	3	1
5	Examine emerging trends such as FinTech, neurofinance, and sustainable investing through the lens of behavioral finance.	2	2	1	2	1	2	3

Unit 1: Introduction to Behavioral Finance	9 hours
Overview, nature, scope, and significance of Behavioural Finance - Theoretical framework vs Traditional finance - Prospect Theory (Kahneman & Tversky) and Expected Utility Theory - Framing, Mental Accounting, Loss Aversion - Limits to arbitrage and agency problems in investment management.	
Unit 2: Investor Psychology and Market Anomalies	9 hours
Investor behaviour and market sentiment - Overreaction and Momentum - Common anomalies: January effect, weekend effect, turn-of-the-year effect - Fundamental vs technical anomalies - Behavioural Portfolio Theory.	
Unit 3: Heuristics and Behavioral Biases	9 hours
Heuristics and cognitive shortcuts in investing - Overconfidence bias, representative heuristic, availability heuristic - Anchoring and adjustment, fairness bias - Emotional biases and their impact on decision-making - Implications for individual and institutional investors.	
Unit 4: Behavioral Corporate Finance	9 hours

Rational vs. irrational corporate decision-making - Behavioural aspects in capital budgeting and valuation - Dividend decisions and managerial behaviour - IPO pricing and investor behaviour - Role of hedge funds and performance biases.

Unit 5: Trends and Applications in Behavioral Finance

9 hours

FinTech and behavioural nudges in financial planning - Neurofinance and its emerging impact - Behavioural components in retirement and insurance planning - Sustainability, ESG behaviour, and responsible investing.

Pedagogy and Assessments:

Pedagogy: Lectures, Case studies, videos, article reviews.

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term).

Reference Books

1. Ackert, L.F., & Deaves, R., *Behavioral Finance: Psychology, Decision-Making, and Markets*. South-Western, 1st Edition, 2010.
2. Montier, J., *Behavioural Investing: A Practitioner's Guide to Applying Behavioural Finance*. Wiley, 2007.
3. Kahneman, D. *Thinking, Fast and Slow*. Farrar, Straus and Giroux, 2013.
4. Nofsinger, J.R. *The Psychology of Investing*. Pearson, 6th edition, 2017.


Chairman - BoS
MBA - HiCET




Dean (Academics)
HiCET

Human Resource Specialization

Course Title	HR Analytics
Course Code	24BAX315
Course Category	PEC
Credit Units	3

Course Objectives:

This course equips you with the fundamental concepts of HR analytics, covering data preparation, HR metric development, and the data science framework within HR. Develop proficiency in managing HR data and using tools like Power BI and Excel to visualize insights. The curriculum focuses on applying analytical techniques to optimize recruitment, selection, training, development, performance management, and compensation strategies, all while upholding data ethics, privacy, and legal compliance.

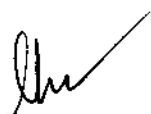
Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO #	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO 4	PO 5	PSO1	PSO2
1	Articulate the strategic importance of HR analytics and design appropriate HR metrics and data frameworks for organizational decision-making.	3	3	1		2		
2	Generate compelling HR data visualizations and reports using industry-standard tools to communicate actionable insights to stakeholders.	3	3	3	3	2		3
3	Conduct data-driven analysis to optimize recruitment and selection processes, thereby improving hiring efficiency and quality.	3	3	3	3	1		3
4	Measure the impact of training and development initiatives and propose data-informed strategies for talent development and retention.	3	3	3	3	1		3
5	Apply analytical principles to performance and compensation management, ensuring ethical data practices and compliance with relevant regulations.	3	3	3	3		2	

Unit 1: Introduction to HR Analytics	5 hours
Introduction to HR analytics, HR Data Preparation & Development of HR metrics, HR Value Proposition, Data science framework, Pitfalls of data science framework and Basics of data visualization, Developing HR analytics unit and culture	
Unit 2: Data Visualization	10 hours
HR Data Management & Metrics, Types of HR metrics, Introduction to data visualization, Data Visualization Power BI, Data Visualization Excel, HR Reporting	
Unit 3: Recruitment & Selection Analytics	10 hours
Steps of recruitment, Managerial challenges of recruitment, Recruitment Analytics	
Steps of employee selection process, Managerial challenges of employee selection, Selection Analytics	
Data Visualization of Recruitment & Selection	
Unit 4: Training and Development Analytics	10 hours
Steps of training, Managerial challenges of employee training, Training Analytics	
Steps of Employee development, Managerial challenges of employee development, Employee Development Analytics, Data Visualization of Training & Development	
Unit 5: Performance Management Analytics	10 hours
Steps of performance management, Managerial challenges of performance management, Performance Analytics	
Steps of compensation management, Managerial challenges of compensation management, Compensation Analytics, Data Visualization of Performance & Compensation	
Data Ethics and Privacy, Bias and Discrimination, Legal Compliance.	

Pedagogy and Assessments:
Pedagogy: Hands-on Software Workshops-Power BI/Excel, Case Study Analysis & Problem-Solving, Guest Speakers & Industry Insights.
Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term)

Reference Books
1. Guenole, N., Ferrar, J., & Feinzig, S. (2017). The power of people: How successful organizations use workforce analytics to improve business performance. FT Press. 2. Human resource analytics: Strategic decision making by Nishant Uppal, Pearson India


**Chairman - BoS
MBA - HiCET**




**Dean (Academics)
HiCET**

Course Title	Learning and Development in Organizations
Course Code	24BAX316
Course Category	PEC
Credit Units	3

Course Objectives: This course is intended to explore the different learning types to achieve organisational goals and strategic human resource and introduce instructional design models like e-learning, blended learning, coaching, mentoring and on the job training methods. It promotes the need of lifelong learning importance in the modern scenario and the platforms which supports innovation, change management, and talent development.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	To understand the strategic role of Learning and Development (L&D) in organizations.	2		3	1	1	3	3
2	To equip students with the skills to assess, design, deliver, and evaluate training programs.	2	3	2	2	1		3
3	To explore contemporary methods, tools, and technologies in employee development.	3	3	2		3	3	3
4	To align L&D initiatives with business and workforce transformation needs.	3	3	2	3		3	3
5	To foster a continuous learning culture within the organization.	3	3	3	3	3	3	3

Unit I: Fundamentals of Learning and Development Definition and Scope of L&D – Difference between Training, Learning, and Development – Importance of L&D in the modern workplace – The Learning Organization – Adult Learning Theories (Andragogy, Experiential Learning, etc.) – Strategic Role of L&D in Talent Management	9 hours
Unit 2: Training Needs Analysis (TNA) Concept and Purpose of TNA – Levels of TNA: Organizational, Task, and Individual – Competency Mapping and Skill Gap Analysis – Methods of Data Collection for TNA – Aligning Learning Needs with Organizational Goals	9 hours
Unit 3: Designing Learning and Development Programs Principles of Instructional Design (ADDIE Model) – Learning Objectives and Curriculum design – Training Content Development – Selection of Training Methods and Techniques – Customizing Learning for Different Levels and Roles – Trainer Competencies and Facilitation Skills.	9 hours

Unit 4: Delivery Methods and Learning Technologies On-the-Job Training (OJT), Coaching, and Mentoring – Off-the-Job Methods: Classroom, Simulations, Role-Play – E-Learning, Mobile Learning, Blended Learning – Learning – Management Systems (LMS) – MOOCs and Digital Certifications – Creating Learning Paths and Development Plans	9 hours
Unit 5: Evaluation and Impact of L&D Kirkpatrick's Four-Level Evaluation Model – Return on Investment (ROI) in Training – Measuring Transfer of Learning to the Job – Feedback and Post-Training Support – L&D – Analytics and Dashboards – Challenges in L&D: Budget, Engagement, Relevance, Technology	9 hours

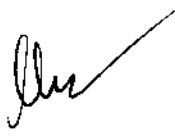
Pedagogy and Assessments:

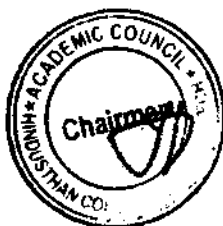
Pedagogy: Creating a dashboard for learning in a model organisation

Assessments: Collaborative learning

Reference Books

1. Raymond A. Noe – Employee Training and Development
2. Jack J. Phillips – Measuring ROI in Learning and Development
3. Gary Dessler – Human Resource Management
4. B. Janakiraman – Training and Development
5. Lance A. Berger & Dorothy Berger – The Talent Management Handbook


Chairman - B&S
MBA - HICET




Dean (Academics)
HICET

Course Title	Talent Acquisition & Management
Course Code	24BAX317
Course Category	PEC
Credit Units	3

Course Objectives: This course equips students with strategic insights and practical skills in attracting, acquiring, and managing talent. It covers workforce planning, recruitment, selection, onboarding, and retention. Emphasis is placed on aligning talent strategies with organizational goals, leveraging technology, and addressing modern workforce challenges to build a high-performing, future-ready talent pool.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Explain how talent acquisition aligns with organizational goals and workforce planning.	1	2			2		2
2	To Apply Effective Sourcing and Employer Branding Techniques and workforce analysis			2		1		2
3	To Master the Recruitment and Selection Process		3		1			3
4	To Understand Talent Engagement & succession planning		3					2
5	To Prepare for Future Trends in Talent Management		3	3		3	2	2

Unit 1: Introduction to Talent Acquisition Definition and Scope – Talent Acquisition vs. Recruitment – Importance in Strategic HRM – Components of the Talent Acquisition Process – Talent Lifecycle and its Alignment with Organizational Strategy – HRP Model - Role of Talent Acquisition in Organizational Success – The internal and external demand and supply of labour methods- Human Resource Information System	9 hours
Unit 2: Employer branding & Job Analysis Concepts of Employer Branding – EVP Development – Branding through Social Media and Career Pages – Measuring Employer Brand Strength – Job Analysis Procedures (Berry) – Job Analysis through competency based methods. Writing Job Descriptions and Specifications – Role of Competency Mapping – Succession Planning and Internal Talent Pools Sourcing strategies Internal vs. External Sources – Active vs. Passive Talent – Employee Referrals, Job Portals, and Campus Hiring - Use of Social Media and Professional Networks (LinkedIn, GitHub, etc.)	9 hours
Unit 3: Recruitment Process	9 hours

Steps in the Recruitment Process – Recruitment Metrics (Time-to-Hire, Cost-per-Hire, etc.) – Use of Applicant Tracking Systems (ATS) – Outsourcing Recruitment (RPO) – Resume Screening – Types of Interviews (Structured, Unstructured, Panel, Behavioral, etc.) – Use of Psychometric and Technical Tests – Assessment Centers and Case Interviews – Importance of Candidate Experience – Offer Management and Negotiation – Onboarding Strategies and Best Practices	
Unit 4: Talent Management Basic foundations and building blocks of Talent Management, leveraging talent, talent value chain, talent management process, Talent Management System – Components and benefits of Talent Management System and challenges in developing TMS – Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent	9 hours
Unit 5: Technology in Talent Acquisition Use of AI and Automation – Recruitment Analytics and Dashboards, Mobile and Video Recruiting – HR Tech Trends and Tools – Challenges in Global Recruitment – Cross-Cultural Hiring Practices – Gig Economy and Remote Hiring – Future Skills and Talent Trends (AI, Green Jobs, etc.) – Focus on analytics and data – Boomerang Employees – Ethical and inclusive hiring – Minimizing resource waste – Ensuring labour laws and fair hiring practices.	9 hours

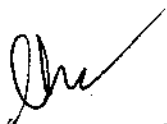
Pedagogy and Assessments:

Pedagogy: Competency mapping of a real time organisation

Assessments: Employer branding and its advantages (group presentation)

Reference Books

1. "The Talent Management Handbook" Authors: Lance A. Berger & Dorothy R. Berger Publisher: McGraw Hill, July 2017.
2. "Strategic Human Resource Management", Author: Jeffrey A. Mello Publisher: Cengage Learning, 2013
3. "Human Resource Management" Authors: Gary Dessler / Decenzo & Robbins, Publisher: Pearson, June 2023
4. "Employer Branding for Dummies" Authors: Richard Mosley & Lars Schmidt Publisher: Wiley, 2017
5. Deloitte Human Capital Trends – on technology, gig work, and future skills
6. McKinsey Insights on Talent Strategy – for strategic management and HR alignment


**Chairman - RoS
 MBA - HICET**




**Dean (Academics)
 HICET**

Course Title	Organizational Change and Development
Course Code	24BA X318
Course Category	PEC
Credit Units	3

Course Objectives:

This course provides a comprehensive understanding of **Organizational Development (OD)**, covering its foundational theories, historical evolution, and the distinction between planned and emergent change. Students will learn to diagnose organizational issues, collect and analyze data, and design effective interventions across human processes, structures, and HR. The course also explores the strategic role of **HR interventions** and the application of OD in diverse sectors, preparing students to drive organizational transformation and achieve strategic goals.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3		0	3	45

CO #	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO 4	PO 5	PSO1	PSO2
1	Critically evaluate prominent models of planned change and articulate the role, competencies, and ethical considerations for an OD practitioner.	2		3			1	2
2	Conduct comprehensive organizational diagnoses, utilizing various diagnostic models and data collection techniques, to identify root causes of performance issues.	2	3	3		3	2	
3	Recommend and justify suitable OD interventions based on diagnosed organizational needs.	3	3	2	2	3		
4	Integrate HR strategies and strategic interventions to foster organizational competitiveness and adaptability.	3	3			3		
5	Adapt OD approaches for unique organizational settings and anticipate emerging directions and challenges in the field of organizational change and development.	2		2		2		2

Unit 1: Introduction to Organizational Development	10 hours
Definition, growth and relevance, history and evolution. Theories of planned change-Lewin's Three-Step Model, Kotter's 8-Step Process for Leading Change, Action Research model, general model of planned change, different types of planned change and critique of planned change, Planned vs. Emergent change. OD practitioner role, competencies and professional ethics.	
Unit 2: OD Process	10 hours
Initiating OD relationship, contracting and diagnosing the problem – Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostic information, feeding back the diagnosed information.	
Unit 3: Designing OD interventions	10 hours
Human process interventions - coaching, training and development, process consultation, third part intervention, and team building, Organization confrontation meeting, intergroup relations intervention, and large group intervention. Involvement, work design, socio technical systems approach.	
Unit 4:HR and Strategic Interventions	10 hours
HRM interventions - performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self-designing organizations, learning and knowledge management.	
Unit 5: Special applications of OD	5 hours
OD in health care organizations, family-owned organizations, Not for Profit Organizations(NPOs) and Social Enterprises (SEs), Non-Industrial Settings and in Educational Institutions; public sector organizations and future directions in OD.	

