

PROGRAM STRUCTURE OF C-PGDBA

SEM I	SEM II
Management Foundation and Organisational Dynamics	Operations Management
Managerial Economics	Financial Management
Management Accounting	Human Resource Management
Legal Aspects of Business	Marketing Management
Business Communication	Fundamentals of Business Analytics
Business Ethics and Value Systems	Essential of Research Methodology

PROGRAMME CURRICULUM

SEMESTER I

1. Course Title: Management Foundation and Organisational Dynamics

- 1) Introduction to Management
- 2) Planning and Decision Making
- 3) Organizing
- 4) Leading and Motivation
- 5) Controlling
- 6) Introduction to Organizational Dynamics
- 7) Individual Behavior
- 8) Group Dynamics
- 9) Leadership and Management Styles
- 10) Conflict Resolution
- 11) Organizational Culture
- 12) Global Organizational Behavior

2. Course Title: Managerial Economics

- 1) Introduction to Managerial Economics
- 2) Utility
- 3) Demand
- 4) Demand Forecasting
- 5) Supply Analysis
- 6) Production & Cost Analysis
- 7) Revenue Analysis & Pricing Policies
- 8) Pricing Under Perfect Competition
- 9) Pricing Under Imperfect Competition
- 10) Cost Benefit Analysis

- 11) Macro-Economic Analysis
- 12) Consumption Function and Investment Function

3. Course Title: Management Accounting

- 1) Introduction to Accounting
- 2) Process of Accounting
- 3) Introduction to Management Accounting
- 4) Basics of Costing & Activity Based Costing
- 5) Marginal Costing
- 6) Applications of Marginal Costing in Short Term Decision Making
- 7) Transfer Pricing
- 8) Standard Costing and Variance analysis
- 9) Forecasting, Budgeting and Budgetary Control
- 10) Divisional Performance Measurement
- 11) Responsibility Accounting

4. Course Title: Legal Aspects of Business

- 1) Introduction to Business Law
- 2) Indian Legal Systems
- 3) Indian Contract Act, 1872 – Part I
- 4) Indian Contract Act, 1872 – Part II
- 5) Special Types of Contracts
- 6) Partnership Act, 1932
- 7) Sale of Goods Act, 1930
- 8) The Negotiable Instruments Act, 1881
- 9) The Consumer Protection Act, 2019
- 10) Companies Act, 2013

5. Course Title: Business Communication

- 1) Foundations of Business Communication:
- 2) Professional Email Writing
- 3) Business Writing Skills
- 4) Effective Presentation Skills
- 5) Virtual Communication Tools
- 6) Interpersonal Communication
- 7) Cross-Cultural Communication
- 8) Negotiation and Persuasion
- 9) Conflict Resolution
- 10) Business Ethics and Communication
- 11) Social Media and Business Communication
- 12) Feedback and Performance Communication
- 13) Project Communication
- 14) Business Communication in Crisis

6. Course Title: Business Ethics and Value Systems

- 1) Introduction to Business Ethics
- 2) Corporate Social Responsibility

- 3) Ethical Decision-Making
- 4) Organizational Culture & Code of Ethics
- 5) Values-Based Leadership
- 6) Diversity, Equity, and Inclusion
- 7) Ethics in Marketing and Advertising
- 8) Environmental Ethics
- 9) Ethics in Finance
- 10) Ethics in Technology and Data Privacy

SEMESTER II

1. Course Title: Operations Management

- 1) The Production (Manufacturing) Function
- 2) Facilities Location and Layout
- 3) Production Planning and Control
- 4) Aggregate Planning
- 5) Master Production Schedule Operations Scheduling
- 6) Production Activity Control
- 7) JIT and Kanban
- 8) Project Planning & Control: Critical Path Analysis
- 9) Maintenance of the Plant
- 10) Quality Management
- 11) Six Sigma
- 12) Work Study -
- 13) Operations Management in Service Sector
- 14) Industry 4.0

2. Course Title: Financial Management

- 1) Forms of Business Organisation
- 2) Financial Statements
- 3) Interpretation of Financial Statements (Ratio Analysis)
- 4) Capitalisation
- 5) Sources of Long Term and Medium Term Finance
- 6) Capital Structure
- 7) Leverages and Theories of Capital Structure
- 8) Capital Market
- 9) Capital Budgeting
- 10) Working Capital Management
- 11) Management of Cash
- 12) Management of Receivables
- 13) Management of Inventory
- 14) Dividend Policy

