

Master of Business Administration (for Working Professionals)

NCrF Level -6.5

For Academic Session 2023-24 & onwards

Skill Department of Management Studies
(Skill Faculty of Management Studies & Research)



(Dr. Pinki, Chair)

Shri Vishwakarma Skill University
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Scheme and Syllabus for MBA (for Working Professionals)

About the Program

The MBA (for Working Professionals) is a 2-year program divided into 4 semesters specifically designed for corporate executives and managers already in the workforce. The program focuses on various aspects of business and Management and provides a strong foundation in business principles and practices, equipping with skills for career progression and cross vertical movement. The program will run in Hybrid mode.

Program Outcomes:

By the end of the program, the student will be able to:

PO1: Possess a broad knowledge base in business, management and entrepreneurship and apply it to make informed business decisions

PO2: Analyze complex business situations, understanding strategic plans, and identifying opportunities for growth and innovation.

PO3: Demonstrate effective leadership qualities, including the ability to motivate and inspire teams, make strategic decisions, and manage organizational change.

PO4: Evaluate business goals and align them with the strategies of the organization through right people management, networking & negotiation skills, operational management, technical management, cross-culture management and Team Management ethically & efficiently.

Program Educational Objectives (PEOs):

PEO 1: To develop participants thinking ability and skills required for higher performance that will help them to transform their personal and organizational growth in a sustainable manner in the dynamic socioeconomic and business ecosystem.

PEO2: To groom the executives to work effectively and efficiently in multicultural and multidisciplinary teams so as to learn professionals leadership skills such as strategic decision-making, problem-solving, and analytical skills.

PEO3: To encourage the executives to pursue entrepreneurship and understanding self as a leader and how one can effectively drive change and increase shareholder value.

Program-Specific Outcomes (PSOs): By the end of the program, the student will be able to

PSO1: Apply strategic knowledge of management to solve practical and day to day problems at work place.

PSO2: Analyze dynamic changes in an environment with an understanding of societal and ecological issues at

workplace and take critical decisions.

PSO3: Adapt the multi-disciplinary work environment and practice good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.

PSO4: Analyse the business situation from strategic point of view and take global decisions effectively.

Scheme

Semester 1: 20 Credits

Semester 2: 20 Credits

Semester 3: ~~30~~ Credits

Semester 4: ~~38~~ Credits



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SEMESTER I

Course Code	Subject	Credit						Notional Hours						Marks (Theory)						Marks (Practical)					
		T	Tu	P	To	Tu	To	T	Tu	P	O/A	To	I	E	To	I	E	To							
24MBE601	Foundation Course** (Quantitative Methods)	0	0	2	2	0	0	0	0	60	0	60	-	-	-	-	-	70	30	100					
24MBE602	Human Resource Management for Working Professionals	3	0	0	3	45	0	0	45	0	0	90	70	100	30	70	100	-	-	-					
24MBE603	Financial Reporting and Analysis for Managers	3	0	0	3	45	0	0	45	0	0	90	70	100	30	70	100	-	-	-					
24MBE604	Marketing 2.0	3	0	0	3	45	0	0	45	0	0	90	70	100	30	70	100	-	-	-					
24MBE605	Executive Communication and Personal Grooming	3	0	0	3	45	0	0	45	0	0	90	70	100	30	70	100	-	-	-					
24MBE606	Project-I	0	0	6	6	0	0	180	0	0	0	180	-	-	70	30	100	100	100	100					

Semester II

Course Code	Subject	Credit						Notional Hours						Marks (Theory)						Marks (Practical)					
		T	Tu	P	To	Tu	To	T	Tu	P	O/A*	To	I	E	To	I	E	To							
24MBE607	Decision Sciences	2	1	0	3	30	15	0	0	45	0	90	30	100	30	70	100	-	-	-					
24MBE608	Leadership & Change Management	2	0	0	3	30	0	0	30	0	0	60	30	70	30	70	100	-	-	-					
24MBE609	Managerial Economics	2	0	0	2	30	0	0	30	0	0	60	30	70	30	70	100	-	-	-					
24MBE610	Business Analytics for Decision Making	3	0	0	3	45	0	0	45	0	0	90	30	70	30	70	100	-	-	-					
24MBE611	Project Management	3	0	0	3	45	0	0	45	0	0	90	30	70	30	70	100	-	-	-					
24MBE612	Project-II	0	0	6	6	0	0	180	0	0	0	180	-	-	70	30	100	100	100	100					

Pedagogical tools: Chalk and talk, Case Studies, Video case lets, simulations, Brainstorming, discussions, Project Based learning, Assignments, Role Plays




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Semester III

Course Code	Subject	Credit		Notional Hours							Marks (Theory)		Marks (Practical)			
		Theory	Total	Tu	P	Tu	T	To	To	I	To	E	To			
24MBE613	Global Strategic Management	3	3	1	0	4	45	15	0	60	120	30	70	-	-	100
24MBE614	Case / Research Seminar (Contemporary Issues in Business)-I	0	0	0	4	4	0	0	120	0	120	-	-	50	50	100
24MBE	Elective-I	3	3	1	0	4	45	15	0	60	120	30	70	-	-	100
24MBE	Elective-II	3	3	1	0	4	45	15	0	60	120	30	70	-	-	100
24MBE	Elective-III	3	3	1	0	4	45	15	0	60	120	30	70	-	-	100
24MBE	Elective-IV	3	3	1	0	4	45	15	0	60	120	30	70	-	-	100
24MBE	Elective-V	3	3	1	0	4	45	15	0	60	120	30	70	-	-	100
24MBE615	Project-III	0	6	6	10	34	270	90	300	360	1020	180	420	70	30	100
Total		18	6	10	34	270	90	300	360	1020	180	420	70	30	100	800

Semester IV

Course Code	Subject	Credit		Notional Hours							Marks (Theory)		Marks (Practical)			
		T	Total	Tu	P	Tu	T	To	To	I	To	E	To			
24MBE616	Research Methodology	3	3	1	0	4	45	15	0	60	120	30	70	-	-	100
24MBE617	Case / Research Seminar (Contemporary Issues in Business)-II	0	0	0	4	4	0	0	120	0	120	0	0	50	50	100
24MBE	Elective-VI	3	3	1	0	4	45	15	0	60	120	30	70	-	-	100
24MBE	Elective-VII	3	3	1	0	4	45	15	0	60	120	30	70	-	-	100
24MBE	Elective-VIII	3	3	1	0	4	45	15	0	60	120	30	70	-	-	100
24MBE618	Major Project (Dissertation)	0	8	8	8	28	180	60	240	0	240	0	0	100	100	200
Total		12	4	12	28	180	60	240	240	840	120	280	150	150	300	700

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* O/A- Other Learning Activities includes the following:

- End term Exam/ class tests/ case studies/ simulation/ quiz/ PPTs/ and other assessments
- Value education classes, Career Counselling sessions
- Events/ Competitions/ Workshops/ Expert Lectures
- Life skills-based education
- Social/ community work
- Vocational education/ training/ Value added Courses
- Field visits/ Projects

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Semester 1

Course Title: Foundation Course**

(Quantitative Techniques)

Course Credit: 2 (0-0-2)

Course No.24MBE601

Max. Marks: 100 (70I+30E)

Course Objective

The Quantitative Methods Course that covers basic and intermediate topics in statistics, decision analysis, and probability. The objective of the course is to understand how to analyse quantitative information and make better business decisions.

Learning Outcomes

1. Develop solid understanding of the basic concepts underlying quantitative analysis,
2. Strengthen their ability to frame and formulate management decision problems,
3. Deepen their ability to interpret and evaluate results of quantitative analysis, and
4. Cultivate the sound use of judgment in the applications of quantitative methods to management decisions

Contents (Practical)

- Overview and Introduction: Basics of Data Description
- Describing and Summarizing Data: Working with data (graphs, interpretation); Histogram; Outliers
- Central Values of Data- Mean, Median, Mode
- Variability-Standard Deviations, variance, Coefficient of variation: calculation and interpretations
- Sampling and Estimations: Generating random samples, The normal distribution; The central limit theorem; Confidence intervals for sample means, sample proportions
- Hypothesis Testing: Hypothesis tests for single population means, proportions, Using P-values; Hypothesis tests comparing two population means, proportions
- Applying Data Analysis
- Relationship between variables- Creating scatter diagram, correlation, regression, Uses of regression, Calculating the regression line, Goodness of fit, Residual Analysis, Coefficient significance
- Multiple Regression: Introduction to multiple regression, Interpretation of coefficients, R^2 , residuals, Multicollinearity, Lagged variables, Dummy variables
- Decision Analysis: Uncertainty: Introduction to probability, Decision trees, Expected monetary value, Sensitivity analysis, Risk analysis

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Semester 1

Course Title: Human Resource Management for Working Professionals

Course No. 24MBE602

Course Credit: 3 (3-0-0)
Max. Marks: 100 (30I+70E)

Course Objectives

This course will give executives a better understanding of policies, human resource principles, the need of establishing a moral organizational culture, and how to use their employees to give organizations a competitive edge.

Learning Outcomes

At the end of the course, the participant will be able to

CLO 1: Understand the role of HR as a separate functional department, as well as the roles of HR as a strategic partner.

CLO 2: Develop broad understanding of the core HR functions ranging from Human Resource Acquisition to Separation

CLO 3: Explain the role of various components of a human resource system in improving organizational performance and workplace satisfaction

CLO 4: Develop insights into working in multinational settings and the global context of human resource management.

Course Content:

Unit 1	Module 1: Introduction to HRM- HR as Function, Line and Staff HRM's contributing role; HRM competencies and Roles, HRM & Strategy Module 2: Job Analysis and Job Design- Concept of Job Analysis, Steps & Methods of Job analysis, Job Description, Job Specification, Job rotation.
Unit 2	Module 3 Human Resource Planning (HRP)- Need and Importance Forecasting Demand and supply for Employees-Balancing supply and demand considerations. Module 4: Recruitment and Selection- Overview, Strategic recruiting, Sources of recruitment, Evaluation metrics for effectiveness, Selection and Placement.
Unit 3	Module 5: Employee Learning & Development- Overview, Process, Challenges, Employee Development and Career Management. Module 6: Performance Management – Overview, Objectives of Performance Appraisal, Process, Performance appraisal and Performance Management, Sources of appraisals, Methods of appraisals, Pitfalls in Performance Appraisal, Potential appraisal
Unit 4	Module 7: Compensation Management- Objectives, Nature and Purpose Minimum Wage, Fair Wage, Living Wage, Compensation Design, Job evaluation Methods, Pay Structures in India Vs. International Pay Structures. Module 8: Rewards and Benefits- Performance related pay, Enterprise Incentive plans, Planning Benefits, Benefits as required by the law.
Unit 5	Module 9: Employee Relations and Collective Bargaining: Discipline, Disciplinary policies, procedures and rule, Objectives of industrial relations, Overview of Labor laws and Collective Bargaining Module 10: HRM Trends: Global HRM, Organizational Culture and Climate, Organizational Change, Role of Technology in HR, Ethical Dilemmas.

Suggested Reading: (All Latest Editions)

1. Dessler G. and Varkkey, B., Human Resource Management, Pearson Education
2. Denisi A. et al., HR: A South Asian Perspective, Cengage Learning
3. Ivancevich J.M., Human Resource Management, McGraw Hill Education
4. Aswathappa, Human Resource Management, McGraw Hill Education
5. Mathis et al., Human Resource Management: South Asian Perspective, Cengage Learning
6. Mondy W., Human Resource Management, Pearson Education


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Semester I

Course Title: Financial Reporting and Analysis for Managers

Course No. 24MBE603

Course Credit: 3 (3-0-0)

Max. Marks: 100 (30I+70E)

Course Objectives

This course will help the executives to understand the financial information in a better way and to use various analytical tools for better financial decision making.

Learning Outcomes

At the end of the course, the participant will be able to

CLO 1: Understand the accounting and financial terminology, rules, its standards and principles.

CLO 2: Identify and differentiate among various financial analysis tools.

CLO 3: Analyze the financial position of the company and interpret for better decision making.

CLO 4: Develop accounting dashboards or models for providing sustainable solutions for handling financial data.

Course Content:

Unit 1	Module 1: Basics of Accounting: Meaning, Importance, Scope, Types, Golden Rules, Accounting concepts and conventions. Module 2: Accounting Equation and Accounting Standards: Auditor's Report, Financial Reporting Standards- IAS, IFRS, GAAP, standard setting authorities and regulatory bodies
Unit 2	Module 3: Financial Statements: Understanding Income Statement: Components, revenue recognition, expense recognition, operating vs. non-operating components. Comparative Income statement and Common Size Income Statement Module 4: Financial Statements-II: Understanding Balance sheet: Components of Balance Sheet, Marshalling of Assets and Liabilities, Measurement basis, Shareholder's comparative Balance Sheet, Common size Balance Sheet.
Unit 3	Module 5: Cash Flow Statement: Introduction to Cash Flow Statement: Major sections, Treatment of non-cash items, Direct vs. Indirect method. Usage of Cash Flow Statement for Managers Module 6: Financial Analysis: Importance, tools and techniques used in financial analysis, Data extraction, Comparative analysis and interpretation, Common size analysis and interpretation, Trend Analysis and interpretation
Unit 4	Module 7: Ratio Analysis: Activity Ratio, Liquidity Ratio, Solvency Ratio, Profitability Ratio, Valuation Ratios, Dupont Analysis, Equity Analysis, Credit Analysis, Segment Reporting, Ratio Analysis and forecasting Module 8: Financial Statement Analysis-Other Applications: Evaluating past performance, forecasting future performance, Assessing the Credit Quality of Potential Debt Investments, Screening potential equity investments, common adjustments to financial statements, Depreciation
Unit 5	Module 9: Financial Reporting for Inventory: Inventory cost. Inventory valuation Methods: LIFO, FIFO, NIFO, HIFO, Average Method, Weighted Average, Inventory measurement, Inventory Disclosures, Inventory Control – Importance, Methods: Lean manufacturing, Six Sigma, EOQ, JIT, Min-max control, VMI, Fix order quantity. Module 10: Financial Reporting Quality: Meaning, Spectrum of Assessing Financial Report Quality, Fraud Triangle, Manipulation of Financial Frauds, Ethical consideration in Finance, Accounting warning signs

Suggested Readings:

1. Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012
2. Subramanyam, K. R. and John, J.W , "Financial Accounting – A Managerial Perspective", 5th Edition , Prentice Hall of India. 2015
3. Penman S.H., "Financial Statement Analysis", 12th Edition, Tata McGraw Hill. 2014 Penman, S.H
4. Erich, A. H., "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill. 2014 Erich, A. H
5. "Techniques of Financial Analysis: A Guide to Value Creation", 16th Edition ,Tata McGraw Hill. 2014



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Semester 1

Course Title: Marketing 2.0

Course Code: 24MBE604

Credit: 3 (3-0-0)

Marks: 100 (30I+70E)

Course Objectives: This course prepares Executives with a foundational understanding of Product marketing, product management, marketing plan, marketing strategy, Marketing management and the digital marketing process, models around it, using both the academic and practical lenses.

Learning Outcomes

After taking this course Executives should be able to:

- CLO 1: Understand the History of Marketing and Marketing Innovation, Marketing Campaigns and the environment.
- CLO 2: Identify impact of digital space and digital marketing in reaching out to customers.
- CLO 3: Analyze experiential and/or service processes from a customer-centric perspective, with a critical thinking approach.
- CLO 4: Learning the management steps for marketing and international marketing.
- CLO 5: Implement sound analytical and managerial tools and processes to increase organizational results, as a consequence of increased customer satisfaction.

Unit 1	Module 1: Marketing Fundamentals: History; Marketing Principles; Analyze Marketing Mix; Segmentation, Targeting & Positioning; Marketing and sales approaches for start-ups and entrepreneurs; Marketing Channels; Marketing Control; Marketing Campaigns and the environment Module 2: Marketing Plan: Overview of marketing management: types, functions, and stages; Marketing Strategy; Business Value Proposition; Business Mission Statement; Difference between a marketing plan and a sales strategy; Competitive differentiation, Market share growth and brand expansion; Product Management.
Unit 2	Module 3: New Age Marketing Tools: The Digital Consumer and the Role of Search; Marketing Operations; Content Marketing; Web 2.0 concept; Websites and SEO; Keyword Planning; Advertising Overview; Affiliate Advertising; Email Marketing; Risk of Social Media Marketing; Online Listening Module 4: Creativity and innovation in customer experience management: Customer Experience Management; Relationship building on the web; Conversations and Word of Mouth Marketing; Customer Satisfaction Measuring tools; Social Networking; Brand building, building trust and customer loyalty; Measuring Brand Equity
Unit 3	Module 5: Researching Service Quality: Quality and Strategies: Service Quality Benchmarking (Servqual, TUV, ISO etc.); Setting Quality Standards; Managing the Marketing Mix for Quality; Factors affecting Service Quality Management; Near-shoring and Reshoring; Services and the Gig Economy.
Unit 4	Module 6: Data Analytics and Marketing Automation: Importance of data-driven decision making; Key Marketing Metrics, tools for data analytics and reporting; marketing automation benefits; implementing marketing automation tools; customer journey mapping.
Unit 5	Module 7: Emerging Technologies in Marketing & Privacy Issues: AI and machine learning applications in marketing; Virtual reality and Augmented Reality Marketing; smart assistants; Data Privacy Regulations; Ethical Considerations in data usage and targeting. Module 8: International Marketing & Environmental sustainability: Management steps for marketing and international marketing; Budget for advertising and promotion; Green to Gold: The collaboration of the innovator, the investor, and the propagator; Green Innovations.

Suggested Readings:

1. Borges, Bernie, "Marketing 2.0 Bridging the Gap between Seller and Buyer through Social Media Marketing".
2. Kotler, Kartajaya, and Setiawan (2010), "marketing 3.0", John Wiley & Sons, Inc., Hoboken, New Jersey.
3. Kotlar, Philip, Marketing Management, Prentice Hall, New Delhi.
4. Stanton, Etzel, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
5. Saxena, Rajan, Marketing Management, Tata-McGraw Hill, New Delhi.
6. McCarthy, E.J., Basic Marketing: A managerial approach, Irwin, New York.
7. Zeithaml Valerie A, & Bitner Mary Jo., Gremler Dwayne D., Pandit Ajay; Services Marketing, McGraw Hill [Chapter 6,7,16,17]

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Semester 1

Course Title: Executive Communication and Social Skills

Course No. 24MBE605

Course Credit: 3(3-0-0)

Max. Marks: 100 (30+70)

Course Objectives

The objective of this program is to develop a holistic perspective of effective organisational , inter-functional and interpersonal communication processes and applicable competencies of communication. To appreciate the implications of communication strategies and the role of leadership processes in this regard. The significance of feedback processes and skills and data analytics and digital technologies in managing and leading at the enterprise and individual levels.

Learning Outcomes

At the end of the course, the participant will be able to

CLO.1 Enhance through personal and professional growth through development of knowledge and skills.

CLO.2 improve listening skills, feedback giving and receiving skills, interpersonal skills and problem skills.

CLO.3 Understand the role of body language in effective communication.

CLO.4 Apply data analytics capabilities for communication and decision making and enhancing feedback effectiveness.

Course Content:

Unit 1	Module 1: Communication Skills: Business Communications, Verbal & non-verbal communications, Effective presentations, Managerial Writing Module 2: English communication: Business English leading to employability, Cross Cultural dimensions including diversity.
Unit 2	Module 3: Interpersonal skills: Team work, conflict resolution empathy vs. sympathy, Managing Emotions, Handling difficult situations Module 4: Time and stress Management: Setting goals, prioritizing task, managing time effectively, Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes for healthy lifestyle; Small changes and large rewards.
Unit 3	Module 5: Etiquettes: dining etiquette, business etiquette, and social graces, listening actively, being respectful, and showing appreciation for others. Module 6: Personal Grooming: personal hygiene, dressing appropriately, and presenting oneself in a professional and polished manner, Executive presence.
Unit 4	Module 7: Body Language and Confidence building: Positive first impression, how to project confidence through body language, and how to read and interpret the body language of others. How to build confidence and overcome self-doubt.
Unit 5	Module 8: Emotional Intelligence and Leadership skills: self-awareness, self-regulation and social skills. Team building, decision-making, and effective communication.

Suggested Readings:

1. Kushal Jin-Business Communication, VK India
2. Gupta C.B. (2019), Essentials of Business Communication. Sultan Chand & Sons.
3. Bhatia R.C. (2008), Business Communication, Ane Books Pvt. Ltd.

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Semester 1

Course Title Project-I

Course No. 24MBE606

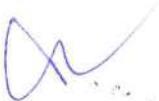
Course Credit: 6 (0-0-6)
Max. Marks: 100 (70I+30E)

Course Objective:

This course attempts to expose students to real life learning through projects where they can apply conceptual learning in their own area of work.