Pedagogy and Assessments:

Pedagogy: Case Study Analysis & Discussion, Experiential Exercises & Simulations, Guest Speakers & Practitioner Insights, Group Projects: OD Consulting Proposal/Intervention Design

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term)

Reference Books

- 1.Cummings & Worley (2015), Organizational Development and Change (10th Edition), Cengage Learning India Pvt. Ltd.
- 2.Anderson (2012), Organizational Development, Sage Publications India Ltd.


Chairman - RoS
MBA - HiCET




Dean (Academics)
HiCET

Course Title	Industrial Laws and Labour Relations
Course Code	24BA X319
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to provide foundational knowledge of industrial laws and labour relations, focusing on legal frameworks, dispute resolution, collective bargaining, and compliance. It equips students to manage employer-employee relations effectively, interpret labour laws, and apply them in organizational contexts to ensure harmony, legal compliance, and workforce well-being.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Develop conceptual understanding of industrial relations (IR) and related legal frameworks.	1			3	2		3
2	Grasp fundamental regulatory frameworks governing safety, and working conditions	2		1			2	3
3	Understand formal employment norms, remuneration equity, and termination benefits	3	2		2			3
4	Advocate for social justice and legal compliance in labour relations.				3			3
5	Modified legal coverage to organized, unorganized workers					2		3

Unit – I: Introduction to Industrial Relations:

Concept and scope of industrial relations – Historical evolution of industrial relations – Definition and meaning of Labour – Approaches to IR: Unitary, Pluralist, Marxist – Significance in shaping labour relations – New development in the labour laws in India. Trade Unions Act, 1926: registration, rights, functions, employee relations – Overview of stakeholders involved in industrial relations – Employers, Employees, Trade unions, and government bodies.

9 hours

Unit II: Labour Legislations

Key labour laws in India – the Factories Act, 1948 – the Shop and Establishments Act, 1953 – the Contract Labour (Regulation and Abolition) Act, 1970 – Industrial Disputes Act, 1947 – the Trade Unions Act, 1926 - Concept and significance of collective bargaining in labour relations – The process of collective bargaining – Negotiation techniques, and outcomes – Grievance handling procedures – dispute resolution mechanisms – Role in maintaining industrial peace.

9 hours

Unit – III: Wage Legislations The History of Wage legislations – the Payment of Wages Act, 1936 – the Minimum Wages Act, 1948 – Payment of Bonus Act, 1965 – Equal remuneration act 1975 – Roles of enforcement authorities – Related penalties – Objectives, provisions, and enforcement mechanisms of major labour legislations	9 hours
Unit – IV: Social-Security Legislations The Employees' State Insurance Act, 1948 – Maternity Benefit Act, 1961 – the Workmen's Compensation Act, 1923 – the Payment of Gratuity Act, 1972 – Employees' provident Funds and Miscellaneous Provisions Act, 1952 – Industrial Employment (standing orders) act 1946 – Sexual harassment of Women at workplace (prevention, prohibition and redressal) act 2013 - The Transgender persons (protection of rights) act 2019	9 hours
Unit – V: New Labour Codes (2019–2020) Code on Wages, 2019 – (Replaces: Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act, Equal Remuneration Act) – Industrial Relations Code, 2020 (Replaces: Industrial Disputes Act, Trade Unions Act, Industrial Employment (Standing Orders) Act - Code on Social Security, 2020 (Replaces: EPF Act, ESI Act, Maternity Benefit Act, Gratuity Act, etc.) - Occupational Safety, Health and Working Conditions Code, 2020 (Replaces: Factories Act, Mines Act, Contract Labour Act, Inter-State Migrant Workmen Act, etc.)	9 hours

Pedagogy and Assessments:

Pedagogy: Project presentation

Assessments: Case studies and Activities

Reference Books

1. C.B. Mamoria & Satish Mamoria, Dynamics of Industrial Relations, Himalaya (2016), vikaspublishing.com
2. S.C. Srivastava, Industrial Relations & Labour Laws, Vikas (8th ed., 2022), vikaspublishing.com
3. Arun Monappa, R. Nambudiri & P. Selvaraj, Industrial Relations & Labour Laws, Tata McGraw-Hill (2012)
4. P.R.N. Sinha, Indu Bala Sinha & Seema Shekhar, Industrial Relations, Trade Unions & Labour Legislation, Pearson (2017)
5. Taxmann's Labour Laws (Annual editions)


Chairman - BoS
MBA - HiCET




Dean (Academics)
HiCET

Course Title	Performance Management and Compensation
Course Code	24BA X320
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to develop a comprehensive understanding of performance management and compensation systems. It focuses on setting performance standards, evaluating employee performance, and designing fair, strategic compensation structures. Students will learn to align performance and rewards with organizational goals, enhancing motivation, productivity, and employee retention through effective HR practices.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	To understand the fundamentals of performance management systems, including goal-setting, performance appraisal, and employee development, within the strategic HRM context.	2		2				2
2	To develop the ability to design and implement effective performance appraisal methods, including 360-degree feedback, MBO, and competency-based assessments.	3	2	1			2	2
3	To analyze and apply compensation theories and practices		3					2
4	To examine legal, ethical, and equity issues related to compensation and performance evaluation systems in organizations.				1	2	2	1
5	To understand contemporary trends such as pay transparency, skill-based pay, remote performance management, and total rewards.	1				2		2

Unit 1: Introduction to Performance Management	9 hours
Meaning, nature, and importance of Performance Management (PM) – Objectives of PMS – Principles of PMS – Challenges of PMS – Traditional vs. Modern approaches – Link between Performance Management and Strategic HRM – PM vs. Performance Appraisal – Role of HR and line managers – Strategies for effective implementation of PMS	
Unit 2: Performance Planning and Appraisal Systems	9 hours
Setting performance expectations: Goal setting, SMART goals, KRA, KPI – Types of performance appraisal systems: 360-degree feedback – Management by Objectives (MBO) –	

BARS and BOS – Assessment Centers – Performance documentation and review - Biases and errors in appraisal – Legal and ethical issues in performance evaluation	
Unit 3: Job evaluation & Compensation Methods of Job Evaluation; Company Wage Policy: Wage Components, Wage Determination, Pay Grades, Wage Surveys, Modern trends in compensation – from wage and salary to cost to company concept, Comparable worth, broad banding, and competency based pay. Incentive plans for production employees and for other professionals, developing effective incentive plans, pay for performance; Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits, Benefits & Incentive practices in Indian industry.	9 hours
Unit 4: Legal regulatory frameworks on compensation Wages in India: Minimum wage, fair wage and living wage; Methods of state regulation of wages; Wage differentials & national wage policy, Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity. Special compensation situations: International compensation-managing variations, Expatriate Pay	9 hours
Unit 5: Contemporary Issues and Technology in PM and Compensation Use of AI, analytics, and software in performance management (e.g., SAP, Workday, BambooHR) – Compensation analytics and dash boarding – Global trends in PM & compensation – Pay transparency and equity – Legal compliance (wage laws, minimum wages, equal pay) – Ethics and sustainability in reward systems	9 hours

Pedagogy and Assessments:

Pedagogy: Comprehensive presentation on AI related organization in performance management

Assessments: Presentation on self performance management

Reference Books

1. Michael Armstrong, Armstrong's Handbook of Performance Management: An Evidence Based Guide to Delivering High Performance, 6th ed., Kogan Page
2. Gary Dessler, Human Resource Management, 12th ed., Prentice Hall.
3. Richard Henderson: Compensation Management in a Knowledge Based World, 10th ed. Prentice Hall.
4. Performance Management and Appraisal Systems by T.V. Rao (Sage)
5. Compensation Management by Mousumi S Bhattacharya and Nilanjan Sengupta (Excel Books)

**Chairman - BoS
MBA - HICET**



**Dean (Academics)
HICET**

Course Title	AI in Human Resource
Course Code	24BA X321
Course Category	PEC
Credit Units	3

Course Objectives:

This course provides a comprehensive understanding of **Artificial Intelligence (AI)** and its transformative impact on **Human Resources (HR)**. This course explores AI's role in optimizing core HR functions like **recruitment, talent acquisition, performance management, and people analytics**. The curriculum also delves into leveraging AI for **employee retention, training, and workforce planning**, while critically examining ethical considerations. Furthermore, it investigates the disruptive potential of **Generative AI** and the **Metaverse** in shaping the future of **HRM**, to navigate both the opportunities and challenges of AI adoption in HR.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO #	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO4	PO 5	PSO 1	PSO2
1	Evaluate the foundational concepts and applications of AI in diverse HR practices.	3	2		2			1
2	Analyze the integration of AI tools and methodologies across key HR functions such as performance management, onboarding, and analytics.	3	3	2	3		3	1
3	Propose AI-driven strategies for employee retention, workforce planning, and ethical considerations within the HRM landscape.	3	3	2	2		3	
4	Assess the transformative impact of AI and emerging technologies like Generative AI and Metaverse on HRM innovation and organizational capabilities.	3	2	2	2		3	
5	Formulate solutions for the challenges and opportunities presented by AI in HR, focusing on employee experience, compliance, and strategic knowledge management.	3	2	2	3	3		1

Unit 1: Understanding AI	5 hours
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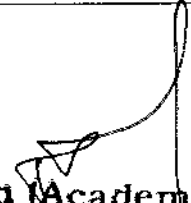
Deploying AI in HR Practices, Introduction to AI tools, Leveraging AI for Diversity Management	
Adopting AI in HR practices: Decision making, Adoption of AI in Task automation, Recruitment, and Talent acquisition, HR Metrics	
Unit 2: AI in HR functions	10 hours
Role of AI in Performance Management, Application of AI in Onboarding, Using AI in Person -job fit AI in HR Analytics and People Analytics, HR administration application Using AI for Employee Retention, Using AI in Performance Appraisal, AI for Employee Training, AI in Workforce Planning, Ethical concerns in using AI in various functions of HRM	
Unit 3: Innovation & HR	10 hours
AI-Augmented HRM, Learning and Development Programmes, Disruptive innovation in HRM: Future of HRM, HRM in the era of Generative AI, Building Organizational Capabilities through AI Driven HRM, Metaverse in HRM	
Unit 4: Challenges and Future Opportunities	10 hours
Challenges of AI adoption in HRM, HRM digitalization Success and Future Opportunities, AI in Career Succession Planning of Employees, AI in Sustaining Green HRM, Emerging trends of AI based HRM, Benefits of Synergizing AI and HRM, AI in Compensation & Benefits, AI in Compliance, AI- Mediated Knowledge Management	
Unit 5: AI for employee experience	10 hours
AI Tools: HRP& HR Chatbots, Using AI in enhancing employee experience, Adopting AI in Managing Company Culture, Boon or Curse: Co-existence of HR & AI	

Pedagogy and Assessments:
Pedagogy: Flipped Classroom, Case discussions, Debates, Think-Pair-Share.
Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term)

Reference Books
1. Ben Eubanks (2018). Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce. Kogan Page Publishers, 2018.
2. Strohmeier, Stefan (2022). Handbook of Research on Artificial Intelligence in Human Resource Management. Edward Elgar Publishing, 2022


Chairman - BoS
MBA - HICET




Dean (Academics)
HICET

Analytics and Data Sciences Specialization

Course Title	Database Management Systems
Course Code	24BA X322
Course Category	PEC
Credit Units	3

Course Objectives:

This course provides a comprehensive understanding of database systems, covering fundamental concepts, ER modeling, SQL for data operations, and principles like normalization and transaction management. Through hands-on practice and business case studies, students gain practical skills to design, query, and manage databases effectively for real-world business applications.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3		0	3	45

CO #	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO4	PO 5	PSO 1	PSO2
1	Explain the basic concepts of database systems and their role in business operations.	3	3	2	3		3	
2	Design database models using ER diagrams for business scenarios	3	3		3	2	3	2
3	Write SQL queries for data manipulation and reporting.	3	3		3		3	3
4	Apply normalization techniques for efficient database design.	3	3		3		3	
5	Demonstrate understanding of transaction processing, data security, and implement business connectivity solutions using DBMS.	3	3	2	3		3	3

Unit 1: Introduction to Database Systems	9 hours
Introduction to Databases: Need, Features, and Applications, DBMS vs Traditional File System, Components of DBMS, Database Users and Architecture (1-tier, 2-tier, 3-tier), Data Models: Hierarchical, Network, Relational, Object-oriented, Overview of RDBMS and NoSQL Concepts, Introduction to Business Databases	
Unit 2: Data Modeling and ER Diagrams	9 hours
Introduction to Data Modeling, Entity-Relationship (ER) Modeling, Entities, Attributes, Relationships, Cardinality, Extended ER Models: Generalization, Specialization, Aggregation, Mapping ER to Relational Model, Case Study: Hotel/Inventory Management ER Design	
Unit 3: Structured Query Language (SQL)	9 hours

Introduction to SQL, Data Definition Language (DDL): CREATE, ALTER, DROP, Data Manipulation Language (DML): INSERT, UPDATE, DELETE, Data Query Language (DQL): SELECT Statements, WHERE, ORDER BY, GROUP BY, Joins: INNER, LEFT, RIGHT, FULL, Subqueries, Aggregate Functions, Writing SQL Queries in MySQL / MS Access

Unit 4: Database Design and Normalization

9 hours

Introduction to Relational Schema Design, Functional Dependencies, Normal Forms: 1NF, 2NF, 3NF, BCNF, Denormalization: Need and Use, Integrity Constraints: Primary Key, Foreign Key, Unique, Not Null, Indexing and Views, Case Example: Design of Normalized HRM or Sales Database

Unit 5: Transaction Management

9 hours

Concepts of Transactions, ACID Properties and Concurrency Control, Backup, Recovery, and Security Issues, Introduction to PL/SQL, Database Connectivity in Business Applications (MS Excel, ERP, CRM).