3. Course Title: Human Resource Management

- 1) Nature of Human Resource Management
- 2) Human Resource Planning
- 3) Job Analysis & Job Evaluation
- 4) Recruitment, Selection, Promotion and Transfer
- 5) Training and Development
- 6) Performance Improvement
- 7) Performance Appraisal
- 8) Career and Succession Planning
- 9) Total Quality Management through HR
- 10) HR Audit
- 11) Managing Change through Continuous Improvement
- 12) Human Resource Practices in Information Technology Industry
- 13) International Human Resource Management
- 14) Legal Issues in HRM

4. Course Title: Marketing Management

- 1) Basic Concepts of Marketing
- 2) The Marketing Environment
- 3) Market Oriented Strategic Planning
- 4) Competition and Competitive Strategy
- 5) Market Research and Demand Forecasting
- 6) Consumer Behavior
- 7) Market Segmentation and Selecting Target Markets
- 8) Positioning
- 9) Product Concepts
- 10) Distribution Channels and Marketing of Services
- 11) Strategic Pricing
- 12) Integrated Marketing Communications

5. Course Title: Fundamentals of Business Analytics

- 1) Introduction to Business Analytics
- 2) Data Mining
- 3) Machine Learning
- 4) Business Intelligence
- 5) Data visualisation
- 6) Marketing Analytics
- 7) Financial Analytics
- 8) Supply Chain Analytics

6. Course Title: Essentials of Research Methodology

1. Understanding Research
2. Formulating Research Problem and Hypothesis
3. Research Design
4. Data Collection and Measurement

5. Sampling and Sampling Technique
6. Methods of Research
7. Attitudes Measurement Techniques
8. Data Presentation & Analysis through Advance Excel

SEM III	SEM IV
Marketing Management	
Consumer Behaviour	Project Management
Sales and Distribution Management	Strategic Management
Services Marketing and Brand Management	Project
International Marketing	
Marketing Research	

SEMESTER III

Course Title: Consumer Behavior

1. Consumer Behaviour
2. Consumer Research
3. Motivation, Personality and Emotion
4. Consumer Learning
5. Consumer Perception
6. Consumer Involvement
7. Information Processing
8. Attitude
9. Social Class, Lifestyle and Culture
10. Retail Consumer and Outlet Selection
11. Consumerism
12. Consumer/Satisfaction
13. Organizational Buying Behaviour (OBB)
14. Consumer Modelling
15. Rural Buying Behaviour

Course Title: Sales & Distribution Management

Part-I

1. Introduction to Sales Management
2. Personal Selling
3. Effective Sales Executive
4. Sales Planning and Budgeting
5. Sales Forecasting
6. Sales Organisation
7. Recruitment and Selection of Sales Force

8. Sales Training
9. Sales Quota and Compensating Sales Personnel
10. Leading and Motivating the Sales Personnel
11. Evaluation and Control of Sales Force
12. Sales Territory
13. Key Account Management

Part-II

1. Introduction to Distribution Management
2. Retailing
3. Wholesaling
4. Warehousing
5. Transportation
6. Distribution Channels in Services
7. Distribution Planning and Control

Course Title: Services Marketing and Brand Management

Part I

1. Introduction to Services
2. Customer Expectations and Service Perceptions
3. Service Models and New Product Development
4. Pricing and Service Delivery
5. Service Promotion
6. The People Dimension of Services
7. Service Process Blueprinting and Physical Evidence
8. Service Quality

Part II

- 1) Introduction to Brands
- 2) Brand Identity and Brand Positioning
- 3) Brand Communication
- 4) Brand Equity and Brand Valuation
- 5) Co-Branding, Brand Extension and Multibrands
- 6) Branding Strategies
- 7) Winning Brands

