

**NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR  
(AN AUTONOMOUS INSTITUTE)**



**Affiliated to**

**DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY, LUCKNOW**



**Evaluation Scheme & Syllabus**

**For**

**Master of Business Administration**

**Second Year**

**(Effective from: 2024-25)**

**NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR  
(AN AUTONOMOUS INSTITUTE)**

**Master of Business Administration**

**Evaluation Scheme**

**SEMESTER-III**

| Sl. No. | Subject Codes | Subject                            | Types of Subjects | Periods |   |   | Evaluation Schemes |    |       |    | End Semester |     | Total       | Credit    |
|---------|---------------|------------------------------------|-------------------|---------|---|---|--------------------|----|-------|----|--------------|-----|-------------|-----------|
|         |               |                                    |                   | L       | T | P | CT                 | TA | TOTAL | PS | TE           | PE  |             |           |
| 1       | BMBA0301      | Strategic Management               | Mandatory         | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 2       | BMBA0302      | Corporate Governance and Ethics    | Mandatory         | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 3       |               | Specialization Group-1 Elective -1 | Elective          | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 4       |               | Specialization Group 1 Elective -2 | Elective          | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 5       |               | Specialization Group 1 Elective -3 | Elective          | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 6       |               | Specialization Group 2 Elective -1 | Elective          | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 7       |               | Specialization Group 2 Elective -2 | Elective          | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 8       | BMBA0351      | Spreadsheet Modelling              | Mandatory         | 0       | 0 | 4 | 0                  | 0  | 50    | 50 | 0            | 50  | 100         | 2         |
| 9       | BMBA0352      | Personal Digital Branding          | Mandatory         | 0       | 0 | 4 | 0                  | 0  | 50    | 50 | 0            | 50  | 100         | 2         |
| 10      | BMBA0353      | Field Project in Respective Area   | Mandatory         | 0       | 0 | 4 | 0                  | 0  | 50    | 50 | 0            | 50  | 100         | 2         |
| 11      | BMBA0359      | Summer Internship Report           | Mandatory         | 0       | 0 | 8 | 0                  | 0  | 0     | 50 | 0            | 100 | 150         | 4         |
|         |               | <b>Total</b>                       |                   |         |   |   |                    |    |       |    |              |     | <b>1500</b> | <b>31</b> |

**Abbreviation Used:**

L: Lecture, T: Tutorial, P: Practical, CT: Class Test, TA: Teacher Assessment, PS: Practical Sessional, TE: Theory End Semester Exam.,  
CE: Core Elective, OE: Open Elective, DE: Departmental Elective, PE: Practical End Semester Exam, CA: Compulsory Audit,  
MOOCs: Massive Open Online Courses.

**NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA**  
**(An Autonomous Institute)**

**Elective Subjects (If Applicable)**

**MBA (AICTE Model Curriculum) 2nd Year**

**(Effective from the session 2024-25)**

**Semester-III**

| <b>Sl.No.</b> | <b>Subject Codes</b> | <b>Specialization</b>                 | <b>Subject Name</b>                            |
|---------------|----------------------|---------------------------------------|--|
| 1             | BMBAHR0311           | HR                                    | HR Analytics                                   |
| 2             | BMBAHR0312           |                                       | Employee Relations and Labour Code             |
| 3             | BMBAHR0313           |                                       | Performance and Compensation Management        |
| 4             | BMBAMK0311           | Marketing                             | Social Media & Digital Marketing Analytics     |
| 5             | BMBAMK0312           |                                       | Product and Brand Management                   |
| 6             | BMBAMK0313           |                                       | Consumer Behaviour                             |
| 7             | BMBAFM0311           | Finance                               | Security Analysis and Portfolio Management     |
| 8             | BMBAFM0312           |                                       | Tax Planning & Management                      |
| 9             | BMBAFM0313           |                                       | Indian Financial Market and Institutions       |
| 10            | BMBABA0311           | Business Analytics                    | Introduction to Data Science                   |
| 11            | BMBABA0312           |                                       | Business Intelligence and Data Warehousing     |
| 12            | BMBABA0313           |                                       | Predictive Analytics                           |
| 13            | BMBALS0311           | Logistics and Supply Chain Management | Supply Chain Management and Demand Forecasting |
| 14            | BMBALS0312           |                                       | Vendor Development and Procurement Management  |
| 15            | BMBALS0313           |                                       | E-Commerce & Retail Supply Chain               |

**NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA, GAUTAM BUDDH NAGAR  
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**Master of Business Administration  
Evaluation Scheme  
SEMESTER-IV**

| Sl. No. | Subject Codes | Subject                             | Types of Subjects | Periods |   |   | Evaluation Schemes |    |       |    | End Semester |     | Total       | Credit    |
|---------|---------------|-------------------------------------|-------------------|---------|---|---|--------------------|----|-------|----|--------------|-----|-------------|-----------|
|         |               |                                     |                   | L       | T | P | CT                 | TA | TOTAL | PS | TE           | PE  |             |           |
| 1       | BMBA0401      | Project Management                  | Mandatory         | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 2       | BMBA0402      | Leadership and Capacity Building    | Mandatory         | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 3       |               | Specialization Group 1 Elective - 4 | Elective          | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 4       |               | Specialization Group 1 Elective - 5 | Elective          | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 5       |               | Specialization Group 1 Elective - 6 | Elective          | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 6       |               | Specialization Group 2 Elective - 3 | Elective          | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 7       |               | Specialization Group 2 Elective - 4 | Elective          | 3       | 0 | 0 | 30                 | 20 | 50    | 0  | 100          | 0   | 150         | 3         |
| 8       | BMBA0459      | Research Project Report             | Mandatory         | 0       | 0 | 8 | 0                  | 0  | 0     | 50 | 0            | 100 | 150         | 4         |
|         |               | <b>TOTAL</b>                        |                   |         |   |   |                    |    |       |    |              |     | <b>1200</b> | <b>25</b> |

**Abbreviation Used:**

L: Lecture, T: Tutorial, P: Practical, CT: Class Test, TA: Teacher Assessment, PS: Practical Sessional, TE: Theory End Semester Exam.,  
CE: Core Elective, OE: Open Elective, DE: Departmental Elective, PE: Practical End Semester Exam, CA: Compulsory Audit,  
MOOCs: Massive Open Online Courses.

# **NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA**

## **(An Autonomous Institute)**

### **Elective Subjects (If Applicable)**

### **MBA (AICTE Model Curriculum) 2ndYear**

**(Effective from the session 2024-25)**

#### **Semester-IV**

| <b>Sl.No.</b> | <b>Subject Codes</b> | <b>Specialization</b>                 | <b>Subject Name</b>                                |
|---------------|----------------------|---------------------------------------|--|
| 1             | BMBAHR0411           | HR                                    | Talent Management                                  |
| 2             | BMBAHR0412           |                                       | Training and Development                           |
| 3             | BMBAHR0413           |                                       | Strategic HRM                                      |
| 4             | BMBAMK0411           | Marketing                             | Sales and Distribution Management                  |
| 5             | BMBAMK0412           |                                       | Services Marketing                                 |
| 6             | BMBAMK0413           |                                       | Marketing Analytics                                |
| 7             | BMBAFM0411           | Finance                               | Financial Modelling                                |
| 8             | BMBAFM0412           |                                       | Working Capital Management                         |
| 9             | BMBAFM0413           |                                       | Financial Derivatives and Risk Management          |
| 10            | BMBABA0411           | Business Analytics                    | Machine Learning and Artificial Intelligence       |
| 11            | BMBABA0412           |                                       | Data Visualisation                                 |
| 12            | BMBABA0413           |                                       | Social Media Analytics                             |
| 13            | BMBALS0411           | Logistics and Supply Chain Management | Warehousing, Inventory and Distribution Management |
| 14            | BMBALS0412           |                                       | Logistics Management                               |
| 15            | BMBALS0413           |                                       | Analytics in Logistics and Supply Chain            |



**NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY**  
**GREATER NOIDA-201306**  
 (An Autonomous Institute)  
**School of Management**

|   |   |                                      |
|---|---|--------------------------------------|
| <b>Subject Name: Strategic Management</b>   |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBA0301</b>   |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Understanding of business environment and management principles.   |   |                                      |
| <b>Course Objective:</b> Gain a comprehensive understanding of strategic management principles and techniques to effectively analyze business environments, formulate strategies, and implement strategic plans for organizational success. |   |                                      |
| <b>Course Outcomes (CO)</b>   |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:   |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Formulate and implement effective business strategies to achieve organizational goals.              | K2                                   |
| CO2   | Analyze industry trends and competitive landscapes to make informed strategic decisions.            | K3                                   |
| CO3   | Implement strategic initiatives to achieve organizational goals and sustain competitive advantage   | K4                                   |
| CO4   | Adapt strategic plans to changing market conditions and emergent opportunities.                     | K4                                   |
| CO5   | Foster strategic thinking and leadership skills among team members to drive organizational success. | K4                                   |
| <b>Syllabus</b>   |   |                                      |

| <b>Unit No</b> | <b>Module Name</b>                            | <b>Topic covered</b>  | <b>Pedagogy</b>                          | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>  | <b>CO Mapping</b> |
|----------------|---|---|--|-------------------------------|--|-------------------|
| Unit-1         | Introduction                                  | Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business<br><br>Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business, levels of strategy | Classroom discussion, videos, Case study | 8                             | Question No.<br><br>1 Discuss the impact of Russia-Ukraine war on strategy formulation of India regarding defense. CO1<br><br>2 Briefly explain strategic management process with a diagram.<br>CO1<br><br>3 Explain Levels of strategy with suitable examples. CO1<br><br>4 List and explain factors that one should take into account while developing a strategy. CO1 | CO1               |
| Unit -2        | Company's External Environment: Environmental | Analyzing Company's External Environment: Environmental appraisal<br>Scenario planning - Preparing an Environmental Threat and Opportunity Profile  | Classroom discussion, videos, Case study | 8                             | Case Study   | CO2               |

|        |  |   |  |   |   |     |
|--------|--|---|--|---|---|-----|
|        |  | (ETOP),PESTEL analysis, EFE Matrix<br><br>Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group<br><br>Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing Company's Resources and Competitive Position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, Core Competence, characteristics of core competencies, Distinctive competitiveness, Benchmarking as a method of comparative analysis                           |  |   |   |     |
| Unit-3 | Generic Competitive Strategies:.<br>And<br>Grand Strategies: | Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy<br><br>Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances), Retrenchment– Turnaround, Divestment, Liquidation, Outsourcing Strategies<br><br>Structural analysis of competitive environment, Strategic analysis and choice-Criteria for<br><br>evaluating strategic alternatives, Tools of strategic analysis, strategic choice-BCG Matrix, Ansoff Grid,GE 9 Cell grid. | Classroom discussion, videos, Case study | 8 | Question No.<br><br>1 Briefly explain BCG matrix for the purpose of strategy formulation.<br>CO3<br><br>2 Distinguish between backward integration and forward integration.<br>CO3<br><br>3 Discuss the advantages of diversification strategy. CO3<br><br>4 Briefly explain generic competitive strategies with examples. CO3<br><br>5 Write a note on Ansoff Grid concerning strategy | CO3 |



|              |                |   |  |           |                       |     |
|--------------|----------------|---|--|-----------|-----------------------|-----|
|              |                |   |  |           | formulation.CO3       |     |
| 4.           | Strategic plan | Components of a strategic plan, barriers to strategy implementation, Mintzberg's 5 Ps, 7 S framework, Leadership and corporate culture, functional plans to implement strategy, Ethics and social responsibility.<br><br>Strategic evaluation and control, Strategic control and operational control, techniques of strategic evaluation. | Classroom discussion, videos, Case study | 8         | Case Study Discussion | CO4 |
| 5.           | Models         | Balanced score card, Porter five forces model, Red ocean and blue ocean strategy. Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries.  | Classroom discussion, videos, Case study | 8         | Case Study Discussion | CO5 |
| <b>Total</b> |                |   |  | <b>40</b> |                       |     |