Pedagogy and Assessments:

Pedagogy: Chalk-and-talk, Software demonstrations using tools like MySQL, MS Access, Business case studies

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term),

Reference Books

1. Ramez Elmasri and Shamkant B. Navathe, *Fundamentals of Database Systems*, 7th Edition, Pearson, 2016.
2. Abraham Silberschatz, Henry F. Korth, and S. Sudarshan, *Database System Concepts*, 6th Edition, McGraw Hill, 2013.
3. Peter Rob and Carlos Coronel, *Database Systems: Design, Implementation, and Management*, Cengage Learning, 11th Edition, 2017.
4. C.J. Date, *An Introduction to Database Systems*, 8th Edition, Pearson Education, 2003.
5. Thomas Connolly and Carolyn Begg, *Database Systems: A Practical Approach to Design, Implementation, and Management*, Pearson, 6th Edition, 2015.


Chairman - BoS
MBA - HICET




Dean (Academics)
HICET

Introduction to SQL, Data Definition Language (DDL): CREATE, ALTER, DROP, Data Manipulation Language (DML): INSERT, UPDATE, DELETE, Data Query Language (DQL): SELECT Statements, WHERE, ORDER BY, GROUP BY, Joins: INNER, LEFT, RIGHT, FULL, Subqueries, Aggregate Functions, Writing SQL Queries in MySQL / MS Access

Unit 4: Database Design and Normalization

9 hours

Introduction to Relational Schema Design, Functional Dependencies, Normal Forms: 1NF, 2NF, 3NF, BCNF, Denormalization: Need and Use, Integrity Constraints: Primary Key, Foreign Key, Unique, Not Null, Indexing and Views, Case Example: Design of Normalized HRM or Sales Database

Unit 5: Transaction Management

9 hours

Concepts of Transactions, ACID Properties and Concurrency Control, Backup, Recovery, and Security Issues, Introduction to PL/SQL, Database Connectivity in Business Applications (MS Excel, ERP, CRM).

Pedagogy and Assessments:

Pedagogy: Chalk-and-talk, Software demonstrations using tools like MySQL, MS Access, Business case studies

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term),

Reference Books

1. Ramez Elmasri and Shamkant B. Navathe, *Fundamentals of Database Systems*, 7th Edition, Pearson, 2016.
2. Abraham Silberschatz, Henry F. Korth, and S. Sudarshan, *Database System Concepts*, 6th Edition, McGraw Hill, 2013.
3. Peter Rob and Carlos Coronel, *Database Systems: Design, Implementation, and Management*, Cengage Learning, 11th Edition, 2017.
4. C.J. Date, *An Introduction to Database Systems*, 8th Edition, Pearson Education, 2003.
5. Thomas Connolly and Carolyn Begg, *Database Systems: A Practical Approach to Design, Implementation, and Management*, Pearson, 6th Edition, 2015.


**Chairman - BoS
MBA - HICET**




**Dean (Academics)
HICET**

Course Title	Data Warehousing and Data Mining
Course Code	24BA X323
Course Category	PEC
Credit Units	3

Course Objectives:

This course introduces the fundamentals of data warehousing and data mining, focusing on architecture, ETL processes, and business intelligence. It explores data mining techniques, OLAP, and visualization tools to support decision-making. Students gain practical insights into applying these concepts in marketing, finance, and operations for data-driven strategies.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3		0	3	45

CO #	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO 4	PO 5	PSO1	PSO2
1	Explain the role of data warehousing and data mining in supporting managerial decision-making.	3	3	3	2		3	
2	Design basic data warehouse schemas and understand ETL operations.	3	3		1			3
3	Differentiate between various data mining techniques and their suitability for business problems.	3	3		3		3	
4	Apply OLAP and visualization concepts for business data analysis.	3	3			2		3
5	Identify and discuss the practical applications of DWDM in diverse business sectors.	3	3			2	3	3

Unit 1: Fundamentals of Data Warehousing	9 hours
Introduction to Data Warehousing and Business Intelligence, Features and Benefits of a Data Warehouse, Difference Between OLTP and OLAP, Components of a Data Warehouse, Data Warehousing vs. Traditional Databases, Types of Data Warehouse: Enterprise, Data Mart, Virtual, Data Warehouse Applications in Business	
Unit 2: Data Warehouse Architecture and ETL	9 hours
Data Warehouse Architecture: 2-tier and 3-tier, Metadata, Staging Area, Data Marts, Star Schema, Snowflake Schema, Fact and Dimension Tables, ETL Process: Extraction, Transformation, Loading, Data Cleansing and Integration Case Studies: Retail and Banking ETL	
Unit 3: Introduction to Data Mining	9 hours

Data Mining-Definitions and Goals, KDD Process and Comparison with DBMS, Business Applications of Data Mining, Types of Data Mining: Descriptive and Predictive, Data Mining Techniques-Classification, Clustering, Association Rules, Challenges in Data Mining

Unit 4: OLAP and Data Mining Algorithms

9 hours

OLAP Concepts: MOLAP, ROLAP, HOLAP, OLAP Operations: Slice, Dice, Drill Down, Roll Up, Basics of Data Mining Algorithms: Decision Trees, K-Means Clustering, Apriori Algorithm, concept of Supervised vs Unsupervised Learning, Introduction to Evaluation of Mining Results, Business Case: CRM and Customer Segmentation

Unit 5: Data Visualization and Business Applications

9 hours

Need for Visualization in DWDM, Basic Charts, Dashboards, and Reporting Tools, Business Intelligence Tools: Overview, Applications of Data Mining: Web Mining, Text Mining, Market Basket Analysis, Fraud Detection, Healthcare, Ethical and Privacy Issues in Data Mining

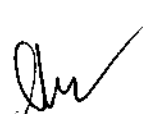
Pedagogy and Assessments:

Pedagogy: Interactive Lectures with PowerPoint Presentations, Case Studies, Conceptual Mind Maps and Flowcharts, Flipped classroom

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term).

Reference Books

1. Jiawei Han, Micheline Kamber, Jian Pei, *Data Mining: Concepts and Techniques*, 3rd Edition, Elsevier, 2012.
2. *Data Mining Techniques*, Arun K Pujari, 3rd Edition, Universities Press
3. Alex Berson and Stephen J. Smith "Data Warehousing, Data Mining & OLAP", Tata McGraw – Hill Edition, Tenth Reprint 2007.
4. K.P. Soman, Shyam Diwakar and V. Ajay "Insight into Data mining Theory and Practice", Easter Economy Edition, Prentice Hall of India, 2006.
5. G. K. Gupta "Introduction to Data Mining with Case Studies", Easter Economy Edition, Prentice Hall of India, 2006.
6. Pang-Ning Tan, Michael Steinbach and Vipin Kumar "Introduction to Data Mining", Pearson Education, 2007.


**Chairman - BoS
MBA - HICET**




**Dean (Academics)
HICET**

Course Title	Machine Learning
Course Code	24BA X324
Course Category	PEC
Credit Units	3

Course Objectives:

This course introduces foundational concepts and types of machine learning, covering supervised learning for classification and regression, and unsupervised techniques like clustering and dimensionality reduction. It addresses key challenges such as overfitting, bias, and ethical issues, while also exploring emerging trends, career paths, and research opportunities in the ML domain.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3		0	3	45

CO #	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO4	PO 5	PSO 1	PSO2
1	Describe the fundamental concepts, scope, and types of machine learning.	3	3				3	
2	Explain and compare key supervised learning algorithms and their use-cases.	3	3		1		3	3
3	Interpret the structure and functioning of supervised learning algorithms.	3	3		1		3	3
4	Explain and differentiate unsupervised learning algorithms from a theoretical perspective.	3	3		1		3	3
5	Identify recent trends and evaluate ethical and social implications of ML technologies through real-world case studies.	3	3		3	2	3	3

Unit 1: Introduction to Machine Learning	9 hours
Concept of Machine Learning, Differences between AI, ML, and Deep Learning, Real-world applications of ML: recommendation systems, image recognition, natural language processing, Types of ML: Supervised, Unsupervised, Semi-supervised, Reinforcement Learning, The ML process: Problem Definition, Data Collection, Data Preprocessing, Model Selection, Training, Evaluation, Issues in ML: Overfitting, Underfitting, Bias-Variance Trade-off, Basic terminology: Features, Labels, Instances, Target Variable	

Unit 2: Supervised Learning – I	9 hours
Concept of Supervised Learning, Classification vs Regression, Linear Regression: Model Assumptions, Hypothesis Function, Cost Function, Evaluation Metrics: MAE, MSE, R^2 Score, Logistic Regression: Sigmoid Function, Decision Boundary, Evaluation Metrics for Classification: Accuracy, Precision, Recall, F1-Score	
Unit 3: Supervised Learning – II	9 hours
Decision Trees: Construction, Gini Index, Entropy, Information Gain, Random Forests: Ensemble Learning Basics, K-Nearest Neighbors (KNN), Naive Bayes Classifier: Bayes' Theorem, Assumptions, Support Vector Machines (SVM): Hyperplanes, Margins, Bias-Variance Decomposition, Comparison of Supervised Algorithms	
Unit 4: Unsupervised Learning	9 hours
Unsupervised Learning, Clustering vs Dimensionality Reduction, K-Means Clustering: Algorithm, Distance Metrics, Elbow Method, Hierarchical Clustering: Dendrograms, Principal Component Analysis (PCA): Dimensionality Reduction, Eigenvalues, Eigenvectors Applications of Unsupervised Learning: Customer Segmentation, Anomaly Detection	
Unit 5: Emerging Trends and Challenges in ML	9 hours
Introduction to Reinforcement Learning, Neural Networks, Ethical Issues in ML: Bias, Fairness, Privacy, Challenges in ML: Interpretability, Model Deployment, Data Quality, Trends: Explainable AI, Federated Learning, Transfer Learning, ML in India: Case Studies in Health, Agriculture, Education, Career and Research Avenues in ML	

Pedagogy and Assessments:

Pedagogy: Flipped Classroom, Debates, Lecture

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term),

Reference Books

1. *Machine Learning* (1997), 1st Edition, Tom M. Mitchell, McGraw-Hill Education.
2. *Introduction to Machine Learning* (2020), 4th Edition, Ethem Alpaydin, MIT Press.
3. *Machine Learning: The Art and Science of Algorithms that Make Sense of Data* (2012), Peter Flach, Cambridge University Press.
4. *Machine Learning Yearning* (n.d.), Andrew Ng, Self-published. Available at: <https://www.deeplearning.ai/machine-learning-yearning/>
5. *Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow* (2022), 3rd Edition, Aurélien Géron, O'Reilly Media.

**Chairman - BoS
MBA - HICET**



**Dean (Academics)
HICET**

Course Title	Python for Business Analytics
Course Code	24BAX325
Course Category	PEC
Credit Units	3

Course Objectives: This course introduces Python programming fundamentals with a focus on solving real-world business problems. It equips students with the ability to work with data structures, files, and handle business-related data inputs efficiently. Learners will explore data analysis and visualization using Python libraries like NumPy, Pandas, Matplotlib, and Seaborn. The course also emphasizes applying statistical methods and predictive techniques for business decision-making.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
2	0	2	3	60

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand Python basics, control structures, and modular programming and apply them in business contexts.	3	2				2	2
2	Use data structures, string handling and file operations to manage and process business data.	3	3				2	2
3	Perform data analysis and preprocessing using NumPy and Pandas on real-world business datasets.	3	3		1		3	2
4	Create effective visualizations and business dashboards using Matplotlib and Seaborn.	2	3		1		3	2
5	Apply statistical methods and predictive analytics techniques to analyze and interpret business data using Python.	3	3		1		3	3

Unit 1: Introduction to Python Programming	12 hours
Python Basics: Data Types, Variables, Operators, Input/output- Control Structures: If, Else, Elif, Loops- Functions, Modules, and Packages- Working with IDEs: Jupyter Notebook / Google Colab / Anaconda- Business Use Cases Overview	
Unit 2: Data Structures and File Handling	12 hours

Lists, Tuples, Sets, and Dictionaries- Indexing, Slicing, and Iterating- String Manipulation Techniques- Reading/Writing Files (CSV, Excel, Text)- Exception Handling- Hands-on with Data Inputs from Business Files.	
Unit 3: Data Analysis with NumPy and Pandas	12 hours
Introduction to NumPy: Arrays, Array Operations- Introduction to Pandas: Series and DataFrames- Data Importing and Exporting using Pandas- Data Cleaning and Preprocessing: Missing Values, Duplicates- Data Manipulation: Filtering, Grouping, Sorting, Merging- Business Dataset Analysis (Sales, Finance, Marketing).	
Unit 4: Data Visualization using Matplotlib and Seaborn	12 hours
Data Visualization with Matplotlib and Seaborn-Plot Types: Line, Bar, Histogram, Box, Heatmaps- Customizing Graphs: Labels, Legends, Colors- Creating Business Dashboards using Python.	
Unit 5: Applied Business Analytics with Python	12 hours
Descriptive and Inferential Statistics using Python- Correlation and Regression Analysis- Time Series Basics: Parsing Dates, Plotting Trends- Predictive Modeling Overview: Linear Regression - Real-world Business Problems.	
Total	60 hours

Pedagogy and Assessments:

Pedagogy: Lectures, Practical exercises, Case studies

Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, , End semester examinations

Reference Books:

1. Dr. R. NageswaraRao, *Core Python Programming*, Dreamtech Press, 2nd Edition, Paperback 2024.
2. Wes McKinney, *Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython*, O'Reilly Media, 3rd Edition, Paperback 2022.
3. Yuxing Yan, *Python for Data Analysis for Beginners: A Step-by-Step Guide*, Apress, 1st Edition, Paperback 2020.
4. Joel Grus, *Data Science from Scratch: First Principles with Python*, O'Reilly Media, 2nd Edition, Paperback 2019.