Course Title: International Marketing

1. Introduction to International Marketing
2. Challenges of Globalisation
3. Why Firms Go International
4. The Task of International Marketing
5. Environmental Factors Affecting International Marketing
6. Foreign Market Entry Strategy
7. International Product Strategy
8. International Distribution Strategy
9. International Promotion Strategy
10. International Pricing Strategy
11. Outsourcing and Strategic Relationships
12. International Marketing Research
13. E-Marketing and E-Commerce
14. Future Trends

Course Title: Marketing Research

1. Fundamentals of Market Research
2. Application and Limitations
3. Sampling
4. Questionnaire Design Development
5. Scaling
6. Data Collection-Primary and Secondary
7. Data Preparation and Processing
8. Data Analysis and Interpretation
9. Multivariate Analysis
10. Research Process and Design
11. Specialised Techniques in Market Research
12. Market and Sales Analysis Research
13. New Product Development and Test Marketing
14. Presentation of Research Findings
15. Research in Service Segments

SEMESTER IV**Course Title: Project Management**

1. Introduction to Project Management: Genesis, history and evolution
2. Project Phases and Organisation
3. Understanding and Meeting Client Expectations
4. Project Planning
5. Working with People on Projects
6. Networks for Project Management
7. Resource Levelling and Project Crashing
8. Project Implementation and Monitoring
9. Controlling Projects
10. Introduction to Projects Contracts Management
11. Focussed areas from PMBOK
12. Introduction of other useful frameworks

Course Title: Strategic Management

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal and SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis and Choice: I
8. Tools for Strategic Analysis and Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation and Control

Human Resources Management	
SEM III	SEM IV
HR Analytics	Project Management
Human Resources Development	Strategic Management
Employee Relations and Labour Codes	Project
Performance and Potential Management	
Organisational Development and Change Management	

SEMESTER III

Course Title: HR ANALYTICS

- 1) Introduction to HR Analytics
- 2) Data Literacy for HR Professionals
- 3) HR Metrics and Key Performance Indicators (KPIs)
- 4) HR Information Systems (HRIS)
- 5) Data Visualization
- 6) Predictive Analytics in HR
- 7) Recruitment Analytics
- 8) Sourcing and Selection Analytics
- 9) Employee Engagement Analytics
- 10) Workforce Planning and Analytics
- 11) DEI Metrics and Analytics
- 12) Legal Compliance in HR Analytics

Course Title: HUMAN RESOURCE DEVELOPMENT

- 1) Introduction to Human Resource Development
- 2) Training and Organisation Environment
- 3) Training Needs Analysis
- 4) Learning Principles and Conditions
- 5) The Training Program: Selection, Design & Delivery
- 6) Assessing the Effectiveness of Training
- 7) Training Audit and Cost Benefit Analysis
- 8) Training for a New Economy & Skills of a Trainer
- 9) Emerging Trends in Training
- 10) AI & ML in L&D
- 11) Performance Appraisal, Feedback and Reward Systems
- 12) Quality of Work Life and Career Development

Course Title: EMPLOYEE RELATIONS AND LABOUR CODES

- 1) Introduction to Industrial Relations & Employee Relations
- 2) Employees Rights and Responsibilities
- 3) Employee Engagement
- 4) Conflict Resolution
- 5) Grievance Handling and Employee Retention
- 6) Remote Work and Virtual Teams
- 7) Global Employee Relations
- 8) Code on Wages, 2019
- 9) The Industrial Relations Code, 2020
- 10) Code on Social Security, 2020
- 11) Occupational Safety, Health & Working Conditions Code, 2020

Course Title: PERFORMANCE AND POTENTIAL MANAGEMENT

- 1) Introduction to Performance Management
- 2) Performance Appraisal Systems
- 3) Potential Management
- 4) Goal Setting and Alignment
- 5) Performance Planning and Agreements
- 6) Strategies for providing constructive feedback
- 7) Coaching for Performance Improvement
- 8) Identifying Performance Issues
- 9) Performance Improvement Plans (PIPs)
- 10) Employee Recognition Programs
- 11) Performance-Linked Rewards
- 12) Talent Calibration Meetings
- 13) Succession Planning
- 14) Performance Dashboards
- 15) Ethical Practices in Performance Management