### Textbooks

#### Book Details

Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill

Business Policy and Strategic Management by P. Subba Rao

### Reference Books

#### Book Details

1.Strategic Management by Friancs Cherunilam

2. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill

3. Business Strategy formulation by anthony Ulwick



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|  |   |                                      |
|--|---|--------------------------------------|
| <b>Subject Name: CORPORATE GOVERNANCE, AND ETHICS</b>  |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBA0302</b>  |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Knowledge of human values and ethics.   |   |                                      |
| <b>Course Objective:</b> The objective of a corporate governance, values, and ethics course is to teach students about the importance of ethics in business and how to practice good governance to encourage moral imagination and sensitivity towards the ethical dimension of managerial problems. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Have insights into various concepts & cases related to Corporate Governance.              | Understand ( K 2)                    |
| CO2  | Gain a deeper understanding of the Corporate Governance framework.                        | Apply ( K 3)                         |
| CO3  | Develop the ability to practice various aspects and factors related to value in business. | Analyzing ( K 4)                     |
| CO4  | Work and discharge responsibilities in an ethical way in the organization.                | Applying ( K 3)                      |
| CO5  | Understand modern practices of Corporate Governance in various areas of business.         | Understand ( K 2)                    |
| <b>Syllabus</b>  |   |                                      |

| Unit No | Module Name | Topic covered | Pedagogy | Lecture Required (L+P) | Practical/ Assignment/ Lab Nos | CO Mapping |
|---------|-------------|---------------|----------|------------------------|--------------------------------|------------|
|---------|-------------|---------------|----------|------------------------|--------------------------------|------------|

|        |   |  |                           |   |  |     |
|--------|---|--|---------------------------|---|--|-----|
| Unit 1 | Module 1: meaning of corporate governance             | Meaning, Definition, Nature, Issues, need of corporate governance code, Code of Corporate Practices, Corporate Social Responsibility, Corporate Social Reporting,  | PPT/ VIDEO / CASE STUDIES | 4 |  | CO1 |
|        | Module 2: worldwide structure of corporate governance | Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India.  | PPT/ VIDEO / CASE STUDIES | 4 |  |     |
| Unit 2 | Module 1 fundamentals of corporate governance         | Corporate Boards and Its Powers, Responsibilities and Disqualifications; Board Committees and their Functions- Remuneration Committee, Nomination Committee, Compliance Committee, Shareholders Grievance Committee, Investors Relation Committee, Investment Committee, Risk Management Committee, and Audit Committee; | PPT/ VIDEO / CASE STUDIES | 4 | Assignment Title: Upholding Corporate Governance Values and Ethics: A Critical Analysis  | CO2 |
|        | Module 2 Framework in India                           | Regulatory Framework of Corporate Governance in India; SEBI Guidelines and Clause 49; Reforms in The Companies Act, 2013; Challenges in Corporate Governance.  | PPT/ VIDEO / CASE STUDIES | 4 |  |     |
| Unit 3 | Module 1 basic concept of values                      | Values – Concepts, Types and Formation of Values, Values of Indian Managers; Managerial Excellence through Human Values;   | PPT/ VIDEO / CASE STUDIES | 4 | Select a case study of a company known for its strong corporate values or a company that experienced challenges related to values alignment. Analyze the case study by | CO3 |

|        |   |   |                                 |   |   |     |
|--------|---|---|---------------------------------|---|---|-----|
|        |   |   |                                 |   | <p>addressing the following:</p> <p>Summarize the background and key facts of the case.</p> <p>Identify the corporate values espoused by the organization and assess their alignment with its actions and decisions.</p> <p>Evaluate the impact of the organization's corporate values on its culture, employee morale, and reputation.</p> |     |
|        | Module 2<br>Environmental and social governance | Spiritual Values, and Conflict between personal values and organizational goals. Objectives and Importance of Environmental, socioeconomic, and Governance, Evolution of ESG Standards                                | PPT/<br>VIDEO /<br>CASE STUDIES | 4 |   |     |
| Unit 4 | Module 1<br>Meaning of ethics                   | Meaning, Definition, Nature, Importance. Ethical Dilemma – Ethical Decision Making, Ethical Reasoning, Ethical issues, Ethics Management – Key roles and responsibilities, Benefits of Managing Ethics in Work Place, | PPT/<br>VIDEO /<br>CASE STUDIES | 6 | Explore and explain at least two ethical frameworks or models (e.g., Kantian ethics, utilitarianism, virtue ethics) that can guide ethical decision-making  | CO4 |

|        |  |   |                                 |   |   |     |
|--------|--|---|---------------------------------|---|---|-----|
|        |  |   |                                 |   | within organizations. Apply these frameworks to the cases analyzed earlier to demonstrate their practical relevance in addressing ethical dilemmas in corporate governance.   |     |
|        | Module 2<br>Business Ethics and sustainability | Code of ethics, Guidelines for developing code of ethics. Historical Perspective of Ethics, Socialization. Personal and Social Development in the World of Sustainability | PPT/<br>VIDEO /<br>CASE STUDIES | 4 |   |     |
| Unit 5 | Module 1<br>Ethical norms                      | Institutionalizing of Ethics, Traditional view, Contractual theory, Stakeholders' theory, Stakeholder's significance of influence organizational ESG performance;         | PPT/<br>VIDEO /<br>CASE STUDIES | 6 | Select two contrasting real-world cases (from recent years) that highlight issues related to corporate governance values and ethics. These cases could involve corporate scandals, ethical dilemmas, or instances of exemplary corporate governance practices. Analyze each case in the following manner: | CO5 |

|              |  |  |  |           |   |  |
|--------------|--|--|--|-----------|---|--|
|              |  |  |  |           | <p>Briefly summarize the case, including the context and key stakeholders involved.</p> <p>Identify the ethical issues or dilemmas present in each case.</p> <p>Evaluate the role of corporate governance (or lack thereof) in contributing to the ethical outcomes or failures observed.</p> |  |
| <b>Total</b> |  |  |  | <b>40</b> |   |  |

| <b>Sr No</b>           | <b>Book Details</b>   |
|------------------------|---|
| 1.                     | Fernando A C – Business Ethics & Corporate Governance, 2e, Pearson        |
| 2                      | Kumar T N Satheesh- Corporate Governance, Oxford University Press         |
| 3                      | Mandal S K – Ethics in business and corporate governance, 2e, McGraw-Hill |
| <b>Reference Books</b> |   |

| <b>Sr No</b> | <b>Book Details</b>  |
|--------------|--|
| <b>1</b>     | Hartman Laura P & Chatterjee Abha - Business Ethics, Tata McGraw Hill                    |
| <b>2</b>     | Mohapatra, Sreejesh- Case Studies in Business Ethics & Corporate Governance, 1e, Pearson |



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**Subject Name: Spreadsheet Modeling**

**L-T-P [0-0-4]**

**Subject Code: BMBA0351**

**Applicable in Department: MBA**

**Pre-requisite of Subject:** The student must understand basic computer terminology, must have knowledge of input and output devices.

**Course Objective:** Objective of this course is to develop understanding of basic Spreadsheet Fundamentals. To understand Excel formulas to enable users to perform calculations, manipulate data, and automate tasks within Excel spreadsheets. To develop a pivot table in Excel is to summarize and analyze large datasets quickly and efficiently.

**Course Outcomes (CO)**

**Course outcome:** After completion of this course students will be able to:

**Bloom's  
Knowledge  
Level(KL)**

|      |  |    |
|------|--|----|
| CO 1 | Create the skills necessary to navigate Excel                    | K5 |
| CO2  | Develop formulas and functions in Excel                          | K5 |
| CO3  | Analyze Data using sorting, filtration & conditional formatting. | K4 |
| CO4  | Construct different excel charts for data visualization          | K5 |
| CO5  | Demonstrate Pivot Tables for data manipulation                   | K3 |