All students will have to take industry projects in their own area related to their day-to-day operations. All the students will submit their Project Reports within a period of 10 days from the last date of completion of their Projects. Each student will be attached with one internal faculty guide, with whom they shall be in continuous touch during the period.




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Semester 2

Course Title: Decision Sciences

Course No. 24MBE607

Course Credit: 3 (2-1-0)
Max. Marks: 100 (30I+70E)

Course Objectives

This course equips MBA Executive students with advanced decision-making techniques and tools, enabling them to make informed and strategic choices in complex business environments. The course integrates quantitative analysis, behavioral insights, and technology-driven decision support systems.

Learning Outcomes

- CLO1. Understand the fundamental concepts of decision science and its applications.
- CLO2. Assess risks, uncertainties, and trade-offs in decision scenarios.
- CLO3. Incorporate behavioral considerations into decision processes.
- CLO4. Develop skills with advanced decision making tools
- CLO5. Apply decision theory tools for analysis and optimization.

Course Content:

Unit 1	Module 1: Introduction to Decision Science for Executives: Decision-making process and its components, Types of decisions and decision-making environments; Integrating decision science into strategic planning Module 2: Decision-Making Models: Rational decision-making model, Normative vs. descriptive models, Decision trees and influence diagrams.
Unit 2	Module 3: Advanced Decision Analysis: Decision trees and sequential decision-making, Decision analysis under uncertainty and risk, Monte Carlo simulation for scenario analysis. Module 4: Multi-Criteria Decision Making: Multi-objective optimization for strategic decisions, Analytic Hierarchy Process (AHP) and its applications, Case studies in prioritizing projects and investments
Unit 3	Module 5: Game Theory and Strategic Decision Making: Basics of game theory and its applications, Nash equilibrium and its relevance in competitive strategies Module 6: Cooperative vs. non-cooperative game models. Applications of Decision Science
Unit 4	Module 7: Problem formulation and model development in optimization, linear programming, introduction to integer programming and introduction to non-linear programming through SPSS. Module 8: Introduction to Optimization and Solver, Data envelopment analysis through DEAP Software
Unit 5	Module 9: Waiting line models, Simulation modelling and analysis Module 10: Assignment and transportation models, Network analysis.

Suggested Readings:

2. Anderson, D., Sweeney, D., Williams, T., Martin, R.K. (2012). An introduction to management science: quantitative approaches to decision making (13th Ed.). Cengage Learning.
3. Balakrishnan, N., Render, B., Stair, R. M., & Munson, C. (2017). Managerial decision modeling. Upper Saddle River, Pearson Education.
4. Hillier, F. & Lieberman, G.J. (2014). Introduction to operations research (10th Ed.). McGraw-Hill Education.
5. Powell, S. G., & Baker, K. R. (2017). Business analytics: The art of modeling with spreadsheets. Wiley.
6. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4th Edition
7. Quantitative Approaches to Management by Levin, Rubin, Stinson & Gardner
8. Operations Research Theory & Applications by J K Sharma-MacMillan Publishers India Ltd., 4th Edition
9. Introduction to Decision Science" by David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams.

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Semester 2

Course Title: Leadership and Change Management

Course No. 24MBE608

Course Credit: 3 (3-0-0)
Max. Marks: 100 (30I+70E)

Course Objectives

Through this course student will identify and assess key theoretical aspects of organization change initiatives; examine some successful and unsuccessful initiatives; increase their personal skills at initiating and managing change; and apply theory regarding the role of leadership in change initiatives at the organization and/or the team level.

Learning Outcomes

At the end of the course, the participant will be able to

CLO 1: Recognize the significant drivers of organizational change.

CLO 2: Describe the role leadership plays in anticipating and planning readiness and navigating organizational change.

CLO 3: Demonstrate the importance of effective change management.

CLO 4: Increase business acumen by learning essential business terms, concepts, functions and managerial communication.

CLO 5: Identify the motivation of business leaders in achieving organizational advancement

Course Content

Unit 1	Module 1 Understanding and Leading Self, Leadership - Trait & Skills Approach, Followership, Motivating People for Change, Handling Resistance to change Module 2: Building high-performance team, Leading across teams, Path-Goal Theory & Leader-Member Exchange Theory,
Unit 2	Module 3: Types of Leadership: Transformational, Authentic, Inclusive & Servant Leadership, Adaptive, Discursive & Team Leadership Module 4: Gender & Leadership, Innovative Leadership, Leading by Doing, Leading by Design, The Failure Tolerant Leaders, Value Based Leadership
Unit 3	Module 5: Conflict Management, Negotiations in Change Management, Managing change in the VUCA World Module 6: Change and organizational culture, Behavioral & Situational Approach, Culture & Leadership
Unit 4	Module 7: Change strategies, Organizing for Execution and Innovation, Handling Financial Aspects during Organizational Change Module 8: Leadership in Complex Situations and their various styles, Communicating for change, the role of leadership in organizational change
Unit 5	Module 9: Metrics for monitoring change initiatives, Using Data Analytics to handle Change Management Module 10: Working Effectively With Gen Z and Gen X, R-AAR Scenario Draft – Share for Peer Feedback, The 7 Traits of Change Readiness Understanding Score Response, Managing Vs. Leading Competencies

Suggested Readings:

1. Koontz H., and Welrich H., Management, Mc Graw Hill
2. Robbins, Stephen P., Organizational Behaviour, Sultan Chand & Sons, Delhi
3. Prasad L.M., Organizational Behaviour, Sultan Chand & Sons, New Delhi
4. Flynn, G. ed., 2008. Leadership and business ethics (Vol. 25). Springer Science & Business Media.
5. Sharma, R. R. (2013). Change Management and organizational transformation. New Delhi. McGraw-Hill Education
6. Cummings, T.G. & Worley, C.G (2009). Organization Development and Change. California. Cengage

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Semester 2

Course Title: Managerial Economics

Course No. 24MBE609

Course Credit: 2 (2-0-0)
Max. Marks: 100 (30I+70E)

Course Objectives

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

Learning Outcomes

After completing this course, the students will be able to:

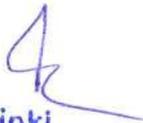
- CLO1 Understand the nature of managerial decision making and objective of a firm.
- CLO 2 Estimate demand.
- CLO 3 Understand the cost & price behavior of a firm.
- CLO 4 Understand macro-economic variables impacting business decisions.

Course Contents:

Unit 1	Module 1: Introduction: Meaning of managerial economics, importance, nature, scope and principles; Managerial Economics: Micro and Macro Economics. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Module 2: Managerial Theories: Baumol's Model, Marris's Hypothesis, Williamson's Model.
Unit 2	Module 3: Understanding demand function: Law of demand, Elasticity of demand, its measurement and its significance in Managerial decision-making Module 4: Supply Analysis: Determinants and Elasticity; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Essentials of demand estimation and forecasting.
Unit 3	Module 5: Production Function: Short-run and long-run costs and production functions; Cost curves and economics of scale Production Possibility Frontier, Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems)
Unit 4	Module 6: Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly.
Unit 5	Module 7: Pricing strategies and tactics. Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing Module 8: National Income— Alternative concepts, measurement and determination of National income; Inflation— types, measurement and control: Monetary and Fiscal Policies.

Suggested Readings:

1. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N. Delhi.
2. Salvatore, Managerial Economics in Global Economy; Thomson learning; Bombay.
3. EF. Brigham And J.L. Pappas, Managerial Economics, Dryden Press, illinois.
4. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi.
5. Mehta, P.L. Managerial Economics, Sultan Chand & Sons, New Delhi.
6. Thomas & Maurice, Managerial Economics: Concepts and Applications (SIE) 9 th edn McGrawHill Education
7. Geetika, Managerial Economics 3rd edn. McGraw hill Education


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Semester 2

Course Title: Business Analytics for Decision Making

Course No. 24MBE610

Course Credit: 3 (3-0-0)
Max. Marks: 100 (30I+70E)

Course Objectives

This course will help the executives to understand the business analytics concepts, data driven basics, research-oriented background and their role in decision making for business operations, issues and challenges.

Learning Outcomes

At the end of the course, the participant will be able to

CLO 1: Understand the meaning and role of business analytics, data, its types and visualization.

CLO 2: Develop hypotheses of study, testing and understand the errors involved.

CLO 3: Understand parametric and non-parametric tests for hypothesis testing.

CLO 4: Analyze the relationship between variables.

Course Content:

Unit 1	Module 1: Business Analytics and its role in decision making, relevance of data and statistics in business operations, Module 2: Decision making with data, data types, variables for study, descriptive statistics, data visualization.
Unit 2	Module 3: Framing hypotheses for analysis, types of hypotheses, testing the hypotheses, type-I and type-II errors, Module 4: Probability values, accepting and rejecting null hypothesis, conclusion of outcomes with hypotheses
Unit 3	Module 5: Tests of significance; parametric and non-parametric tests for conclusion of results, Module 6: Analyze and interpret the findings of tests, communicating the results in a format.
Unit 4	Module 7: Correlation between variables of the study, developing relationship between variables, cause and effect relationships Module 8: Framing models to forecast with relevant relationship between variables.
Unit 5	Module 9: Uncertainty of data, structural breaks in data, handling shocks in data sets, Module 10: Cleaning and filtering data in excel sheet, multicollinearity issues in variables.

Softwares to be used: MS-Excel, SPSS

Suggested Readings:

- Jank, W. (2011). *Business analytics for managers*. Springer Science & Business Media.
- Albright, S. C., & Winston, W. L. (2014). *Business analytics: Data analysis & decision making*. Cengage Learning.
- Kimbrough, S. O., & Lau, H. C. (2018). *Business analytics for decision making*. CRC Press.
- Liebowitz, J. (Ed.). (2013). *Big data and business analytics*. CRC press.


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Semester 2

Course Title: Project Management

Course No. 24MBE611

Course Credit: 3(3-0-0)
Max. Marks: 100 (30I+70E)

Course Objectives

To develop critical thinking and knowledge in project Management's theory and practice. To help students develop the competence of analyzing the feasibility of the project. To provide the student with analytical skills for solving problems relating to project management.

Learning Outcomes

Course Content:

Unit 1	Module 1: Definition of a Project, Why Project Management, The Project Life Cycle, Strategic Management and Project Selection, Project Selection and Criteria, The Nature of Project Selection Models, Analysis under Uncertainty, Project Proposal and Project Portfolio Process Module 2: Functions, Roles and Responsibilities of a Project Manager, Delegation of Authority, Building Project Team, Project Organisation. Pure Project Organisation, Matrix Organisation, the Project Team and Human Factors
Unit 2	Module 3: Generation and Screening of Project ideas – Procedure for Idea Generation, Monitoring the Environment, Corporate Appraisal, Project Rating Index Module 4: Market and Demand Analysis, Situational Analysis, Conduct of Market Survey, Demand and Forecasting, Technical Analysis, Social Cost Benefit Analysis, Rationale for SBCA, UNIDO Approach, Saving Impact and its Values, Little Mirrlees Approach
Unit 3	Module 5: Financial Estimates and Projections – Cost of a Project, Means of Finance, Estimates of Sales and Production, Working Capital Requirement, Cost of Capital, Projected Cash Flow Statement, Projected Balance Sheet, Financing of a Project, Equity, Debentures, Term Loans, etc
Unit 4	Module 6: Measuring Project Profitability – Payback Period, Accounting Rate of Return, NPV, Internal Rate of Return and BCR Method, Assessment of Various Methods Module 7: Project Cash Flow, Elements of a Cash Flow Stream, Cash Flow for a Replacement Project, the Cost of Capital, WACC, Optimal Capital Budget
Unit 5	Module 8: Need and Importance of Work Break Down Structure, Project Execution Plan (PEP), Network Techniques of Project Management, CPM, PERT, Time Estimation Module 9: Project Review and Administrative Aspects, Post Completion Audits, Abandonment Analysis

Suggested Readings:

1. Clements/Gido, Effective Project Management, Thomson Clifford
2. F. Gray and Erik W. Larson, Project Management, Tata McGraw Hill
3. Dennis Lock, Project Management, Ninth Edition, Gower K. Nagarajan,
4. Project Management, Third Edition, New Age International
5. P.C.K. Rao, Project Management and Control, Sultan Chand & Sons
6. Prasanna Chandra, Projects – Planning, Selection, Financing, Implementation, and Review, Sixth Edition, Tata McGraw Hill
7. Vasant Desai, Project Management, Second Revised Edition, Himalaya Publishing House



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Semester 2

Course Title: Project-II

Course No. Course No. 24MBE612

Course Credit: 6 (0-0-6)
Max. Marks: 100 (70I+30E)

Course Objectives

Course Objective:

This course attempts to expose students to societal problems in the form of social emersion project. Learning through projects will contribute to society at large.

All students will have to take Social Emersion Project related to UN-Sustainable Development Goals (SDGs) to work for societal challenges and problems. All the students will submit their Project Reports within a period of 10 days from the last date of completion of their Projects. Each student will be attached with one internal faculty guide, with whom they shall be in continuous touch during the period



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Semester-III		
S. No.	Course Code	Subject
1	24MBE613	Global Strategic Management
2	24MBE614	Case / Research Seminar (Contemporary Issues in Business)-I
3	XXXXX	Elective-I
4	XXXXX	Elective-II
5	XXXXX	Elective III
6	XXXXX	Elective IV
7	XXXXX	Elective-V
8	24MBE615	Project III
Semester - IV		
S. No.	Course Code	Subject
1	24MBE616	Research Methodology
2	24MBE617	Case / Research Seminar (Contemporary Issues in Business)-II
4	XXXXX	Elective-VI
5	XXXXX	Elective VII
6	XXXXX	Elective VIII
7	24MBE618	Major Project (Dissertation)

During Semester 3 of the program, in addition to the three compulsory papers, a student shall have to choose 5 elective courses from the list of optional papers announced at the beginning of Semester 3 (minimum 02 from each specializations). Also, during Semester 4 of the program, in addition to the three compulsory papers, a student shall have to choose 3 elective courses from the list of optional papers announced at the beginning of the Semester 4.

Course Code	FINANCE	L	T	P	Total
24PMBAF03	Investment Analysis and Portfolio Management	3	1	0	4
24PMBAF07	Financial Markets and Services	3	1	0	4
24PMBAF02	International Finance	3	1	0	4
24PMBAF04	Financial Analytics	3	1	0	4
24PMBAF08	Corporate Taxation	3	1	0	4
24PMBAF01	Financial Derivatives	3	1	0	4
24PMBAF09	Financial Risk Management	3	1	0	4
MARKETING		L	T	P	Total
24PMBAM08	Consumer Psychology and Buying Behaviour	3	1	0	4
24PMBAM09	Advertising Management	3	1	0	4
24PMBAM06	Service Marketing	3	1	0	4
24PMBAM10	Marketing Analytics for Working Professionals	3	1	0	4
24PMBAM11	Digital Marketing Strategies	3	1	0	4
24PMBAM07	International Marketing	3	1	0	4
24PMBAM05	Sales and Distribution	3	1	0	4
HUMAN RESOURCE		L	T	P	Total
24PMBAHR09	Human Resource Metrics and Analytics	3	1	0	4
24PMBAHR10	Performance Management and Training Interventions	3	1	0	4
24PMBAHR11	Cross Cultural and Global Management	3	1	0	4
24PMBAHR12	Managing Diversity	3	1	0	4
24PMBAHR13	Counselling Skills for Managers	3	1	0	4
24PMBAHR14	Compensation and Rewards Management	3	1	0	4
24PMBAHR15	Management of Industrial Relations	3	1	0	4
OPERATIONS		L	T	P	Total
24PMBAOP08	Total Quality Management for Business Excellence	3	1	0	4
24PMBAOP09	Supply Chain & Logistics Management	3	1	0	4
24PMBAOP10	Supply Chain Analytics	3	1	0	4
24PMBAOP11	Predictive Analytics	3	1	0	4
24PMBAOP07	Production and Operations Management	3	1	0	4
24PMBAOP12	World Class Manufacturing	3	1	0	4
24PMBAOP13	Production Planning And Control	3	1	0	4

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SEMESTER III

Course Title- Global Strategic Management

Course No. 24MBE613

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: To equip MBA working professionals with the knowledge, skills, and analytical tools necessary to formulate and implement effective strategies in a dynamic, competitive, and globalized business environment. The course aims to develop a deep understanding of how global firms create sustainable competitive advantages by responding to international market forces, managing cross-border operations, and aligning strategic goals with cultural, economic, political, and regulatory differences across countries.

Learning Outcomes

LO	Statement
1	Understand business policies and global strategies for business
2	Discuss and evaluate social and ethical issues relating to global strategic management
3	Analyse different business strategies
4	Understand and implement business strategies
5	Apply decision making skills related to global strategic management.

Unit	Contents
I LO1	Module 1: Appraisal of the Firm- Appraisal of the Status / health of Business of the firm, BCG Matrix, GE Matrix, McKinsey's 7s Framework. Module 2: Job profile & skills set required for the position of a global strategic manager
II LO2	Module 3: Drivers of globalisation (trends / industries becoming global vs. local), Strategic advantages to build your strategy on (company-specific & firm-specific) Module 4: Market selection, establishing company-fit, Type of market entry, risk vs. control, Ethical aspects in going global, global value chain, Cross-cultural management
III LO3	Module 5: Nature and Significance of Competitive Advantage, Factors of Competitive Advantage, Concept of Core Competence, Attribute of Core Competence Module 6: Concept and Environmental Sector; Political, economic, social, and technological Analysis, Organizational Appraisal: Concepts and Capability Factors; Porter's Value Chain Model, Framework for developing Strategic Advantage, SWOT Analysis.
IV LO4	Module 7: Corporate Strategy- Generic alternative, Characteristic and Scope of various Generic Alternatives, Expansion Strategy Module 8: Intensification: ANSOFF product Market Expansion, Diversification: Need and purpose to diversify, Alternative forms Diversification, Porter's Five Forces of Industry Analysis.
V LO5	Module 9: Routes for Executing Strategy: Start-Ups, Mergers, Acquisition, Take Overs, Joint Ventures, Strategic Alliances Module 10: Strategy execution & implementation, Subsidiary management & motivation, Global learning, learning from failures, Global mindset, global growth

Suggested Activities: List of Activities

- Case Study Analysis: Use BCG Matrix and GE Matrix to evaluate real companies (e.g., Tata Group, Nestle).
- Group Exercise: Apply McKinsey's 7S Framework to diagnose organizational change at Infosys or IBM.
- Industry Benchmarking Task: Compare job descriptions for Global Strategic Managers across LinkedIn, Glassdoor, and Monster.com.
- Mock Interview Panel: Simulate interviews for a Global Strategic Manager role (skills, qualifications, leadership traits).

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- SWOT Appraisal Activity: Internal assessment of a local firm using SWOT/7S before suggesting international expansion.
- Research Presentation: Explore and present current globalization trends (e.g., EVs, AI, Pharma).
- Debate: "Global vs. Local Strategy – Which one wins in post-pandemic markets?"
- Country Profiling Exercise: Select a country and evaluate it for market entry (PEST, Entry mode, Ethical considerations).
- Perform Porter's Value Chain analysis for a chosen company (manufacturing or service).
- Evaluate a firm's readiness to enter a new region using integrated SWOT & PEST analysis.
- Mind Mapping: Visualize internal and external environmental factors influencing strategy.
- Industry Panel Discussion: Invite strategists or senior managers to discuss building sustainable
- Create posters showing comparison of Generic Strategies across industries.
- Map the strategic moves of companies like Zomato or Amazon using the ANSOFF framework.
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (Latest Editions)

1. Kazmi, Azhar, "Business Policy and Strategic Management", TMH, New Delhi.
2. Wheelen and Hunger, Strategic Management and Business Policy, Pearson Education
3. Chandrasekharan: Strategic Management, Oxford University Press.
4. A A Thompson Jr., A J Strickland III, J E Gamble, Crafting and Executing Strategy- The Quest for Competitive Advantage, Tata McGraw Hill
5. David, Fred R. "Strategic Management-Concept and Cases", Pearson Education
6. Strategic Planning Formulation of Corporate Strategy, Text and cases – V.S. Ramaswamy and S.
7. Namakumari, Macmillan Publication
8. Strategic Management – S. Reddy
9. Business Policy & Strategic Management – P. Rao
10. Managing Policy & Strategic Management – R. M. Shrivastav

Web Links

- Harvard Business Review. Strategy case studies, global leadership insights
- Bain & Company Insights-Thought leadership in strategy, M&A, diversification
- McKinsey & Company-Reports and frameworks on strategy and globalization
- BCG Perspectives-Global strategy, transformation, and innovation
- Statista-Market trends, globalization data
- Global EDGE-Country data, global business tools, market analysis

Note:

1. **Pedagogy Tools:** Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.
2. **Evaluation:** There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.