Course Title: ORGANISATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

- 1) Introduction to Organization Development
- 2) Organizational Assessment and Diagnostic tools
- 3) Surveys and Feedback
- 4) Change Management Theories
- 5) Kotter's Eight-Step Model
- 6) Prosci's ADKAR Model
- 7) Leadership in Change Management
- 8) Employee Resistance and Engagement
- 9) Communication Strategies in Change
- 10) Stakeholder Analysis
- 11) Project Management for Change
- 12) Organizational learning and Culture Change
- 13) Measuring Change Impact
- 14) Sustaining Change

SEMESTER IV

Course Title: Project Management

1. Introduction to Project Management: Genesis, history and evolution
2. Project Phases and Organisation
3. Understanding and Meeting Client Expectations
4. Project Planning
5. Working with People on Projects
6. Networks for Project Management
7. Resource Levelling and Project Crashing
8. Project Implementation and Monitoring
9. Controlling Projects
10. Introduction to Projects Contracts Management
11. Focussed areas from PMBOK
12. Introduction of other useful frameworks

Course Title: Strategic Management

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal and SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis and Choice: I
8. Tools for Strategic Analysis and Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation and Control

Financial Management	
SEM III	SEM IV
Taxation	Project Management
Financial Institutions and Banking	Strategic Management
Capital Market	Project
International Finance	
Behavioural Finance	

SEMESTER III

Course Title: Taxation

Course Title: Financial Institutions and Banking

1. Overview of the Financial Markets - Meaning & Scope
2. Reserve Bank of India
3. Financial Institutions (FIs) (Industrial Sector)
4. Financial Institutions (Agriculture)
5. Financial Institutions – Others
6. Securitisation
7. Financial Institutions (Area Specific)
8. Bank and Banking
9. Indian Money Market
10. Financial Intermediaries
11. International Monetary Fund (IMF)

Course Title: Capital Market

1. Introduction to Capital Markets
2. Securities and Exchange Board of India (SEBI)
3. Money Markets
4. Mutual Funds
5. Merchant Banking
6. Recent Developments
7. Stock Exchanges
8. Venture Capital
9. Credit Rating
10. Share Buy Back
11. Portfolio Management and Financial Engineering
12. Corporate Governance
13. Mergers and Takeovers
14. Lease and Hire Purchase
15. Housing Finance

Course Title: International Finance

1. Introduction to International Finance
2. International Monetary and Financial System
3. Documents used in International Trade
4. External Commercial Borrowing
5. Foreign Investment in India
6. Direct Investment outside India
7. Foreign Exchange Markets
8. Foreign Exchange Risk Management
9. Export / Import Finance
10. Facilities for Residents and Non-Residents
11. Institutes involved in International Trade

Course Title: Behavioural Finance

1. Introduction to Behavioral finance
2. Investment Decision Cycle: Judgment under Uncertainty
3. Utility/ Preference Functions

4. Theories based on Expected Utility Concept
5. Behavioral Factors and Financial Markets
6. Active Portfolio Management
7. Behavioral Corporate Finance
8. External Factors and Investor Behavior:
9. Emotions and Decision – Making:
10. Optimum Decisions

SEMESTER IV

Course Title: Project Management

1. Introduction to Project Management: Genesis, history and evolution
2. Project Phases and Organisation
3. Understanding and Meeting Client Expectations
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12. Strategic Evaluation and Control

Customer Relationship Management	
SEM III	SEM IV
Customer Relationship Management	Project Management
Advanced CRM	Strategic Management
B2B Markets and CRM	Project

Services Marketing	
Strategic Marketing	

SEMESTER III

Course Title: Customer Relationship Management

1. Introduction to customer Relationship Management
2. Customer Satisfaction and Loyalty
3. Relationship and Retention
4. Services Marketing and CRM
5. Data Management
6. Sales Force Automation
7. Implementing a CRM Programme
8. Effective CRM Today and Tomorrow

Course Title: Advanced CRM

1. CRM Concepts
2. CRM through Effective Customer Complaints Handling
3. Call Centre to Contact Centre to Customer Interaction Centre
4. Sales Force Automation
5. Architectural Map for CRM Implementation
6. Industry Specific CRM Cases
7. Operational CRM
8. Analytical CRM
9. Customer Experience Management (CEM)