**Syllabus**



| Unit No                               | Module Name                 | Topic covered  | Pedagogy                   | Lecture Required (L+P) | Practical/Assignment/ Lab Nos                                  | CO Mapping |
|---------------------------------------|-----------------------------|--|----------------------------|------------------------|--|------------|
| UNIT 1<br>Introduction to Spreadsheet | Introduction to Spreadsheet | Objectives & Spreadsheet history, Getting Started with Excel, Data Entry, Data Editing, and Number, Formatting, Data Formatting, working with Cells and Ranges in Excel, Managing Worksheets, Introduction to Excel Tables, Autofill, Custom Lists, and Flash Fill, Number Formatting in Excel | Class discussion/ MS Excel | 8                      | Assignment based on data entry and editing                     | CO1        |
| UNIT 2<br>Excel Formulas              | Excel Formulas              | Excel Formula Basics, Logical Formulas in Excel, Math Formulas in Excel, Lookup and Reference, Formulas in Excel, Statistical Formulas in Excel, Text Formulas in Excel, Date and Time Formulas in Excel, Concatenate in Excel   | Class discussion/ MS Excel | 8                      | Assignment based on MS Excel formulas                          | CO2        |
| UNIT 3<br>Data Analysis               | Data Analysis               | Named Ranges in Excel, Data Validation in Excel, Data Sorting and Filtering in Excel, Using Conditional Formatting in Excel  | Class discussion/ MS Excel | 8                      | Assignments based on data sorting and conditional formatting   | CO3        |
| UNIT 4<br>Excel Charting              | Excel Charting              | Introduction to Excel Charting, Advanced Excel Charting, Dynamic Charts in Excel, Protection in Excel, Introduction to Macros, Recording Macros, Running Macros, Deleting recorded Macros  | Class discussion/ MS Excel | 8                      | Assignments based on creation of charts and tables in MS Excel | CO4        |
| UNIT 5<br>Spreadsheet to Pivot Table  | Spreadsheet to Pivot Table  | Creating pivot tables & pivot charts, manipulating pivot Tables, changing calculated valued fields, applying pivot table Styles, creating a pivot chart, sorting & filtering pivot table Data  | Class discussion/ MS Excel | 8                      | Assignments based on PivotTables and Macros                    | CO5        |
| <b>Total</b>                          |                             |  |                            | <b>40</b>              |  |            |
| <b>Textbooks</b>                      |                             |  |                            |                        |  |            |
| Sr No                                 | <b>Book Details</b>         |  |                            |                        |  |            |

|  |   |
|--|---|
| 1.   | Excel 2010 Power Programming with VBA by John Walkenbach, Wiley   |
| 2.   | Excel for Beginners by M L Humphrey, M L Humphrey   |
| <b>Reference Books</b>                                   |   |
| <b>Sr<br/>No</b>   | <b>Book Details</b>   |
| 1.   | Winston-Microsoft Office Excel Data Analysis and Business Modeling, First Edition, Prentice Hall India ,2007    |
| 2.   | David Whigham, Business Data Analysis Using Excel, Oxford University Press, first Indian Edition.               |
| <b>Links (Only Verified links should be pasted here)</b> |   |
| 1.   | <a href="https://www.w3schools.com/googlesheets/index.php">https://www.w3schools.com/googlesheets/index.php</a> |
| 2.   | <a href="https://www.javatpoint.com/excel-tutorial">https://www.javatpoint.com/excel-tutorial</a>               |
| 3.   | <a href="https://www.tutorialspoint.com/excel/index.htm">https://www.tutorialspoint.com/excel/index.htm</a>     |
| 4.   | <a href="https://www.youtube.com/watch?v=27dxBp0EgCc">https://www.youtube.com/watch?v=27dxBp0EgCc</a>           |
| 5.   | <a href="https://www.youtube.com/watch?v=UWvRG5BkuN">https://www.youtube.com/watch?v=UWvRG5BkuN</a>             |



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**School of Management**

|   |  |                                      |
|---|--|--------------------------------------|
| <b>Subject Name:</b> Personal Digital Branding  |  | <b>L-T-P [0-0-4 ]</b>                |
| <b>Subject Code:</b> BMBA0352   |  | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Knowledge of social media platforms.   |  |                                      |
| <b>Course Objective:</b> The objectives of this course are to become accustomed with, understand, and apply branding techniques that are typically used in digital marketing. The course will motivate and encourage students to practice these concepts in practical exercises, to develop a spirit of problem solving, and to enhance the ability to think in business terms. The course presents popular digital marketing and social media marketing tools with practical exercises to familiarize students both with the theoretical and practical aspects of marketing methods. |  |                                      |
| <b>Course Outcomes (CO)</b>   |  |                                      |
| <b>Course outcome:</b> After completion of this course students will be able to:  |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Develop an understanding of personal brands and branding strategies  | Understand (K2)                      |
| CO2   | Build up an infrastructure of a brand with all key element- mission, vision, logo for the digital environment    | Apply (K3)                           |
| CO3   | Evaluate the advantages and disadvantages of using different digital platforms for brand building                | Evaluate (K5)                        |
| CO4   | Develop strategic thinking needed to create and review the performance of a personal brand on a digital platform | Analyze (K4)                         |
| CO5   | Analyze the role of communication in managing Online reputation and Privacy.                                     | Analyze (K4)                         |

## Syllabus

| Unit No | Module Name                       | Topic covered  | Pedagogy               | Lecture Required (L+P) | Practical/Assignment/ Lab Nos  | CO Mapping |
|---------|-----------------------------------|--|------------------------|------------------------|--|------------|
| Unit 1  | Introduction to Personal branding | Meaning, importance & Scope of creating a personal brand, core elements of a personal brand, Brand building process        | PPT, Discussion, Video | 8 Hours                | Identify a personal brand appearing in the news within the last seven days; be prepared to discuss the brand's social media and messaging strategy in a verbal presentation to the class | CO1        |
| Unit 2  | Personal digital branding         | Design a visual representation of your personal brand and craft a brand story about what makes you stand out from a crowd. | Discussion, Practical  | 8 Hours                | Write a 1 page article on "The Brand Called You" article and WHY? Make sure you have a thought out argument  | CO2        |
| Unit 3  | Digital platforms for Branding    | Content, LinkedIn, Twitter, Instagram, YouTube, Facebook etc.  | Discussion, Practical  | 8 Hours                | Creation and curation of profiles on all social media platforms  | CO3        |

|               |  |   |                        |           |  |     |
|---------------|--|---|------------------------|-----------|--|-----|
| <b>Unit 4</b> | Benchmarking Goals for Personal Brands | Measurement and metrics of success-Verbal, written pitching and negotiation, Tools and Tactics for Effective Communications Management, Tools of personal brands (bios, websites, social media) | PPT, Discussion, Video | 8 Hours   |  | CO4 |
| <b>Unit 5</b> | Managing online reputation             | How reputation and digital privacy affect your Brand, Ever expanding role of digital video in communications<br>Creation of Video CV  | PPT, Discussion, Video | 8 Hours   |  | CO5 |
| <b>Total</b>  |  |   |                        | <b>40</b> |  |     |

| Sr No  | Book Details   |
|--|--|
| 1.   | Carson, M. (2016). Introduction to Personal Branding |
| <b>Reference Books</b>                                       |  |
| 1. Rowles, D (2014). Digital Branding. Kogan Page Publishers |  |



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|  |   |                                      |
|--|---|--------------------------------------|
| <b>Subject Name:</b> Security Analysis and Portfolio Management  |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code:</b> BMBAFM0311  |   | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Understanding of financial accounting and financial management.   |   |                                      |
| <b>Course Objective:</b> This course aims to provide a basic knowledge of the theories and practices of modern portfolio choice and investment decision. The course will acquaint students with some fundamental concepts such as risk diversification, portfolio selection, capital asset pricing model, etc. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Understand various investment avenues.  | (Understand K2)                      |
| CO2  | Understand the valuation of assets and manage investment portfolios.                                | (Understand K2)                      |
| CO3  | Measure the risk of a stock or a portfolio position.  | (Understand K2)                      |
| CO4  | Analyse and evaluate portfolio performance. (Analyze) K4  | (Apply K3)                           |
| CO5  | Understand and create various investment strategies based on various market conditions. (Create) K6 | (Analyse K4)                         |
| <b>Syllabus</b>  |   |                                      |

| <b>Unit No</b> | <b>Module Name</b>      | <b>Topic covered</b>   | <b>Pedagogy</b>                                   | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>  | <b>CO Mapping</b> |
|----------------|-------------------------|--|---|-------------------------------|--|-------------------|
| <b>Unit-1</b>  | Investment Environment  | The Investment Environment refers to the meaning and objective of investment, investment vs. gambling and speculation, investment alternatives, investment process, and type of investors. Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Securities trading - Equity and debentures/ bonds; Types of orders, margin trading, Participants in the financial market, clearing and settlement procedures. Regularity systems for equity markets. Concept of return and risk. | PPT, Discussion, Video lectures, virtual trading. | 08                            | Define investment alternatives and their importance in portfolio construction.<br><br>Discuss the potential benefits of investing in stocks, such as capital appreciation and dividends.<br><br>Highlight the risks associated with stock investing, including market volatility and company-specific risks. | CO-1              |
| <b>Unit-2</b>  | Capital market Analysis | Fundamental analysis: economic analysis, industry analysts and company analysis. Technical analysis: DOW Theory, Support and Resistance level, Type of charts & their interpretations, moving averages and market indicators, Trend line, Gap Wave Theory, Relative strength. Efficient market theory: weak form hypothesis, semi-strong form hypothesis and potent form of hypothesis   | PPT, Lecture, Discussion                          | 10                            | Emphasise the significance of fundamental analysis as an essential tool for long-term investors.<br><br>Encourage further exploration and practice of  | CO-2              |

|               |                           |   |   |    |  |      |
|---------------|---------------------------|---|---|----|--|------|
|               |                           |   |   |    | <p>fundamental analysis techniques to enhance investment decision-making skills.</p> <p>Acknowledge criticisms and limitations of Dow Theory, such as its reliance on historical price data and its subjective interpretation.</p>   |      |
| <b>Unit-3</b> | Bond and Equity Valuation | Valuation of Equity Discounted Cash-flow Techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio. CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates and concept of duration | PPT, Lecture, Discussion, Balance sheet valuation | 10 | <p>Explain how the balance sheet provides a snapshot of a company's financial position at a specific point in time</p> <p>emphasize the importance of balance sheet analysis in assessing a company's financial health and value</p> | CO-3 |



|               |                             |   |   |    |   |      |
|---------------|-----------------------------|---|---|----|---|------|
| <b>Unit-4</b> | Portfolio Theory            | Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, and correlation risk. Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies. | PPT, Lecture, Discussion, Numerical, Case studies | 07 | <p>discuss different measures of risk commonly used in portfolio analysis, including:</p> <p>Standard deviation: Measure of dispersion around the mean return</p> <p>Beta: Measure of a security's volatility relative to the market.</p> <p>Sharpe ratio: Measure of risk-adjusted return, calculated as excess return divided by standard deviation</p> |      |
| <b>Unit-5</b> | Active Portfolio Management | Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor, and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Funds Industry                         | PPT, Discussion, workshop, Case studies           | 05 | <p>Calculate risk-adjusted performance measures such as Sharpe ratio, Treynor ratio, and Jensen's alpha</p> <p>Evaluate alternative investment</p>  | CO-5 |

|              |  |  |  |           |   |  |
|--------------|--|--|--|-----------|---|--|
|              |  |  |  |           | options or strategies that could potentially enhance the portfolio's performance. |  |
| <b>Total</b> |  |  |  | <b>40</b> |   |  |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Rustagi R.P–Investment Analysis and Portfolio Management (Sultan Chand, 2nd Ed.)                              |
| 2                      | Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 3rd Ed)                           |
| 3                      | Kevin S. -Security Analysis and Portfolio Management (PHI, 2nd Ed.  |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2nd Ed.)                         |
| <b>2</b>               | William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall, 6th Ed).           |
| <b>3</b>               | Donald E. Fischer and Ronald J.Jordan: Security Analysis and Portfolio Management, (Pearson Education, 6th Ed |