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Course Title- Case / Research Seminar (Contemporary Issues in Business)-I

Course No. 24MBE614

**Course Credit: 4(0-0-4)
Max. Marks: 100 (50I+50E)**

Objective: The aim of the course is to apply theoretical concepts to real-world business problems and develop problem-solving, critical thinking, and analytical decision-making skills. It will help the students to conduct research/develop the case that integrates professional exposure and academic frameworks.

Learning Outcomes

LO1: Identify and define a business or management research problem relevant to their industry.

LO2: Review and synthesize literature to develop conceptual frameworks.

LO3: Design appropriate research methodologies and make use of appropriate statistical or qualitative tools.

LO4: Derive insights and recommendations based on findings aligned with business practice.

LO5: Present research findings in professional format through written reports and oral presentations.

The performance will be measure in terms of paper presentation/ case study presentation and writing in front of Internal and External examiner. The evaluation will be done as per examination ordinance of the university.




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Course Title Project-III

Course No. 24MBE615

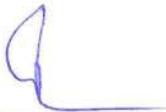
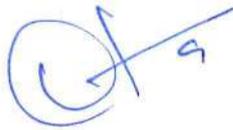
Course Credit: 6 (0-0-6)
Max. Marks: 100 (70I+30E)

Objective: This course attempts to expose students to real life learning through projects where they can apply conceptual learning across different domain of the industry.

All students will have to take industry projects in different domain of the industry working in the state or across India or globally. All the students will submit their Project Reports in appropriate format. Each student will be attached with one internal faculty/ Guide, with whom they shall be in continuous touch during the period. Some tentative areas of research are as follows:

- Digital transformation in SMEs
- HR analytics for employee retention
- Customer satisfaction in post-pandemic retail
- Lean operations in manufacturing
- Financial inclusion via fintech
- Strategic challenges in family businesses
- ESG (Environmental, Social, Governance) integration in Indian firms

The evaluation will be done as per examination ordinance of the university.



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SEMESTER IV

Course Title- Research Methodology

Course No.24MBE616

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: The aim of the course is to make students understand the fundamental concepts and steps in the research process, identify appropriate research problems relevant to business settings and analyze data using appropriate statistical tools with proper presentation of reports.

LO	Statement
1	Design business-relevant research proposals using scientific methods.
2	Select and apply suitable data collection and analysis techniques.
3	Demonstrate proficiency in tools for research analysis.
4	Critically evaluate published research.
5	Prepare and present a research report aligned with business objectives

Unit	Contents
I LO1	Module 1: Introduction to Research: Meaning, Objectives, Types (Basic, Applied, Action, Descriptive, Exploratory). Module 2: Research Process: Steps in Research, Characteristics of a Good Researcher, Business Research in a Corporate Context
II LO2	Module 3: Research Problem Identification, Formulation of Research Objectives, Research Design: Exploratory, Descriptive, Experimental. Module 4: Hypothesis: Types, Formulation, Null vs. Alternate, Ethics in Research: Plagiarism, Consent, Confidentiality.
III LO3	Module 5: Primary vs. Secondary Data, Sources, Tools for Data Collection (Survey, Interview, Observation), Questionnaire Design, Scaling Techniques (Likert, Semantic Differential, Thurstone). Module 6: Sampling Techniques: Probability and Non-probability Sampling, Sample Size Determination.
IV LO4	Module 7: Data Preparation: Coding, Cleaning, Validation, Descriptive Statistics: Mean, Median, SD, Variance, Kurtosis, Skewness, Percentages. Module 8: Inferential Statistics: Correlation, Regression, Chi-Square, t-Test, ANOVA, Data Visualization and Interpretation.
V LO5	Module 9: Structure of a Research Report: Executive Summary, Literature Review, Findings, Conclusion, APA/MLA Referencing Styles, Citation Tools (Zotero, Mendeley). Module 10: Presenting to Business Stakeholders – Reports, PPTs, Dashboards, Evaluating Research Quality, Intellectual Property Rights, Ethics in Research, Use of AI tools in Research

Suggested Activities: List of Activities

- Identify a Real-Time Problem from your workplace or industry to be converted into a research question.
- Discussion Forum: Why research matters in business? Share cases from your company.
- Problem-Hypothesis Mapping: Match real business problems with types of research design.
- Research Proposal Drafting: Develop a proposal on a workplace issue. Peer-review in groups.
- Questionnaire Design Workshop: Design a short survey for your own organization/industry.
- Field Practice: Collect real data from your workplace or market (minimum 30 responses).
- Hands-on Analysis: Analyze collected data using Excel/SPSS (simple tests like t-test, chi-square).
- Create a Dashboard: Visualize survey results using Excel/Google Data Studio/Tableau (optional).

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- Presentation: 10-min final presentation of findings to a panel (could be peer group or instructor).
- Final Research Report Submission with references, data tables, and appendices.
- Guest lectures
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (Latest Editions)

1. C.R. Kothari – Research Methodology: Methods and Techniques
2. Uma Sekaran & Roger Bougie – Research Methods for Business: A Skill-Building Approach
3. Saunders, Lewis & Thornhill – Research Methods for Business Students
4. Zikmund, Babin, Carr & Griffin – Business Research Methods
5. William G. Zikmund – Exploring Marketing Research
6. Creswell, J. W. (Latest Edition). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 3rd Edition. SAGE Publications.
7. Cooper, D. R., Schindler, P. S., & Sharma, J. K. (Latest Edition). Business Research Methods, 11th Edition. Tata McGraw Hill Education, New Delhi.
8. Sekaran, U., & Bougie, R. (Latest Edition). Research Methods for Business, 5th Edition. Wiley India, New Delhi.
9. Krishnaswamy, K. N., Shivkumar, A. I., & Mathiranjani, M. (Latest Edition). Management Research Methodology: Integration of Principles, Methods and Techniques. Pearson Education, New Delhi.
10. Chawla, D., & Sondhi, N. (Latest Edition). Research Methodology: Concepts and Cases. S. Chand & Company Ltd.

Web Links

- <https://www.questionpro.com> – Online survey creation
- <https://www.surveymonkey.com> – Survey tool
- <https://www.zotero.org> – Referencing tool
- <https://www.spss-tutorials.com> – SPSS help
- <https://www.statisticssolutions.com> – Research consulting
- <https://data.worldbank.org> – Secondary data for business/economics
- <https://ourworldindata.org> – Data visualization examples

Note:

1. **Pedagogy Tools:** Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.
2. **Evaluation:** There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.



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Course Title- Case / Research Seminar (Contemporary Issues in Business)-II

Course No. 24MBE617

**Course Credit: 4(0-0-4)
Max. Marks: 100 (50I+50E)**

Objective: The aim of the course is to apply theoretical concepts to real-world business problems and develop problem-solving, critical thinking, and analytical decision-making skills. It will help the students to conduct research/develop the case that integrates professional exposure and academic frameworks.

Learning Outcomes

LO1: Identify and define a business or management research problem relevant to their industry.

LO2: Review and synthesize literature to develop conceptual frameworks.

LO3: Design appropriate research methodologies and make use of appropriate statistical or qualitative tools.

LO4: Derive insights and recommendations based on findings aligned with business practice.

LO5: Present research findings in professional format through written reports and oral presentations.

The performance will be measure in terms of paper presentation/ case study presentation and writing in front of Internal and External examiner. The evaluation will be done as per examination ordinance of the university.




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Course Title- Major Project (Dissertation)

Course No. 24MBE618

Course Credit: 8 (0-0-8)
Max. Marks: 200 (100I+100E)

Objective: This course attempts to expose students to real life learning through projects where they can apply conceptual learning across different domain of the industry. The course also attempts to expose students to societal problems in the form of social emersion project that may contribute to society at large.

Students will undergo a research project based on their specialisation in second year of program. Each student shall be assigned a faculty supervisor and he/she will present the research work at a seminar/conference. Viva shall take place based on the final report submitted by the students to their respective supervisors.

Following contents will be required in the final report:

Initial Pages

- Declaration by Candidate
- Certificate by Supervisor
- List of Table
- List of Charts
- Table of Content
- Abstract

Chapter 1: Introduction

- Background of the Study
- Industry Overview
- Company Background (if applicable)
- Research Problem / Statement of the Problem
- Objectives of the Study
- Research Questions or Hypotheses
- Scope and Limitations
- Structure of the Dissertation

Chapter 2: Review of Literature

- Thematic / Chronological review of past research
- Gaps in Literature
- Theoretical Framework
- Conceptual Framework (if applicable)

Chapter 3: Research Methodology

- Research Design
- Type of Research: Exploratory, Descriptive, Causal
- Population and Sample
- Sampling Technique
- Data Collection Method (Primary & Secondary)
- Tools Used (Survey, Interview, Observation, etc.)
- Data Analysis Techniques (SPSS, Excel, R, etc.)
- Reliability and Validity
- Ethical Considerations

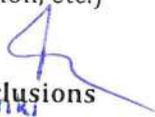
Chapter 4: Data Analysis and Interpretation

- Demographic Profile of Respondents (if survey-based)
- Descriptive Analysis
- Inferential Analysis (t-tests, ANOVA, regression, etc.)
- Graphs, Charts, and Tables
- Interpretation and Discussion

Chapter 5: Findings, Suggestions, and Conclusions

- Summary of Major Findings




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- Recommendations (Practice and Policy)
- Managerial Implications
- Limitations of the Study
- Scope for Future Research

References

- APA / Harvard / MLA Style depending on institutional guidelines.

Annexures / Appendices

- Questionnaire / Interview Schedule
- Consent Forms
- Supporting Documents
- Large Tables
- Charts, brochures, etc.

The evaluation will be done as per examination ordinance of the university.



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MARKETING ELECTIVES

Course Title- Consumer Psychology and Buyer Behaviour

Course No. 24PMBAM08

Course Credit: 4(3-1-0)

Max. Marks: 100 (30I+70E)

Objective: To equip students with a strategic understanding of the psychological, social, cultural, and digital influences on consumer decision-making, enabling them to interpret consumer insights and apply them in marketing strategy, environmental scanning and strategic alliance.

Learning Outcomes

LO	Statement
1	Explain key concepts and importance of consumer behaviour in decision-making
2	Apply psychological theories (motivation, perception, learning) to understand consumer actions.
3	Interpret the formation and change of consumer attitudes and behaviour patterns.
4	Evaluate consumer decision-making across individual, group, and cultural contexts.
5	Analyse the impact of digitalization, sustainability, and value systems on consumer behaviour.

Unit	Contents
I LO1	Module 1: Nature and scope of consumer behaviour; Consumer Behaviour and marketing strategy; Role of consumer research in practice; Types of buying behaviour: complex, habitual, variety-seeking, dissonance reducing; Buyer vs user: B2C vs B2B vs D2C contexts Module 2: The Consumer Decision-Making Process- Stages: Need recognition to post-purchase evaluation; Decision types: routine, limited, extended; Journey mapping and omnichannel touchpoints
II LO2	Module 3: Motivation: Maslow, McGuire, involvement levels; Perception: Sensory, attention, interpretation; Learning theories: Classical, operant, cognitive; Applications in branding and communication Module 4: Attitude formation (ABC model, Fishbein); Persuasion and Elaboration Likelihood Model; Cognitive dissonance and post-purchase regret; Communication strategies to shift attitudes
III LO3	Module 5: - Trait and psychoanalytic theories; Brand personality and congruence; Gender, identity, and evolving self-perceptions Module 6: Psychographics segmentation tools: Activities, Interests, and Opinions, Values and Lifestyles System; Values, lifestyle clusters, consumption symbolism; Applications in targeting and media planning
IV LO4	Module 7: Group and Family Influences- Reference groups, opinion leadership, word-of-mouth; Social power and conformity; Roles in family decision-making Module 8: Cultural and Cross-Cultural Behaviour- Culture, subcultures, rituals, norms; Ethnicity, religion, regional influences in India; Cross-cultural consumption and global strategy; Digital subcultures and online tribes
V LO5	Module 9: Consumer Behaviour and Marketing Strategy- Segmentation and positioning using behavioural insights; Product, price, place, promotion impact; Customer Experience (CX) and journey engineering Google Analytics dashboards; Campaign tracking and reporting; Conversion Rate Optimization Module 10: Emerging Trends in Consumer Behaviour- Digital influence and personalization; Conscious, ethical, and sustainable consumption; Role of AI, neuro-marketing, and data privacy ethics

Suggested Activities: List of Activities:

- Case Study: How Amazon Personalizes Consumer Experience

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- Group Discussion: Is Marketing Manipulative?
- Build a consumer persona using AIO
- Case Study: Apple's Brand Personality & Attitude Shift
- GD: Do Consumers Buy the Brand or the Personality?
- Case Study: Netflix's Global Consumer Adaptation
- GD: Will Sustainability Drive the Next Wave of Consumption?
- Term Project Presentations: AIO-based Consumer Segmentation and Targeting Strategy
- Journey Mapping: Create a buyer journey for a service/tech product
- Attitude Survey: Conduct a pre-post attitude change experiment
- Field Research: Family or group influence case study
- Brand Audit: Evaluate brand personality and consumer alignment
- Cultural Diary: Compare consumption patterns across subcultures
- Online Panel: Host a discussion on digital consumer tribes
- Value Mapping: Segment based on AIO and value dimensions
- Debates: Data personalization vs privacy
- Group project: Present an integrated digital strategy for a chosen brand covering all stages of the funnel, content, channels, and KPIs
- Guest Lectures from Industry Experts – Neuromarketing or sustainable consumption
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

- Solomon, M. R. (2022). Consumer Behavior: Buying, Having, and Being (13th Global Edition). Pearson.
- Schiffman, L. G. & Wisenblit, J. (2023). Consumer Behavior (13th Edition). Pearson.
- Hawkins, D. I., Mothersbaugh, D. L. (2021). Consumer Behavior: Building Marketing Strategy (14th Edition). McGraw-Hill.
- Nair, S. R. (2022). Consumer Behaviour in Indian Perspective (2nd Edition). Himalaya Publishing.
- Solomon, M. R., Bamossy, G., Askegaard, S., & Hogg, M. K. (2021). Consumer Behaviour: A European Perspective (7th Edition). Pearson.

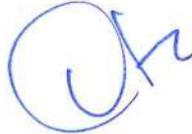
Online resources/ Links

- Think with Google – Insights and tools (<https://www.thinkwithgoogle.com/>)
- Harvard Business Review – CB case studies (<https://hbr.org/>)
- Nielsen Reports & Statista Consumer Data
- McKinsey Insights on Consumer Behaviour
- Mintel – Global trend reports (<https://www.mintel.com/>)

Note:

1. **Pedagogy Tools:** Lecture, Discussion, Presentation, Case Study, Role plays, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.
2. **Evaluation:** There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.


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Course Title- Marketing Analytics for Working Professionals

Course No. 24PMBAM10

**Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)**

Objective: This course develops student's capabilities to use analytical tools and techniques to address marketing problems, with a focus on providing data to assist marketing decision-making.

Learning Outcomes

LO	Statement
1	Demonstrate the use of analytical tools in marketing.
2	Choose appropriate data sources and analytical tools to assess target marketing performance.
3	Apply analytics tools to a variety of data collected by marketers towards pricing
4	Illustrate how marketing analytics are used in an integrated manner for promotion.
5	Translate the results of quantitative analyses into managerial insights for marketing decision-making.

Unit	Contents
I LO1	Module 1: Overview of Marketing Analytics: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Summarize Marketing Data, Data Preparation, Slicing and Dicing, Data summary using Graph, Making decision by summarizing the marketing data, Module 2: Understanding Marketing Environment, Compare the Sales Performance using Demographic Analysis (Cross Tab, t-test, ANOVA, MANOVA, Chi-Square)
II LO2	Module 3: Segmentation, Targeting and Positioning: Item exploration, Exploratory Factor Analysis, Cluster Analysis; Product Analytics- Product Design (Conjoint Analysis), Module 4: Deciding the attributes of a product (Logistic Regression, Discriminant Analysis), Test Marketing (Moving Average), Demand Forecasting and its methods
III LO3	Module 5: Pricing Analytics: Linear and Non-linear pricing (solver), Price Optimization, Price Bundling, Discounted Pricing, Price Skimming, Revenue Management, Markdown Pricing; Module 6: Place Analytics- Designing Retail Outlet, Online Product Assortment, Catalog/Email Marketing,
IV LO4	Module 7: Promotion Analytics: Media Selection Model, Measure the effect of advertisement, Google AdWords Bid, Viral Marketing, Ad Stock Model, Watt's Model; Module 8: Artificial Intelligence and usage for Analytics with ethical considerations, Monte Carlo Media Allocation Simulation, Pay per Click Advertising.
V LO5	Module 9: Measuring Consumer Responses: Measuring consumer satisfaction, loyalty, trust (Regression Analysis, Structure Equation Modeling), Calculating Consumer Life Time Value; Module 10: Qualitative Data Analysis- Analyzing customer reviews; Understating consumer sentiments and emotions (Sentiment Analysis)

Suggested Activities: List of Activities

- Creation of Pivot Tables and Organizing Data
- Using GETPIVOT Function for Pulling Data. Adding Data Labels and Data Tables.
- Create a dashboard showing sales trends using Excel tables and formatting tools.
- Create bar, line, pie, and scatter charts using Excel/Tableau.
- Analyze a dataset (e.g., product ratings) and interpret.
- Analyzing Sales Data by Age, Gender, Income and Location
- Perform t-tests, ANNOVA, MANOVA in Excel or R.
- Run a simple and multiple regression in Excel using Data Analysis ToolPak.
- Predict sales based on advertising spend.
- Forecasting

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- Create time-series plots for historical data (e.g., sales, temperature).
- Apply moving average and exponential smoothing models.
- Using Excel Solver to Optimize Price
- Group Discussion
- Guest Lectures from Industry Experts.
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time
- Participation in extra, co-curricular and cultural activities

Recommended Readings

- de Mesquita, J. M. C., & Kosteljik, E. (2021). Marketing Analytics: Statistical Tools for Marketing and Consumer Behavior Using SPSS. Routledge. ISBN: 9781000481747
- Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021
- Marketing Analytics by Brennan Davis (Edify Pub., May 2019), ISBN: 978-0-9987138-8-5
- Principles of Marketing Engineering and Analytics, 3rd Edition, by Gary Lilien, Arvind Rangaswamy and Arnaud De Bruyn (DecisionPro, Inc. 2017), ISBN: 978-0985764821
- Hair, J., Harrison, D.E., and Ajjan, H. (2022). Essentials of Marketing Analytics (1st Edition). MCGraw Hill. ISBN: 978-1-260-59774-5.
- Lillien, G.L., Rangaswamy, A., and De Bruyn (2017). Principles of Marketing Engineering and Analytics (3rd Edition). DecisionPro, Inc. ISBN: 978-0985764821.
- Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.

Web Links

- "Models Will Run the World," Wall Street Journal (2018)
- "Sure, Big Data is Great. But So Is Intuition," New York Times (2012)
- "How to Properly Tell a Story with Data — and Common Pitfalls to Avoid." Towards Data Science (2017)
- "Data Visualization: How To Tell A Story With Data," Forbes (2018)
- "How Do You Tell A Story With Data Visualization?," Forbes (2019)

Note:

1. Pedagogy Tools: Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.

2. Evaluation: There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.


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Course Title- Digital Marketing Strategies

Course No. 24PMBAM11

**Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)**

Objective: To equip students with comprehensive knowledge and practical skills in digital marketing strategies, tools, platforms, and analytics, enabling them to design, implement, and evaluate impactful digital marketing campaigns aligned with business goals.

Learning Outcomes

LO	Statement
1	Describe and differentiate key digital marketing channels, tools, and platforms.
2	Design and execute digital marketing campaigns using SEO, SEM, social media, and email tools.
3	Analyse and interpret digital marketing metrics using analytics tools like Google Analytics.
4	Create and adapt content strategies for specific audience segments across the customer journey.
5	Evaluate legal, ethical, and data privacy issues in digital marketing decision-making.