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MBA - HICET**



**Dean (Academics)
HICET**

Introduction to SQL, Data Definition Language (DDL): CREATE, ALTER, DROP, Data Manipulation Language (DML): INSERT, UPDATE, DELETE, Data Query Language (DQL): SELECT Statements, WHERE, ORDER BY, GROUP BY, Joins: INNER, LEFT, RIGHT, FULL, Subqueries, Aggregate Functions, Writing SQL Queries in MySQL / MS Access

Unit 4: Database Design and Normalization

9 hours

Introduction to Relational Schema Design, Functional Dependencies, Normal Forms: 1NF, 2NF, 3NF, BCNF, Denormalization: Need and Use, Integrity Constraints: Primary Key, Foreign Key, Unique, Not Null, Indexing and Views, Case Example: Design of Normalized HRM or Sales Database

Unit 5: Transaction Management

9 hours

Concepts of Transactions, ACID Properties and Concurrency Control, Backup, Recovery, and Security Issues, Introduction to PL/SQL, Database Connectivity in Business Applications (MS Excel, ERP, CRM).

Pedagogy and Assessments:

Pedagogy: Chalk-and-talk, Software demonstrations using tools like MySQL, MS Access, Business case studies

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term),

Reference Books

1. Ramez Elmasri and Shamkant B. Navathe, *Fundamentals of Database Systems*, 7th Edition, Pearson, 2016.
2. Abraham Silberschatz, Henry F. Korth, and S. Sudarshan, *Database System Concepts*, 6th Edition, McGraw Hill, 2013.
3. Peter Rob and Carlos Coronel, *Database Systems: Design, Implementation, and Management*, Cengage Learning, 11th Edition, 2017.
4. C.J. Date, *An Introduction to Database Systems*, 8th Edition, Pearson Education, 2003.
5. Thomas Connolly and Carolyn Begg, *Database Systems: A Practical Approach to Design, Implementation, and Management*, Pearson, 6th Edition, 2015.


**Chairman - BoS
MBA - HICET**




**Dean (Academics)
HICET**

Course Title	Data Warehousing and Data Mining
Course Code	24BA X323
Course Category	PEC
Credit Units	3

Course Objectives:

This course introduces the fundamentals of data warehousing and data mining, focusing on architecture, ETL processes, and business intelligence. It explores data mining techniques, OLAP, and visualization tools to support decision-making. Students gain practical insights into applying these concepts in marketing, finance, and operations for data-driven strategies.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3		0	3	45

CO #	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO 4	PO 5	PSO1	PSO2
1	Explain the role of data warehousing and data mining in supporting managerial decision-making.	3	3	3	2		3	
2	Design basic data warehouse schemas and understand ETL operations.	3	3		1			3
3	Differentiate between various data mining techniques and their suitability for business problems.	3	3		3		3	
4	Apply OLAP and visualization concepts for business data analysis.	3	3			2		3
5	Identify and discuss the practical applications of DWDM in diverse business sectors.	3	3			2	3	3

Unit 1: Fundamentals of Data Warehousing	9 hours
Introduction to Data Warehousing and Business Intelligence, Features and Benefits of a Data Warehouse, Difference Between OLTP and OLAP, Components of a Data Warehouse, Data Warehousing vs. Traditional Databases, Types of Data Warehouse: Enterprise, Data Mart, Virtual, Data Warehouse Applications in Business	
Unit 2: Data Warehouse Architecture and ETL	9 hours
Data Warehouse Architecture: 2-tier and 3-tier, Metadata, Staging Area, Data Marts, Star Schema, Snowflake Schema, Fact and Dimension Tables, ETL Process: Extraction, Transformation, Loading, Data Cleansing and Integration Case Studies: Retail and Banking ETL	
Unit 3: Introduction to Data Mining	9 hours

Data Mining-Definitions and Goals, KDD Process and Comparison with DBMS, Business Applications of Data Mining, Types of Data Mining: Descriptive and Predictive, Data Mining Techniques-Classification, Clustering, Association Rules, Challenges in Data Mining

Unit 4: OLAP and Data Mining Algorithms

9 hours

OLAP Concepts: MOLAP, ROLAP, HOLAP, OLAP Operations: Slice, Dice, Drill Down, Roll Up, Basics of Data Mining Algorithms: Decision Trees, K-Means Clustering, Apriori Algorithm, concept of Supervised vs Unsupervised Learning, Introduction to Evaluation of Mining Results, Business Case: CRM and Customer Segmentation

Unit 5: Data Visualization and Business Applications

9 hours

Need for Visualization in DWDM, Basic Charts, Dashboards, and Reporting Tools, Business Intelligence Tools: Overview, Applications of Data Mining: Web Mining, Text Mining, Market Basket Analysis, Fraud Detection, Healthcare, Ethical and Privacy Issues in Data Mining

Pedagogy and Assessments:

Pedagogy: Interactive Lectures with PowerPoint Presentations, Case Studies, Conceptual Mind Maps and Flowcharts, Flipped classroom

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term).

Reference Books

1. Jiawei Han, Micheline Kamber, Jian Pei, *Data Mining: Concepts and Techniques*, 3rd Edition, Elsevier, 2012.
2. *Data Mining Techniques*, Arun K Pujari, 3rd Edition, Universities Press
3. Alex Berson and Stephen J. Smith "Data Warehousing, Data Mining & OLAP", Tata McGraw – Hill Edition, Tenth Reprint 2007.
4. K.P. Soman, Shyam Diwakar and V. Ajay "Insight into Data mining Theory and Practice", Easter Economy Edition, Prentice Hall of India, 2006.
5. G. K. Gupta "Introduction to Data Mining with Case Studies", Easter Economy Edition, Prentice Hall of India, 2006.
6. Pang-Ning Tan, Michael Steinbach and Vipin Kumar "Introduction to Data Mining", Pearson Education, 2007.


**Chairman - BoS
MBA - HICET**




**Dean (Academics)
HICET**

Course Title	Machine Learning
Course Code	24BA X324
Course Category	PEC
Credit Units	3

Course Objectives:

This course introduces foundational concepts and types of machine learning, covering supervised learning for classification and regression, and unsupervised techniques like clustering and dimensionality reduction. It addresses key challenges such as overfitting, bias, and ethical issues, while also exploring emerging trends, career paths, and research opportunities in the ML domain.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3		0	3	45

CO #	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO4	PO 5	PSO 1	PSO2
1	Describe the fundamental concepts, scope, and types of machine learning.	3	3				3	
2	Explain and compare key supervised learning algorithms and their use-cases.	3	3		1		3	3
3	Interpret the structure and functioning of supervised learning algorithms.	3	3		1		3	3
4	Explain and differentiate unsupervised learning algorithms from a theoretical perspective.	3	3		1		3	3
5	Identify recent trends and evaluate ethical and social implications of ML technologies through real-world case studies.	3	3		3	2	3	3

Unit 1: Introduction to Machine Learning	9 hours
Concept of Machine Learning, Differences between AI, ML, and Deep Learning, Real-world applications of ML: recommendation systems, image recognition, natural language processing, Types of ML: Supervised, Unsupervised, Semi-supervised, Reinforcement Learning, The ML process: Problem Definition, Data Collection, Data Preprocessing, Model Selection, Training, Evaluation, Issues in ML: Overfitting, Underfitting, Bias-Variance Trade-off, Basic terminology: Features, Labels, Instances, Target Variable	

Unit 2: Supervised Learning – I	9 hours
Concept of Supervised Learning, Classification vs Regression, Linear Regression: Model Assumptions, Hypothesis Function, Cost Function, Evaluation Metrics: MAE, MSE, R^2 Score, Logistic Regression: Sigmoid Function, Decision Boundary, Evaluation Metrics for Classification: Accuracy, Precision, Recall, F1-Score	
Unit 3: Supervised Learning – II	9 hours
Decision Trees: Construction, Gini Index, Entropy, Information Gain, Random Forests: Ensemble Learning Basics, K-Nearest Neighbors (KNN), Naive Bayes Classifier: Bayes' Theorem, Assumptions, Support Vector Machines (SVM): Hyperplanes, Margins, Bias-Variance Decomposition, Comparison of Supervised Algorithms	
Unit 4: Unsupervised Learning	9 hours
Unsupervised Learning, Clustering vs Dimensionality Reduction, K-Means Clustering: Algorithm, Distance Metrics, Elbow Method, Hierarchical Clustering: Dendrograms, Principal Component Analysis (PCA): Dimensionality Reduction, Eigenvalues, Eigenvectors Applications of Unsupervised Learning: Customer Segmentation, Anomaly Detection	
Unit 5: Emerging Trends and Challenges in ML	9 hours
Introduction to Reinforcement Learning, Neural Networks, Ethical Issues in ML: Bias, Fairness, Privacy, Challenges in ML: Interpretability, Model Deployment, Data Quality, Trends: Explainable AI, Federated Learning, Transfer Learning, ML in India: Case Studies in Health, Agriculture, Education, Career and Research Avenues in ML	

Pedagogy and Assessments:

Pedagogy: Flipped Classroom, Debates, Lecture

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term),

Reference Books

1. *Machine Learning* (1997), 1st Edition, Tom M. Mitchell, McGraw-Hill Education.
2. *Introduction to Machine Learning* (2020), 4th Edition, Ethem Alpaydin, MIT Press.
3. *Machine Learning: The Art and Science of Algorithms that Make Sense of Data* (2012), Peter Flach, Cambridge University Press.
4. *Machine Learning Yearning* (n.d.), Andrew Ng, Self-published. Available at: <https://www.deeplearning.ai/machine-learning-yearning/>
5. *Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow* (2022), 3rd Edition, Aurélien Géron, O'Reilly Media.

**Chairman - BoS
MBA - HICET**



**Dean (Academics)
HICET**

Course Title	Cybersecurity for Business Professionals
Course Code	24BA X326
Course Category	PEC
Credit Units	3

Course Objectives: This course provides a foundational understanding of cybersecurity concepts and their critical role in safeguarding business analytics systems. It equips students with the knowledge of governance frameworks, risk management, and compliance regulations relevant to data-driven enterprises. Learners will explore techniques for data protection, ethical data handling, and using analytics for threat detection and response. The course also emphasizes strategic cybersecurity planning, emerging technologies, and building resilience against evolving cyber threats.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the core principles of cybersecurity and analyze various cyber threats impacting modern businesses.	3	3		2		3	2
2	Apply cybersecurity governance, standards, and legal frameworks to manage business and regulatory risks.	2	2	1	3		3	2
3	Implement data protection strategies and privacy principles to ensure secure handling of business analytics data.	2	3		3		3	2
4	Utilize security analytics tools and methodologies for threat detection, incident response and fraud prevention.	3	3		2		3	2
5	Evaluate strategic approaches and emerging innovations to build cyber-resilient and future-ready organizations.	2	2	2	2	2	3	3

Unit 1: Foundations of Cybersecurity	9 hours
Introduction to Cybersecurity and its Importance in Business-Key Concepts: Confidentiality, Integrity, Availability (CIA Triad)- Types of Cyber Threats: Malware, Ransomware, Phishing, Insider Threats- The Evolving Threat Landscape in Data-driven Businesses- Cybersecurity and Business Continuity.	
Unit 2: Cybersecurity Governance and Risk Management	9 hours
Information Security Policies, Frameworks, and Standards (ISO 27001, NIST)- Business Risk Assessment and Cyber Risk Management- Roles and Responsibilities: CISO, CIO, and Business Leaders- Legal and Regulatory Aspects (GDPR, Indian IT Act, HIPAA, etc.)- Case Study: Cyber Attack on a Data Analytics Firm.	

Unit 3: Data Security and Privacy in Analytics	9 hours
Data Classification and Protection Mechanisms- Privacy Principles (PII, Consent, Anonymization)- Cybersecurity Implications for Data Warehousing and BI Tools- Encryption, Access Controls, and Role-Based Security- Ethical Considerations in Data Collection and Analysis.	
Unit 4: Cyber Threat Detection, Analytics, and Response	9 hours
Introduction to Security Analytics- Using Analytics in Intrusion Detection and Fraud Prevention-Log Analysis, Threat Intelligence, and SIEM tools (e.g., Splunk)-Business Use Cases: Credit Card Fraud, Employee Policy Violations- Incident Response Planning and Crisis Communication.	
Unit 5: Cybersecurity Strategy, Innovation, and Future Trends	9 hours
Cybersecurity as a Strategic Business Function- Cloud Security and Securing SaaS Analytics Platforms- AI/ML in Cybersecurity: Predictive Threat Detection- Building a Cyber-Resilient Organization- Future Trends: Zero Trust, Blockchain, Cyber Risk Insurance.	
Total	45 hours

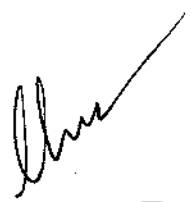
Pedagogy and Assessments:

Pedagogy: Lectures, Practical exercises, Case studies

Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, End semester examinations

Reference Books:

1. Kim Fowler – *Cybersecurity for Executives*, Apress, 2nd Edition, 2020;
2. P.W. Singer & Allan Friedman – *Cybersecurity and Cyberwar: What Everyone Needs to Know*, Oxford University Press, 2014;
3. Raef Meeuwisse – *Cybersecurity for Beginners*, Cyber Simplicity, 2021 Edition;
4. Thomas J. Holt – *Cybercrime and Digital Forensics: An Introduction*, Routledge, 2nd Edition, 2022;
5. Jason Andress – *Cybersecurity: The Beginner's Guide*, Packt Publishing, 2020.