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|--|--|--------------------------------------|
| <b>Subject Name:</b> Tax Planning and Management   |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code:</b> BMBAFM0312  |  | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Understanding of financial accounting and financial management.   |  |                                      |
| <b>Course Objective:</b> The core objective of the subject is to familiarise the participants with the principles, problems and structure of different types of taxes in the Indian economy. Students will acquire complete knowledge of income tax and learn the calculation of income tax under various heads of income. |  |                                      |
| <b>Course Outcomes (CO)</b>  |  |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Understand about various Tax provisions and Tax planning                   | Understand (K2)                      |
| CO2  | Calculate taxable income by taking into consideration five heads of income | Apply (K3)                           |
| CO3  | Application of various deductions in taxation.                             | Apply (K3)                           |
| CO4  | Know of tax authorities and rebates applicable under different situations. | Understand (K2)                      |
| CO5  | Calculation of GST and its management                                      | Analyzing (K4)                       |
| <b>Syllabus</b>  |  |                                      |

| <b>Unit No</b> | <b>Module Name</b> | <b>Topic covered</b>   | <b>Pedagogy</b>                      | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>   | <b>CO Mapping</b> |
|----------------|--------------------|--|--------------------------------------|-------------------------------|---|-------------------|
| 1              | Introduction       | Introduction to tax planning and management: Concept of tax planning and management –Assesses, Income, Previous Year, Assessment Year, Income Tax, Important Dates and Forms.    | Discussion, PPT & Video              | 4                             | List the different types of forms applicable to tax.  | CO1               |
| 1              | Tax planning       | Tax evasions and tax avoidance-Need and significance of tax planning and management Planning regarding residential status. Tax on agriculture. Treatment of Agricultural income. | Discussion, PPT & Video              | 4                             | List the different types of forms applicable to tax.  | CO1               |
| 2              | Heads of Income    | Five Heads of Income – Income from Salary includes allowances and Perquisites, Income from House Property,   | Discussion, PPTs, case Study & Video | 4                             | 1. Suppose you are a salaried employee with a salary of 1000000 p.a. Discuss different deductions you can have in the calculation of your tax.  | CO2               |
| 2              | Capital Gains      | Profits & Gains from Business or Profession, Capital Gains – Short term capital gains (STCG) & Long term capital gains, Income from Other sources                                | Discussion, PPTs, case Study & Video | 4                             | Tom sold some shares of stock and made a profit of \$10,000. He originally purchased the shares for \$20,000 three years ago. If the capital gains tax rate is 15%, how much tax will Tom owe on his capital gains? | CO2               |

|   |                       |   |                                      |   |  |     |
|---|-----------------------|---|--------------------------------------|---|--|-----|
| 3 | Aggregation of income | Clubbing of incomes, Calculation of Taxable Income, Tax Calculation including Surcharge and Marginal relief, Deduction, Rebate, Relief, Set Off & Carry Forward of Losses –                                 | Discussion, PPTs, case Study & Video | 4 | As a financial manager explain valour deductions of tax to your trainees.  | CO3 |
| 3 | Income adjustments    | Principles, Meaning, Inter-head adjustment, inter – source adjustment and Intra – head Set Off,   | Discussion, PPTs, case Study & Video | 4 | As a financial manager explain valour deductions of tax to your trainees.  | CO3 |
| 4 | Tax authorities       | Income Tax Authorities- Their appointment, Jurisdiction, powers and functions.  | Discussion, PPTs, case Study & Video | 4 | Make a ppt showing the process of filing tax refund.   | CO4 |
| 4 | Tax Recovery          | Provisions relating to collection and recovery of tax: refund of tax, offences, penalties, prosecutions, appeals and revisions, advance tax, TDS, advance rulings, avoidance of double taxation agreements. | Discussion, PPT & Video              | 4 | Make a ppt showing the process of filing tax refund.   | CO4 |
| 5 | Concept of GST        | GST Concepts –Advantages and Limitations of VAT – GST as the preferred Tax Structure. Model of GST.   | Discussion, PPT & Video              | 4 | XYZ Ltd. is a medium-sized manufacturing company in India that produces consumer electronics. With the introduction of GST, the company needed to reevaluate its tax compliance and supply chain strategies to ensure compliance and minimise tax impact. Discuss the change in strategy a | CO5 |

|              |                |  |                         |           |  |     |
|--------------|----------------|--|-------------------------|-----------|--|-----|
|              |                |  |                         |           | company should adopt.  |     |
| <b>5</b>     | Process of GST | Need for Tax Reforms, GST Principles – Single GST, Dual GST; Transactions covered under GST; Impact of GST. Registration and Filing: – Rates of Tax – Rates in Foreign Countries – In India; Assessment and Administration of GST. | Discussion, PPT & Video | 4         | XYZ Ltd. is a medium-sized manufacturing company in India that produces consumer electronics. With the introduction of GST, the company needed to reevaluate its tax compliance and supply chain strategies to ensure compliance and minimise tax impact. Discuss the change in strategy a company should adopt. | CO5 |
| <b>Total</b> |                |  |                         | <b>40</b> |  |     |

| <b>Textbooks</b> |   |
|------------------|---|
| <b>Sr No</b>     | <b>Book Details</b>   |
| 1.               | Singhania, V. K. (1997). Taxmann Students' Guide to Income Tax. |

|                        |   |
|------------------------|---|
| 2                      | Ahuja, G., & Gupta, R. (2019). A systematic approach to income tax. Wolters kluwer india Pvt Ltd.         |
| 3                      |   |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Ahuja, G., & Gupta, R. (2000). Corporate Tax Planning & Management. <i>FINANCE INDIA</i> , 14(1), 245-248 |



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**Subject Name: Indian Financial Markets and Institutions** **L-T-P [3-0-0]**

**Subject Code: BMBAFM0313** **Applicable in Department: MBA**

**Pre-requisite of Subject:** Understanding of financial accounting and financial management.

**Course Objective:** Impart knowledge of India's financial system and the role of financial institutions, financial markets, and financial instruments. Create awareness among the students of the mechanism of commercial banking, its operations, instruments, regulations, etc., to help them acquire analytical skills in the money and capital market to raise medium- and long-term funds.

**Course Outcomes (CO)**

**Course outcome:** After completion of this course, students will be able to:

|      |  | <b>Bloom's Knowledge Level(KL)</b> |
|------|--|------------------------------------|
| CO 1 | Recognize the functioning and functioning of various financial institutions in India, thus connecting it to the functioning of the Indian economy.       | Comprehending (K3)                 |
| CO2  | Interpret the knowledge about banks and the workings of various financial instruments in the primary and secondary markets in India and foreign markets. | Applying (K4)                      |
| CO3  | Classify the working of microfinance instruments in India as well as foreign markets.  | Comprehending (K3)                 |
| CO4  | Interpret the knowledge about the banking industry and demonstrate the various market demand analysis.   | Applying (K4)                      |
| CO5  | Understand the various insurance products and their regulations.   | Understanding (K2)                 |

**Syllabus**



| <b>Unit No</b> | <b>Module Name</b> | <b>Topic covered</b>  | <b>Pedagogy</b>   | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>   | <b>CO Mapping</b> |
|----------------|--------------------|---|---|-------------------------------|---|-------------------|
| 1              | 1                  | Structure of Indian financial system: An overview. Theories of the Impact of Financial Development and Savings: Prior saving theory, Credit Creation Theory, Theory of Fruits Savings, Financial Regulation Theory, and Financial Liberation Theory.  | PPTs, Videos, Group Discussions, Case Studies, etc.     | 8 hours                       | Assignment 1:- Analyze Financial Institutions and Markets<br><br>Assignment 2:- Evaluate the Theoretical Foundations of Financial Systems               | CO1               |
| 2              | 1                  | Reserve Bank of India: Organization, management and functions, Recent monetary policy of RBI, Banking role and structure, Commercial banks: meaning, functions, present structure, types, e-banking and recent developments in commercial banking, NBFC, Sectorial financial institution NABARD, Exim Bank and PFC.   | PPTs, Videos, Case Studies, etc..                       | 8 hours                       | Assignment 1: Evaluating the Effectiveness of Recent RBI Monetary Policies<br><br>Assignment 2: Designing a New Financial Product for a Commercial Bank | CO2               |
| 3              | 1                  | Money market: meaning, constituents, functions of money market, Money market instruments: call loans, treasury bills, certificates of deposits, commercial bills, trade bills, Recent trends in Indian money market, Capital market: primary and secondary markets, their role recent developments, Government securities market, SEBI: objectives and functions. | PPTs, Videos, Student Presentation, Case Studies, etc.. | 8 hours                       | -Case studies on major capital market movements, initial public offerings (IPOs), and the   | CO3               |

|   |   |   |   |         |   |     |
|---|---|---|---|---------|---|-----|
|   |   |   |   |         | role of institutional investors.  |     |
|   |   |   |   |         | -Group Discussion on the regulatory impacts and market reaction on equity Market of india   |     |
| 4 | 1 | Overview of micro finance; Types of micro finance; Income generating activities and Micro Enterprise Market (demand) analysis, Technological analysis, Socioeconomic analysis, Environmental analysis. Logical framework, Implementation & Monitoring Credit Delivery Methodology; Strategic Issues in Microfinance: Sustainability | PPTs, Videos, Group Discussion, Case Studies, etc.. | 8 hours | Evaluating Microfinance Models, Impact of Technology on Microfinance, Socioeconomic Impact Assessment, Risk Management Strategies in Microfinance, Designing a Microfinance Product | CO4 |
| 5 | 1 | Principles and Practice of Insurance-Introduction to Risk and Insurance, Types of Insurance-General and Life, Basic principles of General and Life Insurance, Insurance regulations on investments (IRDA), Costing and pricing of insurance products, Insurance Premiums & Riders, maturity & Claims.                               | PPTs, Videos, Group Discussions, Case Studies, etc. | 8 hours | Prepare a comparative analysis report on different types of insurance products and identify the optimal contexts for their application.<br><br>Develop a detailed                   | CO5 |

|              |  |  |  |           |   |  |
|--------------|--|--|--|-----------|---|--|
|              |  |  |  |           | case study involving the assessment and processing of a claim, including the decision-making process based on the policy terms. |  |
| <b>Total</b> |  |  |  | <b>40</b> |   |  |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | <b>Financial Institutions and Markets: Structure, Growth and Innovations by L.M. Bhole and J. Mahakud, 6th Edition, McGraw Hill Education, Chennai, India</b> |
| 2                      | <b>Financial Markets and Institutions by Frederic Mishkin and Stanley Eakins, 8th Edition, Pearson Education</b>  |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | <b>Financial Institutions &amp; Markets by Jeff Madura, 10 edition Cengage</b>  |