Unit	Contents
I LO1, LO4	Module 1: Introduction & Digital Landscape -Evolution from traditional to digital marketing; Digital consumer behaviour; Key concepts: Paid, Owned, Earned Media; Marketing funnel and customer journey Module 2: Website & User Experience (UX) Basics -Role of websites in digital marketing; UX/UI basics; Landing pages and conversion optimization; Website and UX/UI related tools.
II LO2, LO3, LO4	Module 3: Search Engine Optimisation (SEO) Fundamentals - On-page and off-page SEO; Technical SEO; Google Ads and Pay per click concepts; Keyword research and bidding; Campaign performance metrics Module 4: Content Marketing - Content planning and formats; Blogging, storytelling, video, and visual content; Content marketing related tools
III LO2, LO3, LO4	Module 5: Social Media Marketing - Overview of major platforms; Paid and organic content strategy; Scheduling, monitoring, and engagement with relevant tools Module 6: Influencer & Affiliate Marketing - Role & Types of influencers and partnerships; Affiliate marketing models and tools; Case examples of influencer campaigns and Return on Investment evaluation
IV LO2, LO3, LO4	Module 7: Email Marketing & Customer Relationship Management (CRM) - Email strategy and design; Email automation tools; List building and segmentation; Integrating with CRM Module 8: Mobile Marketing & Retargeting - Mobile Campaign (SMS, WhatsApp, App-based marketing); Geo-targeting, retargeting and remarketing ads; Cross platform integration
V LO3, LO4, LO5	Module 9: Analytics and Conversion Rate Optimization (CRO) - Google Analytics dashboards; Campaign tracking and reporting; Conversion Rate Optimization Module 10: Legal, Ethical & Strategic Planning - Data privacy, General data protection regulation, Cookies; Ad fraud and brand safety; Ethics in targeting and personalization; Designing an integrated digital campaign

Suggested Activities: List of Activities

- Group discussion: Compare digital vs traditional marketing strategies
- Case study: How Direct to consumers (D2C) brands use the digital funnel.
- Map a buyer journey using a real-life product
- Analyse landing pages for UX and conversion elements

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- Conduct a peer review of website usability
- Perform keyword research using Google Keyword Planner
- Run a mock Google Ads campaign (use Google Ads Simulator)
- SEO audit of a sample website using SEMrush or other
- Plan and schedule a 1-week content calendar
- Create a blog post and promotional graphics (like Canva)
- Analyse content from successful digital campaigns
- Draft a paid campaign strategy for LinkedIn or Instagram
- Schedule mock posts (use like Buffer or Hootsuite)
- Analyse engagement of selected brand's posts
- Research and shortlist potential influencers for a brand
- Draft an affiliate program brief for a hypothetical product
- Study a real brand's influencer strategy and present findings
- Design an email sequence (using Mailchimp or Brevo etc),
- Segment a sample email list and define targeting logic
- Analyse a brand's promotional email for design and Call through actions
- Design a retargeting strategy for abandoned cart users
- Peer critique: Mobile ads from different industries
- Interpret a Google Analytics dashboard
- Debate: Is data personalization ethical?
- Group project: Present an integrated digital strategy for a chosen brand covering all stages of the funnel, content, channels, and KPIs
- Guest Lectures from Industry Experts – Insights into real-world digital marketing.
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

- Chaffey, D., & Ellis-Chadwick, F. (2022). *Digital Marketing*. Pearson.
- Ryan, D. (2020). *Understanding Digital Marketing*. Kogan Page.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0*. Wiley.
- Kingsnorth, S. (2022). *Digital Marketing Strategy*. Kogan Page.
- Charlesworth, A. (2018). *Digital Marketing: A Practical Approach*. Routledge.

Online resources/ Links

- Google Digital Garage
- Meta Blueprint (Facebook Ads)
- HubSpot Academy
- Google Skillshop (Analytics & Ads)
- Moz Blog (SEO)

Note:

1. Pedagogy Tools: Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.

2. Evaluation: There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.


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Course Title- Advertising Management

Course No. 24PMBAM09

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: To provide working professionals with a strategic, creative, and analytical understanding of advertising in a global context. The course enables learners to craft impactful campaigns by integrating traditional principles with modern digital strategies, focusing on measurable business impact and brand storytelling across media.

Learning Outcomes

LO	Statement
1	Understand the evolution, scope, and role of advertising
2	Analyse consumer behaviour and segmentation for ad design
3	Evaluate and build strategic ad campaigns
4	Critically assess creative and media strategies
5	Apply tools and platforms for measuring ad effectiveness

Unit	Contents
I LO1	Module 1: Evolution and Scope of Advertising - History and growth of advertising globally and in India, Role in marketing mix and brand strategy, Types of advertising; Advertising's Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Module 2: Advertising Industry Structure & Regulation - Roles of advertisers, ; Advertising Organization-Selection comparison and Appraisal of art Agency, agencies, media, and support organizations, Advertising regulations.
II LO2	Module 3: Understanding Consumer Behaviour - Psychological and sociological perspectives, Buyer journey, perception, and attitude formation, Wilbur Schramm's Model, Two step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategies. Module 4: Campaign Planning Process - AIDA, DAGMAR, Hierarchy of Effects models, Creative briefs, positioning, brand persona, Building of Advertising Programme Message. Headlines, copy, Logo Illustration, Appeal, layout; Campaign Planning.
III LO3	Module 5: Creative Strategy and Copywriting - Ideation, big idea, and storytelling, Writing for different media: Print, TV, Radio, Outdoor, Digital, Crafting slogans, taglines, and calls to action Module 6: Visual and Design Elements - Visual grammar and semiotics, Use of typography, colours, and layout in ad design, Use of tools (Canva, Photoshop, Figma)
IV LO4	Module 7: Media Strategy and Planning - Media mix selection and budgeting, Reach, frequency, GRPs, CPM, TRP metrics, Traditional vs. digital media comparisons Module 8: Digital Platforms and Technology Trends - Google, Meta, LinkedIn ad ecosystems, Influencer marketing, programmatic buying, AI in media, Native ads, video marketing, analytics dashboards
V LO5	Module 9: Integrated Marketing Communication (IMC) - Elements and synergy in IMC, Brand coherence and touchpoint management, Cross-platform storytelling Module 10: Measuring Effectiveness and Emerging Trends - KPIs: ROI, engagement rate, CTR, brand lift, Forecasting, predictive analytics, sentiment analysis, Forecasting, predictive analytics, sentiment analysis

Suggested Activities: List of Activities (60 Hours):

- Live Campaign Critique: Deconstructing Top Ad Campaigns (e.g., Nike, Amul, Fevicol).
- Role Play: Client-Agency Briefing Simulation.
- Ad Concept Development Project: Create a 360° Campaign for a New Product.
- Guest Lecture: Creative Director or Media Planner from a Leading Ad Agency

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- Brand Revamp Challenge: Reimagine an Outdated Brand Using Modern Ad Strategy
- Media Planning Workshop: Build a Cross-Platform Media Strategy.
- Social Media Campaign Simulation: Designing Paid Ads on Meta or Google Ads Platforms
- Comparative Ad Analysis: Ethics and Impact of Competitive Advertising (e.g., Pepsi vs Coke, Zomato vs Swiggy)
- Advertising Effectiveness Assessment: Pre-and Post-Campaign Metrics Study
- Panel Discussion: The Future of Advertising – AI, Personalization & Ethics
- Guest Lectures from Industry Experts – Insights into real-world digital marketing.
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

1. Advertising and Promotion: An IMC Perspective, Belch & Belch (McGraw Hill)
2. Ogilvy on Advertising, David Ogilvy
3. ADVERTISING MANAGEMENT; Prentice Hall, India. 2008, Aaker, Batra & Myers.
4. Contemporary Advertising, Arens and Weigold (McGraw Hill)
5. Advertising & IMC: Principles and Practice, Moriarty et al. (Pearson)
6. Strategic Brand Management, Kevin Lane Keller (Pearson)

Web Links

1. <https://www.campaignindia.in/>
2. <https://www.adage.com/>
3. <https://www.warc.com/>
4. <https://www.youtube.com/user/canneslions>
5. <https://www.hbr.org/topic/advertising>

Note:

1. Pedagogy Tools: Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.

2. Evaluation: There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.

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Course Title- Service Marketing

Course No. 24PMBAM06

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: This course is designed to prepare students who are pursuing marketing careers in the services or goods industries and non-marketing students desiring to understand the key concepts of services marketing and how they can be used to create competitive advantage for businesses.

Learning Outcomes

LO	Statement
1	Enable the students to learn the basics of service marketing
2	Understand customer focus in regard service marketing
3	Aligning service design and standards and analyzing delivery and performance of services
4	Analyzing service development and quality dimension of services
5	Evaluating emerging issues in service marketing

Unit	Contents
I LO1	Module 1: Concept and characteristics of services, difference in goods and service in marketing, evolution of services marketing, growth of service sectors and service industries; Module 2: Service marketing triangle, service marketing mix, Challenges faced by the Services Sector, Impact of Technology on Service Firms, Emerging Service Sectors in India
II LO2	Module 3: Customer Expectations of Service, Customer Perceptions of Service, Listening to Customers through Research, Module 4: Building Customer Relationships, Market segmentation Process, customer loyalty, Service Recovery, measuring customer satisfaction, SERVQUAL and GAP Model
III LO3	Module 5: Aligning Service Design and Standards: Service Innovation and Design, Customer-Defined Service Standards, Physical Evidence and the Servicescape Module 6: Delivering and Performing Service: Introduction, Service delivery process, service encounters and Moments of Truth, Employees' Roles in Service, service employee- criteria, importance and emotional approach service employee- criteria, importance and emotional approach, Customers' Roles in Service, Managing Demand and Capacity.
IV LO4	Module 7: Service Development and Quality Improvement: Introduction, Types of New Service Development and its Stages, Types of new services, Stages in new service development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development Module 8: Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery.
V LO5	Module 9: Managing Service Promises - Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Module 10: Measuring Effectiveness and Emerging Trends Service Marketing Research for Global Markets and Rural Markets, , Ethical Aspects in Service Marketing

Suggested Activities: List of Activities

- Icebreaker: Identify service experience
- Discussion: Analyze personal service choice
- Case study: Ritz-Carlton / Taj Hotels
- Role Play: Handling a service complaint
- Simulation: Pricing strategy for a consulting firm

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- Analyze complaint data from real company
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

1. Zeithaml, Bitner, Gremler (2021). Services Marketing: Integrating Customer Focus Across the Firm (7th ed.). McGraw-Hill Education.
2. Lovelock, C., & Wirtz, J. (2016). Services Marketing: People, Technology, Strategy (8th ed.). Pearson.
3. Kotler, P., Bowen, J. T., & Makens, J. (2016). Marketing for Hospitality and Tourism (7th ed.). Pearson.
4. Fitzsimmons, J. & Fitzsimmons, M. (2014). Service Management: Operations, Strategy, Information Technology. McGraw-Hill.
5. Case Studies & Articles:
6. Harvard Business Review: 'The Truth About Customer Experience'
7. McKinsey Report: 'Reimagining customer service in the next normal'
8. Forrester: 'AI in Customer Experience'

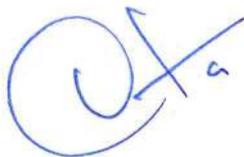
Suggested Audio Visuals link

1. <https://www.youtube.com/watch?v=5MBEHY7Q0Ls>
2. <https://www.youtube.com/watch?v=xFvbgddv7C4>
3. <https://www.youtube.com/watch?v=1zYsQSJvbog>
4. <https://www.youtube.com/watch?v=MnsVEKEqVoM>

Note:

1. Pedagogy Tools: Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.

2. Evaluation: There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.




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Course Title- Sales and Distribution

Course No. 24PMBAM05

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: This course is meant to make students understand fundamentals of Sales Management and Distribution Management. Students will be equipped with basic skills required in sales and distribution management.

Learning Outcomes:

LO	Statements
1	To understand the basics of sales management
2	To learn recruitment and selection for sales work force
3	To understand and analyse distribution channel management
4	To learn and develop channel designs and planning
5	To understand challenges and issues related with sales and distribution network

Unit	Contents
I LO1	Module 1: Introduction to Sales Management: The Selling process, Managing Sales Information, Sales Organization, Module 2: Managing of sales territory, Management of Sales Quota
II LO2	Module 3: Recruitment and Selection of Sales force: Training the sales force, 25% Sales force motivation, Module 4: Sales force compensation, Evaluating and controlling sales force
III LO3	Module 5: Distribution Channel Management: Evolution of Marketing Channels, Module 6: Retailing, wholesaling, Measuring Wholesale Performance, Franchising,
IV LO4	Module 7: Channel Design and Planning Process: Channel Management, Channel Information System, Module 8: Logistics and Supply Chain Management, Information Technology and Logistics & Supply Chain Management, Performance Measures
V LO5	Module 9: Challenges of Sales and Distribution: Management of issues/challenges related to sales and distribution network. Module 10: Innovative techniques and strategies for implementing effective sales and distribution network. Global issues related to sales and distribution for MNCs.

Suggested Activities: List of Activities

- Create a sales pipeline/funnel using CRM tools like Zoho or HubSpot (free version).
- Case Study Discussion: Analyze real-life sales organization structures (e.g., HUL, Nestle, Amazon).
- Sales Quota Planning Exercise: Design a sales quota plan for a product based on geographic territory.
- Conduct interviews with working sales managers about their territory planning strategies.
- Conduct mock recruitment interviews for sales executive roles.
- Create a short training module (PPT/video) on selling skills.
- Gamified Quiz: On sales force compensation plans and their pros & cons.
- Case Study: Evaluate a company's sales incentive plan and propose improvements.
- Salesperson Shadowing (Virtual/Recorded): Observe or review a day in the life of a sales executive and submit a report on same
- Channel Mapping Activity: Draw and present a distribution channel map for an FMCG brand.
- Retail Visit Report: Visit a retail store or supermarket and document supply chain touchpoints.
- Channel Conflict Role-Play: Enact a conflict situation between manufacturer and distributor.

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- Guest Lecture or Virtual Talk: From a channel manager or distributor/franchisee.
- SWOT Analysis: Of franchising models in India (e.g., Subway, Domino's, McDonald's).
- Analyze the logistics challenges of a major e-commerce company (e.g., Flipkart).
- Create a sample logistics performance dashboard in Excel.
- Emerging trends in sales & distribution (e.g., AI, voice commerce, omnichannel).
- Mini Research Project: Challenges faced by rural sales and distribution networks.
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

1. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill
2. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition
3. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition
4. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition
5. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition

Web Links

- <https://www.salesforce.com> – CRM and sales tools
- <https://hbr.org> – Articles on sales strategies and case studies
- <https://www.zohocrm.com> – Free CRM for sales simulation
- <https://supplychaindigital.com> – Insights on distribution and SCM
- <https://www.franchiseindia.com> – Retail and franchise trends

Note:

1. **Pedagogy Tools:** Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.
2. **Evaluation:** There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.




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Course Title- International Marketing

Course No. 24PMBAM07

**Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)**

Objective: The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the international business today. The course would develop a general perspective about managing international business both in operational as well as strategic context.

Learning Outcomes:

LO	Statements
1	Understand the basic of international marketing
2	To understand the perspectives of international marketing domain
3	Gain familiarity with international marketing environment
4	Learn and frame branding and promotional strategies
5	Make use of the international marketing pricing policies for business

Unit	Contents
I LO1	Module 1: Introduction: Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment - culture defined, elements of culture, culture analysis Module 2: Political & Legal Environment - Embargoes & sanctions, Political risk, legal factors, legal differences, Hofstede model.
II LO2	Module 3: Perspectives of International Marketing: International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally Module 4: Global Market Entry Strategies, Export/Import, International Intermediaries - EMC's, Trading Companies, Licensing, Franchising, Foreign Direct Investment, Local presence - Inter firm co-operation, MNC's and Globalisation, Merger's and Acquisitions.
III LO3	Module 5: International Marketing Environment: Environment and Global Marketing Economic Environment, New trade theory Module 6: Macro economic objectives, Function of World Trade Organsiation, Regional Economic groups (EEU, NAFTA, etc.), World Bank
IV LO4	Module 7: Branding and Strategy: Product and Promotion Strategy in International Marketing The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Module 8: Intellectual property, Gray market, Role of Services in global economy, Media advertising, Public Relations, Trade Fairs.
V LO5	Module 9: International Marketing Pricing Polices: Pricing for International Market Key factors in global pricing & methods, Pricing policies - Marginal cost, cost plus, Module 10: Market oriented, Export payment methods - Letter of Credit, Advance, Documentary Collection, Flexible Intermediate Bulk Container, Counter trade, Transfer price, Dumping & legal aspects.

Suggested Activities: List of Activities

- Hofstede Country Comparison Project: Compare two countries using Hofstede's cultural dimensions (use <https://www.hofstede-insights.com>).
- Debate: "Should Indian companies adopt a polycentric vs. ethnocentric approach to global expansion?"
- Infographic Creation: EPRG Framework vs. Global Business Models.
- Present a cultural analysis of a target country for market entry using elements of culture (language, customs, values, symbols, etc.)

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- Study how Indian companies (e.g., Tata, Infosys, Mahindra) expanded globally.
- SWOT Analysis Activity: SWOT of exporting vs. licensing vs. joint venture for SMEs.
- Group Presentation: Case study on global mergers/acquisitions by Indian firms (e.g., Tata Motors–Jaguar).
- Map Work: Identify major global trading companies and intermediaries and trace their networks.
- Compare economic blocs (e.g., EU vs. ASEAN) and their trade influence.
- Video Assignment: Explain New Trade Theory using a real-world example (e.g., Airbus vs. Boeing).
- News Analysis: Present current international economic news and its impact on global marketing.
- Concept Poster: World Bank, IMF, WTO – Roles and differences.
- Guest Talk: Invite an export marketing manager to share trade fair strategies.
- Group Project: Propose a global product launch strategy (Product mix + Promotion plan).
- IP Workshop: Conduct a workshop on copyrights, trademarks, and IP protection.
- Analyze India's stance on anti-dumping in recent WTO disputes.
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

1. Daniels & Lee, International Business Keegan, Global Marketing
2. Varshney & Bhattacharya, International Marketing Management
3. Paliwoda, S., & Thomas, M. (2013). International marketing. Routledge.
4. Onkvisit, S., & Shaw, J. J. (2008). International marketing: strategy and theory. Routledge.
5. Czinkota, M. R., Ronkainen, I. A., & Cui, P. (2007). International marketing. Mason: Thomson/South-Western.

Web Links

- Cultural & Business Environment <https://www.hofstede-insights.com>
- Global Business News <https://www.globaledge.msu.edu>
- WTO & Trade Data <https://www.wto.org>
- Export Promotion Resources <https://www.indiantradeportal.in>
- IP Protection & Info <https://www.wipo.int>
- Payment Methods Guide <https://www.eximguru.com>

Note:

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FINANCE ELECTIVES

Course Title-Investment Analysis & Portfolio Management

Course No. 24PMBAF03

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: To Understand the general structure of various financial markets, characteristics of financial instruments, calculate and analyze stock and bond valuation, conduct fundamental analysis and estimate risk and return of equity and debt to form portfolio of stocks.

Learning Outcomes

LO	Statement
1	Value financial products such as stocks and Bonds
2	Build a diversified portfolio and assess portfolio performance
3	Discuss various theories on bond and stock valuation
4	Work on the real data on excel and make portfolio
5	Make use of evaluation techniques for portfolio revision

Unit	Contents
I LO1	Module 1: Introduction to Security Analysis and Portfolio Management- Nature and Scope, Importance, Investment avenues, Characteristics of Investment, Investment Vs Gambling, Speculation, Hedging, different Investment avenues Module 2: Stock Exchanges and Their Mechanics; Market Indexes, Trading System in the Stock Exchanges; Stock Market Operations- Stock exchange members, Functions of Market, Clearing & Settlement
II LO2	Module 3: Risk and Return- calculation of arithmetic return, geometric return, compound annual growth rate, Real rate return, holding period return, expected return; Calculation of Risk, Standard Deviation, Variance, Types of risk. Module 4: Fundamental Analysis: Economic Analysis, Analysis of GDP, Interest rates, Inflation, Ease of doing business index, Peace index; Other Macro factors, Industry analysis- Cross sectional performance, Different types of industry, Industry life cycle, Industry risk.
III LO3	Module 5: Company Analysis-Share Valuation, Qualitative factors, Quantitative factors- different ratios, growth analysis. Bond valuation, Models of securities Valuation Module 6: Subtopics: Different debt instruments, types of yield, yield structure, concept of duration.
IV LO4	Module 7: Portfolio Analysis- Portfolio Selection, Portfolio risk and return using 2 assets, 3 assets, n assets, Portfolio return, Markowitz model. Module 8: Sharpe: The Single Index Model, Capital Asset Pricing Model.
V LO5	Module 9: Portfolio Revision, Portfolio Evaluation; Capital Market Line and Security Market Line, Revision strategies Module 10: Evaluation techniques- Sharpe, Jensen's and Treynor ratios.

Suggested Activities: List of Activities

- Select one equity and one debt instrument. Conduct a fundamental and technical analysis using tools such as P/E ratio, EPS, Bollinger Bands, and MACD.
- Form a group of 3-4 students and create a diversified portfolio using ₹10,00,000 virtual capital. Allocate across equity (large/mid/small cap), bonds, mutual funds, and ETFs. Track for 6-8 weeks using platforms like Moneycontrol, NSE Paathshala, or Investopedia Simulator.
- Use Excel or Python. Calculate and interpret expected return, standard deviation, beta, Sharpe ratio, and Treynor ratio for 5 listed stocks. Prepare a comparative risk-return profile.