**Chairman - RoS
MBA - HICET**




**Dean (Academics)
HICET**

Course Title	Digital Analytics
Course Code	24BA X327
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to introduce fundamental concepts of digital analytics and provide hands-on experience with Google Analytics. Students will learn to interpret key reports, understand data collection and processing, configure analytics settings, and perform advanced analysis using segmentation, custom metrics, and remarketing, supporting informed decision-making in digital marketing.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3		0	3	45

CO #	Course Outcomes	CO-PO Mapping						
		PO 1	PO2	PO3	PO4	PO 5	PSO 1	PSO2
1	Define key digital analytics concepts and navigate the Google Analytics interface to access and share reports.	3	3	2		3	2	
2	Generate and interpret various standard reports and track campaign effectiveness using goals and URLs.	3	3		3	3	2	2
3	Explain how data is collected and processed in Google Analytics and create a measurement plan tailored to business objectives.	3	3	3		3	2	
4	Apply advanced configurations such as filters, custom dimensions, metrics, and event tracking to enhance data accuracy.	3	3			3		
5	Analyze segmented data using advanced tools, generate custom reports, and understand remarketing principles for improved targeting.	3	3		3	3	2	2

Unit 1: Introducing Digital Analytics & Google Analytics Setup	9 hours
Digital analytics, Set up views with filters, Navigating Google Analytics, overview reports, full reports, Share reports	
Unit 2: Basic Reporting	9 hours
Audience reports, Acquisition reports, Behaviour reports, Basic Campaign and Conversion Tracking, Measuring Custom Campaigns, Tracking campaigns with the URL Builder, Using Goals to measure business objectives, Measuring Ad Words campaigns.	
Unit 3: Data Collection and Processing	9 hours

Google Analytics data collection, Categorizing into users and sessions, Applying configuration settings, Storing data and generating reports, Creating a measurement plan

Unit 4: Setting Up Data Collection and Configuration

9 hours

Set up advanced filters on views, Creating Custom Dimensions, Creating Custom Metrics, Understand user behaviour with Event Tracking

Unit 5: Advanced Analysis Tools and Techniques

9 hours

Segment data for insight, Analyse data by channel, Analyse data by audience, Analyse data with Custom Reports, Introduction to remarketing, Better targeting with Dynamic Remarketing

Pedagogy and Assessments:

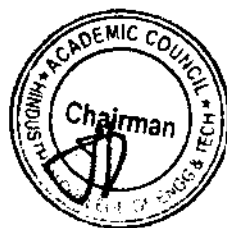
Pedagogy: Hands-on Practice Sessions- Google Analytics, Case study. Mini Project

Assessments: Performance Analysis Report, tests, end semester exam

Reference Books

1. Web analytics a hour a day, Avinash Koushik, Sybex, edition 2007


**Chairman - RoS
MBA - HICET**




**Dean (Academics,
HICET)**

Course Title	Decision Making with Spreadsheet
Course Code	24BA X328
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to equip students with practical skills to model and solve decision-making problems using spreadsheets. It focuses on applying optimization, forecasting, and risk analysis techniques across various business scenarios. Additionally, the course enhances understanding of advanced decision tools such as sensitivity analysis, game theory, and project scheduling to support effective and informed management decisions.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	2	3	60

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Solve linear and nonlinear optimization problems using Excel and spreadsheet tools.	3	3				3	2
2	Perform sensitivity analysis to evaluate how changes affect optimal decisions.	3	3				3	2
3	Build spreadsheet models for marketing, finance, operations, and inventory problems.	3	3		2		3	2
4	Apply advanced decision-making methods like game theory, goal programming, and simulation.	3	3				3	2
5	Use forecasting and project management techniques to support business planning and risk analysis.	3	3		2	2	3	2

Unit 1: Fundamentals of Decision Making and Linear Programming	12 hours
Introduction to Decision Making with Spreadsheets- Profit, Cost, and Revenue Models- Breakeven Analysis- Formulation and Assumptions of Linear Programming Problems- Graphical Solution Method for Linear Programming- Solving Linear Programming Problems using MS Excel Solver- Special Cases of Linear Programming Problems: Alternate Optimal Solutions, Unbounded Problems, Infeasibility.	
Unit 2: Sensitivity Analysis and Linear Programming Applications	12 hours
Sensitivity Analysis: Range of Optimality, Dual Value- Limitations of Classical Sensitivity Analysis- Linear Programming Applications in Marketing: Media Selection, Marketing Research- Linear Programming Applications in Finance: Portfolio Management- Linear Programming Applications in Operations: Production Scheduling, Make-or-Buy Decision, Workforce Allocation.	
Unit 3: Advanced Linear Programming and Game Theory	12 hours
Data Envelopment Analysis (DEA)-Introduction to Game Theory: Concepts and B's Perspective-Dominance Rule in Game Theory-Advanced Portfolio Models and Asset Allocation for Conservative and Moderate Investors-Introduction to Revenue Management and its Linear Programming Formulation.	
Unit 4: Distribution, Network Models and Non-Linear Optimization	12 hours
Distribution and Network Models: Transportation Problem, Transshipment Problem, Assignment Problem- Shortest Path Problem, Maximum Flow Problem- Production and Inventory Problems- Non-Linear Optimization Models: Markowitz Portfolio Model and Variants- Forecasting Adoption of New Products - Bass Forecasting Model- Non-Linear Programming Applications for Pricing- Project Scheduling: PERT/CPM Concepts.	
Unit 5: Project Scheduling, and Decision Analysis	12 hours
Project Scheduling for Uncertain Activities: Expected Duration, Variance, Probability of Meeting Deadlines- Time-Cost Trade-offs and Crashing Activities (LP Models)- Decision Analysis: Decision Trees, Payoff Tables, Bayesian Probability, Utility Theory- Goal Programming and Multicriteria Decision Making - Time Series Analysis and Forecasting.	
Total	60 hours

Pedagogy and Assessments:

Pedagogy: Lectures, Practical exercises, Case studies

Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, , End semester examinations

Reference Books:

1. Introduction to Operations Research by Frederick Hillier, Gerald Lieberman.
2. Operations Research: An Introduction, 6th Edition by Hamdy A. Taha, University of Arkansas, Fayetteville.
3. Introduction to Management Science: Quantitative Approaches to Decision Making, by David Anderson, Dennis J. Sweeney, Thomas Arthur Williams.
4. Cliff Ragsdale – *Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Management Science*, Cengage Learning, 8th Edition, 2020

Operations Specialization

Course Title	Logistics & Supply Chain Management
Course Code	24BA X329
Course Category	PEC
Credit Units	3

Course Objectives: This course introduces the fundamentals and evolution of Supply Chain and Logistics Management. It aims to develop skills in network design, forecasting, and strategic planning across the supply chain. Learners will explore global supply chain challenges and the integration of digital and sustainable technologies. The course emphasizes the application of analytics and emerging technologies for effective, data-driven decision-making.

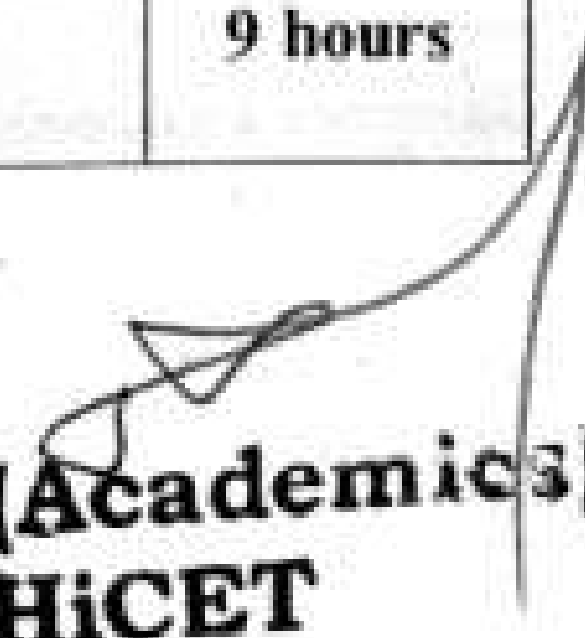
Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the evolution, key drivers, and strategic decision phases in Supply Chain Management.	3	2		2		3	1
2	Apply logistics functions and inventory, transportation and warehousing techniques for efficient supply chain operations.	3	3			2	3	
3	Design and plan supply chain networks using forecasting, coordination and optimization methods.	3	3		1	2	3	2
4	Analyze global supply chain challenges and leverage digital technologies for integration and sustainability.	2	3	1	3		3	2
5	Utilize analytics and emerging technologies like AI and blockchain to enhance supply chain performance.	3	3		2	1	3	3

Unit 1: Introduction	9 hours
Overview and Evolution of Supply Chain Management (SCM)-Logistics vs Supply Chain-Key Supply Chain Drivers and Metrics-Supply Chain Decision Phases-Strategic Fit and Scope.	
Unit 2: Logistics Management	9 hours


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MBA - HiCET




Dean (Academics)
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Logistics Functions and Subsystems-Inventory Management and Control Techniques-Transportation: Modes, Cost Considerations and Routing- Warehousing and Distribution- Packaging, Material Handling, and Reverse Logistics- Logistics Performance Indicators.	
Unit 3: Supply Chain Network Design and Planning	9 hours
Network Design in the Supply Chain-Facility Location and Capacity Planning- Supply Chain Forecasting Techniques- Aggregate Planning and Sales & Operations Planning - Supply Chain Coordination and Bullwhip Effect- Optimization Techniques in Network Design.	
Unit 4: Global Supply Chain and Technology Integration	9 hours
Global Supply Chain Challenges and Strategies- Risk Management and Resilience in Global –SC- Use of IT in Supply Chain: ERP, SCM Software, RFID, IoT- E-commerce and Digital Supply Chains- Green and Sustainable Supply Chains.	
Unit 5: Analytics and Emerging Trends in SCM	9 hours
Role of Analytics in SCM: Descriptive, Predictive, Prescriptive- Supply Chain Performance Metrics and Dashboards- Data-Driven Decision Making in SCM- Blockchain, AI and Machine Learning in SCM- Future Trends: Circular Supply Chains, Autonomous Vehicles, 3D Printing.	
Total	45 hours

Pedagogy and Assessments:

Pedagogy: Lectures, Practical exercises, Case studies

Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, , End semester examinations

Reference Books:

1. Sunil Chopra & Peter Meindl – *Supply Chain Management: Strategy, Planning, and Operation*, Pearson, 2018 (7th Edition)
2. Martin Christopher – *Logistics and Supply Chain Management*, Pearson, 2016 (5th Edition)
3. Donald Bowersox, David Closs, M. Bixby Cooper – *Supply Chain Logistics Management*, McGraw Hill, 2012 (4th Edition)
4. Sople Vinod V. – *Logistics Management: The Supply Chain Imperative*, Pearson, 2012 (2nd Edition)
5. Janat Shah – *Supply Chain Management: Text and Cases*, Pearson, 2016 (2nd Edition)


**Chairman - P&S
MBA - HICET**




**Dean (Academics)
HICET**

Course Title	Project Management
Course Code	24BA X330
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to provide a comprehensive understanding of project management principles, life cycle and stakeholder engagement. It equips learners with skills to plan, schedule and estimate project scope, time and cost effectively. Students will learn to manage project cost, quality, risk and monitor execution using key performance tools. The course also explores project closure practices and emerging trends like Agile, AI and digital project management.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the fundamentals of project management, including life cycle, roles and project selection techniques.	3	2		2		3	2
2	Develop detailed project plans using WBS, scheduling tools and estimation techniques.	3	3			2	3	1
3	Apply cost, quality and risk management tools for effective project control and decision-making.	3	3		2		3	2
4	Monitor and control project execution using KPIs, variance analysis and issue management strategies.	2	3	1	2	2	3	2
5	Execute project closure procedures and assess modern project management approaches like Agile and digital tools.	2	3		2	2	3	3

Unit 1: Introduction	9 hours
Definition and Characteristics of a Project- Project Life Cycle and Process Groups- Role of Project Manager and Project Team- Project Management Office (PMO) and Organizational Structures- Project Selection and Portfolio Management- Project Charter and Stakeholder Management.	
Unit 2: Project Planning and Scheduling	9 hours
Scope Planning: Work Breakdown Structure (WBS)- Time Planning: Activity Definition and Sequencing- Critical Path Method (CPM) and Program Evaluation Review Technique (PERT)- Resource Allocation and Leveling- Gantt Charts and Network Diagrams- Project Estimation Techniques (Time and Cost).	
Unit 3: Project Cost, Quality and Risk Management	9 hours

Project Budgeting and Cost Estimation- Earned Value Management (EVM)- Quality Planning and Control Tools (Six Sigma, TQM)- Risk Management Process: Identification, Analysis, Response Planning- Risk Mitigation and Contingency Planning- Use of Risk Matrices.	
Unit 4: Project Execution, Monitoring and Control	9 hours
Execution: Resource Mobilization and Communication Plan- Monitoring Techniques: KPIs, Milestone Tracking- Performance Reporting and Variance Analysis- Change Management and Issue Handling- Project Control Tools	
Unit 5: Project Closure and Emerging Trends	9 hours
Project Closure Activities: Final Report, Sign-off, Lessons Learned- Project Audit and Post-Implementation Review- Agile and Scrum Project Management- Lean Project Management and Kanban Boards- Project Management in Digital Era: AI, IoT, Blockchain.	
Total	45 hours