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|--|--|--------------------------------------|
| <b>Subject Name:</b> HR Analytics  |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code:</b> BMBAHR0311  |  | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Understanding of human resource management.   |  |                                      |
| <b>Course Objective:</b> This course aims to equip students with a comprehensive understanding of HR Analytics, including frameworks, benchmarks, and metrics, to support data-driven decision-making and organizational goals. Students will learn to apply HR metrics analysis in recruitment, diversity, and performance and develop skills in creating HR Scorecards and evidence-based interventions. |  |                                      |
| <b>Course Outcomes (CO)</b>  |  |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Understand the concepts & fundamentals of HR analytics, value chain & organizational system.   | Understand (K2)                      |
| CO2  | Apply relevant HR Analytics framework for problem-solving  | Apply (K3)                           |
| CO3  | Analysing different techniques of data-driven and HR metrics   | Analyze (K4)                         |
| CO4  | Apply various analysis techniques and use them for decision-making   | Apply (K3)                           |
| CO5  | Analyze the HR Scorecard, monitor the impact of interventions, and evaluate the mediation process, moderation, and interaction analysis. | Analyze (K4)                         |

## Syllabus

| Unit No | Module Name                           | Topic covered   | Pedagogy  | Lecture Required (L+P) | Practical/Assignment/Lab Nos | CO Mapping |
|---------|---------------------------------------|---|---|------------------------|------------------------------|------------|
| 1       | Introduction to HR Analytics          | Introduction to HR Analytics, Defining HR Analytics, Basic of HR Analytics, Role & Capability of Analytics, Evolution of HR Analytics, Human Capital Analytics Continuum  | Video, Classroom discussion, PPT, Case            | 4                      | Application based-assignment | CO1        |
| 1       | HR Value Chain                        | Application of HR Analytics, Analytic Value Chain, HR Analytics: The wave for HR value creation. Valuing HR Analytics in the Organizational System. Understanding the Organizational System and locating the HR Challenges in the System, Connecting HR Analytics to business benefit | Video, Classroom discussion, PPT, Case            | 4                      | Application based-assignment | CO1        |
| 2       | Scorecards and metrics                | Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards vs. HR Analytics   | Videos, Classroom discussion, PPT, Case           | 4                      | Application based-assignment | CO2        |
| 2       | HRA Frameworks                        | HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent ship Framework, 5 overarching components of an effective Analytics framework   | Videos, Classroom discussion, PPT, Case           | 4                      | Application based-assignment | CO2        |
| 3       | HR Data                               | HR Metrics: Data sources, and requirements, Types of data, tying data sets together, Difficulties in obtaining data, Typical data sources, Typical questions faced (survey), Typical data issues  | Videos, Classroom discussion, PPT, Case           | 3                      | Application based-assignment | CO3        |
| 3       | Data entry, cleaning, and preparation | Techniques for establishing questions, building support and interest, Obtaining data, cleaning data (exercise), Supplementing data, ethics of measurement and evaluation. Evaluating Reliability and validity of selection models, finding out selection bias                         | Videos, Classroom discussion, PPT, Case, MS Excel | 5                      | Application based-assignment | CO3        |
| 4       | Application of HR Analytics           | Recruitment and Selection Analytics, Predicting the performance and turnover,   | Videos, Classroom discussion, PPT, Case           | 4                      | Application based-assignment | CO4        |

|              |   |   |  |           |                              |     |
|--------------|---|---|--|-----------|------------------------------|-----|
| 4            | Diversity and training analysis                         | Diversity Analysis: Equality, diversity, and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles. Performance Analysis: Predicting employee performance, training requirements, evaluating training and development, Optimizing selection and promotion decisions | Video, Classroom discussion, PPT, Case | 4         | Application based-assignment | CO4 |
| 4            | HR Program Assessment                                   | Employee engagement and turnover, finding money in Analytics; Linking HR data to operational performance, HR data, and stock performance; Formulating evidence-based practices and responsible investment   | Video, Classroom discussion, PPT, Case | 3         | Application based-assignment | CO4 |
| 5            | HR Scorecard  | Creating HR Scorecard, guidelines for implementing a HR Scorecard   | Video, Classroom discussion, PPT, Case | 3         | Application based-assignment | CO5 |
| 5            | Relationship between dependent and independent variable | Mediation process, moderation, and interaction analysis   | Video, Classroom discussion, PPT, Case | 2         | Application based-assignment | CO5 |
| <b>Total</b> |   |   |  | <b>40</b> |                              |     |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Rachal Johnson, Lindsay McFarlane et al. Murrey The Practical Guide to HR Analytics, Society For Human Resource, 2019 |
| 2                      | Predictive HR Analytics, Text Mining & Organizational Network Analysis with Excel by Mong Shen Ng, 2019               |
| <b>Reference Books</b> |   |

| <b>Sr No</b> | <b>Book Details</b>   |
|--------------|---|
| <b>1</b>     | Edwards Martin R, Edwards Kirsten Predictive HR Analytics: Mastering the HR Metric”, Kogan Page Publishers, 2020. |
| <b>2</b>     | Deepa Gupta, Mukul Gupta, Parth Mukul, HR Analytics- The Future of HR, PHI Learning Pvt. Ltd -2024                |



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|--|--|--------------------------------------|
| <b>Subject Name:</b> Employee Relations and Labour Code  |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code:</b> BMBAHR0312  |  | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Understanding of human resource management.   |  |                                      |
| <b>Course Objective:</b> The course aims to provide a conceptual framework of industrial relations, covering relevant laws, social security, working conditions, major labour law reforms, and the current state of industrial relations in India. |  |                                      |
| <b>Course Outcomes (CO)</b>  |  |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Knowledge of industrial relations framework and assess the development and challenges of trade unionism.                                       | (Understand) K2                      |
| CO2  | Apply critical analysis and evaluation skills to understand and effectively implement collective bargaining and Grievance-handling mechanisms. | (Apply) K3                           |
| CO3  | Demonstrate comprehensive understanding and application of crucial labour laws concerning workplace, compensation and industrial disputes.     | (Understand) K2                      |
| CO4  | Ability to understand and apply labour laws effectively within an organisational context.  | (Apply) K3                           |
| CO5  | Analysing and applying various labor laws and recent legislative reforms in understanding complex legal frameworks                             | (Analyze) K4                         |
| <b>Syllabus</b>  |  |                                      |



| <b>Unit No</b> | <b>Module Name</b>   | <b>Topic covered</b>   | <b>Pedagogy</b>                    | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>   | <b>CO Mapping</b> |
|----------------|--|--|------------------------------------|-------------------------------|---|-------------------|
| <b>1</b>       | <b>Employee Relations Management (ERM) &amp; Industrial Relation</b> | Introduction and Importance of Employee Relations Management, Key stakeholders in industrial relations, Pre- Independence and Post-Independence-Emerging challenges of IR in India, Theoretical Perspectives on Industrial Relations                       | Classroom discussion, Case studies | <b>4 Hours</b>                | Discuss the Effect on Employee Relations with Changes in Trade Unions   | CO1               |
| <b>1</b>       | <b>Trade Unionism</b>  | Trade Unionism: Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926: Objective, Recognition and registration, Industrial Democracy & Participative Management | Classroom discussion, Case studies | <b>4 Hours</b>                | Discuss the Effect on Employee Relations with Changes in Trade Unions   | CO1               |
| <b>2</b>       | <b>Collective Bargaining and Discipline</b>                          | Significance, Types & procedure of Collective bargaining and Discipline: The Industrial Employment (Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline   | Classroom discussion, Case studies | <b>4 Hours</b>                | Examine a successful collective bargaining agreement in an Indian company and identify key factors contributing to its success. | CO2               |
| <b>2</b>       | <b>Grievance Handling</b>  | Grievance Handling in IR: Grievance Settlement Procedure, Employee Participation and Empowerment, Strategies for Promoting Employee Empowerment  | Classroom discussion, Case studies | <b>4 Hours</b>                | Examine a successful collective bargaining agreement in an Indian company and identify key                                      | CO2               |

|          |   |   |                                    |                |  |     |
|----------|---|---|------------------------------------|----------------|--|-----|
|          |   |   |                                    |                | factors contributing to its success.   |     |
| <b>3</b> | <b>Labour Laws Governing Workplaces</b>                 | The Factories Act, 1948 & The Shop & Establishment Act, 1948; The Payment of Wages Act, 1936  | Classroom discussion, Case studies | <b>4 Hours</b> | Examine the implementation and impact of the Factories Act, 1948 in a specific industry.               | CO3 |
| <b>3</b> | <b>Labour Laws Addressing Compensation and Disputes</b> | Employees Compensation Act 1923; The Industrial Disputes Act, 1947. The Payment of Minimum Wages Act, 1948  | Classroom discussion, Case studies | <b>4 Hours</b> | Examine the implementation and impact of the Factories Act, 1948 in a specific industry.               | CO3 |
| <b>4</b> | <b>Labour Regulations and Child Labour Laws</b>         | Contract Labour (Regulation and Abolition) Act 1970, Child and Adolescent Labour (Prohibition and Regulation) Act 1986  | Classroom discussion, Case studies | <b>4 Hours</b> | Examine case studies on the implementation and impact of the Contract Labour Act and Child Labour Act. | CO4 |
| <b>4</b> | <b>Workplace Safety and Gender Equality</b>             | Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, Equal Remuneration Act 1976  | Classroom discussion, Case studies | <b>4 Hours</b> | Examine case studies on the implementation and impact of the Contract Labour Act and Child Labour Act. | CO4 |
| <b>5</b> | <b>Labor Law-III</b>                                    | The Payment of Bonus Act, 1965; the Payment of Gratuity Act, 1972; The Maternity Benefit Act, 1961; Employee's Provident Fund & Miscellaneous Provisions Act, 1952. | Classroom discussion, Case studies | <b>4 Hours</b> | Explain the objectives of the Payment of Wages Act & current wage rates in                             | CO5 |

|              |                                   |   |                                    |                |   |     |
|--------------|-----------------------------------|---|------------------------------------|----------------|---|-----|
|              |                                   |   |                                    |                | India.  |     |
| 5            | <b>Important Labour Law Bills</b> | The Industrial Relations Code Bill, 2020; Code on Social Security Bill, 2020 and the Occupational Safety, Health and Working Conditions Code Bill, 2020 | Classroom discussion, Case studies | <b>4 Hours</b> | Explain the objectives of the Payment of Wages Act & current wage rates in India. | CO5 |
| <b>Total</b> |                                   |   |                                    | <b>40</b>      |   |     |

| <b>Textbooks</b>       |  |
|------------------------|--|
| <b>Sr No</b>           | <b>Book Details</b>  |
| 1.                     | Industrial Relations and Labour Laws, Vikas Srivastava (2020))   |
| 2.                     | Labour Laws”, Taxmann Allied Services Pvt. Ltd, Taxmann (2019)   |
|                        |  |
| <b>Reference Books</b> |  |
| <b>Sr No</b>           | <b>Book Details</b>  |
| <b>1</b>               | Satya , Ratnam, Dhal, (2017).Industrial Relations, Oxford University Press.                                    |
| <b>2</b>               | Mamoria, Mamoria and Gankar, (2016 )“Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi,. |