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- Study how investor psychology (e.g., overconfidence, loss aversion) impacts investment decisions. Analyze real-world investment failures (e.g., GameStop, Bitcoin volatility). Presentation on behavioral biases and their implications for portfolio strategy.
- Invite fund managers, analysts from firms like ICICI Securities, HDFC AMC, or Zerodha to speak on: Real-world portfolio management, Active vs. passive investing, ESG investing trends.
- Compare three mutual funds from different categories (equity, hybrid, debt). AUM, NAV performance, portfolio composition, fund manager's alpha.
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

1. Security Analysis and Portfolio Management by Donald E. Fischer and Ronald J. Jordan, Pearson education, (Lt. Ed.)
2. Investments by Zvi Bodie, Alex Kane, Alan J. Marcus & Pitabas Mohanty, Tata McGraw Hill, (Lt. Ed.)
3. The Tao of Warren Buffet: Warren Buffet's Words of Wisdom Marry Buffet, Scribner. (Lt. Ed.)

Note:

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Course Title-Financial Derivatives

Course No.24PMBAF01

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: The course is designed to provide students a good understanding and analysis of the derivative products, their theoretical underpinning and practical applications. The course covers the design, use and pricing of derivative instruments and reviews their role in risk management. Students learn a range of analytical methods, apply these techniques with market data and communicate their findings to others.

Learning Outcomes

LO	Statement
1	Explain derivative instruments (e.g. futures, forwards, options and swaps)
2	Evaluate the motives and rationale of corporate hedging activity
3	Analyse the payoffs and strategies involved in trading derivative instruments
4	Evaluate prices of individual and combinations of derivative securities
5	Make use of various models for option pricing.

Unit	Topics
I LO1	Module 1: Derivatives: An overview, Types of Derivatives, Participants in Derivatives Market Module 2: Regulatory Framework, Consequences and Criticisms of Derivatives Commodity Derivatives
II LO2	Module 3: Forwards & Futures: Introduction to Forward Contracts, Introduction to Futures Contracts, Module 4: Cash Flows under Forward & Futures Contracts, Pricing Forwards & Futures Contracts
III LO3	Module 5: Stock and Index Futures: Index Futures, Futures Contract on Indices and Individual Stocks, Module 6: Features and Specification of Stock/Index Futures, Margining System, Pricing Stock & Index Futures
IV LO4	Module 7: Options: Call & Put Option, OTC and Exchange Traded Options, American & European Options, Option parties, Options contracts – specifications, features of call and put options Module 8: Options premium, Intrinsic value and Time value, Moneyness of call and put options, Pay off tables and graphs, Closing out of options.
V LO5	Module 9: Options and Swaps – Determinants, Option applications, Trading in options, Module 10: Option pricing- The Binomial Model, The Black Scholes Model, Swaps, pricing and types.

Suggested Activities: List of Activities

- Write a short research paper on the evolution of derivative markets in India and globally.
- Choose a commodity or stock index (e.g., Nifty 50, Gold) and analyze its futures pricing over one month.
- Design and evaluate four different strategies (e.g., bull call spread, straddle, strangle, protective put). Use payoff diagrams and profit/loss tables in Excel or graphically.
- Compare spot vs forward pricing using market quotes (e.g., GBP/USD).
- **Case Study Discussion** – Enron & misuse of derivatives.
- **Debate** – “Are circuit breakers effective at preventing market crashes?”
- Calculate duration and convexity of different bonds.
- **Group Work** – Construct yield curves and implied forward rates.
- Analyze the effectiveness of a collar strategy on a stock over a 6-month horizon.
- Create a diagram linking synthetic instruments to their underlying components.

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- Build a one-period and multi-period binomial model in Excel.
- **Group Presentation** – Compare currency swap structures and benefits for multinational firms.
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

1. John C. Hull, *Fundamentals of Futures and Options Market*, 5th Edition, Pearson Education, 2010.
2. Sundaram Janakiramanan, *Derivatives and Risk Management*, Pearson Education, 2011.
3. Robert W. Kolb and James A. Overdahl, *Futures, Options & Swaps, 5th Edition*, Wiley India, 2009.
4. Don M. Chance and Robert Brooks, *Derivatives and Risk Management Basics*, Cengage Learning, 2008.
5. David A. Dubofsky, and Thomas W. Miller, *Derivatives – Valuation & Risk Management*, Oxford University Press, 2003.

Case: Increasing hedging for interest rate and foreign currency risk for McDonald's (<https://fincad.com/resources/resource-library/case-study/mcdonalds-case-study>)

Note:

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Course Title- International Finance

Course No. 24PMBAF02

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: This course explores financial decision-making in a global context, focusing on exchange rate mechanisms, foreign investment strategies, international capital budgeting, risk management, and global financial markets. It equips students with the analytical tools to manage financial operations across borders and navigate risks arising from currency fluctuations and international regulations.

Learning Outcomes

LO	Statements
1	To understand the global financial environment and the role of multinational corporations.
2	To analyze the functioning of foreign exchange markets and exchange rate systems.
3	To Evaluate investment and financing decisions in an international context.
4	To Manage currency and political risk using various hedging techniques.
5	To Interpret global capital market trends and international financing instruments.

Unit	Topics
I LO1	Module 1: Global Financial Environment: Multinational corporations and international finance, balance of payments, Module 2: International financial institutions (IMF, World Bank), and role of central banks in currency stability.
II LO2	Module 3: Foreign Exchange Markets and Exchange Rate Determination: Structure and participants in the forex market, spot and forward markets, exchange rate quotations, Module 4: Purchasing power parity (PPP), interest rate parity (IRP), the Fisher effect.
III LO3	Module 5: Currency Forwards, Currency Futures and Currency Options, Currency Swaps. Module 6: Currency Forwards vs. Currency Futures Contracts. Trade settlements in the spot and currency futures and forward markets.
IV LO4	Module 7: Techniques for the Measurement and Management of Currency Risk and Exposure. Module 8: Parameters and constraints of Exposure Management
V LO5	Module 9: Foreign Direct Investment Module 10: International Capital Budgeting

Suggested Activities: List of Activities

- Country Risk Profile: Analyze political, economic, and legal risks for an emerging market (e.g., Argentina, Vietnam).
- Group Debate: "IMF: Stabilizer or Sovereign Interferer?"
- Current Events Brief: Weekly student-led summary of top international financial news (e.g., capital controls, debt crises).
- FX Trading Simulation: Use platforms like OANDA or Investopedia to simulate spot and forward trading.
- Role Play: Central bank vs. speculators — managing currency volatility.
- Build a purchasing power parity (PPP) and interest rate parity (IRP) calculator in Excel.
- Forecasting Project: Predict exchange rates using macro models or technical analysis.
- Evaluate an FDI project using NPV, APV, IRR under different FX scenarios.
- Presentation: Compare corporate governance structures in the US, Germany, and Japan.
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments

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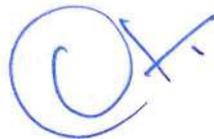
- Any other Practical/Practice as decided from time to time
- **Suggested Case Studies:**
 - 1) Toyota's Global Currency Risk Management- Use of hedging instruments and natural hedging strategies.
 - 2) Coca-Cola's Capital Budgeting in Latin America- FDI evaluation in volatile emerging markets.
 - 3) Starbucks: Global Financing Decisions- Raising capital through Eurobonds and international equity.

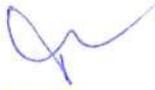
Recommended Readings

1. Madura, J. (2021). *International Financial Management* (14th ed.). Cengage Learning.
2. Shapiro, A. C., & Moles, P. (2014). *International Financial Management* (4th ed.). Wiley.
3. Eun, C. S., & Resnick, B. G. (2020). *International Financial Management* (9th ed.). McGraw-Hill Education.
4. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2019). *Multinational Business Finance* (15th ed.). Pearson.
5. Bekaert, G., & Hodrick, R. J. (2017). *International Financial Management* (3rd ed.). Cambridge University Press.

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Course Title-Financial Analytics

Course No. 24PMBAF04

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: This course shall provide basic understanding to students about financial data, its handling, filtering and utilisation for financial decision making. This course shall also emphasize on providing experience to students with developing models and checking their applications in R Studio software.

Learning Outcome

LO	Statement
1	To analyse data and get equipped with its basic characteristics.
2	To learn cause and effect relationship and choice of models in appropriate way.
3	To understand volatile behaviour of financial data series and model accordingly.
4	To establish co-movements between data series and forecasting data.
5	Make use of various volatility models using financial data

Unit	Contents
I LO1	Module 1: Basics of financial data & Visualization of Data and Trend: Introduction to Financial Data, Understanding of Types of Data and sources of data, Module 2: Descriptive Analysis, Trend Analysis & finance functions in excel, Econometric Models and their application
II LO2	Module 3: Time Series and Stationarity Test: Time series & its components, features of time series data, assumptions before modeling, log returns, Module 4: Stationarity tests/presence of unit root: ADF, PP, KPSS test, converting into stationary series.
III LO3	Module 5: Univariate Analysis-ARIMA: Univariate Analysis, usage of univariate series for projections and modeling, Forecasting of Time Series using ARIMA, Module 6: Understanding of Autoregressive, Moving Average, Autoregressive Moving Average, Autoregressive Integrated Moving Average, understanding of Deterministic and Stochastic Models, Autocorrelation Function and Partial Autocorrelation Function, Diagnostic Testing of ARIMA Models.
IV LO4	Module 7: Regression Analysis: Basics of correlation and regression application on financial data, Module 8: Bivariate and Multivariate Regression of Time Series (OLS model).
V LO1 LO4	Module 9: Volatility Models: Assumptions of volatility models, univariate, bivariate and multivariate analysis Module 10: Autoregressive Conditional Heteroskedasticity, Generalized Autoregressive Conditional Heteroskedasticity, Dynamic Conditional Correlation GARCH, Multivariate GARCH, Exponential GARCH, building Models using financial data.

Suggested Activities: List of Activities

- Software Bootcamp: Tutorials on Excel, Power BI, Python (pandas, matplotlib), or R (tidyverse).
- Financial Dataset Exploration: Explore Yahoo Finance or Quandl data; summarize key trends.
- Assignment: Clean and preprocess stock price data (handle missing data, normalize prices).
- Descriptive Statistics Lab: Calculate mean, median, variance, skewness, and kurtosis for financial returns.
- Visualization Project: Create dashboards in Power BI/Tableau showing stock trends, volatility, and correlations.
- Mini Case: "Which bank has better asset efficiency?" Analyze ROE, ROA, net interest margin.
- Modeling Lab: Forecast stock prices using moving averages, ARIMA, or exponential smoothing.

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- Excel/Python Task: Build a regression model to predict credit risk or stock returns.
- Team Project: Compare predictive performance of different time-series models.
- VaR Calculation: Compute Value-at-Risk using historical simulation and parametric methods.
- Stress Testing Simulation: Assess portfolio resilience under extreme market conditions.
- Monte Carlo Lab: Use simulations to model uncertain outcomes in capital budgeting or investment.
- Portfolio Optimization: Use Excel Solver or Python to find the efficient frontier and optimal risky portfolio.
- Sharpe Ratio Comparison: Evaluate performance of mutual funds or ETFs based on risk-adjusted return.
- Diversification Game: Form groups, build portfolios from various asset classes, and track weekly performance.
- Conduct DuPont analysis for selected firms across industries.
- Common Size Analysis: Visualize and compare income statements across years or firms.
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

1. Damodar N. Gujarati, Dawn C. Porter, & Sangeetha Gunasekar [GUJ], *Basic Econometrics*, 5th Edition, McGraw-Hill, 2015.
2. Ramu Ramanathan [RAM], *Introductory Econometrics with Applications*, 2nd Edition, Cengage, 2014.
3. Chris Brooks [CB], *Introductory Econometrics for Finance*, 2nd Edition, Cambridge University Press, 2008.
4. Makridakis, Spyros, Steven C. Wheelwright, and Rob J. Hyndman, [MAK], *Forecasting: Methods and Applications*, Third edition. John Wiley and Sons, 1998
5. J. M. Woolridge *Introductory Econometrics- A Modern Approach*, 6th Edition, Cengage, 2009.
6. Frank Fabozzi, Sergio M. Focardi, Svetlozar C. Rachev, Bala G. Arshanapalli [FAB], *The Basic Handbook of Financial Econometrics*, Wiley, 2014.
7. Walter Enders [WE], *Applied Econometric Time Series*, 3rd Edition, Wiley India, 2010.

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Course Title- Financial Markets and Services

Course No. 24PMBAF07

**Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)**

Objective: This course is designed to acquaint students with the working of the financial system and the financial markets. It provides exposure to the major financial services and the legal provisions governing them.

Learning Outcomes

LO	Statement
1	Understand the functioning of the financial system
2	Appraise functions of depositories and how they facilitate electronic trading.
3	Analyze the financial and operational importance of factoring and the role of merchant bankers to businesses.
4	Evaluate the rating framework, symbols, and methodology for bonds and companies.
5	Assess the role and growth of venture capital industry in India and process of securitization of financial assets.

L01:

L02: L03: L04:

Unit	Contents
I L01	Module 1: Overview of Financial System, Meaning, nature and types of Financial Services; Importance of Financial Services; Functions of capital market and money market Module 2: Stock exchanges and SEBI, Global Currency Markets, Overview of other such macro events like US recession, Covid-19.
II L02	Module 3: Constituents of Depository system; Functions of Depository; Dematerialization and Rematerialization process, Depositories in India. Module 4: Concept, origin and growth of MFs; Constitution & management of MFs; Classification of MFs schemes; NAV and pricing of MFs; State of MFs in India.
III L03	Module 5: Concept and process of factoring; Types and importance of factoring; Financial aspects of factoring. Module 6: Merchant Banking services, Issue management, Merchant Banking in India, Regulatory framework.
IV L04	Module 7: Concept and objectives of credit rating; Process of credit rating; Rating framework; credit rating agencies in India. Module 8: Leasing and its concepts. Overview about blockchain and cryptocurrency.
V L04	Module 9: Concepts & characteristics of venture capital; VC financing process; Venture capital in India; VCF Regulations. Module 10: Concept; Process of securitization; Advantages and financial evaluation.

Suggested Activities: List of Activities (60 Hours):

- Market Watch Diary- Track movements in stock indices (e.g., NIFTY, SENSEX) over a month. Students maintain a journal of daily index movements and major financial news; analyze correlations and reasons for trends. The students will make weekly summaries with analysis and graphical presentation.
- Financial News Analysis: the students will develop analytical thinking using current financial events. There will be weekly presentation on news related to SEBI, RBI, IPOs, or capital markets. Group presentations followed by Q&A.
- Role play a regulatory hearing or approval process for a new financial product.
- Students prepare a comparative report on two financial products.
- Organize field visits to a stock exchange, mutual fund company, or insurance firm.
- Invite industry experts from banks, investment firms, and regulatory bodies. Students to write a learning reflection post-session.

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- Analyze cases such as Satyam Scam, IL&FS crisis, IPO success/failure stories.
- Each student contributes 5 financial terms with definitions and examples.
- Teams create a fictional company and simulate the process of going public.
- Debate on topics such as "Impact of GST on Financial Services" or "Is Cryptocurrency a Threat to Traditional Financial Markets?"
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

1. Thummuluri Siddaiah, Financial Services, First Edition, Pearson Education, (Lt. Ed.)
2. Bharati. V. Pathak, The Indian Financial System (Markets, Institutions and Services), Second edition, Pearson Education, (Lt. Ed.)
3. Gordon and Natarajan, Financial Markets and Services, Fifth edition, Himalaya Publishing House, (Lt. Ed.)
4. M.Y. Khan, Financial Services, Fourth edition, Tata Mc. Graw Hill, (Lt. Ed.)
5. H.R. Machiraju, Indian Financial System, Third edition, Vikas Publishing House, (Lt. Ed.)
6. Nalini Prava Tripathy, Financial Services, Second edition, Prentice-Hall India, (Lt. Ed.)
7. L.M. Bhole, Financial Institutions and Markets, Fifth edition, Tata Mc. Graw Hill, (Lt. Ed.)

Note:

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Course Title: Corporate Taxation

Course No. 24PMBF08

**Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)**

Objectives: The objective of this course is to equip students with a comprehensive understanding of the Indian Income Tax framework and its practical application in individual and corporate taxation.

Learning outcomes:

LO	Statements
1	Understand Fundamental Concepts of Income Tax
2	Apply Deductions and Exemptions for Tax Liability Minimization
3	Understand and Explain Provisions of TDS and Advance Tax
4	Perform Tax Planning for Business Restructuring
5	Plan Managerial Remuneration and Foreign Collaborations in a Tax-Efficient Manner

Unit	Contents
1 LOI	Module 1: Basic concepts of income tax; residential status of a company, Module 2: Computation of Income under different heads of income, set off and carry forward losses.
2 LOII	Module 3: Income from salaries, income from house property and income from profits and gains of business and profession, Module 4: Deductions and Exemptions in Additional Taxes on Undistributed Profits
3 LOIII	Module 5: Income from capital gains, income from other sources, set off and carry forward of losses, Module 6: Clubbing of income, deduction of tax at source, advanced payment of tax
4 LOIV	Module 7: Tax Planning relating to amalgamation and merger of companies; tax considerations in respect of specific managerial decision like make or buy, own or lease, close or continue, Module 8: Sale in domestic markets or exports; replacements and capital budgeting decisions, etc.
5 LOV	Module 9: Tax Planning in respect of Managerial Remuneration, Foreign Collaboration and Joint Ventures; Module 10: Implications of Avoidance of Double Taxation Agreements

Suggested Activities: List of Activities

- Students compute taxable income and corporate tax liability of a fictitious or real company (with simplified data).
- Conduct a role-play where students simulate transactions across supply chains and apply GST input/output tax calculation.
- Students act as tax officers, corporate tax professionals, and tribunal judges for hypothetical tax disputes.
- Students design a tax-efficient structure for a business or corporate restructuring scenario.
- Hands-on session on calculating and preparing TDS returns using mock payroll or contractor data.
- Weekly student presentations on updates from Union Budget, Finance Acts, or rulings by ITAT/Supreme Court.
- Practice filling ITR-6 or ITR forms relevant to corporates using dummy data.
- Comparative analysis of India's corporate tax system with other countries (e.g., Singapore, USA, UK).
- Post-budget student analysis of corporate taxation proposals and their implications on industries.



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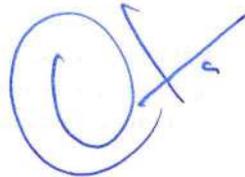
- Invite guest speakers from major companies.
- Tax glossary preparation
- Create MAT calculator in Excel
- Debate: "Tax Planning or Avoidance"
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

1. Ahuja, G K & Gupta, Ravi Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Iyengar, A C. Sampat Law of Income Tax. Allahabad, Bharat Law House.
3. Kanga, J B and Palkhivala, N. A. Income Tax. Bombay, Vol. 1-3, N.M. Tripathi.
4. Ranina, H P. Corporate Taxation: A Handbook. 2nd ed., New Delhi, Oriental Law House.
5. Singhania V.K., Corporate Tax Planning, TMH.
6. Gupta and Gupta, Corporate Taxation in India, Himalya Publishing House

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Course Title: Financial Risk Management

Course No. 24PMBAF09

**Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)**

Objective: To make the learners understand the learning and development processes, design, implement, and evaluate effective training and executive development programs in modern organizational settings.

Learning Outcomes

LO	Statements
1	Understand the fundamental concepts of risk, its types, sources, and approaches for identifying and managing risks.
2	evaluate financial risks at the corporate level using concepts like economic capital, probability of default, and RAROC
3	Develop knowledge of forward contracts and their application in managing commodity, interest rate, and currency risks
4	Apply futures contracts for risk management by understanding their valuation, hedging techniques, and differences from forwards.
5	Understand the structure of option contracts and make use of regulatory framework for risk.

Units	Contents
1 LO1	Module 1: Introduction to Risk and Uncertainty, The concept of Risk- Nature- Need and scope of risk. Source Sources of Risk, Types of risk-Credit, Market, operational risk, Methods of handling Risk, Degree of Risk, Module 2: Management of Risk, - measurement- identification and evaluation of Risk. Possible Risk events- Risk Indicators, Risk management approaches and methods. Risk reporting process-internal and external.
2 LO2	Module 3: Risk Measurement at Corporate Level- Meaning of Economic Capital (basic concept: capital reserved to absorb unexpected losses), Probability of Default, Simple explanation of default risk in credit lending, Using Risk-Adjusted Performance for Business Decisions Module 4: Introduction to RAROC (Risk-Adjusted Return on Capital), Measuring Credit Risk - Overview of credit scoring, credit rating, and borrower analysis.
3 LO3	Module 5: Forwards: Features and pay-off profile of Forward contract. Valuation of forward contracts. Module 6: Forward Contracts to manage Commodity price risk- Interest rate risk and exchange rate risk. Limitations of Forward contract.
4 LO4	Module 7: Futures: Clearing house- margin requirements- marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Module 8: Risk management with Futures contracts-hedge ratio and the portfolio approach to a risk-minimizing hedge.
5 LO5	Module 9: Options: Definition, Option premium- intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Module 10: Regulatory Frameworks Basel norms I, II, III; Solvency II, RBI guidelines; Enterprise Risk Management (ERM), Integrated risk management, COSO framework, risk appetite, Risk Governance & Culture, Emerging Risks-Cyber risk, ESG risk, geopolitical risks

Suggested Activities: List of Activities

- Students form groups and brainstorm possible risks faced by a business (e.g., bank, manufacturing firm, e-commerce).
- Read a short case on a business that failed/succeeded based on risk management. Students identify sources of risk and discuss the management approach.