Pedagogy and Assessments:
Pedagogy: Lectures, Practical exercises, Case studies
Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, , End semester examinations

Reference Books:
1. Harold Kerzner – <i>Project Management: A Systems Approach to Planning, Scheduling, and Controlling</i>, Wiley, 2017 (12th Edition) 2. PMBOK® Guide (7th Edition) – <i>A Guide to the Project Management Body of Knowledge</i>, PMI, 2021 3. Rory Burke – <i>Project Management: Planning and Control Techniques</i>, Wiley, 2013 (5th Edition) 4. Clifford F. Gray & Erik W. Larson – <i>Project Management: The Managerial Process</i>, McGraw Hill, 2020 (8th Edition) 5. Prasanna Chandra – <i>Projects: Planning, Analysis, Selection, Financing, Implementation, and Review</i>, McGraw Hill, 2019 (8th Edition)


**Chairman - BoS
MBA - HiCET**




**Dean (Academics)
HiCET**

Course Title	Production Planning and Control
Course Code	24BA X331
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to provide an in-depth understanding of Production Planning and Control (PPC) and its role in various production systems. It equips students with forecasting and demand planning techniques to enhance production efficiency. Learners will gain practical insights into planning, scheduling, inventory control, and materials management. The course also explores shop floor control, performance evaluation, and emerging trends like Lean and Industry 4.0.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the objectives, scope and functional integration of PPC within production and supply chain systems.	3	2		2		3	2
2	Apply appropriate forecasting methods to support accurate production and demand planning.	3	3				3	2
3	Develop effective production plans and schedules using MRP, CRP, routing and sequencing tools.	3	3			2	3	1
4	Implement inventory control techniques and materials management strategies to optimize resource use.	3	3		1	2	3	2
5	Evaluate shop floor performance using KPIs, ERP tools, and Lean practices aligned with smart manufacturing trends.	2	3	1	2	2	3	3

Unit 1: Introduction	9 hours
Objectives and Scope of PPC- Types of Production Systems (Job, Batch, Mass, Continuous)- Functions of Production Planning and Control- Interface of PPC with Other Functions: Marketing, Design, Finance- Role of PPC in Supply Chain and Lean Manufacturing.	
Unit 2: Forecasting and Demand Planning	9 hours
Importance of Forecasting in Production- Qualitative and Quantitative Forecasting Techniques- Moving Averages, Exponential Smoothing, Regression, Analysis- Collaborative Planning, Forecasting & Replenishment (CPFR)- Forecast Accuracy and Error Measurement (MAD, MAPE, MSE)	

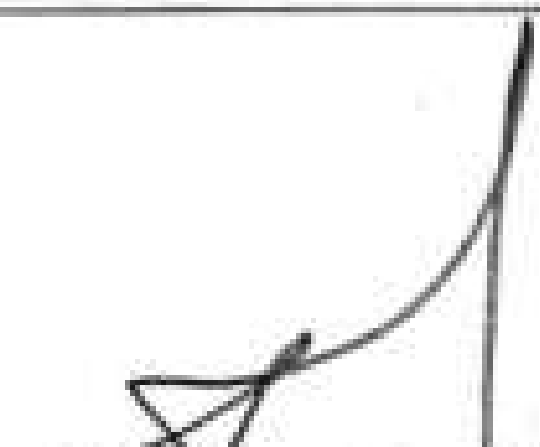
Unit 3: Production Planning and Scheduling	9 hours
Aggregate Planning: Strategies and Techniques- Master Production Schedule (MPS) and Material Requirements Planning (MRP)- Capacity Planning: CRP, Load Leveling-Routing and Scheduling Techniques-Line Balancing, Sequencing, and Gantt Charts.	
Unit 4: Inventory Control and Materials Management	9 hours
Objectives of Inventory Management- Types of Inventory and Costs Associated- EOQ Model, ABC/XYZ Analysis, Just-in-Time (JIT), VED Analysis- Inventory Control Systems: Fixed Order Quantity, Periodic Review- Stores Management and Vendor Managed Inventory (VMI)	
Unit 5: Shop Floor Control and Performance Evaluation	9 hours
Dispatching, Expediting, Progress Reporting- Production Control Boards and Shop Floor Communication- Use of ERP in Production Planning and Control (SAP/Oracle overview)- Key Performance Indicators (KPIs) in PPC- Lean Manufacturing, 5S, and Kaizen for Productivity- Industry 4.0 and Smart Manufacturing Trends	
Total	45 hours

Pedagogy and Assessments:
Pedagogy: Lectures, Practical exercises, Case studies
Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, , End semester examinations

Reference Books:
1. S.N. Chary – <i>Production and Operations Management</i>, McGraw Hill, 2017 2. B. Mahadevan – <i>Operations Management: Theory and Practice</i>, Pearson, 2015 (3rd Edition) 3. Norman Gaither & Gregory Frazier – <i>Operations Management</i>, Cengage Learning, 2014 4. Panneerselvam R. – <i>Production and Operations Management</i>, PHI Learning, 2012 5. K. Aswathappa & K. ShridharaBhat – <i>Production and Operations Management</i>, Himalaya Publishing, 2016


Chairman - R&S
MBA - HiCET




Dean (Academics)
HiCET

Course Title	Lean Manufacturing Systems
Course Code	24BA X332
Course Category	PEC
Credit Units	3

Course Objectives: This course introduces the principles, evolution, and foundational concepts of Lean Manufacturing and its effectiveness over traditional systems. It aims to equip learners with skills in value stream mapping and process improvement for waste elimination. Students will apply Lean tools like 5S, Kaizen, SMED, and JIT for enhancing operational efficiency. The course also focuses on Lean implementation strategies, integration with Six Sigma, and adaptation in modern digital enterprises.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the evolution of Lean, its core principles and the Toyota Production System for waste reduction.	3	2		2		3	2
2	Apply Value Stream Mapping to identify inefficiencies and improve process flow in manufacturing or service contexts.	3	3		1		3	2
3	Utilize Lean tools such as 5S, Kaizen, TPM and Poka-Yoke for continuous process improvement.	3	3	2		2	3	2
4	Design and implement Just-in-Time systems and Pull production strategies with relevant Lean metrics.	3	3	1	1	2	3	2
5	Plan Lean implementation initiatives, address challenges and explore Lean's future in Industry 4.0 environments.	2	3	2	2	3	3	3

Unit 1: Introduction	9 hours
History and Evolution of Lean- Principles of Lean Manufacturing (Value, Value Stream, Flow, Pull, Perfection)- Lean vs Traditional Manufacturing- The Toyota Production System (TPS)- Types of Waste (Muda, Mura, Muri)- Lean Success Stories.	
Unit 2: Value Stream Mapping and Process Improvement	9 hours

Introduction to Value Stream Mapping (VSM)- Mapping the Current and Future State-Identifying Non-Value-Added Activities- Takt Time, Cycle Time, Lead Time- Process Flow Improvement Techniques- VSM for a Manufacturing/Service Process(Case Study)	
Unit 3: Lean Tools and Techniques	9 hours
5S Workplace Organization- Kaizen and Continuous Improvement- Standardized Work and Work Cells- Visual Management- SMED (Single-Minute Exchange of Dies)- TPM (Total Productive Maintenance)- Error-Proofing (Poka-Yoke)	
Unit 4: Just-in-Time and Pull Systems	9 hours
Principles of Just-in-Time (JIT)- Kanban Systems and Heijunka (Level Scheduling)-Pull Production vs Push Production- Lean Inventory Management- Lean Metrics and KPIs-Simulation/Game-Based Learning Activities	
Unit 5: Lean Implementation and Challenges	9 hours
Steps in Lean Implementation- Change Management and Lean Culture- Integrating Lean with Six Sigma (Lean Six Sigma)- Lean in Services, Healthcare, and Digital Enterprises- Barriers to Lean and Strategies to Overcome- Industry 4.0 and Future of Lean.	
Total	45 hours

Pedagogy and Assessments:
Pedagogy: Lectures, Practical exercises, Case studies
Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, , End semester examinations

Reference Books:
1. Jeffrey Liker – <i>The Toyota Way: 14 Management Principles</i> , McGraw Hill, 2004
2. James P. Womack & Daniel T. Jones – <i>Lean Thinking: Banish Waste and Create Wealth in Your Corporation</i> , Free Press, 2003
3. Mike Rother& John Shook – <i>Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA</i> , Lean Enterprise Institute, 2003
4. S. P. Singh – <i>Lean Manufacturing: Fundamentals, Tools, and Techniques</i> , Pearson, 2018
5. P. N. Modak – <i>Lean Manufacturing System: Concept and Applications</i> , PHI Learning, 2015


Chairman - P&S
MBA - HICET




Dean (Academics)
HICET

Course	Six Sigma
Course Code	24BA X333
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to provide students with a thorough understanding of quality management principles and Six Sigma methodologies, focusing on practical tools and techniques for process improvement. It develops skills in defining, measuring, analyzing, improving, and controlling processes using statistical methods and software applications like Minitab. Students will also learn to apply design of experiments, project management, and team leadership concepts to implement Six Sigma projects effectively, driving continuous improvement and operational excellence in organizations.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand and apply fundamental quality concepts and Six Sigma principles to improve business processes.	3	3	2	2	2	3	2
2	Define and measure process performance using data collection, measurement systems, and statistical analysis techniques.	3	3				3	2
3	Analyze process data using hypothesis testing, regression, ANOVA, and failure mode effect analysis to identify root causes.	3	3				3	2
4	Design and implement experiments and improvement strategies using DOE, Taguchi methods, and Lean Six Sigma tools.	3	3	1		2	3	2
5	Develop control plans and apply statistical process control and acceptance sampling to sustain process improvements.	3	3	1		2	3	2

Unit 1: Introduction	9 hours
Quality Concepts and Definitions- History of Continuous Improvement- Six Sigma Principles and Focus Areas- Six Sigma Applications- Quality Management Basics- Fundamentals of Total Quality Management- Cost of Quality- Voice of Customer (VOC)- Quality Function Deployment (QFD)- Management and Planning Tools	

Unit 2: Define and Measure Phases	9 hours
Six Sigma Project Identification, Selection, and Definition-Project Charter and Monitoring-Process Characteristics and Analysis-Process Mapping: SIPOC-Data Collection and Summarization -Measurement Systems Fundamentals-Measurement Systems Analysis: Gage R&R Study-Fundamentals of Statistics and Probability Theory.	
Unit 3: Measure and Analyze Phases	9 hours
Process Capability Analysis: Key Concepts, Measures, and Indices- Process Capability Analysis using Minitab- Non-Normal Process Capability Analysis- Hypothesis Testing: Fundamentals, Single & Two Population Tests- Hypothesis Testing using Minitab- Correlation and Regression Analysis- Regression Model Validation- One-Way and Two-Way ANOVA- Multi-Vari Analysis- Failure Mode and Effects Analysis (FMEA)	
Unit 4: Improve Phase – Design of Experiments	9 hours
Introduction to Design of Experiments (DOE)- Randomized Block Design and Minitab –Application- Factorial Design and Minitab Application- Fractional Factorial Design and Minitab Application- Taguchi Method: Key Concepts and Illustrative Application	
Unit 5: Control Phase and Six Sigma Implementation Challenges	9 hours
Seven QC Tools- Statistical Process Control (SPC) – Concepts and Control Charts for Variables and Attributes- Operating Characteristic (OC) Curves for SPC- SPC using Minitab- Acceptance Sampling: Concepts and Plan Design for Attributes and Variables- Acceptance Sampling using Minitab- Design for Six Sigma (DFSS): DMADV, DMADOV, and DFX- Team Management in Six Sigma Projects	
Total	45 hours

Pedagogy and Assessments:
Pedagogy: Lectures, Practical exercises, Case studies
Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, , End semester examinations

Reference Books:
1. Thomas Pyzdek and Paul Keller – <i>The Six Sigma Handbook</i> , McGraw-Hill, 5th Edition, 2018
2. Douglas C. Montgomery – <i>Introduction to Statistical Quality Control</i> , Wiley, 8th Edition, 2019
3. Michael L. George – <i>Lean Six Sigma: Combining Six Sigma Quality with Lean Production Speed</i> , McGraw-Hill, 2002
4. Douglas C. Montgomery – <i>Design and Analysis of Experiments</i> , Wiley, 9th Edition, 2017
5. Joseph A. De Feo and Joseph M. Juran – <i>Juran's Quality Handbook</i> , McGraw-Hill, 7th Edition, 2016

**Chairman - BoS
MBA - HiCET**



**Dean (Academics)
HiCET**

Course Title	Technology Management
Course Code	24BA X334
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to provide a comprehensive understanding of the role, scope, and strategic importance of technology in business. It equips students with tools to align technology with organizational strategy, manage innovation, and make informed investment decisions. Learners will explore technology transfer, commercialization, and intellectual property management practices. The course also prepares students to evaluate and respond to emerging technologies and digital transformation trends.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the fundamentals of technology management, including types, life cycle and strategic role in business.	3	2		2		3	2
2	Develop technology strategies aligned with business goals, including forecasting, roadmapping and IPR considerations.	3	3		2	1	3	2
3	Apply innovation management principles to foster product, process and collaborative innovations within organizations.	3	3	3	2	2	3	3
4	Evaluate models of technology transfer, commercialization methods and public-private partnerships.	3	2	2	3		3	2
5	Analyze the impact of emerging technologies and digital trends on business sustainability and competitive advantage.	3	3	2	3	2	3	3

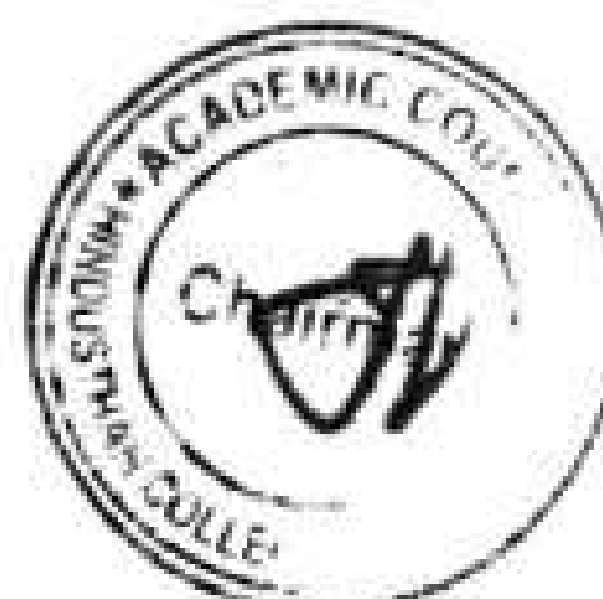
Unit 1: Introduction	9 hours
Definition, Scope, and Importance of Technology Management- Role of Technology in Business Strategy- Types of Technology: Core, Emerging, Disruptive- Technology Life Cycle and Technology Adoption- Technology Push vs Market Pull.	
Unit 2: Technology Strategy and Planning	9 hours
Aligning Technology Strategy with Business Strategy-Technology Forecasting and Roadmapping- Technology Portfolio Management-Investment Decision in Technology-Technology Sourcing and Acquisition-Intellectual Property Rights (IPR) Basics.	