Course Title: B2B Markets and CRM

1. Introduction to Business Marketing
2. Buyer Behaviour
3. Enterprise Selling
4. Elements of Enterprise selling
5. Segmentation
6. Targeting & Sales Planning
7. Relationship Marketing & CRM
8. Product Differentiation of Business Products
9. Pricing
10. Customer Service Management
11. Product Differentiation & Solution
12. B2B Hub
13. International Business
14. Marketing Communication

Course Title: Services Marketing

1. Introduction to Services
2. Customer Expectations and Service Perceptions
3. Service Models and New Product Development
4. Pricing and Service Delivery

5. Service Promotion
6. The People Dimension of Services
7. Service Process Blueprinting and Physical Evidence
8. Service Quality

Course Title: Strategic Marketing

1. Introduction to consumer centric Strategies
2. consumer insight and market research
3. Segmentation and Targeting
4. Customer journey mapping
5. Personalization Strategies
6. Customer centric branding and positioning
7. Customer engagement and retention
8. Metrics and Analytics for consumer centricity.
9. Omnichannel marketing.
10. Emerging trends in consumer centric strategies

SEMESTER IV

Course Title: Project Management

1. Introduction to Project Management: Genesis, history and evolution
2. Project Phases and Organisation
3. Understanding and Meeting Client Expectations
4. Project Planning
5. Working with People on Projects
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International Business Management	
SEM III	SEM IV
International Economics	Project Management
International Business Management	Strategic Management
Exim Policies and Procedure	Project
International Finance	
International Marketing	

SEMESTER III

Course Title: International Economics

1. The International Economy
2. International Trade Theory
3. New Trade Theory
4. International Trade Policy
5. Trade Restrictions
6. Terms of Trade
7. Regional Trading Arrangements
8. International Monetary Fund
9. International Bank for Reconstruction and Development
10. GATT & WTO
11. The Balance of Payment
12. Foreign Exchange Rate
13. The Determination of Foreign Exchange Rate
14. Foreign Capital Movements and Multinational Corporations
15. External Sector – India

Course Title: International Business Management

1. Theories of International Trade
2. Globalisation
3. Trade Barriers and Trade Block
4. Country Risk Analysis
5. Export-Import Finance
6. Balance of Payments
7. Multi-National Corporations
8. Export Promotion Schemes in India:
9. Raising Money in International Markets
10. World Trade Organization:
11. International Marketing - Entry Strategies
12. International Monetary Fund
13. World Bank
14. Risk in international Business Management

15. Digital Technologies for International business

Course Title: Exim Policy & Procedures

1. Foreign Trade Policy
2. Export and Import Procedures
3. Documents Related to Export and Import
4. Instruments and Terms of Payment in Export – Import
5. Methods of Export - Import Financing
6. Letter of Credit and Bill of Exchange
7. Foreign Exchange Regulations and Formalities
8. Cargo Insurance
9. International Commercial Terms
10. Procedure and Documentation for Availing Export Incentives

Course Title: International Finance

1. Introduction to International Finance
2. International Monetary and Financial System
3. Documents used in International Trade
4. External Commercial Borrowing
5. Foreign Investment in India
6. Direct Investment outside India
7. Foreign Exchange Markets
8. Foreign Exchange Risk Management
9. Export / Import Finance
10. Facilities for Residents and Non-Residents
11. Institutes involved in International Trade

Course Title: International Marketing

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2. Challenges of Globalisation
3. Why Firms Go International
4. The Task of International Marketing
5. Environmental Factors Affecting International Marketing
6. Foreign Market Entry Strategy
7. International Product Strategy
8. International Distribution Strategy
9. International Promotion Strategy
10. International Pricing Strategy
11. Outsourcing and Strategic Relationships
12. International Marketing Research
13. E-Marketing and E-Commerce
14. Future Trends

SEMESTER IV

Course Title: Project Management

1. Introduction to Project Management: Genesis, history and evolution
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Information Technology Management	
SEM III	SEM IV
Data Base Management System	Project Management
Object Oriented Analysis and Design	Strategic Management
Business Requirement Analysis	Project
Software Documentation	
E-Business	