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- Students design a short risk assessment survey for SMEs and collect sample data. (Group Assignment)
- Students create an infographic on "Types of Risks and Risk Indicators".
- Each group explains the differences and presents real-world examples (like CRISIL, CIBIL, S&P).
- Provide a small dataset, and students calculate RAROC for business divisions.
- Students draw and interpret payoff profiles of forward contracts using real-life commodity data.
- Use Excel to compute the value of a forward contract on gold or currency.
- Split class into two teams to argue the merits/demerits of forwards vs futures.
- Calculate margin requirements, MTM profit/loss, and hedge ratio using Excel.
- Watch a short video from NSE/BSE on futures and discuss insights in class.
- Students solve numerical problems related to basis risk and convergence using real data.
- Conduct a Kahoot or Google Forms quiz to test regulatory framework knowledge.
- Students prepare and display posters explaining key elements and relevance of the framework.
- Students create short videos (5-7 mins) explaining a specific risk concept or historical event like 2008 financial crisis, Basel II impact, or COVID-19 supply chain risk.
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings

1. Dun and Bradstreet, Financial Risk Management, Tata Mc Graw hill
2. John C. Hull Sankarshan Basu, Options, Futures and Other Derivatives, Pearson Education.
3. Paul Hopkins, Kogan Page, Fundamentals of Risk Management, Institute of Risk Management.
4. "Financial Derivatives" by S.L. Gupta
5. David. A. Dubofsky & Thomas. W. Miller, Jr., Derivatives Valuation and Risk Management, Oxford University Press.
6. Jean, Philippe, Bouchaud and Mark Potters, Theory of Financial Risk and Derivative Pricing,, Cambridge press
7. Rene. M. Stulz, Risk Management & Derivatives, Thomson Southwestern.

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HUMAN RESOURCE ELECTIVES

Course Title: Human Resource Metrics and Analytics

Course No. 24PMBHR09

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: This course aims to equip students with the knowledge and skills to collect, analyze, and interpret HR data for strategic decision-making. It focuses on applying HR metrics and analytics to improve workforce management, optimize HR functions, and align people strategies with organizational goals.

Learning Outcomes

LO	Statements
1	Explain the concepts, need, and scope of Human Resource Metrics and Analytics in modern organizations.
2	Apply appropriate HR metrics and analytical tools to measure HR processes and workforce performance.
3	Analyze HR data to forecast trends in areas such as employee turnover, recruitment, and engagement.
4	Evaluate the impact of HR interventions and programs using evidence-based analytics and reporting tools.
5	Apply various data visualization tools for understanding personnel reports and challenges

Unit	Contents
1 LO 1	Module 1: Introduction to HR Metrics and Analytics- Concept and evolution of HR analytics, Changing HR dynamics and need for analytics, HR metrics: objectives, types, and importance, Aligning HR metrics with business strategy. Module 2: Analytical Foundations for HR Measurement- Decision science influences on HR measurement, LAMP framework and HCM:21 model, Analytical concepts from statistics, finance, and economics, Introduction to HR dashboards and scorecards.
2 LO 2	Module 3: Types of HR Metrics and KPIs- Workforce planning, recruitment, selection, and retention metrics, Training & development, compensation, benefits, and industrial relations metrics, Measuring employee engagement, satisfaction, and organizational culture. Module 4: Data Collection, Management & Quality- HR data types, sources (HRIS, surveys, interviews, digital tools), Data quality, governance, privacy, and ethical considerations, HR data cleansing, validation, and preparation for analysis.
3 LO 3	Module 5: Predictive and Prescriptive Analytics in HR- Concepts, applications, and benefits, Employee turnover prediction, performance forecasting, Tools and techniques: trend analysis, regression, correlation, SEM. Module 6: HR Analytics Tools and Technologies, HRMS/HRIS systems, data visualization tools, AI and machine learning applications in HR, HR dashboards, reporting tools, and analytics software.
4 LO 4	Module 7: HR Analytics for Talent Management- Talent acquisition and retention analytics, Career progression, succession planning, Workforce segmentation, diversity, and inclusion analysis. Module 8: Evaluating HR Interventions- Measuring effectiveness and ROI of HR programs, Monitoring impact of interventions and workforce initiatives, Evidence-based HR and strategic decision-making.
5 LO 5	Module 9: HR Data Visualization and Communication- Visualizing HR metrics for decision support, Designing dashboards, scorecards, and reports, Storytelling through

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	<p>HR analytics for stakeholders.</p> <p>Module 10: Emerging Trends and Future of HR Analytics- New opportunities, challenges, and emerging data sources, Evolution of people analytics, datafication of HR, Ethical, legal, and professional issues in people analytics.</p>
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Suggested Activities: List of Activities

- Students create a timeline of key milestones in HR analytics evolution using Canva or PowerPoint.
- Debate on how HR analytics is transforming traditional HR roles.
- Study companies like Google or Netflix and evaluate how HR metrics support their strategies.
- Students design a basic HR dashboard or balanced scorecard aligned to a strategic business goal.
- Use Excel to build a dashboard showing KPIs for recruitment, retention, and engagement.
- Given a job role, students identify and define 5 relevant HR metrics (e.g., TAT, retention rate).
- Interview 2 HR professionals to understand how data is collected and validated in their organization.
- Use sample data to predict employee turnover or performance using linear regression or correlation.
- Students explore one HR tool and demonstrate how it supports decision-making.
- Invite a data scientist or HR analyst to share applications of AI in HR analytics.
- Create a dashboard with mock data showcasing gender, generational, and skill diversity.

- Design an infographic showcasing trends like AI in HR, wearables, or people sustainability.
- Groups represent roles (CEO, CHRO, Data Scientist) and discuss future directions.
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

1. Marr B, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page
2. Edwards & Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page
3. Cascio & Boudreau, Investing in People: Financial Impact of Human Resource Initiatives, Pearson Education.
4. Fitz-Enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM.
5. FerrarN. et al, The Power of People: How Successful Organizations Use Workforce Analytics to Improve Business Performance, Pearson FT Press.

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Course Title: Performance Management and Training Interventions

Course No. 24PMBHR10

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: This course aims to equip students with the knowledge to systematically plan, assess, and enhance employee performance while addressing skill and competency gaps through targeted training interventions.

Learning Outcomes

LO	Statements
1	Understand and explain the key concepts, processes, and methods involved in performance management systems.
2	Apply and evaluate various performance management tools, competency mapping, and performance-linked reward systems.
3	Understand and explain the concepts, processes, and significance of training, learning, and employee development.
4	Design, implement, and evaluate effective training and career development programs
5	Analyse the process of employee development and future trend in of training and development

Unit	Contents
1 LO1	Module 1: Introduction, Definition, characteristics, and objectives, Principles and challenges of performance management, Transition from performance appraisal to performance management, Strategic and legal issues, models of performance management, Performance Management Cycle, Balanced Scorecard, benchmarking, and best practices. Module 2: Performance & Potential Appraisal Systems- Meaning, features, and objectives of performance appraisal, Factors affecting appraisal, benefits, limitations, and essentials of a good system, Evaluation of appraisal systems, Concept, significance, and requirements for effective potential appraisal.
2 LO2	Module 3: Performance Appraisal Methods and Approaches- Traditional methods and Modern methods, Advantages, disadvantages, and sectoral applications of these methods. Module 4: Performance Planning, Monitoring & Counselling- Concepts, objectives, methodologies, and barriers in performance planning, Competency mapping: types, significance, and methods, Performance monitoring processes, ongoing mentoring, and counselling techniques, Performance counselling skills and strategies for higher job performance.
3 LO3	Module 5: Performance Management Implementation and Reward Systems- Challenges and bottlenecks in implementing PMS, Operationalizing change through PMS and building high-performance teams, Linking PMS with organizational rewards components, linkage, and implications, Ethics in performance management and role of HR professionals in the knowledge era. Module 6: The Training Context- Relationship between HRM and employee development initiatives, Nature and Scope of Training, Learning theories, Learning principles, learning styles, and factors influencing learning effectiveness.
4 LO4	Module 7: Need Assessment and Objective Identification- Process and Approaches of Training Need Analysis, Understanding and Developing Objectives of Training Module 8: Training Design, Delivery and Evaluation- Designing Training, Training Methods, Implementation and Evaluation of Training, Technology and Training
5 LO5	Module 9: Employee Development and Career Management- Approaches and Process of Employee Development, Career Management, Succession planning and talent pipeline management. Module 10: Future of Training & Development- Emerging trends in workplace

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	learning, Impact of AI, big data, and virtual reality in training, Reskilling and upskilling for future workforce demands.
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Suggested Activities: List of Activities

- Compare a company that successfully transitioned from performance appraisal to PMS
- Students discuss real-world examples and reflect on organizational challenges.
- Students create a Balanced Scorecard for a simulated business unit.
- Research performance management best practices in top companies and create a visual presentation.
- Watch a TED Talk or HR leader video on PMS and submit a reflection note.
- Create a chart comparing features, benefits, and applications across sectors.
- Create SMART goals for different roles based on job descriptions.
- Competency Mapping Exercise- Identify key competencies for a specific job role and map them using a selected method.
- Group Presentation: Linking PMS with Rewards- Explain how pay, recognition, and development are tied to performance outcomes.
- HRM & Learning Theories Mapping Chart - Students create a map linking learning theories to HRM practices and employee development.
- Reflection Paper: Role of HR in Performance Culture- Write a short essay on how HR professionals can drive performance in the knowledge economy.
- Interview employees from different sectors (real or role-play) to identify training needs and develop an assignment on same
- Explore LMS (Learning Management Systems) or virtual training tools and present their benefits.
- Create a career development path for three different roles in a selected industry.
- Students discuss pros and cons of AI in training & development.
- Students perform a skill-gap analysis for a future role and suggest an upskilling roadmap.
- Invite an HR expert to discuss real-world applications and innovations in PMS and training.
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

1. Armstrong, M. & Baron, A. Performance Management: A Strategic and Integrated Approach to Achieve Success, Jaico Publishing House.
2. Herman Aguinis. Performance Management, Sage Publications.
3. Rao, T.V. Performance Management and Appraisal Systems.
4. Noe, Raymond A., Employee Training & Development, McGraw-Hill.
5. Lynton P. Rolf & Pareek, Udai, "Training for Development", Vistaar Publications.

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Course Title- Cross Cultural and Global Management

Course No. 24PMBHR11

**Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)**

Objective

To empower future CXOs, Directors, and Global Leaders with cultural dexterity and strategic insights necessary for managing across borders. The course aims to develop deep understanding of cultural frameworks, cross-cultural leadership, global team management, and the dynamic international business environment.

LO	Statement
1	Understand fundamental concepts of culture and global management
2	Analyse cross-cultural models and their real-world application
3	Critique leadership challenges in managing multicultural teams globally
4	Formulate strategies for leading diverse and geographically dispersed teams
5	Apply intercultural communication frameworks in business scenarios

Unit	Contents
I LO1	Module 1: Understanding Culture: Definitions, Layers, and Dimensions; Cross-Cultural Management – meaning and concept; Cross-cultural puzzle of global human management. Module 2: Globalization and Cultural Convergence/Divergence; Cultural Intelligence (CQ) in Leadership, nature and scope of International business; modes of entry into International Business
II LO2	Module 3: Hofstede’s Cultural Dimensions Theory; Trompenaars’ Cultural Model, Kluckhohn and Strodtbeck framework, The GLOBE Study and Schwartz Value Survey. Module 4: The GLOBE Project and Its Implications for Global Leadership, Use of frameworks, International and cross-cultural research: types & critiques, Global Values: Task-related, interpersonal, and individual values, Cultural dynamics and impact of cultural distances within mergers and acquisitions.
III LO3	Module 5: Nature of Multinational Enterprises, Managing Multicultural Teams: Building Inclusive Global Trust. Managing cross-cultural transition: Selection of managers for overseas assignments, The expatriate’s global career cycle Module 6: Conflict Resolution and Communication Styles Across Cultures - Culture as a Multilevel Dynamic Construct. Women in international management, Dual career couples; Implications of international working on work-life balance, Global careers, and Challenges of managing across cultures in the future.
IV LO4	Module 7: Strategic Issues in Managing Across Borders; Centralization vs. Decentralization. Cultural Diversity: Meaning & Nature; Diversity & Inclusion; Cultural Synergy: Stereotypes & Prejudice; Employment-Related Discrimination; Type of diversity in teams. Module 8: Ethical Dilemmas and Global CSR: Managing Ethics in Cross-Cultural Contexts. Diversity Management: equal opportunity perspective, Managing workforce Diversity as Competitive Advantage; The Inclusive workforce model.
V LO5	Module 9: Digital Globalization, AI, and Remote Cross-Cultural Team Management Module 10: Building a Transnational Mindset: Adaptability, Resilience, and Leadership for Future Global Environments

Suggested Activities: List of Activities

- Cultural Simulation Exercises and Role Plays (e.g., negotiation styles)
- Harvard Business School Cases: Ikea’s Global Strategy, McDonald’s India, Uber China
- Conduct a Cultural Self-Audit (CQ Assessment)
- Global Team Virtual Collaboration Project
- Cross-cultural Communication Workshops with Real-world Case Discussions
- Panel Discussion: "Challenges of Global Leadership in the Post-Pandemic World"

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- Simulation Game: Managing Cultural Conflicts in a Virtual Environment
- Group Debate: Globalization – Cultural Homogenization vs. Diversity Promotion
- Guest Lectures from Global Business Leaders and Diplomats
- Research Paper Presentation: Managing Global Talent
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

1. *International Management: Culture, Strategy, and Behavior* – Fred Luthans & Jonathan Doh (McGraw Hill)
2. *Riding the Waves of Culture: Understanding Diversity in Global Business* – Fons Trompenaars and Charles Hampden-Turner
3. Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations*. Sage publications.
4. Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the waves of culture: Understanding diversity in global business*. Nicholas Brealey Publishing.
5. Bhagat, R. S., & McQuaid, S. J. (2016). *Handbook of cultural intelligence: Theory, measurement, and applications*. Routledge.
6. Maznevski, M. L., & DiStefano, J. J. (2016). *Global leadership: Research, practice, and development*. Routledge.
7. Brett, J. M., Adair, W. L., & Okumura, T. (2014). *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*. John Wiley & Sons.
8. *The Culture Map: Breaking Through the Invisible Boundaries of Global Business* – Erin Meyer
9. *Leading Across Cultures* – Chris Earley & Soon Ang
10. *Global Dexterity* – Andy Molinsky

Web Links

1. <https://hbr.org/topic/global-management>
2. <https://www.coursera.org/learn/cross-cultural-leadership>
3. <https://www.erinmeyer.com/>
4. <https://globesmart.aperian.com/>
5. https://www.mindtools.com/pages/article/newLDR_66.htm

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Course Title- Managing Diversity

Course No. 24PMBHR12

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective

To equip future global leaders with the competencies to effectively manage, lead, and leverage diversity within organizations. This course focuses on strategic diversity management, inclusion frameworks, global perspectives, legal aspects, and leadership models that enhance organizational performance and innovation in diverse environments.

LO	Statement
1	Understand the meaning, dimensions, and significance of diversity
2	Interpret major theories and practices of diversity management
3	Analyse challenges and opportunities in implementing diversity programs
4	Formulate strategies for creating inclusive workplaces
5	Apply global best practices in diversity and inclusion (D&I) management

Unit	Contents
I LO1	Module 1: Introduction to Diversity: Concepts, Types (Demographic, Cognitive, Experiential Diversity), Forces behind diversity, Effects of Diversity Module 2: Theories of Diversity, Stereotypes & Ethnocentrism, Business Case for Diversity: Impact on Innovation, Financial Performance, and Employer Branding.
II LO2	Module 3: Age, Race, Ethnicity, Cultural, Social class, Religion, Appearance, Weight, Language diversity, Unconscious Bias, Microaggressions, and Stereotype Threats in the Workplace Module 4: Inclusive Leadership: Building High-Performing Diverse Teams, Gender diversity in the workplace, Women in Leadership Positions, Visible & Invisible Disability at the workplace.
III LO3	Module 5: Workforce diversity as a competitive advantage, Impact of diversity on Individual, group, and organizational performance, Developing a Diversity and Inclusion Strategy: Goals, Metrics, and Roadmaps Module 6: Diversity Scorecard, Challenges of Diversity at the workplace, Strategies for Managing Diversity at the workplace, Best Practices in Talent Acquisition, Retention, and Career Advancement for Diverse Employees
IV LO4	Module 7: Diversity Management Across Cultures: Global Trends, Local Adaptations, Diversity Management and Leadership. Module 8: Equal Opportunity Laws, Affirmative Action, and Global Regulatory Compliance
V LO5	Module 9: Technology and Diversity: AI Bias, Remote Work Inclusion, Digital Accessibility, Global Legislations and public policies towards diversity, Discrimination and equality in employment. Module 10: Future of Work: Neurodiversity, Generational Diversity, and Building Resilient Organizations, The International Bill of Human Rights, diversity-related employment legislation around the world.

Suggested Activities: List of Activities

- **Harvard Case Studies:** *Managing Diversity at IBM, Deloitte's Inclusion Strategy:* Analyze real organizational approaches to D&I transformation.
- **Role Plays:** *Handling Unconscious Bias Situations:* Practice managing microaggressions, gender assumptions, and ageism in team settings.
- **D&I Audit Project:** *Assessing Organizational Diversity Culture:* Evaluate your company's recruitment, retention, and inclusion practices using an audit checklist.
- **Guest Lecture:** *Global Chief Diversity Officer Session:* Invite an industry leader to discuss lived D&I leadership experience and global challenges.

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- **Simulation Game: Inclusive Decision-Making Under Pressure:** Real-time group activity where diverse team perspectives must be reconciled in a business crisis.
- **Cross-Cultural Diversity Management Workshops:** Interactive sessions comparing workplace norms, values, and communication styles across cultures.
- **Group Discussion: Debating Quota Systems and Meritocracy:** Examine controversial diversity policies, challenge assumptions, and balance ethics vs strategy.
- **Cultural Intelligence (CQ) Self-Assessment and Action Plan:** Participants assess their CQ scores and build an improvement roadmap for multicultural collaboration.
- **Research Project: Designing an Inclusive Hiring Strategy:** Groups develop bias-aware hiring frameworks including outreach, JD redesign, and interview rubrics.
- **Panel Discussion: Future Challenges for Global D&I Leaders:** Industry experts discuss AI bias, inclusive tech, generational diversity, and post-pandemic inclusion.
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

1. Diversity in Organizations – Myrtle P. Bell (Cengage Learning)
2. Beyond Inclusion: Work-life Interconnectedness, Energy, and Resilience in Organizations – Bernardo M. Ferdman
3. What If I Say the Wrong Thing? 25 Habits for Culturally Effective People – Verna A. Myers
4. The Loudest Duck: Moving Beyond Diversity While Embracing Differences – Laura Liswood
5. Inclusion: Diversity, The New Workplace & The Will To Change – Jennifer Brown

Web Links

1. <https://hbr.org/topic/diversity-and-inclusion>
2. <https://www.coursera.org/specializations/diversity-inclusion>
3. <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/default.aspx>
4. <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

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Course Title: Counselling Skills for Managers

Course No. 24PMBHR13

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: This course aims to provide insights into managing behavioural and interpersonal challenges in the workplace by developing counselling skills. It also focuses on understanding the counselling process, its applications in organizational settings, and ethical dimensions relevant to counselling practices.