Unit 3: Innovation Management	9 hours
Types of Innovation: Product, Process, Business Model- Managing R&D and New Product Development (NPD)- Open Innovation and Collaboration- Innovation Metrics and KPIs- Barriers to Innovation and Managing Change.	
Unit 4: Technology Transfer and Commercialization	9 hours
Technology Transfer Process and Models- Role of Technology Incubators and Accelerators- Licensing, Patents, and Technology Valuation- Commercialization Strategies and Market Entry- Public-Private Partnerships in Technology Development.	
Unit 5: Emerging Technologies and Future Trends	9 hours
Overview of Key Emerging Technologies (AI, IoT, Blockchain, etc.)- Digital Transformation and Industry 4.0- Managing Disruptive Technologies- Technology Ethics and Sustainability- Preparing Organizations for Future Technology Challenges- Group Project: Emerging-Technology Impact Analysis.	
Total	45 hours

Pedagogy and Assessments:
Pedagogy: Lectures, Practical exercises, Case studies
Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, , End semester examinations

Reference Books:
1. Burgelman, Christensen & Wheelwright – Strategic Management of Technology and Innovation, McGraw Hill, 2018 2. Tarek Khalil – <i>Management of Technology: The Key to Competitiveness and Wealth Creation</i>, McGraw Hill, 2016 3. V.K. Narayanan – <i>Managing Technology and Innovation for Competitive Advantage</i>, Pearson, 2014 4. B. K. Chakrabarti – <i>Technology Management: Text and Cases</i>, PHI Learning, 2017 5. Rothaermel, F.T. – <i>Strategic Management: Concepts and Cases</i>, McGraw Hill, 2019


**Chairman - RAS
MBA - HICET**




**Dean (Academics)
HICET**

Course Title	Services Management: Integrating Strategy, Operations, and Technology
Course Code	24BA X335
Course Category	PEC
Credit Units	3

Course Objectives: This course aims to provide students with a comprehensive understanding of the unique characteristics and strategic importance of services in the economy. It focuses on designing and managing service systems, improving service quality, and effectively handling capacity and demand challenges. Students will learn tools and techniques for managing service operations, projects, and inventory. The course prepares learners to apply service management principles to enhance customer satisfaction and operational efficiency.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the role of services in the economy and develop effective service strategies.	3	3	2	2	2	3	2
2	Design and manage service systems, incorporating technology and customer interactions.	3	3	2		2	3	2
3	Apply quality management and process improvement methods to enhance service delivery.	3	3			2	3	2
4	Manage service capacity, demand, and facility location using appropriate analytical tools.	3	3				3	2
5	Analyze and implement queuing models, project management, and inventory control in service settings.	3	3			2	3	2

Unit 1: Introduction	9 hours
Role of Services in an Economy- Nature and Characteristics of Services- Service Strategy: Strategic Service Vision- Competitive Advantage in Services- Service Strategy Frameworks(Porter's Five Forces, SWOT Analysis) - Strategic Execution and Sustainability - Managing Service Issues and Challenges.	
Unit 2: Service Design and Technology	9 hours

New Service Development Process: Need - New Service Development Cycle- Service Innovation Types - Service System Design: Design Elements - Taxonomy of Service Designs- Service Encounter and Customer Interaction - Role of Technology in Service Delivery	
Unit 3: Service Facilities, Process and Quality	9 hours
Service Supporting Facility Design: Service-Scape- Design Considerations - Types of Supporting Facilities- Facility Design and Service Types - Service Process Flows and Mapping: Tools for Mapping - Uses of Process Mapping - Managing Service Quality: Concepts and Tools- Service Process Improvement Techniques: Lean Service Principles- Six Sigma in Services.	
Unit 4:Capacity, Demand and Globalization	9 hours
Globalization of Services: Global Service Strategies- Challenges- Service Facility Location Planning: Factors Influencing Location Decision- Location Strategies- Location Planning Techniques-Managing Service Capacity and Demand: Capacity in Services- Demand Characteristics- Strategies to Manage Demand- Capacity Management Approaches- Yield Management- Capacity Planning Tools.	
Unit 5: Queuing, Projects and Inventory Management	9 hours
Managing Waiting Lines and Queuing Models-Service Capacity Planning Techniques-Managing Service Projects: Project Life Cycle in Services- Planning Tools-Managing Service Inventory- Functions- Inventory Types- Inventory Control Techniques- Applications in Services.	
Total	45 hours

Pedagogy and Assessments:
Pedagogy: Lectures, Practical exercises, Case studies
Assessments: Practice Tests, Realtime assignments, Group Proposal Presentation, , End semester examinations

Reference Books:
1. Fitzsimmons, J.A. & Fitzsimmons, M.J. (2013) – <i>Service Management: Operations, Strategy, Information Technology</i> (8th ed., McGraw-Hill Education) 2. Johnston, R., Clark, G. & Shulver, M. (2012) – <i>Service Operations Management: Improving Service Delivery</i> (4th ed., Pearson) 3. Kandampully, J. (2007) – <i>Services Management: The New Paradigm in Hospitality</i> (Pearson Education, India) 4. Schmenner, R.W. (2003) – <i>Service Operations Management</i> (Prentice Hall) 5. Metters, R., King-Metters, K. & Pullman, M. (2006) – <i>Service Operations Management</i> (Thomson South-Western)


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Dean (Academics)
HiCET

Course Title	International Trade Compliance and Documentation
Course Code	24BA X336
Course Category	PEC
Credit Units	3

Course Objectives: This course introduces the regulatory framework and documentation processes governing international trade. It aims to develop proficiency in managing export-import procedures, compliance with global trade laws, and risk mitigation. Learners will explore trade agreements, customs regulations, and the role of accurate documentation in ensuring smooth cross-border transactions.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
3	0	0	3	45

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Classify the different institutional framework and setups that govern international trade compliance.	2	1	1	3	1	2	1
2	Explain different national and international procedures and protocols for a hassle free international transaction	3	2	1	2	1	3	2
3	Assess relevant procedural and risk factors involved in international trade.	3	3	2	3	2	3	3
4	Adapt appropriate trade compliances suitable for different international business scenarios	3	3	2	3	2	3	3
5	Evaluate and explain different trade promotional and schemes provided by national and international bodies	3	2	2	2	1	3	2

Unit I : Fundamentals of International Trade	9 hours
Principles of global trade and WTO frameworks-Key players: Exporters, Importers, Customs, Freight Forwarders-Overview of trade agreements (FTAs, RTAs) Regulatory authorities: DGFT, CBIC, BIS, WCO, ITAR, OFAC-Sanctions, embargoes, dual-use goods-Trade policy analysis: India, US, EU, China-HS Code classification and valuation rules.	
Unit II: Export-Import Documentation Ecosystem	9 hours
Export – Classification– Registration-Formalities – IEC – RCMC – Export Licensing — Methods of	

Exporting – Pricing Quotations – Payment Terms - Export credit guarantee and policies -Commercial Invoice, Packing List, Bill of Lading, COO, Certificate of Inspection-Bank documents: Letter of Credit (LC), Bill of Exchange-Electronic documentation: eBRC, e-waybill, DGFT e-filing-Interpretation and strategic implications of INCOTERMS 2020-Allocation of cost, risk, and responsibility-Role in negotiation and dispute resolution.	
Unit III: Customs Procedures and Risk Management	9 hours
Export/import clearance process-Advance rulings, bonded warehousing, AEO schemes. Risk management system (RMS) in customs-Pre-shipment and post-shipment finance - UCP 600 & LCs: Compliance and documentation-Risk mitigation via credit insurance, factoring, forfeiting.	
Unit IV: Technology in Trade Compliance	9 hours
Block chain in trade documentation -Trade Tech: AI, OCR, and automation in documentation-Digital certificates and e-signatures- Ethical considerations in international trade-Bribery, corruption, and anti-money laundering-ESG compliance and sustainable supply chains- The Directorate General of Foreign Trade (DGFT) - Bharat Trade Net.	
Unit V: Policy & Institutional Framework for Export Promotion	9 hours
Policy and Institutional Framework for Exports and Imports: Foreign Trade Policy –Highlights – Special Focus Initiatives – Duty Drawback – Deemed Exports – ASIDE – MAI; MDA – Star Export Houses – Town of Export Excellence EPC Scheme Incentives for Exporters. Export Promotion Councils - Commodity Boards – FIEO – IIFT – EOUs – SEZs-FTZ – EPZ - ITPO – ECGC – EXIM Bank.	
Total	45 hours

Pedagogy and Assessments:
Pedagogy: Lectures with multimedia, Case study analysis, Group project, Hands-on training using SEO tools (e.g., Google Keyword Planner, Ubersuggest), Quiz/Game Assessments: Class Participation & Quizzes, Assignment 1 – Digital Campaign Analysis, Assignment 2 –


**Chairman - BOS
MBA - HiCET**




**Dean (Academic)
HiCET**

Reference Books

1. C. Rama Gopal, "Export Import Procedures- Documentation and Logistics", New Age International Publishers, 2019.
2. Export/Import Procedures and Documentation – Thomas E. Johnson & Donna L. Bade, 5th Edition (2023)
3. Export Import Procedures: Documentation and Logistics – C. Rama Gopal, 2nd Edition (October 2022)
4. Export Import: Procedure and Documentation – Madhurima Lall & Sultan Ahmad ,1st Edition (2021)
5. Export Import Procedures and Documentation – Dr. V. C. Jeyaratha et al. Indian edition (2023)


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Dean (Academics)
HiCET

Extra Credit Courses

Course Title	Personal Finance
Course Code	24BAEC01
Course Category	PEC
Credit Units	2 Credits

Course Objectives: This course aims to equip students with fundamental personal finance knowledge, enabling them to make informed decisions regarding budgeting, investments, and risk management. Students will learn to plan for financial goals, navigate various financial products and markets, and protect themselves against financial fraud. Ultimately, the course fosters financial literacy and responsible financial behavior for lifelong well-being.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
2	0	0	2	30

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Explain fundamental concepts of personal finance including income, expenses, assets, liabilities, time value of money, and goal-setting.	2	2	-	1	-	2	1
2	Prepare and evaluate personal budgets, identify suitable banking products, and demonstrate safe digital transaction practices.	3	3	-	2	1	3	2
3	Analyze investment avenues like mutual funds and securities markets, and assess investment options based on risk and return.	3	3	-	2	-	3	2
4	Evaluate insurance, pension, and government-backed savings schemes to make informed financial decisions for retirement and risk coverage.	3	3	-	2	1	3	2
5	Interpret credit scores, identify tax-saving strategies, and recognize financial frauds and grievance redressal mechanisms.	2	2	-	3	-	2	2

Unit 1: Foundations of Personal Finance & Planning	6 hours
Importance of financial literacy and planning - concepts of income, expenses, assets, liabilities, inflation, active/passive income, time value of money, compounding, Rule of 72 - SMART goals - risk and return.	
Unit 2: Budgeting, Banking & Digital Payments	6 hours

Budgeting and its importance - bank accounts (savings, current, FD, RD) - NEFT/RTGS/IMPS/UPI, KYC - debit vs credit cards - dos and don'ts of digital payments - RBI's role.

Unit 3: Investment & Securities Markets	6 hours
Primary vs secondary markets - mutual funds – SIP - rupee cost averaging - product labeling - risk factors - commodity derivatives - benefits of diversification.	
Unit 4: Insurance, Retirement & Government Schemes	6 hours
Role of insurance – IRDAI - types of insurance - NPS (Tier I & II) - pension schemes - estate planning (will, nomination, PoA) - government investment/insurance/borrowing schemes.	
Unit 5: Credit, Tax & Financial Protection	6 hours
Loan products – EMI - 5Cs of credit - credit score - income tax basics and deductions - Ponzi schemes and frauds - financial adviser caution - grievance redressal (SEBI SCORES, RBI, IRDAI, PFRDA).	

Pedagogy and Assessments:

Pedagogy: Interactive Lectures, Practical exercises using sheets/ excel, Expert lectures, group discussions.

Assessments: Project, Viva/ Presentation, Quiz.