SEMESTER III

Course Title: Database Management Systems

1. Basic Concepts
2. Data Models
3. Relational Models
4. Relational Algebra

5. Structured Query Language (SQL)
6. Advanced Structured Query Language (SQL)
7. Integrity and Security
8. Normalisation
9. Transaction Management
10. Concurrent Execution
11. Solved Examples
12. SQL Syntax

Course Title: Object Oriented Analysis and Design

1. Introduction to Object Oriented Programming
2. Object-Oriented Programming Basics
3. Unified Approach (UA) & Unified Modelling Language (UML)
4. Object Oriented Analysis (OOA)
5. Object Oriented Design (OOD)
6. Object Oriented Database Management Systems (OODBMS)
7. Object Oriented Testing
8. Metrics for OOA
9. Simulation of Electrical Power System Network

Course Title: Business Requirement Analysis

1. Basics of Requirement Engineering
2. Requirements Elicitation
3. Requirements Analysis
4. Requirements Specification
5. Requirements Verification and Validation
6. Requirements Management Principles and Practices
7. Adapting Requirement Practices to Project
8. Requirements using User Stories (Agile Requirements)
9. Writing Effective Use Cases
10. Tools

Course Title: Software Documentation

1. Introduction to Software Documentation
2. Principles of Technical Writing
3. Types of Software Documents
4. System Documentation
5. System Maintenance Documentation
6. Operations Manual
7. User Documentation/ User Manual
8. Software Documentation Metrics

Course Title: E-Business

1. e-business strategy
2. Web Publishing
3. E-Commerce
4. The Web Presence
5. E- Marketing
6. Technologies for E-Commerce
7. Electronic Data Interchange (EDI)
8. E-Payment
9. E-Security

10. E-Services
11. E-Business- An Evaluation
12. E-Business Intelligence
13. M-Commerce
14. The impact of e-business on different fields and industries

Case Studies

SEMESTER IV

Course Title: Project Management

1. Introduction to Project Management: Genesis, history and evolution
2. Project Phases and Organisation
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Operations Management	
SEM III	SEM IV
Material Management	Project Management
Knowledge Management in Supply Chain	Strategic Management
Enterprise Resource Planning	Project

Planning & Control of Operation	
Industry 4.0	

SEMESTER III

Course Title: Materials Management

1. Introduction to Materials Management
2. Materials Planning
3. Purchase Management: An Overview
4. Buying Policies
5. Buying at the Right Price
6. Project and Capital Goods Purchasing
7. Transport and Traffic Management
8. The Stores Function
9. Stores Operations
10. Fundamentals of Inventory Management
11. Economic Lot Size
12. Replenishment Systems
13. Just-in-Time (JIT)
14. Computerisation of Materials Management
15. Evaluation of Materials Department

Course Title: Knowledge Management in Supply Chain

1. Knowledge Management in Supply Chain
2. Supply Chain IT Framework
3. Supply Chain Information Systems
4. Digital Markets & Efficient Supply Chains
5. E-Supply Chain Opportunities
6. Technology Standards
7. Enterprise Resource Planning
8. Emerging Technologies in SCM
9. IT Tools in Procurement

Course Title: Planning & Control of Operation

1. Aligning operations strategy with overall business strategy
2. Demand Forecasting: Impact of demand variability on operations
3. Balancing capacity and demand
4. Production Planning and Scheduling
5. Techniques for optimizing production processes
6. Long-term planning for production and resource allocation
7. Managing capacity and inventory levels
8. Inventory Control
9. Materials Requirement Planning (MRP)
10. Statistical tools for process improvement

11. Managing project timelines and resources
12. Integrating supply chain with overall operations planning
13. Lean Operations & Control
14. Sustainable Operations

Course Title: Industry 4.0

1. Introduction to Industry 4.0
2. Drivers and challenges of digital transformation
3. Interconnected systems and intelligent automation
4. Overview of IoT and its applications in industry
5. Role of big data in Industry 4.0.
6. Applications of AI and ML in manufacturing
7. Cloud-based services for Industry 4.0.
8. Real-time monitoring and control
9. Concept of digital twins in Industry 4.0
10. Communication standards in Industry 4.0
11. 5G Technology in Industry 4.0
12. Supply Chain and Logistics
13. Industry 4.0 Standards and Regulations
14. Digital SCM