**3**

D. P Sahoo (2020) Employee Relations Management - Texts and Cases (Sage Publication).



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|   |   |                                      |
|---|---|--------------------------------------|
| <b>Subject Name:</b> Performance and Compensation Management  |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code:</b> BMBAHR0313   |   | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Understanding of human resource management.  |   |                                      |
| <b>Course Objective:</b> Performance and Compensation Management course aims to equip students with comprehensive knowledge of managing performance, designing compensation systems, and navigating legal and ethical considerations. Students will learn to evaluate performance, design motivating compensation structures, and understand global perspectives. Ultimately, they'll contribute effectively to organisational success. |   |                                      |
| <b>Course Outcomes (CO)</b>   |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:   |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Knowledge of Performance Management and Performance Appraisal.  | (Understand) K2                      |
| CO2   | Competency to understand Performance Management.  | (Understand) K2                      |
| CO3   | Knowledge about the Compensation and Reward Systems.  | (Understand) K2                      |
| CO4   | Competency to implement effective reward systems in the organisation.                                     | (Evaluate) K5                        |
| CO5   | Ability to explain the relevance of competency mapping and understand its linkage with career development | (Apply) K3                           |
| <b>Syllabus</b>   |   |                                      |

| <b>Unit No</b> | <b>Module Name</b>                             | <b>Topic covered</b>  | <b>Pedagogy</b>   | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>  | <b>CO Mapping</b> |
|----------------|--|---|---|-------------------------------|--|-------------------|
| <b>1</b>       | <b>Introduction to Performance Management.</b> | Introduction to Performance Management System: Meaning, Uses and Purpose of Performance Management, Performance Management vs. Performance Appraisal  | PowerPoint Presentations, Quiz, discussions, Assignments    | 3 Hours                       | Assignment on Performance Management System & Case Study on Effective Appraisal System               | CO1               |
| <b>1</b>       | <b>Performance Management Process.</b>         | Performance management and its challenges in the current scenario, Performance management as a System and Process, Establishing Performance Criteria for developing an Effective Appraisal System, and Criteria (KRA, KSA VS KPI).<br><br>Case Studies  | PowerPoint Presentation, Case study                         | 5 Hours                       | Assignment on Performance Management System & Case Study on Effective Appraisal System               | CO1               |
| <b>2</b>       | <b>Managing Performance.</b>                   | Managing Performance: Methods of managing the performance of all the levels of management, including 360-degree performance appraisal, MBO, and performance analysis for individual and organisational development.   | PowerPoint Presentations, Quizzes, discussions, Assignments | 3 Hours                       | Assignment on MBO, Strategic performance feedback systems & Case Study on human resource development | CO2               |
| <b>2</b>       | <b>HRD</b>                                     | Human Resource Development: Introduction, Concept & Definition, Features, Objectives & Essentials HRD at Micro and Macro levels, Significance of HRD Distinction between Personnel Function and HRD, Instruments or Mechanism of HRD, Implementation of HRD, HRD in Indian Industry, HRD Strategies | PowerPoint Presentation, Quiz, discussions, Assignments     | 3 Hours                       | Assignment on MBO, Strategic performance feedback systems  | CO2               |

|   |                        |   |  |         |  |     |
|---|------------------------|---|--|---------|--|-----|
|   |                        |   |  |         | & Case Study on human resource development   |     |
| 2 | Strategic Performance. | Strategic Performance Feedback Systems in Indian Industries. Case Studies   | Power Point Presentation, Case study                     | 2 Hours | Assignment on MBO, Strategic performance feedback systems & Case Study on human resource development | CO2 |
| 3 | Module 1               | Contemporary Issues: Potential appraisal, Competency mapping ,Competency mapping approaches & its linkage with Career Development and Succession planning | Power Point Presentation, Quiz, discussions, Assignments | 3 Hours | Assignment on Competency mapping, Employee Well-being & Case Study on Balance score card             | CO3 |
| 3 | Module 2               | Balance score card: Introduction and Applications, Advantages and limitations. <b>Benchmarking</b> . Case Study.  | PowerPoint Presentation, Case study                      | 2 Hours | Assignment on Competency mapping, Employee Well-being & Case Study on Balance scorecard              | CO3 |
| 3 | Module 3               | Employee Well-being and its Impact on Performance Metrics: Introduction, relevance in the Indian industrial context, strategies                           | Power Point Presentation,                                | 3 Hours | Assignment on  | CO3 |

|          |                 |   |  |         |  |     |
|----------|-----------------|---|--|---------|--|-----|
|          |                 | for implementation, and impact measurement.   | Quiz, discussions, Assignments                           |         | Competency mapping, Employee Well-being & Case Study on Balance score card |     |
| <b>4</b> | <b>Module 1</b> | Reward System: Compensation- Definition, Function, and significance.  | Power Point Presentation, Quiz, discussions, Assignments | 4 Hours | Assignment on Reward system & Case Study on Job evaluation                 | CO4 |
| <b>4</b> | <b>Module 2</b> | Job evaluation: Methods of job evaluation, Inputs to job evaluation, Practical implication for technical/non-technical and executive/managerial positions and significance of wage differentials.<br>Case Studies | Power Point Presentation, Case study                     | 4 Hours | Assignment on Reward system & Case Study on Job evaluation                 | CO4 |
| <b>5</b> | <b>Module 1</b> | Compensation: Method of pay and Allowances, Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc,  | Power Point Presentation, Quiz, discussions, Assignments | 3 Hours | Assignment on Compensation system & Case Study on regulatory compliance    | CO5 |
| <b>5</b> | <b>Module 2</b> | Calculation of: PF, ESI, BONUS and Gratuity, Cost To Company. Incentive schemes; Methods of payment: Time and piece rate. Fringe benefits & other allowances: Overtime, City compensatory, Travelling, etc.       | PowerPoint Presentations, Quiz, discussions, Assignments | 2 Hours | Assignment on Compensation system & Case Study on regulatory compliance    | CO5 |



|              |                 |   |                                     |           |   |     |
|--------------|-----------------|---|-------------------------------------|-----------|---|-----|
| <b>5</b>     | <b>Module 3</b> | Regulatory compliance: Introductions, Wage and Pay commissions, Overview of Minimum Wages Act-1948 and Equal Remuneration Act-1976. Profit Sharing options; Case Studies. | PowerPoint Presentation, Case study | 3 Hours   | Assignment on Compensation System & Case Study on regulatory compliance | CO5 |
| <b>Total</b> |                 |   |                                     | <b>40</b> |   |     |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Sarkar and Mohapatra, A field book of Performance Management, Notion Press, 2024                              |
| 2                      | Arup Verma, Pawan Budhwar, Performance Management Systems: An Experiential Approach, Sage Publications, 2019. |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Chakrabarti Diganta, Reward Management- Concept and Practices for Modern Organization, Cengage,2022           |
| <b>2</b>               | Armstrong and Brown, Handbook of Reward Management, Kogan Page Ltd,2023                                       |



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|  |   |                                      |
|--|---|--------------------------------------|
| <b>Subject Name: Social Media and Digital Marketing Analytics</b>  |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBAMK0311</b>  |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Basic understanding of marketing management.  |   |                                      |
| <b>Course Objective:</b> Students will focus on understanding the digital marketing landscape and how firms can build value-enhancing strategies that leverage digital and social media channels to acquire and engage customers. Using digital analytic dashboards and software, students will learn to analyse marketing/customer data to make meaningful decisions. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Develop an understanding of digital and social media marketing practices.   | Understand (K2)                      |
| CO2  | Apply knowledge of social media platforms for marketing   | Apply (K3)                           |
| CO3  | Acquire the skills for customer acquisition and online engagement.  | Apply (K3)                           |
| CO4  | Develop an understanding of building organisational competency through digital marketing practices and cost considerations. | Create (K6)                          |
| CO5  | Analyse digital marketing efforts to gain valuable insights into campaign performance and strengthen marketing plans.       | Analyse (K4)                         |
| <b>Syllabus</b>  |   |                                      |

| <b>Unit No</b> | <b>Module Name</b>   | <b>Topic covered</b>  | <b>Pedagogy</b>                                  | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>   | <b>CO Mapping</b> |
|----------------|--|---|--|-------------------------------|---|-------------------|
| 1              | <b>Introduction to Digital Marketing</b>                       | Introduction to Digital Marketing: The new digital world - trends driving shifts from traditional marketing practices to digital marketing practices, the modern consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices. Marketing Mix (7Ps) in an online context, Integrated Internet Marketing communication. | PPT, Discussion, Activity                        | 8 Hours                       | Design an Online Marketing Mix for a product/ service.                                    | CO1               |
| 2              | <b>Social Media Marketing</b>                                  | Social Media Marketing: Meaning, Purpose, types of social media websites. Introduction to Blogging: Create a blog post for your project. Include a headline, imagery, links and post, Content Planning and writing. Introduction to Facebook, Twitter, Google +, LinkedIn, YouTube, Instagram, and Pinterest, as well as their channel advertising and campaigns.   | PPT, Discussion, Activity, Student Presentations | 8 Hours                       | Create a blog post on a free blogging platform (Medium, WordPress, Blogger)               | CO2               |
| 3              | <b>Acquiring &amp; Engaging Users through Digital Channels</b> | Acquiring & Engaging Users through Digital Channels: search engine marketing, mobile marketing, video marketing, email marketing, affiliate marketing, influencer marketing, viral marketing, content marketing and social media marketing, Overview of SEO, and Marketing gamification.  | PPT, Discussion, Case study                      | 8 Hours                       | Analyze the Gamification strategies used by marketers and their impact on their business. | CO3               |
| 4              | <b>Designing Organization for Digital Success</b>              | Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to the business, and evaluating the cost-effectiveness of digital strategies.  | PPT, Discussion, Video                           | 8 Hours                       | Case study  | CO4               |
| 5              | <b>Digital marketing analytics</b>                             | Web Analytics, Google Analytics, Social Media Analytics, Google Ads details-Conversion tracking, Conversion Rate Optimization, Emerging technologies- Metaverse, IOT, AR/VR, Future of Analytics,   | PPT, Discussion, Video                           | 8 Hours                       | Practical overview of Google Analytics and other analytical tools                         | CO5               |
| <b>Total</b>   |  |   |  | <b>40</b>                     |   |                   |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Mouthy Maiti: Internet Marketing, Oxford University Press India, First Edition  |
| 2                      | Vandana, Ahuja; Digital Marketing, Oxford University Press India, First Edition   |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Tracy L. Tuten & Michael R. Solomon: Social Media Marketing, Sage Publication, Second Edition                                     |
| <b>2</b>               | Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation;Kogan Page, First Edition |