References

1. Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. (2018). *Personal Finance* (12th edition). McGraw-Hill Education.
2. Bajtelsmit, V. L. (2021). *Personal Finance: An Integrated Planning Approach* (2nd edition). Wiley.
3. Gitman, L. J., Joehnk, M. D., & Billingsley, R. S. (2016). *Personal Financial Planning* (14th ed.). Cengage Learning.
4. Kiyosaki, R. T. (2017). *Rich Dad Poor Dad: What the Rich Teach Their Kids About Money That the Poor and Middle Class Do Not!* Plata Publishing.
5. Sethi, R. (2009). *I Will Teach You to Be Rich*. Workman Publishing.
6. National Centre for Financial Education (NCFE). (2022). *Financial Education Handbook – Level 5: Young Adults and Adults*. NCFE India. Retrieved from <https://www.ncfe.org.in>
7. Reserve Bank of India (RBI). (2021). *Be(A)ware: A Booklet on Modus Operandi of Financial Frauds*. Department of Consumer Education and Protection, RBI. Retrieved from <https://rbi.org.in>
8. Securities and Exchange Board of India (SEBI). (2023). *Investor Education and Protection Handbook*. SEBI Investor Education Division. Retrieved from <https://investor.sebi.gov.in>
9. PFRDA. (2022). *National Pension System: A Guide for Subscribers*. Pension Fund Regulatory and Development Authority.
10. IRDAI. (2023). *Consumer Affairs Booklet: Understanding Your Insurance*. Insurance Regulatory and Development Authority of India.

**Chairman - BoS
MBA - HiCET**



**Dean (Academics)
HiCET**

Course Title	Commercial Geography
Course Code	24BAEC02
Course Category	PEC
Credit Units	2

Course Objectives:				
To equip students with the geographical insights necessary for strategic business decision-making in global and regional markets.				
Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
1	0	1	2	30

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Analyze the spatial and economic interdependencies between regions to evaluate market potential and business risks in global expansion strategies.	3	3	2	3	3	3	3
2	Evaluate the impact of geographic, climatic, and geopolitical factors on supply chain design, logistics efficiency, and resource sourcing in multinational operations.	3	3	2	3	3	3	3
3	Propose a location strategy for a new business venture by integrating commercial geography tools (GIS, trade data, infrastructure analysis) with core business metrics (cost, risk, market access).	3	3	2	3	3	3	3

Unit 1: Introduction and application of Commercial Geography into business	10 hours
Evolution of commercial geography in a globalized world- Interlinkages between physical geography and commerce- Spatial thinking in business strategy. Location decision and site analysis – Site selection techniques using GIS and demographic data. Geography of Trade routes - Ports, logistics hubs, and economic corridors- Major trade blocs: NAFTA, EU, ASEAN, BRICS- Impact of geography on international trade and tariffs.	
Unit 2: Issues of Commercial Geography- I	10 hours
Resources and Economic Geography - Distribution of natural resources (energy, minerals, water)- Resource-based industries and regional advantages-Sustainability and resource depletion. Climate, Agriculture, and Food Supply Chains- Climate zones and agricultural outputs- Agribusiness: geography of production,	

processing, and export- Global food supply chain – strengths and vulnerabilities	
Unit 3: Issues of Commercial Geography-II	10 hours
Urbanization and rural development - Megacities, Smart cities, SEZs - Regional disparities and economic clusters- Impact on market potential, labor supply, and infrastructure. Transportations, Infrastructure & Logistics Geography- Transportation networks and business efficiency – Infrastructure disparities and investment opportunities – E Commerce and the last mile problem. Geo Politics - Political geography and commercial risk War, sanctions, piracy, and supply chain disruptions- Business continuity planning using geographic intelligence	
Total	30 hours

Pedagogy and Assessments:
Pedagogy: Scenario Analysis , Case Studies, News Paper reading, Discussions, Experience Sharing, Assessments: Real time projects, Group discussions, Reflective diaries

Reference Books:
1. Chatterjee, J.C.- Commercial Geography, Kalyani Publishers, 2018 2. Coe, Neil M., Kelly, Philip F., & Yeung, Henry W.C - Economic Geography: A Contemporary Introduction, Wiley Blackwell (3rd Edition), 2019 3. Rodrigue, Jean-Paul- The Geography of Transport Systems, Routledge, (6 th edition) 2024


Chairman - BoS
MBA - HICET




Dean (Academics)
HICET

Course Title	Diversity, Equity and Inclusion
Course Code	24BAEC03
Course Category	PEC
Credit Units	2

Course Objectives: The course aims to develop a critical understanding of Diversity, Equity, and Inclusion (DEI) by exploring social identities, systemic inequalities, and intersectionality. Learners will gain skills to recognize bias, promote inclusive communication, and implement equitable practices, empowering them to lead change and foster inclusive environments in diverse settings.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
2	0	0	1	15

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Define and explain the core concepts of DEI		2		2	2	3	3
2	Apply inclusive strategies in personal, academic, and professional settings	2		1			3	3
3	Develop a sustainable DEI action plan with leadership and impact in mind	3	2		2		3	2

Unit – I : Foundations of DEI Definitions: Diversity, Equity, Inclusion, Belonging – Dimensions of diversity: race, ethnicity, gender, class, sexuality, age, ability – Historical and social contexts of inequality – Key DEI frameworks: Cultural Competence, Social Justice, Critical Race Theory – Stereotypes, prejudice, and discrimination	5 hours
Unit II : Inclusive Practices and Allyship Inclusive communication and language – Universal Design for Learning and Accessibility – Allyship and advocacy strategies – Organizational best practices for DEI (e.g., hiring, training, policy) – Disparities and social determinants, avoidance – Strategies to address structural inequality	5 hours

Unit – II I: Implementing DEI – Action Plan and Leadership	5 hours
Leadership for inclusion and ethical decision-making – Monitoring and measuring DEI progress – Designing a DEI strategy or initiative – Personal DEI commitment plan – Understanding privilege and oppression – Laws related to DEI in India	

Pedagogy and Assessments:
Pedagogy: Project presentation
Assessments: Case studies and Activities

Reference Books
1. “Diversity, Equity, and Inclusion: Strategies for Facilitating Conversations on Race” <i>By Caprice Hollins & Ilsa Govan</i> - Practical guidance on DEI training and dialogue fac facilitation.
2. Everyday Bias: Identifying and Navigating Unconscious Judgments in Our Daily Live s” <i>By Howard J. Ross</i> - Insights into managing unconscious bias in workplace and society.
3. <i>Disability and the Politics of Representation</i> Editor: Renu Addlakha


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**Dean (Academics)
HiCET**

Course Title	Text Mining
Course Code	24BAEC04
Course Category	PEC
Credit Units	2

Course Objectives:

This course aims to equip MBA students with the knowledge and skills to analyze unstructured text data for strategic decision-making. It introduces fundamental concepts of text mining, including preprocessing, classification, sentiment analysis, and clustering, while emphasizing real-world business applications across domains such as marketing, HR, and customer experience management.

Lecture (L)	Tutorial (T)	Practical (P)	Total Credits	Total Hours
2		0	2	30

CO#	Course Outcomes	CO-PO Mapping						
		PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
1	Understand the fundamentals of text mining and its relevance to various business functions.	3	2	0	2	0	3	1
2	Apply text preprocessing techniques to clean and prepare unstructured data for analysis.	3	3	0	0	0	3	2
3	Perform text classification and clustering using appropriate machine learning methods.	3	3	0	0	0	3	3
4	Conduct sentiment analysis and extract actionable insights from opinion-based textual data.	3	3	0	2	0	3	3
5	Develop and present business solutions using real-world text mining tools and case studies.	3	3	2	0	2	3	3

Unit 1: Introduction to Text Mining and Its Business Relevance	6 hours
Understanding structured vs. unstructured data, Introduction to text mining and its role in business analytics, Sources of text data: Social media, reviews, emails, chat logs, Applications in marketing, HR, finance, and customer experience, Text mining process and stages, Challenges in text mining: noise, ambiguity, domain-specificity	
Unit 2: Text Preprocessing and Representation	6 hours
Text preprocessing steps: Tokenization, stop-word removal, stemming, lemmatization, Part-of-speech tagging, Named entity recognition (NER), Document representation techniques: Bag of Words, TF-IDF, Introduction to word embeddings: Word2Vec, GloVe, Tools & platforms.	
Unit 3: Text Classification and Clustering	6 hours
Supervised learning for text classification: Naïve Bayes, SVM, Logistic Regression, Feature selection for text data, Evaluation metrics: Precision, Recall, F1-score, Confusion matrix, Unsupervised techniques: Document clustering using K-	

Means, Hierarchical clustering, Topic modeling: Latent Dirichlet Allocation (LDA), Case study: Product categorization / Customer feedback grouping	
Unit 4: Sentiment Analysis and Opinion Mining	6 hours
Understanding sentiment analysis: Polarity and subjectivity, Lexicon-based vs. machine learning-based approaches, Sentiment tools, Emotion detection and opinion mining, Application in brand monitoring, HR feedback, and political analysis, Case study: Sentiment analysis of customer reviews or tweets	
Unit 5: Advanced Topics and Business Applications	6 hours
Text summarization and keyword extraction, Text mining dashboards and visualizations, Chatbots and conversational analytics, Ethical issues in text mining, Text mining in HR analytics, customer service, risk management.	

Pedagogy and Assessments:

Pedagogy: Lectures with case examples, Hands-on lab sessions with Python/Jupyter Notebook, Group discussions and in-class problem solving, Business case studies and real-world datasets

Assessments: Case Analysis, Projects & Presentations, Written Examination (Midterm & End term)

Reference Books

1. **Text Mining: Classification, Clustering, and Applications** by Michael W. Berry & Mhu Castellanos, Springer, 2007.
2. **Text Analytics with Python** by Dipanjan Sarkar, Apress, 2019 (2nd Edition).
3. **Natural Language Processing with Python** by Steven Bird, Ewan Klein, and Edward Loper, O'Reilly Media, 2009.
4. **Foundations of Statistical Natural Language Processing** by Christopher D. Manning & Hinrich Schütze, MIT Press, 1999.
5. **Sentiment Analysis and Opinion Mining** by Bing Liu, Morgan & Claypool Publishers, 2012.


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Dean (Academic)
HiCET

Course Title	Green and Sustainable Operations
Course Code	24BAEC05
Course Category	PEC
Credit Units	2

Course Objectives: To equip learners with comprehensive knowledge and practical tools for integrating sustainability into operations management, enabling them to design, implement, and manage environmentally responsible and economically viable operational strategies. The course emphasizes lifecycle thinking, green supply chains, sustainable manufacturing, and reporting standards, preparing students to lead sustainability initiatives in businesses.

CO #	Course Outcomes	CO-PO Mapping						
		PO 1	PO 2	PO 3	PO 4	PO 5	PSO 1	PSO 2
1	To provide learners with an in-depth understanding of sustainability concepts and their integration into operations and supply chain management.	3	1	1	3	2	3	1
2	To equip learners with practical tools and methodologies for assessing and reducing environmental impacts, including life cycle analysis and carbon footprint measurement.	2	3	1	3	1	3	1
3	To develop learners' ability to implement green manufacturing practices, sustainable supply chains, and prepare sustainability reports in compliance with international standards.	3	1	1	1	3	1	3

Module 1: Introduction	3 Hours
Definition and significance of green operations-Environmental challenges and business drivers-Triple bottom line (People, Planet, Profit)-Sustainability frameworks and SDGs.	
Module 2: Sustainability Concepts in Operations	4 Hours
Principles of sustainability in operations-Lifecycle thinking and systems approach-Stakeholder engagement and CSR in operations-Sustainability maturity models.	
Module 3: Green Supply Chain Management	5 Hours
Fundamentals of Green Supply Chain Management (GSCM)-Sustainable procurement and supplier evaluation-Green logistics, transportation, and packaging-Reverse logistics and closed-loop supply chains.	

Module 4: Eco-Design and Life Cycle Analysis (LCA)	3 Hours
Eco-design principles and tools-Material selection and sustainable product design-Life Cycle Assessment process and software tools-Environmental impact assessment.	
Module 5: Green Manufacturing and Cleaner Production	4 Hours
Overview of green manufacturing techniques-Cleaner production strategies and technologies-Energy efficiency and pollution prevention-Lean and green manufacturing integration.	
Module 6: Reverse Logistics and Circular Economy	4 Hours
Reverse logistics fundamentals-Product lifecycle extension techniques-Circular economy models and principles-Implementation challenges and opportunities.	
Module 7: Sustainability Reporting and International Standards	3 Hours
Overview of ISO 14001 and EMS implementation-GRI and other sustainability reporting frameworks-Carbon Disclosure Project (CDP) and SASB-Sustainability performance measurement.	
Module 8: Waste Minimization and Carbon Footprint Management	4 Hours
Types of waste and waste management hierarchy-Waste minimization techniques in operations-Carbon footprint concepts and measurement tools-Strategies for carbon reduction in operations.	
Total Hours	30

Course

1. Analyze and apply sustainability principles in operations and supply chain reduce environmental
2. Conduct life cycle assessments, implement green manufacturing practices, and sustainable business
3. Prepare sustainability reports following international standards and measure footprints and waste minimization strategies

Reference Books:

1. Srivastava, S.K., *Green Supply-Chain Management: A State-of-the-Art Literature Review*, International Journal of Management Reviews, Wiley, 2007.
2. Baumann, H., Boons, F., and Bragd, A., *Mapping the Green Product Development Field: Engineering, Policy, and Business Perspectives*, Journal of Cleaner Production, Elsevier, 2002.
3. Kleindorfer, P.R., Singhal, K., and Van Wassenhove, L.N., *Sustainable Operations Management*, Production and Operations Management, Wiley, 2005.
4. White, G.B., *Environmental Life Cycle Assessment*, CRC Press, 2020.
5. Sarkis, J., *Greening Supply Chains: Springer*, Springer, 2012.

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