Learning Outcomes

LO	Statements
1	Explain the concepts, approaches, and processes of counselling, particularly in the context of organizational performance management.
2	Apply counselling techniques in handling problem situations like conflicts, midlife career issues, downsizing, and diversity management.
3	Demonstrate effective communication, listening, and feedback skills essential for workplace counselling.
4	Identify and address ethical, legal, and professional issues in counselling practices within organizations.
5	Apply real life applications of counselling frames work in organisation

Unit	Contents
1	Module 1: Introduction to Counselling- Meaning, evolution, and significance in workplace settings, Approaches and goals of counselling, process of counselling. Module 2: Fundamental Counselling Skills- Client assessment, building relationships, non-verbal and verbal communication, Listening barriers, qualities of a good counsellor, core conditions of counselling.
2	Module 3: Counselling Interventions in Organizations-Techniques like empathy, active listening, effective feedback, Performance counselling, conflict resolution, midlife blues, diversity management. Module 4: Performance Counselling- Concept, need, process, and challenges of performance-related counselling, Handling performance issues, counselling for career growth.
3	Module 5: Organizational Application of Counselling Skills- Change management, downsizing, team management, mentoring special employee groups. Module 6: Understanding Client Behaviour- Client-counsellor relationship, assessing client problems, dealing with resistance, Application of TA (Transactional Analysis) and Johari Window in counselling.
4	Module 7: Ethics in Counselling- Need for ethical standards and guidelines, Client rights, confidentiality, dual relationships, legal responsibilities. Module 8: Communication Strategies for Managers- Persuasion skills, conflict handling communication, group dynamics in counselling.
5	Module 9: Motivation, Productivity and Counselling- Role of counselling in addressing productivity challenges, understanding low productivity causes, developing counselling cells in organizations. Module 10: Practical Application and Case-Based Learning- Real-life counselling cases, role plays, and simulations, Designing counselling frameworks for schools, colleges, NGOs, or corporate settings.

Suggested Activities: List of Activities

- Create a visual timeline tracing the development of counselling from early practices to modern workplace counselling.
- Students write a short essay on how counselling can impact employee well-being and performance.
- Small groups present different counselling approaches and their organizational applications.
- Watch a video or live interaction and analyze non-verbal cues and their impact.
- Pair up to practice core counselling skills with peer feedback on listening and response.



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- Create an "Empathy Map" to understand and address emotional challenges of diverse employees.
- Design a counselling intervention plan for a company undergoing layoffs or transformation.
- Conduct a self-assessment and group activity to apply the Johari Window model for team development.
- Watch and analyze a video on career or workplace counselling, with takeaways on techniques and ethics.
- Conduct multiple short role-plays demonstrating skills like feedback, active listening, and conflict resolution.
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

1. Kavita Singh, Counselling Skills for Managers, PHI Learning.
2. Marianne Minor, Coaching and Counselling, Crisp Learning.
3. Meier, S.T. & Davis, S.R., The Elements of Counselling, Brooks/Cole.
4. Young, M.E., Learning the Art of Helping: Building Blocks and Techniques, Pearson.
5. Neukrug, E.S., The World of the Counsellor: An Introduction to the Counselling Profession, Cengage Learning.

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2. Evaluation: There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.




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Course Title: Compensation and Reward Management

Course No. 24PMBHR14

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objectives: The course will equip students with a deep understanding with the theoretical foundations of Compensation and reward Management along with current trends in organizational contexts.

Learning Outcomes:

LO	Statements
1	Understand the concepts, goals, and theoretical foundations of compensation, including wage differentials and equity systems.
2	Explore the aims, components, and strategic role of reward systems and recent developments in recognition practices.
3	Learn how to design effective compensation packages including pay levels, pay mix, and pay structures.
4	Examine incentive plans, fringe benefits, and compensation strategies for various organizational roles.
5	Understand legal provisions, tax planning, redundancy strategies, and international compensation practices

Unit	Topic
I LO1	Module 1: Compensation Management: Concept, Goals and the theoretical foundations of Compensation Management: Economic and behavioural theories. Module 2: Internal and external equity in Compensation System. Wage Differentials: Inter and Intra industry wage differentials.
II LO2	Module 3: Reward Management: Concept, Aims, Components of Reward system: Monetary & Non-Monetary Rewards, Role of Reward in organisation, Module 4: Strategic perspectives of Reward systems and strategies. Recent Development in Rewards and Recognition in business organisations.
III LO3	Module 5: Understanding Compensation Packages: Designing Pay Level, Pay Matrix/Mix and Pay Structures Module 6: Compensation of Chief Executives, Senior Managers, R & D Staff, Board of Director, Sales Executives.
IV LO4	Module 7: Employee Benefits: Supplemented Pay benefits (pay for time not worked), Insurance benefits, Retirement benefits, Module 8: Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.
V LO5	Module 9: India Code on Wages Act, 2019: Salient provisions. Tax Planning: Tax Implication of Employee Compensation Package to the Employer; Module 10: Strategies to deal with the Workforce Redundancy. International Compensation Practices: Problems, Objectives and Elements of Expatriate.

Suggested Activities: List of Activities

- Group Discussion: Analyze various economic and behavioral theories of compensation management.
- Case Study: Compare internal vs. external equity with examples from real companies.
- Debate: Are intra-industry wage differentials justified? Students take positions based on company policies.
- Panel Discussion: Strategic use of non-monetary rewards in startups vs. corporates.
- Research Activity: Track recent trends in employee recognition and prepare a presentation.
- Role Play: As HR managers, students pitch pay structures to a company's leadership.
- Comparative Study: Compare pay components of executives across 3 industries and present insights.

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- Field Assignment: Conduct interviews or surveys to understand current employee benefit offerings in local firms.
- Analytical Task: Evaluate and categorize various employee benefits in terms of cost and utility.
- Design Project: Create a flexible benefits plan for a growing startup.
- Legal Analysis: Analyze key provisions of the India Code on Wages Act, 2019 using hypothetical scenarios.
- Case Study: Design an international compensation package for an expatriate and identify key challenges.
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

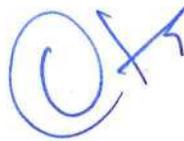
Recommended Readings (All Latest Editions)

1. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
2. Milkovich, Newman, Ratnam, Compensation, McGraw Hill, New Delhi.
3. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall
4. Armstrong, M and Murlis H, Reward Management, Kogan Page.
5. Cascio, Costing Human Resource, Thomson Learning,, India
6. Martocchio Joseph J., Strategic Compensation-A Human Resource Management Approach, Pearson Education.
7. Richard I Henderson, Compensation Management in a Knowledge-Based World, Pearson Education.

Note:

1. **Pedagogy Tools:** Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.

2. **Evaluation:** There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.



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Course Title: Management of Industrial Relations

Course No. 24PMBHR15

**Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)**

Objectives: The course aims to equip learners with knowledge of dispute resolution mechanisms, collective bargaining, employee discipline, grievance handling, and worker participation in management, with a focus on the Indian legal and organizational context.

Learning Outcomes

LO	Statements
1	Understand the concept, objectives, significance, and key approaches of Industrial Relations.
2	Analyze different models of IR and explore the structure of the IR system in India.
3	Learn the functions, types, and challenges of trade unions in India along with key provisions of the Trade Union Act, 1926.
4	Explore the concept, forms, and evolution of workers' participation and industrial democracy in India.
5	Able to communicate your knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose

Unit	Contents
I LO1	Module 1: Structure & Evolution of IR- Introduction to IR: Concept, Nature, Objectives, Significance & Factors of Industrial Relations and Approaches. Module 2: Models of Industrial Relations- Unitarist, Pluralist, Dunlops and Marxist perspectives of IR; Industrial Relations System in India.
II LO2	Module 3: Industrial Disputes in India- Meaning, Difference between Industrial Disputes and Industrial conflict, Forms and impact of Industrial Disputes, Module 4: Prevention and settlement of industrial disputes: Statutory and Non-Statutory Measures, Disputes settlement Machineries stipulated in Industrial Disputes Act 1947.
III LO3	Module 5: Trade Unionism- Concept, Functions of Trade Unions, Types of Trade Unions-Problems of Trade Unions in India. Trade union act 1926, Module 6: Collective Bargaining: Concept, Principles, Forms of Collective Bargaining, Theories and practices of Collective Bargaining. Negotiation - Effective negotiation, trends, issues and practices in Negotiation in Indian Industries.
IV LO4	Module 7: Employee Discipline and Grievance- Concept, Aspects & Objectives, Causes of Indiscipline, Approaches to deal with Indiscipline activities: Traditional Approach, Judicial Approach, Humanistic Approach, Hot Stove Approach, HRD Approach. Module 8: Essential of Good Disciplinary System. Employee Grievance: Causes and Sources of Grievance, Grievance Re-dressal Machinery, Regulation of Industrial Relations in India Tripartite Bodies
V LO5	Module 9: Workers Participation in Management- Concept, Origin, Growth and Forms of Workers, Participation in India. Module 10: Industrial Democracy: Concept and scope of industrial democracy. International Labour organization (ILO. Recent Trends in Industrial Relations in India.

Suggested Activities: List of Activities

- Group Discussion: 'Relevance of IR in the Post-COVID World'
- Timeline Activity: Trace the evolution of IR globally and in India.
- Role Play: Present different perspectives (Unitarist, Pluralist, Marxist) on a common IR issue.
- Debate: Which IR Model suits India best? Justify with examples.
- Case Study Analysis: Analyze real-life industrial disputes (e.g., Maruti Suzuki Manesar strike).
- Chart Making: Compare statutory vs non-statutory dispute resolution mechanisms.
- Field Visit/Guest Lecture: Labor court or interaction with labor law practitioner.
- Mock Negotiation: Conduct a collective bargaining session between union and management.

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- Presentation: Role of Trade Unions in Indian economic development.
- Legal Review: Prepare a summary and critique of the Trade Union Act 1926.
- Research Paper: Emerging trends in collective bargaining post globalization.
- Flowchart Activity: Create the grievance redressal flow under the ID Act.
- Role Play: HR Manager resolving employee grievance in a fair and legal manner.
- Interactive Quiz: IR terms, tripartite bodies, and key grievance laws.
- Model Design: Develop a WPM structure for a hypothetical manufacturing unit.
- Discussion Panel: Role of ILO in shaping India's labor regulations.
- Essay: 'Is Industrial Democracy a Reality or a Myth in India?'
- Infographic: Recent trends in WPM and IR in India (2010–Present).
- Guest Lectures from Industry Experts
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

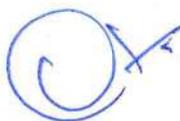
Recommended Readings (All Latest Editions)

1. Venkataratnam, C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press.
2. Michael Salamon, Industrial Relations--Theory & Practice. London. Prentice Hall.
3. Bray, M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach,Tata Mc Graw Hill.
4. Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprises, NewDelhi, Galgotia Publishing Company.
5. Kaufman, B. The global evolution of industrial relations: events idea and the IIRA. Geneva:International Labour Office.
6. Singh, P., & Kumar, N. Employee Relations Management. New Delhi: Pearson EducationIndia.

Note:

1. Pedagogy Tools: Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.

2. Evaluation: There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.



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OPERATIONS ELECTIVES

Course Title: Total Quality Management and Business Excellence

Course No. 24PMBAOP08

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

Learning Outcome

LO	Statements
1	Describe the evolution and philosophy of Total Quality Management.
2	Use quality tools and techniques to analyze and solve quality problems.
3	Assess organizations using excellence models (e.g., Malcolm Baldrige, EFQM).
4	Evaluate the use of benchmarking and supplier partnership for quality excellence
5	Apply Six Sigma, Lean, Kaizen, and Benchmarking to business cases.

Unit	Topic
I LO1	Module 1: Concept of Quality: Quality in Manufacturing and service, Quality Costs- Analysis Techniques for Quality Costs, Conformance and Non-conformance to Quality Standards. Module 2: Basic concepts of Total Quality Management, Principles of TQM, TQM vs Traditional Management; Quality Gurus (Deming, Juran, Crosby); Customer focus and satisfaction
II LO2	Module 3: Quality Control and Improvement Tools: Check Sheet, Histogram, Pareto Chart, Cause and Effect diagram, Scatter diagram, Control chart, Graph, Affinity diagram, Module 4: Tree diagram, Matrix diagram, Process decision program chart, Arrow diagram, Acceptance Sampling, Process capability studies, Zero defect program (POKA-YOKE).
III LO3	Module 5: Total Productive Maintenance (TPM), Quality Circles, 5S, PDCA (Plan-Do-Check-Act) and FMEA (Failure Mode and Effects Analysis), Root Cause Analysis Module 6: TQM and Business Excellence, Models of Business Excellence: The EFQM Model, The Baldrige Model, The Australian model, The State of Excellence in Romania, DMAIC(Define, Measure, Analyze, Improve, and Control).
IV LO4	Module 7: Benchmarking: definition & types of benchmarking; reasons for benchmarking, benchmarking process. quality function deployment (QFD): Concept & benefits of QFD, QFD process, house of quality, Taguchi Loss Function for Tolerance Design Module 8: Supplier Partnership - Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures - Basic Concepts, Strategy, Performance Measure.
V LO5	Module 9: Total Productive Maintenance, Concept, Improvement Needs. Quality System: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System Module 10: Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 - Concept, Six Sigma, Lean Management, Benchmarking, Kaizen; Roles of internal and external audits, Requirements and Benefits; Strategic quality planning, Internal Quality Audits, the DRIVE(Define, Review, Identify, Verify, and Execute) model, The 7 Habits of Highly Effective People

Suggested Activities: List of Activities

- Presentation: Compare philosophies of Deming, Crosby, and Juran in teams.

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- Survey Activity: Conduct a campus survey on perceived service quality (using SERVQUAL model).
- Lab Work: Use MS Excel/SPC software to create control charts and Pareto diagrams.
- Workshop: "5S in Daily Life" – organize classroom or workspace and report results.
- Comparative Analysis: EFQM vs Deming vs Baldrige – Team presentation.
- Process Mapping: Use SIPOC diagram for a process in HR/Finance/Supply Chain.
- Benchmarking Study: Compare service quality standards of two banks or hotels.
- Mini Project: Design a TQM implementation plan for a small business.
- Guest Lecture Reflection: Invite an industry expert from ISO/Six Sigma and reflect.
- Analyze quality initiatives in Tata Motors, Toyota, or Infosys.
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

1. Goetsch, D.L. & Davis, S. : Introduction to Total Quality.
2. Juran, J.M. & Gryna, F.M. : Quality Planning and Analysis.
3. Ross, J.E. : Total Quality Management.
4. Charantimath, P.M. : Total Quality Management.
5. Arora, K.C., TQM and ISO 14000, S.K. Kataria & Sons, New Delhi.
6. Hurbert K. Rampersad, Managing Total Quality, Tata McGraw Hill Publishing Company Ltd., New Delhi.
7. Juran, J.M. & Gryna, Frank M., Quality Planning and Analysis, Tata McGraw Hill, New Delhi.
8. Neil Huxtable, Small Business Total Quality, Chapman & Hall.

Web Links

- ASQ – American Society for Quality: Comprehensive resources on quality management, Six Sigma, ISO standards.
- EFQM: Resources and framework of the European Foundation for Quality Management.
- Baldrige Performance Excellence Program: Malcolm Baldrige criteria, scoring, and case studies.
- iSixSigma: Articles, tools, templates on Six Sigma, Lean, FMEA, etc.
- ISO.org: Official portal for ISO standards, guidelines, certification details.
- Lean.org: Lean methodology, implementation guides, case studies.
- Microsoft Word - Chap - 4 TQM Techniques
- Total Quality Management (TQM) - Amrita Vishwa Vidyapeetham
- Quality Management Syllabus: All You Need to Know
- Quality Management Syllabus: All You Need to Know

Note:

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Course Title- Supply Chain & Logistics Management

Course No. 24PMBAOP09

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: This course equips learners with comprehensive knowledge of supply chain structures, strategies, and operations. It emphasizes demand forecasting, sourcing, inventory and logistics management, global supply chain design, sustainability, and the use of technology in SCM.

Learning Outcomes

LO	Statement
1	Understand and enumerate the supply chain and explain how it is structured and managed.
2	Apply planning techniques such as demand forecasting, inventory management, and warehousing to optimize supply chain performance.
3	Evaluate sourcing and logistics strategies in procurement and distribution.
4	Examine the role of technology, analytics, and globalization in modern SCM.
5	Integrate sustainability, risk management, and strategic alignment in end-to-end supply chains.

Unit	Contents
I LO1	Module 1: Introduction to SCM -Definition, objectives, and evolution of Supply Chain Management & Logistic Management; Supply chain flows (information, product, financial); Network structure and tiers in supply chains; SCM vs. Logistics vs. Value Chain Module 2: Supply Chain Drivers and Strategic Fit - Performance drivers: facilities, inventory, transportation, information, sourcing, pricing; Strategic alignment between supply chain and business; Supply chain decision phases and process views
II LO2	Module 3: Forecasting & Demand Planning - Forecasting techniques: time-series, causal, qualitative; Aggregate planning and Sales and Operations Planning (S&OP); Bullwhip effect and coordination Module 4: Inventory and Warehouse Management - Inventory types, Economic Order Quantity, safety stock, reorder points; Inventory control methods: ABC, FSN, and XYZ analysis; Lean inventory systems (Just in Time, Vendor Managed Inventory); Warehouse operations, layout, automation, and technology
III LO3	Module 5: Sourcing & Procurement - Strategic vs. operational sourcing; Make or buy decisions; Supplier selection and evaluation; Procurement process, e-sourcing and supplier portal. Module 6: Logistics & Transportation - Modes of transport, intermodal logistics; Cost trade-offs, route optimization, last-mile delivery; 3PL/4PL, reverse logistics; Distribution strategies and network/channel design
IV LO4, LO5	Module 7: Technology & Analytics in SCM - ERP, SCM software, dashboards and KPIs; IoT, Blockchain, RFID, AI applications in SCM; SCOR model and decision support systems Module 8: Global SCM & Risk Management - Global vs. local sourcing, offshoring and nearshoring; Geopolitical, currency, and trade risks; Risk assessment, resilience strategies; Bullwhip effect revisited and its control
V LO5	Module 9: Green and Sustainable SCM - Triple Bottom Line: People, Planet, Profit; Ethical sourcing, circular supply chains; Green logistics, waste reduction, ESG principles Module 10: Integrated SCM Strategy - End-to-end supply chain visibility; Demand-supply synchronization; Value chain mapping and continuous improvement; Benchmarking and competitive advantage

Suggested Activities: List of Activities

- Case Studies: Analysis of successful and failed SCM models
- Group Projects: Mapping a basic supply chain; lean process improvement project

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- Hands-on Sessions: Forecasting tools, inventory optimization software
- Role Plays & Simulations: S&OP meetings, procurement negotiations
- Field Visits: Local manufacturing or warehousing units (virtual/in-person)
- Research Assignments: Topics like emerging technologies, circular supply chains
- Mini Hackathons: Digital SCM solutions or logistics planning scenarios
- Debates & GDs: On outsourcing, AI in SCM, green logistics
- Debates: Data personalization vs privacy
- Group project: Present an integrated digital strategy for a chosen brand covering all stages of the funnel, content, channels, and KPIs
- Guest Lectures from Industry Experts on – tech trends, green logistics, and global sourcing Neuromarketing or sustainable consumption
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

1. Chopra, S., & Meindl, P. (2023). Supply Chain Management: Strategy, Planning, and Operation (8th ed.). Pearson.
2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2021). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies (4th ed.). McGraw-Hill Education.
3. Christopher, M. (2022). Logistics & Supply Chain Management (6th ed.). Pearson Education.
4. Mentzer, J. T. (2004). Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage. Sage Publications.
5. Hugos, M. H. (2023). Essentials of Supply Chain Management (5th ed.). Wiley.

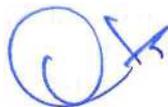
Online resources/ Links

- MIT OpenCourseWare – Supply Chain Management <https://ocw.mit.edu> (Free access to SCM courseware by MIT CTL)
- **Operations and Supply Chain Management** by Prof. G. Srinivasan, IIT Madras (<https://nptel.ac.in/courses/112107238>)
- SCM Globe – Supply Chain Simulation Platform <https://www.scmglobe.com>
- Supply Chain Digital – News & Trends <https://supplychaindigital.com>
- **Note: Latest references will be added by the teaching faculty during the class**

Note:

1. **Pedagogy Tools:** Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.

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Course Title- Supply Chain Analytics

Course No. 24PMBAOP10

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: To equip students with analytical tools and techniques to optimize supply chain operations and decision-making. The course emphasizes data-driven strategies for improving efficiency, reducing costs, and enhancing customer value across supply chain networks.

Learning Outcomes

LO	Statements
1	Understand and apply fundamental concepts of supply chain analytics.
2	Apply forecasting and inventory classification for supply chain management.
3	Design efficient and resilient supply chain systems in terms of transportation models and network performance.
4	Evaluate risks, sustainability, and emerging technologies in Supply Chain Management.
5	Make use of AI based tools to sense logistics and SCM problems.