Course Title : Enterprise Resource Planning

Sem IV

Course Title: Project Management

1. Introduction to Project Management: Genesis, history and evolution
2. Project Phases and Organisation
3. Understanding and Meeting Client Expectations
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11. Implementing Strategy: III
12. Strategic Evaluation and Control

Retail Management	
SEM III	SEM IV
Retail Management	Project Management
Merchandise Management	Strategic Management
Consumer Behaviour	Project
Concepts in Supply Chain Management	
CRM in Service Industry	

Semester III

Course Title: Retail Management

1. Enter the Planet of Retailing
2. Global and Indian Retailing Scenario
3. Store Based Retail Formats
4. Retail Market and Financial Strategy
5. I.T. in Retail
6. Retail Communication
7. Store Layout and Designing
8. Customer Service
9. Human Resource Management in Retail
10. Establishing Retail Image
11. Non-Store Retailing
12. Franchising

Course Title: Merchandise Management

1. Managing Merchandise
2. Product Introduction
3. Basics of Merchandise
4. Merchandise Planning
5. Merchandise Analysis and Implementation
6. Buying
7. Retail Vendor Management
8. Category Management
9. Visual Merchandising and Space and Design Communication

Course Title: Consumer Behaviour

1. Consumer Behaviour
2. Consumer Research
3. Motivation, Personality and Emotion
4. Consumer Learning
5. Consumer Perception
6. Consumer Involvement
7. Information Processing
8. Attitude
9. Social Class, Lifestyle and Culture
10. Retail Consumer and Outlet Selection
11. Consumerism
12. Consumer Satisfaction
13. Organizational Buying Behaviour
14. Consumer Modelling
15. Rural Buying Behaviour

Course Title: Concepts in Supply Chain Management (CSCM)

1. An Introduction to Concepts in Supply Chain Management
2. Scope, Performance and Strategic Fit
3. Drivers and Obstacles
4. Designing a Supply Chain Distribution Network
5. Role of Network Design in a Supply Chain
6. Network Design in an Uncertain Environment
7. Forecasting Demand
8. Aggregate Planning and Managing Predictable Variability
9. Managing Inventory
10. Optimal Level of Product Availability
11. Sourcing
12. Transportation
13. Information Technology
14. E-Business and the Supply Chain

Course Title: CRM in Service Industry

1. An Introduction to Service Industry
2. Understanding Services
3. Understanding CRM
4. Relationship between Service & CRM5.
Designing of Service for CRM
5. Internal Marketing: People Dimension of Service & CRM
6. Service Management & Productivity
7. Service Quality & Customer Satisfaction
8. CEM-Customer Experience Management for Service Business

Semester IV

Course Title: Project Management

1. Introduction to Project Management: Genesis, history and evolution
2. Project Phases and Organisation
3. Understanding and Meeting Client Expectations
4. Project Planning
5. Working with People on Projects
6. Networks for Project Management
7. Resource Levelling and Project Crashing
8. Project Implementation and Monitoring
9. Controlling Projects
10. Introduction to Projects Contracts Management
11. Focussed areas from PMBOK
12. Introduction of other useful frameworks

Course Title: Strategic Management

1. Introduction to Strategic Management
2. Understanding Strategy
3. The Strategic Management Process
4. Environmental Appraisal and SWOT
5. Corporate Level Strategies: I
6. Corporate Level Strategies: II
7. Tools for Strategic Analysis and Choice: I
8. Tools for Strategic Analysis and Choice: II
9. Implementing Strategy: I
10. Implementing Strategy: II
11. Implementing Strategy: III
12. Strategic Evaluation and Control

Management Accounting	
SEM III	SEM IV
Behavioural Finance	Project Management
Cost Planning and Analysis	Strategic Management
Budgeting and Management Control	Project
Strategic Finance	
Strategic Management Accounting	

Course Title: Behavioural Finance

1. Introduction to Behavioural finance
2. Investment Decision Cycle: Judgment under Uncertainty
3. Utility/ Preference Functions
4. Theories based on Expected Utility Concept
5. Behavioural Factors and Financial Markets
6. Active Portfolio Management
7. Behavioural Corporate Finance
8. External Factors and Investor Behaviour
9. Emotions and Decision-Making
10. Optimum Decisions