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|  |   |                                      |
|--|---|--------------------------------------|
| <b>Subject Name: Product and Brand Management</b>  |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBAMK0312</b>  |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Basic understanding of marketing management.  |   |                                      |
| <b>Course Objective:</b> To understand product management, brand, branding and brand equity for effective implementation and growth in the market. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Develop an understanding of product and related concepts and decisions    | Understand (K2)                      |
| CO2  | Develop an understanding of and apply the New Product Development process | Apply (K3)                           |
| CO3  | Get an insight into concepts of Brand and Brand Equity.                   | Understand (K2)                      |
| CO4  | Understand, create and implement brand marketing communication.           | Create (K6)                          |
| CO5  | Manage brands effectively through different means.                        | Apply (K3)                           |
| <b>Syllabus</b>  |   |                                      |

| <b>Unit No</b> | <b>Module Name</b>                           | <b>Topic covered</b>   | <b>Pedagogy</b>   | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>  | <b>CO Mapping</b> |
|----------------|--|--|---|-------------------------------|--|-------------------|
| 1              | Introduction to product management           | Product Management & Scope, Define Product, Product Classification, Product Levels, and Product Hierarchy. , Organization for Product Management<br><br>Product Life Cycle: Product Life Cycle Stages and corresponding Strategies and Product Evaluation.   | PPT, case study, Video case studies   | 5 hours                       | Assignment<br><br>Study product portfolios of famous companies and analyse their lifecycle stages. | CO1               |
| 1              | Product decisions                            | Product Portfolio: Concept, Factors influencing Product Portfolio, The BCG Growth Matrix, Shell's Directional Policy Matrix. Case study  | Smartboard, PPT, case study, video, survey (live project)   | 3hours                        | N/A  |                   |
| 2              | New product development                      | New Products: New Product Categories, understanding buyer persona, New Product Development Process, prototyping, MVP, Product testing, test marketing. New product strategy: The need for Product Innovation Strategy, disruptive innovation, the components of new Product Strategy, and product pricing. Commercialisation: Test Marketing, Time to Market, Breaking into the Market, Managing Growth, | Smartboard, PPT, case study<br><br>Video discussion, practical simulating real product management | 7 hours                       | N/A  | CO2               |
| 2              | New product growth and management strategies | Leveraging new Product Growth, Product growth strategies, Sustaining Differentiation, Managing the mature Product: Offensive Strategies, Extending the product life cycle, Case study  | Smartboard, PPT, case study, video, survey (live project)   | 3 hours                       | N/A  |                   |
| 3              | Introduction to Branding                     | Branding Basics: Brand, branding and significance of branding, Branding challenges and opportunities, Brand equity concept, Strategic brand management process, Identifying and establishing brand positioning, Planning and implementing brand marketing programs, Measuring and interpreting brand performance, growing and sustaining brand equity.   | Smartboard, PPT, case study, videos   | 4 hours                       | Visit a mall and study the branding strategies   | CO3               |

|              |  |   |   |           |  |     |
|--------------|--|---|---|-----------|--|-----|
| 3            | Brand Equity                                       | Brand Equity concept and Brand Equity Models: Brand Asset Valuation, Aaker Model, Brand Resonance   |   | 4 hours   | N/A  |     |
| 4            | Building brands                                    | Brand knowledge, The Four steps of brand building, Creating customer value Identifying and establishing brand positioning, Positioning guidelines.  | Smartboard, PPT, case study, video, simulation            | 3 hours   | Assignment<br>Create brand elements for a particular product and create a strategy to enhance brand awareness by using them. | CO4 |
| 4            | Planning and Implementing Brand Marketing Programs | Planning and Implementing Brand Marketing Programs: Choosing brand elements to build brand equity, Options and tactics for Brand, Integrating marketing communication to build brand equity, Conceptualizing the leveraging process, Co- branding, Celebrity Endorsement. | Smartboard, PPT, case study, video, survey (live project) | 5 hours   | N/A  |     |
| 5            | Brand Tracking                                     | The brand value chain, Designing brand tracking studies, Capturing customer mind set through qualitative and quantitative research techniques.  | Smartboard, PPT, case study, video, survey (live project) | 3 hours   | Assignment   | CO5 |
| 5            | Designing and extending brands                     | Brand architecture, Brand hierarchy, Designing brand strategy, Digital branding: concept and strategies, Brand extensions- advantage and disadvantage- Reinforcing brands, Revitalizing brands, Brand Failures. Case study)   | Smartboard, PPT, case study, video, survey (live project) | 3 hours   | N/A  |     |
|              |  |   |   |           |  |     |
| <b>Total</b> |  |   |   | <b>40</b> |  |     |

**Textbooks**

| <b>Sr No</b>           | <b>Book Details</b>   |
|------------------------|---|
| 1.                     | Donald, R.L., & Russell S.W. (2002). Product Management (3rd Ed.). Tata McGraw Hill   |
| 2                      | Keller, K.L., & Swaminathan, V. (2019). Strategic Brand Management: Building, Measuring and Managing Brand Equity (5th Ed.).<br>Prentice Hall |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Trott, P. (2008). Innovation Management and New Product Development (4th Ed.). Prentice Hall  |
| <b>2</b>               | Kapferer, J. (2012). The New Strategic Brand Management: Advanced Insights and Strategic Thinking (5th Ed.). Kogan Page                       |
| <b>3</b>               | Keller, Kevin Lane (2013), Strategic Brand Management: building, measuring, and managing brand equity, Pearson                                |





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|   |  |                                      |
|---|--|--------------------------------------|
| <b>Subject Name: Consumer Behaviour</b>   |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBAMK0313</b>   |  | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Basic understanding of marketing management.   |  |                                      |
| <b>Course Objective:</b> Understand consumer behaviour and its applications in marketing. Also, to understand the consumer decision-making process and the factors affecting it. Understand the models of consumer behaviour, global consumer behaviour, buying habits and issues related to consumer privacy and ethics. |  |                                      |
| <b>Course Outcomes (CO)</b>   |  |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:   |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO1   | Understand the three major influences on customer choice: the process of human decision-making in a marketing context, the individual customers' make-up, and the environment in which the customer is embedded. | Understand (K2)                      |
| CO2   | Develop the cognitive skills to apply the above knowledge to marketing decision-making and activities.   | Create (K6)                          |
| CO3   | Understand different models of consumer behaviour.   | Understand (K2)                      |
| CO4   | Understand and apply the stages of the consumer buying process in real-life situations.  | Apply (K3)                           |
| CO5   | Identify the factors influencing buying habits and issues related to consumer privacy and ethics.  | Evaluate(K5)                         |

## Syllabus

| Unit No  | Module Name  | Topic covered   | Pedagogy                | Lecture Required (L+P) | Practical/ Assignment/ Lab Nos   | CO Mapping |
|--|--|---|-------------------------|------------------------|--|------------|
| Unit I<br>Introduction to Consumer Behavior        | Introduction to Consumer Behavior                  | Introduction: Introduction to Consumer Behavior; Applications of consumer behaviour knowledge in marketing. Consumers and Customer, Consumer Behavior in the Contemporary Environment. The Consumer Research Process, Market Segmentation and Strategic Targeting. Consumer Motivation. | PPT, Videos, Case Study | 4+4                    | Select a recent personal purchase decision you have made (e.g., buying a smartphone, selecting a restaurant for dinner, choosing a vacation destination) and analyze it based on the stages of the consumer decision-making process. | CO1        |
| Consumers as individuals and in the social context | Consumers as individuals and in the social context | Consumers as individuals and in the social context: Consumer Perception, Consumer Attitude Formation & Change, Behavioral learning theories and cognitive learning theories to consumer behaviour.  | PPT, Videos, Case Study | 4+4                    | Share an experience when you turned from negative to positive about a purchase. Describe the initial negative attitude and the process of changing it.   | CO2        |
|  | Factors affecting consumer behaviour               | Reference Groups, Family, Gender & Age Influences, Social Class & Consumer Behavior, and Cultural Influences on Consumer Behavior.  |                         |                        |  |            |

|                          |                          |  |                         |     |   |     |
|--------------------------|--------------------------|--|-------------------------|-----|---|-----|
| Consumer Decision making | Consumer Decision making | Consumer decision-making: Four views of the consumer: economic man, Passive Man, Cognitive Man, Emotional Man, Consumer Decision Process, and Comprehensive. | PPT, Videos, Case Study | 4+4 | Consider a consumer, John, in his mid-30s, looking to purchase a new sedan. John values safety features due to his growing family and prioritizes reliability and fuel efficiency for his daily commute. He perceives brands known for innovation and safety, such as Volvo and Toyota, favorably based on their reputations and past experiences. John conducts extensive online research, comparing models based on safety ratings, fuel economy, and overall value for money. After evaluating several alternatives, he decides to purchase a Toyota Camry Hybrid for its safety features, | CO3 |
|--------------------------|--------------------------|--|-------------------------|-----|---|-----|

|                         |                                    |  |                         |     |   |     |
|-------------------------|------------------------------------|--|-------------------------|-----|---|-----|
|                         |                                    |  |                         |     | <p>fuel efficiency, and long-term reliability.</p> <ol style="list-style-type: none"> <li>1. Summarize the above case.</li> <li>2. Which model is best suited in mentioned case and how?</li> </ol>   |     |
|                         | Models of Consumer Decision Making | Models of Consumer Decision Making; Nicosia Models, Howard - Sheth Model, Engel - Kollat - Blackwell Mode  |                         |     |   |     |
| Consumer Buying Process | Consumer Buying Process            | Introduction, Problem Recognition, Information Search, Evaluation of Alternatives, Post-Purchase Behaviour | PPT, Videos, Case Study | 4+4 | Imagine you are a marketing consultant advising a new company launching a premium line of organic skincare products. Explain the stages a consumer typically goes through in making a purchase decision for such products. Based on these stages, | CO4 |