Unit	Content
I LO1	Module 1: Introduction to supply chains and analytics, Role and scope of analytics in supply chain, Descriptive, Predictive, and Prescriptive analytics, Importance of analytics in Supply Chain Management, Key supply chain metrics and performance indicators Module 2: Tools and software used in supply chain analytics, Data sources in supply chain, Cleaning and preprocessing supply chain data, Visualization tools.
II LO2	Module 3: Forecasting techniques (moving average, exponential smoothing, ARIMA), Seasonal and causal forecasting models, Module 4: Inventory classification, Economic Order Quantity, safety stock, and reorder points, Managing variability and the bullwhip effect.
III LO3	Module 5: Transportation models (cost minimization, trans-shipment, vehicle routing), Network design and facility location problems, Module 6: Supplier segmentation and performance evaluation, Network Planning in a Supply Chain, Importance of Network Planning
IV LO4	Module 7: Risk analytics in sourcing decisions, spend analysis and procurement dashboards, Collaborative planning with vendors using data Module 8: Design of Logistics Network using Heuristics/optimization, Concept of 3PL/4PL in a Supply Chain, Sustainable sourcing and environmental, social, and governance analytics.
V LO5	Module 9: Risk identification and mitigation in Supply Chain Management, Green and sustainable supply chains, Module 10: Role of Artificial Intelligence, Internet of Things, and Blockchain in Supply Chain Management, AI/ML-based predictive maintenance and demand sensing, Sustainability and green supply chain analytics

Suggested Activities: List of Activities

- Mini Project: Analyze a company's supply chain using real or simulated data and present insights.
- Excel-Based Lab: EOQ, safety stock, and network optimization using Excel Solver.
- Time series demand forecasting using ARIMA or Prophet.
- Dashboard Design: Build a Power BI or Tableau dashboard showing supply chain KPIs.
- Industry Case Analysis: Present analytics solutions implemented by firms like Amazon, Flipkart, or FedEx.
- Role Play / Simulation: Manage a simulated supply chain using digital games (e.g., Beer Game or SCM Globe).

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- Tool Demos: Short presentations on analytics tools like AnyLogistix, Llamasoft, or Power BI.
- Field Study: Visit a logistics warehouse or speak with supply chain professionals.
- Guest lecture/webinar from supply chain professionals.
- Visit to warehouse/logistics center or virtual site tour.
- Critical review of recent academic/industry papers on SC analytics.
- Topic-wise presentations by students on new SCM technologies.
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

- 1 Chopra, S., & Meindl, P. (2022). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.
- 2 Shapiro, J. F. (2006). *Modeling the Supply Chain*. Duxbury Press.
- 3 Taylor, D. H. (2020). *Logistics and Supply Chain Analytics*. Kogan Page.
- 4 Lapide, L. (2016). *Supply Chain Analytics*. MIT Center for Transportation & Logistics (selected articles).
- 5 Relevant research papers and case studies from HBR, McKinsey, and Gartner.
- 6 Supply chain management by Sunil Chopra, and Peter Meindl, Pearson
- 7 Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
- 8 D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.
- 9 Rahul Saxena and Anand Srinivasan, Business Analytics

Websites

- www.scmr.com
- www.informs.org: Analytics tools and case studies in operations research
- www.apics.org: Certifications and study materials on supply chain topics
- www.supplychainanalytics.com: Practical resources and data sets for analytics
- www.kaggle.com: Datasets for forecasting, inventory and logistics
- www.tableau.com: Data visualization tool for analytics dashboards
- www.analyticsvidhya.com: Tutorials and blog posts on Python, R, ML in supply chains
- https://onlinecourses.nptel.ac.in/noc20_mg27/preview
- https://www.youtube.com/watch?v=pjQdzlVqKOK&list=PL4UezTfGBADCC5_Ow-5DoDvwx9vbcNk0b
- https://www.youtube.com/watch?v=FKObEVIQZN4&list=PL4UezTfGBADCC5_Ow-5DoDvwx9vbcNk0b&index=3
- <https://www.youtube.com/watch?v=Vx-Fuw46VbY>
- <https://www.tableau.com/learn/training>

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Course Title: Predictive Analytics

Course No. 24PMBAOP11

**Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)**

Objectives: This course focuses on Predictive Analytics, which is of particular importance for business because it helps decision makers evaluate possible outcomes based on other historical data.

Learning Outcomes

LO	Statements
1	Gain skills in understanding predictive models
2	Exploit patterns in data and analyze metric data and get an overview of statistical tests
3	Recognise the process of hypothesis testing and model development
4	Select appropriate predictive modelling for Model Estimation.
5	Prepare data for applying predictive analysis and apply them to solve business problems.

Unit	Contents
I LO1	Module 1: Concept of Predictive Analytics: Introduction, business intelligence, predictive analytics in relation to business intelligence, Data Mining Introduction, Module 2: Concepts of Data mining, Technologies Used, Data Mining Process, Knowledge Discovery in Databases Process Model, target variable and measures of success for predictive modelling; Methodology of predictive modelling.
II LO2	Module 3: Data Understanding and Preparation, Classification & prediction, Key ingredients of predictive models, Goals of a regression analysis, Regression models, Data in a regression analysis. Module 4: Attribute Reduction Methods: Univariate Analysis, Correlation-based Feature Selection, Attribute Extraction: Principal Component Analysis. Overview of statistical tests: Categories, one-tail and two-tail, Type I and Type II errors, interpreting significance results
III LO3	Module 5: Model Development: Data partition, Attribute reduction, model construction, model validation, hypothesis testing, results interpretation, cross-validation. Module 6: Steps in Hypothesis Testing, Statistical testing, model-comparison tests. Performance measures for categorical and continuous dependent variables, ROC analysis.
IV LO4	Module 7: Classification Models- Introduction, Binomial Logistic Regression, Multinomial Logistic Regression, Linear Discriminant Analysis, Module 8: Classification Trees, Bootstrap Aggregation (Bagging), Random Forest Models, Cluster Analysis.
V LO5	Module 9: Model Evaluation and Deployment Introduction, Model Validation, Rule Induction Using Chi-squared Automatic Interaction Detection, Comparing and Combining Models Module 10: Neural Networks, Naïve Bayes and Bayesian Networks, Model Evaluation Techniques, Applying Predictive analytics (banking, healthcare, human resources, marketing and sales, supply chain)

Suggested Activities: List of Activities

- Interpret key ingredients of predictive models.
- Apply statistical tests and interpret the significance of their results.
- Build predictive models
- Apply Statistical testing techniques and model-comparison tests
- Use Linear and Logistic Regression Models on real life situations.
- Apply predictive analytics to solve business problems.

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- Watch and summarize a TED Talk or YouTube lecture on Data Mining applications.
- Attribute reduction using correlation matrix and PCA in Excel/Python.
- In-Class Quiz: Interpretation of p-values, confidence intervals, and Type I/II errors.
- Short quizzes designed to check preparation for the class may be given periodically
- Provide a messy dataset for students to clean and prep for regression modeling.
- Create a visual summary comparing Random Forests vs Bagging.
- Invite a practitioner to discuss predictive analytics applications in their domain.
- Comparative Study: Teams analyze and present strengths/weaknesses of models like Naïve Bayes, Neural Networks, and Bayesian Networks.
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

1. Predictive & Advanced Analytics (IBM ICE Publication)
2. Chatterjee, S. & Hadi, A. (2012). Regression Analysis by Example, John Wiley, Fifth Edition.
3. Frees, E. E, Derrig, E. W. & Meyers, G. (2014). Predictive Modeling Techniques in Actuarial Science, Vol. I: Predictive Modeling Techniques. Cambridge University Press.
4. Kuhn, M. and Johnson, K. (2013). Applied Predictive Modelling, Springer Verlag.
5. Larose, D.T. & Larose, C.D. (2016). Data Mining and Predictive Analytics. Wiley.
6. Malhotra, R. (2016). Empirical Research in Software Engineering: Concepts, Analysis & Applications, CRC press.
7. Mayor, E. (2015). Learning Predictive Analytics with R, Packt Publishing.
8. Miller Thomas W. Modelling Techniques in Predictive Analytics with Python and R, Pearson Education.
9. Maisel L. and Cokins G. Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance. Wiley.
10. Marketing Data Science: Modelling Technique in Predictive Analytics with R and Python, Pearson Education.
11. Siegel E. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. Wiley.

Web Links

- Coursera.org-Offers courses like "Machine Learning" by Stanford, "Applied Data Science" by IBM, with hands-on predictive modeling assignments.
- edX.org- Courses from MIT, Harvard, and Microsoft on predictive analytics, data mining, regression, and classification models.
- Udemy.com-Affordable courses like "Data Science & Machine Learning Bootcamp" and "Python for Data Analysis".
- FutureLearn.com-Short courses on data analytics and predictive techniques, particularly useful for management students.

Note:

1. Pedagogy Tools: Lecture, Discussion, Presentation, Case Study, Seminar/presentation by student, Assignment and projects, Demonstration will be adopted to deliver the content of course by instructor.

2. Evaluation: There will be internal and external evaluation prescribed as per University Examination Ordinance. The internal will comprise of 30 marks and external evaluation will be of 70 Marks.

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Course Title: Production and Operations Management

Course No. 24PMBAOP07

**Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)**

Objective: To equip students with the knowledge and skills to manage the complex processes of planning, scheduling, and controlling production activities in both manufacturing and service organizations.

Learning Outcomes:

LO	Statements
1	Recognize the objectives, functions, applications of PPC and forecasting techniques.
2	Explain different Inventory control techniques
3	Solve routing and scheduling problems
4	Summarize various aggregate production planning techniques.
5	Describe way of integrating different departments to execute PPC functions

Unit	Contents
I LO1	Module 1: Definition, Objectives of production Planning and Control, Functions of production planning and control, Elements of production control, Types of production Module 2: Organization of production planning and control department, Internal organization of department
II LO2,3	Module 3: Importance of forecasting, Types of forecasting, Forecasting techniques- qualitative methods and quantitative methods overview Module 4: Functions of inventories, relevant inventory costs, Activity Based Costing analysis; Vital, Essential, and Desirable analysis, Economic Order Quantity model, Inventory control systems, P-Systems and Q-Systems; Introduction to MRP-I, MRP-II & ERP, JustInTime inventory, Kanban system
III LO3,4	Module 5: Definition of Routing, Routing procedure, Route sheets, Bill of material, Factors affecting routing procedure. Module 6: Definition of Scheduling, Activities, Difference with loading, Scheduling types: Forward, Backward scheduling, Job shop scheduling methods-Arrival pattern, processing pattern, number of workers available, machine varieties available, Priority rules for job sequencing FIFO, SPT, SOT, EDD, STR, CR, LISO, Random Orders. Scheduling Techniques Gantt Charts, Johnson's job sequencing rules- n jobs on 2machines, n jobs on 3 machines, n jobs on m machines.
IV LO4,5	Module 7: Introduction of line balancing, objectives, terms related to line balancing, procedures, simple problems Module 8: Introduction to aggregate planning, Inputs to aggregate planning, strategies- Line strategy, chase strategy, capacity options, demand options.
V LO4,5	Module 9: Centralized and Decentralized Dispatching- Activities of dispatcher, dispatching procedure, follow-up, definition, Reason for existence of functions, types of follow up, Module 10: Applications of Information technology in production planning and control.

Suggested Activities: List of Activities

- Video explainer & Discussion- Watch: Introduction to Production Planning & Control- <https://www.youtube.com/watch?v=yYIVumq6sVM>. Students summarize key concepts and present examples of PPC functions in various industries.
- Create an infographic comparing Job, Batch, and Mass Production with real-world examples.

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- Students design a layout and hierarchy for a PPC department in a manufacturing unit.
- Practice forecasting using moving average and least square methods with real or dummy data.
- Compare qualitative vs. quantitative forecasting with industry examples (e.g., retail, food services).
- Students compute EOQ with real-world parameters (costs, demand, ordering frequency).
- Design a Kanban board for a service or retail business.
- Students perform ABC/VED analysis using dummy data in Excel or Google Sheets.
- Students plan a 5-task schedule and visualize it using a Gantt chart.
- Solve numerical problems using Johnson's rule - 2 & 3 machines (Worksheet-based).
- Solve a simple line balancing problem and interpret idle time.
- Role Play: One team plays Operations, another HR, another Sales - jointly develop an aggregate plan for a seasonal business.
- Explore an online ERP demo (e.g., Odoo ERP Demo) and report how PPC tasks are handled.
- Invite industry expert in PPC, Inventory, or ERP for a live interaction
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

1. I S.N. Chary, "Production & Operations Management", (4th Edition), TMH.
2. Martin K. Starr and David W. Miller, "Inventory Control Theory and Practice", Prentice Hall.
3. Dr. C. Nadha Muni Reddy and Dr. K. Vijaya KumarReddy "Reliability Engineering & Quality Engineering", Galgotia Publications, Pvt., Limited.
4. S.k Sharma, savita Sharma, "A Course in Industrial Engineering and Operations Management", Tata McGraw Hill publications.
5. Samuel Eilon, "Elements of Production Planning and Control", Universal Publishing Corporation.
6. Baffa & Rakesh Sarin, "Modern Production & Operations management", 8th edition, John Willey.

Note:

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Course Title: World Class Manufacturing

Course No. 24PMBAOP12

**Course Credit: 4(3-1-0)
Max. Marks: 100 (301+70E)**

Objective: To provide students with a comprehensive understanding of modern manufacturing systems and strategies, focusing on achieving excellence through World Class Manufacturing (WCM) principles.

LO	Statements
1	Explain the principles and philosophy of World Class Manufacturing.
2	Analyze global manufacturing benchmarks and performance metrics.
3	Apply production planning tools and techniques in various manufacturing settings.
4	Implement lean manufacturing concepts and assess the effectiveness of material handling and sourcing decisions.
5	Evaluate and differentiate types of maintenance systems including breakdown and suggest improvements in reliability and maintainability.

UNIT	TOPIC
1 LO1	Module 1: Manufacturing & World Class Manufacturing, The traditional batch manufacturing environment, origin, pillars of WCM, evolution of manufacturing systems; Need for WCM, elements and enablers of WCM Module 2: New Manufacturing Era & its Challenges, Global competitiveness, Manufacturing role in competitive strategy.
2 LO2	Module 3: Production Planning, Aggregate planning and Master Production Scheduling, Materials requirement planning, Manufacturing resources planning, Job shop scheduling, Bath production scheduling. Module 4: Models and Frameworks: Schonberger's Model, Gunn's Model, Japanese manufacturing practices; benchmarking global practices (Toyota, Honda, Tata Motors)
3 LO3	Module 5: Manufacturing technology & its strategies, Just in time system, Pull System-use of KANBAN, Material Handling tools, vertical integration, sourcing and outsourcing. Module 6: Measuring Performance in WCM, Productivity, Quality, Flexibility, Delivery, Cost, Safety, Morale, Environment; KPIs and Balanced Scorecard
4 LO4	Module 7: Productive Maintenance, Break Down, Preventive, Predictive maintenance, Maintenance prevention, Maintainability Improvement, Reliability Improvement. Module 8: WCM Implementation: Roadmap, challenges, culture change, leadership, role of IT and Industry 4.0;
5 LO5	Module 9: Manufacturing infrastructure development, Monitoring World Class Performance, Implementation of WCM, Monitoring and Controlling Performance Tools, Module 10: Competitiveness and Performance of Indian Manufacturers, WCM in Indian and global companies

Suggested Activities: List of Activities

- Timeline of manufacturing systems from Craft Production to WCM.
- Virtual/real visit to a manufacturing unit; observe WCM practices.
- Analyze best practices in two global manufacturers (e.g., Maruti vs Hyundai).
- Case Study: Enabling excellence in operations through technological innovation
- Case Study: Entrepreneurship and engineering: the triumph of All India Warehousing Private Ltd
- Invite a manufacturing manager to speak on global practices.
- Draw and analyze a Value Stream Map (VSM) for a simple process.
- Kaizen and 5S implementation in classroom or canteen.
- Use Balanced Scorecard to evaluate performance indicators.
- **Mini Project:** Identify and define KPIs for a manufacturing system.
- Propose a WCM transformation plan for a local or fictitious firm.
- Short quizzes designed to check preparation for the class may be given periodically

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- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

1. World Class Manufacturing Strategic Perspective Sahay B.S., Saxena KBC. and Ashish Kumar Mac Milan Publications New Delhi
2. Just In Time Manufacturing Korgaonkar M.G MacMilan Publications
3. Production and Operational Management Adam and Ebert Prentice Hall learning Pvt. Ltd. 5th Edition
4. The Toyota Way – 14 Management Principles Jeffrey K.Liker Mc-Graw Hill 2003
5. Operations Management for Competitive Advantage Chase Richard B., Jacob Robert McGraw Hill Publications 11th Edition 2005
6. Making Common Sense Common Practice Moore Ron Butterworth-Heinemann 2002
- 7 World Class Manufacturing- The Lesson of Simplicity Schonberger R. J Free Press 1986

Web links

- Lean Enterprise Institute Global resource hub for lean principles, tools, case studies.
- World Class Manufacturing (WCM) – Fiat Chrysler FCA's WCM model and pillars.
- APQC – Benchmarking & Best Practices Performance benchmarking, process classifications, case studies.
- Industry 4.0 Resources – McKinsey Articles and research on smart manufacturing and digital transformation.
- MIT Lean Advancement Initiative Research and learning on lean and world-class manufacturing.

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Course Title-Production Planning and Control

Course No. 24PMBAOP13

Course Credit: 4(3-1-0)
Max. Marks: 100 (30I+70E)

Objective: To equip students with the knowledge and skills to manage the complex processes of planning, scheduling, and controlling production activities in both manufacturing and service organizations.

Learning Outcomes

LO	Statements
1	Recognize the objectives, functions, applications of PPC and forecasting techniques.
2	Explain different Inventory control techniques.
3	Solve routing and scheduling problems
4	Summarize various aggregate production planning techniques.
5	Describe way of integrating different departments to execute PPC functions

Unit	Contents
I LO1	Module 1: Definition, Objectives of production Planning and Control, Functions of production planning and control, Elements of production control Module 2: Types of production, Organization of production planning and control department, Internal organization of department
II LO2	Module 3: Importance of forecasting, Types of forecasting, Forecasting techniques, qualitative methods- Jury/Expert, Survey of Expert opinion method, Sales force composite method, Survey of buyers' intention method and quantitative methods. Module 4: Functions of inventories, relevant inventory costs, ABC analysis, VED analysis, EOQ model, Inventory control systems, P and Q-Systems, Introduction to Material Requirements Planning (MRP)-I, MRP-II & Enterprise Resource Planning (ERP), Just-In-Time (JIT) inventory, Kanban system.
III LO3	Module 5: Routing procedure, Route sheets, Bill of material, Factors affecting routing procedure, Difference with loading, Scheduling types: Forward, Backward scheduling. Module 6: Job shop scheduling methods, Arrival pattern, processing pattern, number of workers available, machine varieties available, Priority rules for job sequencing; First In, First Out; Shortest Processing Time; Shortest Handling time Optimization Technique; Earliest Due Date; Shortest Total Remaining; Critical Ratio; Last In, First Out
IV LO4	Module 9: Introduction, objectives, terms related to line balancing, procedures, simple problems Module 10: Introduction, Inputs to aggregate planning, strategies- Line strategy, chase strategy, capacity options, demand options.
V LO5	Module 11: Centralized and Decentralized Dispatching, Activities of dispatcher, Dispatching procedure. Module 12: Reason for existence of functions, types of follow up, applications of computer in production planning and control.

Suggested Activities: List of Activities

- Diagram Creation: Flowchart showing PPC elements
- Group Presentation: Compare job, batch, and mass production
- Lab Activity: Perform moving average & exponential smoothing in Excel
- Survey Task: Use buyer intention method on a campus product
- Excel Model: Calculate EOQ and ABC analysis

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- Demo/Workshop: MRP-I and MRP-II using ERP software like Odoo or SAP demo tools
- Case Analysis: JIT in Toyota and Kanban card simulation game
- Practical Assignment: Perform forward and backward scheduling for 3 jobs
- Excel Task: Gantt chart for job scheduling using SPT and EDD
- Mini Project: Solve a simple assembly line balancing problem (with or without software)
- Short quizzes designed to check preparation for the class may be given periodically
- Quiz and Internal Examinations
- Assignments
- Any other Practical/Practice as decided from time to time

Recommended Readings (All Latest Editions)

7. S.N. Chary, "Production & Operations Management", (4th Edition), TMH.
8. Martin K. Starr and David W. Miller, "Inventory Control Theory and Practice", Prentice Hall.
9. Dr. C. Nadha Muni Reddy and Dr. K. Vijaya Kumar Reddy "Reliability Engineering & Quality Engineering", Galgotia Publications, Pvt., Limited.
10. S.k Sharma, savita Sharma, "A Course in Industrial Engineering and Operations Management", Tata McGraw Hill publications.
11. Samuel Eilon, "Elements of Production Planning and Control", Universal Publishing Corporation.
12. Baffa & Rakesh Sarin, "Modern Production & Operations management", 8th edition, John Wiley,.

Web Links

- <https://www.apics.org> Global authority on operations, forecasting, scheduling, and supply chain
- <https://www.lean.org> Lean tools like JIT, Kanban, production scheduling
- <https://www.sap.com> SAP tools for production planning and ERP modules
- <https://www.simplilearn.com> Online training on MRP, ERP, and manufacturing scheduling
- <https://www.investopedia.com> Concepts and practical examples of EOQ, ABC, MRP, etc.

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