Course Title: Cost Planning and Analysis

1. Introduction to Cost Planning and Analysis
2. Tools for CVP Analysis
3. Value Analysis
4. Just-In-Time
5. Kaizen Costing and Learning Curves
6. Activity Based Costing
7. Life Cycle Costing
8. Value Chain and Supply Chain Management
9. Gain-Sharing Arrangement
10. Pareto Analysis

Course Title: Budgeting and Management Control

1. Control System and Risk Management
2. Diversifying Risk
3. Internal Control Systems
4. Use of Budgets and Planning
5. Controllable and Uncontrollable Cost
6. Performance Analysis and Ratio Analysis
7. Responsibility Accounting
8. Performance Reporting
9. Behavioural Issues in Budgeting
10. Performance Evaluation
11. Transfer Pricing

Course Title: Strategic Finance

1. Capital Structuring
2. Dividend Theories
3. Restructuring through Share Repurchase
4. Mergers and Acquisitions
5. Activity Based Costing: I
6. Activity Based Costing: II
7. Working Capital
8. Accounting Standards: I
9. Accounting Standards: II
10. Human Resources Accounting

Course Title: Strategic Management Accounting

1. Introduction to Strategic Management Accounting
2. Strategic Management Accounting Techniques I
3. Strategic Management Accounting Techniques II
4. Strategic Performance Management
5. Customer Profitability Analysis
6. Inter-Organizational Cost Management Structure
7. Strategic Cost Management
8. Strategic Pricing I
9. Strategic Pricing II
10. Strategic Audit

Semester IV**Course Title: Project Management**

1. Introduction to Project Management: Genesis, history and evolution
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Supply Chain Management	
SEM III	SEM IV
Knowledge Management in Supply Chain	Project Management
Logistics & Distribution Management	Strategic Management
Strategic Supply Chain Management	Project
Warehouse Management	
Operations Project Management	

Course Title: Knowledge Management in Supply Chain

1. Knowledge Management in Supply Chain
2. Supply Chain IT Framework
3. Supply Chain Information Systems
4. Digital Markets & Efficient Supply Chains
5. E-Supply Chain Opportunities
6. Technology Standards
7. Enterprise Resource Planning
8. Emerging Technologies in SCM
9. IT Tools in Procurement

Course Title: Logistics & Distribution Management

1. Physical Distribution
2. Distribution Channels
3. Wholesaling
4. Retailing
5. Channel Power and Channel Conflict
6. Channel Design
7. Logistics Management
8. Inventory Management
9. Transportation
10. Packaging
11. Warehousing
12. Modern Concepts in Logistics

Course Title: Warehouse Management

1. Introduction to Warehousing
2. Warehouse Functions
3. Warehouse Types
4. Warehousing and Value Added Services

5. Warehouse Internal Operations
6. Warehousing Equipment
7. Inventory Management
8. Safety and Security In Warehouses
9. Future Trends In Warehousing

Course Title: Strategic Supply Chain Management

1. Introduction to Supply Chain Management
2. Relationship Concerns in Integrated Supply Chain Management
3. Supplier Relationship Management (SRM)
4. Customer Relationship Management
5. Strategic Sourcing
6. Facility Location and Network Design
7. Supply Chain Integration Coordination and Collaboration
8. Global Logistics for Effective Supply Chain Management
9. Global Supply Chain Management
10. Information Technology & Information Systems in Supply Chain Management

Course Title: Operations Project Management

1. Introduction to Projects
2. Project Management Process
3. Project Financing and Evaluation
4. Project Estimation and Economic Analysis
5. Organising Projects
6. Project Planning
7. Networks for Project Management
8. Resource Levelling and Project Crashing
9. Project Implementation and Monitoring
10. Controlling Projects
11. Projects Contracts Management
12. Management Risk in Projects
13. Project Quality Management
14. Software Project Management
15. Issues in Project Management

Sem IV

Course Title: Project Management

1. Introduction to Project Management: Genesis, history and evolution
2. Project Phases and Organisation
3. Understanding and Meeting Client Expectations
4. Project Planning
5. Working with People on Projects

6. Networks for Project Management
7. Resource Levelling and Project Crashing
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