|                               |                               |   |                         |     |   |     |
|-------------------------------|-------------------------------|---|-------------------------|-----|---|-----|
|                               |                               |   |                         |     | outline a strategic approach the company could take to influence consumer behavior and encourage purchase of their premium skincare line.   |     |
|                               | Diffusion of Innovation       | Attribution theory and Diffusion of Innovation. Diffusion process. The adoption process.  |                         |     |   |     |
| The Global Consumer Behaviour | The Global Consumer Behaviour | The Global Consumer Behaviour and Online buying behaviour - Consumer buying habits, factor affecting and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics. | PPT, Videos, Case Study | 4+4 | Global consumer behavior is influenced by a variety of factors including cultural, economic, technological, and social dynamics. Choose one consumer product category (e.g., smartphones, fashion, food products) and analyze how global consumer behavior impacts the marketing strategies and product offerings within this category. | CO5 |

|              |  |  |  |           |  |  |
|--------------|--|--|--|-----------|--|--|
|              |  |  |  |           | Describe the key cultural, economic, technological, and social factors that shape consumer behavior globally within your chosen product category. Provide specific examples to illustrate each factor. |  |
|              |  |  |  |           | Discuss how these factors influence consumer preferences, purchasing decisions, and brand loyalty on a global scale.   |  |
| <b>Total</b> |  |  |  | <b>40</b> |  |  |

| <b>Textbooks</b> |   |
|------------------|---|
| <b>Sr No</b>     | <b>Book Details</b>   |
| 1.               | Yoesoep Edhie Rachmad (2024), The Evolution of Consumer Behavior: Theories of Engagement, Influence, and Digital Interaction: |

|                        |   |
|------------------------|---|
|                        | PT. Sonpedia Publishing Indonesia   |
| 2                      | Zubin.S and Blythe Jim (2016), Consumer Behaviour: SAGE Publishing India.   |
| 3                      | Schiffman, Leon G. (2010), Consumer behaviour. Upper Saddle River, N.J. : Pearson Education/Prentice Hall                                 |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1                      | Solomon, Michael R. (2020), Consumer behavior : buying, having, and being: Pearson  |
| 2                      | Wided Batat (2019), Experiential Marketing :Consumer Behavior, Customer Experience and The 7Es: Routledge                                 |
| 3                      | Keikhosrokiani, Pantea (2022), Handbook of Research on Consumer Behavior Change and Data Analytics in the Socio-Digital Era:<br>IGIGlobal |



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|  |   |                                      |
|--|---|--------------------------------------|
| <b>Subject Name:</b> Supply chain management and demand forecasting  |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code:</b> BMBALS0311  |   | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Understanding of operations management and supply chain management.   |   |                                      |
| <b>Course Objective:</b> The course aims to equip students with a comprehensive understanding of supply chain management, planning, and demand forecasting to prepare them for successful careers in operations and logistics. Students will delve into fundamental concepts of supply chain optimization & procurement and explore effective planning techniques crucial for streamlining operations. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Gain a comprehensive understanding of supply chain management's concepts, principles, and components.   | Understand (K2)                      |
| CO2  | Analyse demand patterns, forecast future demand and develop strategies to optimize inventory levels, reduce stockouts, and improve customer satisfaction.   | Apply (K3)                           |
| CO3  | Will be able to demonstrate proficiency in strategic decision-making, considering objectives, constraints, and Efficient Customer Response (ECR) strategies and JIT   | Evaluate K5                          |
| CO4  | Students will be able to make strategic decisions, encompassing the introduction, meaning, elements, importance, process, and challenges associated with make-or-buy analysis for optimizing supply chain operations. | Apply (K3)                           |
| CO5  | Understanding of quick response techniques and ability to identify, analyse, and implement key performance indicators (KPIs) to measure and improve supply chain performance.   | Apply (K3)                           |
| <b>Syllabus</b>  |   |                                      |



| <b>Unit No</b> | <b>Module Name</b>                | <b>Topic covered</b>   | <b>Pedagogy</b>                       | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b> | <b>CO Mapping</b> |
|----------------|-----------------------------------|--|---------------------------------------|-------------------------------|---------------------------------------|-------------------|
| 1              | Introduction to Supply chain.     | Introduction to supply chain, elements, operations, characteristics of efficient supply chains, Challenges in supply chain, Planning decision in inbound and outbound logistics  | PowerPoint presentation, Case studies | 8 hours                       | Application-based assignment.         | CO1               |
| 2              | Demand Management and forecasting | Components of Demand Management, Formulating Demand Strategies, Demand Planning. Developing the Demand Forecast, Forecasting process, Forecasting methods, Forecast error reduction, Creating the Supply Plan, Balancing the Demand and Supply Plans of Production, Implementing Sales and Operations Planning (S&OP) Grid in SCM. | PowerPoint presentation, Case studies | 8 Hours                       | Application-based assignment          | CO2               |
| 3              | Supply network optimization       | Supply network optimization : objective, decisions, constraints, Efficient Customer Response (ECR) in Supply Chain. Collaborative Planning, Forecasting and Replenishment, Overview of JIT and Quick Response.   | PowerPoint presentation, Case studies | 8 Hours                       | Application-based assignment          | CO3               |
| 4              | Capacity Planning and Sourcing    | Demand forecasting Capacity planning, Sourcing decisions, Make or buy decisions: Introduction, meaning, elements to consider during the make or buy analysis in supply chain management, importance, process, challenges   | PowerPoint presentation, Case studies | 8 Hours                       | Application-based assignment          | CO4               |
| 5              | Supply chain performance          | Supply chain performance metrics, SCOR, strategic fit between product and supply chain, quick response, centralized supply chain, push and pull strategy in supply chain   | PowerPoint presentation, Case studies | 8 Hours                       | Application-based assignment          | CO5               |

|              |           |  |  |
|--------------|-----------|--|--|
| <b>Total</b> | <b>40</b> |  |  |
|--------------|-----------|--|--|

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Designing & Managing the Supply Chain 4th Edition by David Simchi-Levi, Philip Kaminsky, Ravi Shankar.    |
| 2                      | "Essentials of Supply Chain Management"- 4th Edition by Michael Hugos                                     |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | "Supply Chain Management: Strategy, Planning and Operation"- 6th Edition by Sunil Chopra and Peter Meindl |
| <b>2</b>               | "Inventory Optimization: Models and Simulations" by Nicolas Vandepuut                                     |



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|--|---|--------------------------------------|
| <b>Subject Name: Vendor Development and Procurement Management</b>   |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBALS0312</b>  |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Understanding of operations management and supply chain management.   |   |                                      |
| <b>Course Objective:</b> Develop expertise in vendor lifecycle management, supply chain optimisation, and global procurement practices to streamline operations, enhance supplier relationships, and meet customer demand effectively. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Develop knowledge of all aspects of vendor lifecycle management, promoting the growth of vendors, streamlining supply chains, and encouraging the involvement of SME suppliers.                         | Understand (K2)                      |
| CO2  | Gain comprehensive skills in aligning purchasing and material management objectives with supply chain strategies, optimising logistics to meet customer demand effectively.                             | Apply (K3)                           |
| CO3  | Develop a comprehensive understanding of sourcing, procurement, purchasing principles, and retail-specific strategies.  | Understand (K2)                      |
| CO4  | Master the fundamental steps of the buying process, negotiation techniques, utilisation of IT in sourcing, and global procurement practices, fostering proficiency in modern procurement methodologies. | Apply (K3)                           |
| CO5  | Develop expertise in navigating global tenders, overcoming trade barriers, managing international supplier relationships, and optimising sourcing performance.  | Apply (K3)                           |

**Syllabus**

| <b>Unit No</b> | <b>Module Name</b>                             | <b>Topic covered</b>   | <b>Pedagogy</b>                        | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b> | <b>CO Mapping</b> |
|----------------|--|--|--|-------------------------------|---------------------------------------|-------------------|
| 1              | Vendor Selection                               | Vendor Selection Process, understanding decisions in the supply inbound supply chain, Vendor Evaluation, Vendor quality management: Vendor management and development – Vendor performance measurement. Rationalisation and optimisation: Creating a manageable supply base. New Vendor Development Process, Managing Quality in Sourcing, Key Supplier Account Management, Vendor Relationship Management, Vendor Monitoring, and Promoting SME suppliers.  | PowerPoint presentation, Case studies. | 8 Hours                       | Application Based Assignment          | CO1               |
| 2              | Aligning Inventory Objectives with Procurement | Integrating the objectives of purchasing management and Material Management with the Supply Chain, the Role of purchasing in Supporting Inventory Objectives. A structured approach to cost reduction - Price analysis - Cost analysis techniques - Total cost of ownership - Collaborative approaches to cost management, hedging vs. Forward Buying, Managing Price Fluctuation and Volatility in International Finance, Payment Modes, Matching Supply with Customer Demand, Managing Inward Logistics. | PowerPoint presentation, Case studies  | 8 Hours                       | Application-Based Assignment.         | CO2               |
| 3              | Framework of Procurement Management            | Introduction to Sourcing, Sourcing v/s Procurement, Introduction to Purchasing and Supply Chain Management, Purchasing Process, Purchasing Policies & Procedures, 8 R's of Purchasing, Role of a Purchase Manager. Risks associated with the purchasing process and mitigation include placing orders, budgets, and expense allocation. Types and Methods of Sourcing in Retail, Organising for purchase,  | PowerPoint presentation, Case studies  | 8 Hours                       | Application-Based Assignment.         | CO3               |
| 4              | Buying Process                                 | Fundamental Steps of the Buying Process, Terms and Conditions of Purchase, Buying Documentation, Negotiation in Procurement, Use of IT in Sourcing, Global Tenders and E-Procurement, Reverse Auctions, Overview of Global Purchasing, and Case Studies. Terms and Condition of Purchase, Buying Documentation, Negotiation in   | PowerPoint presentation, Case studies  | 8 Hours                       | Application-Based Assignment.         | CO4               |

|              |   |   |                                       |           |                               |     |
|--------------|---|---|---------------------------------------|-----------|-------------------------------|-----|
|              |   | Procurement, Use of IT in Sourcing, , Reverse Auctions, Overview of Global Purchasing, Case Studies and Latest Updates.   |                                       |           |                               |     |
| 5            | Global Procurement Management and Recent trends | Global Tenders and E-Procurement, Global Trade Barriers, Dealing with International Suppliers, UNO and GATT conventions, Legal, Socio-Cultural Issues in International Buying, Environmental Issues & Green Purchasing, Industry Best Practices, Measurement of Sourcing Performance. | PowerPoint presentation, Case studies | 8 Hours   | Application-Based Assignment. | CO5 |
| <b>Total</b> |   |   |                                       | <b>40</b> |                               |     |

| Sr No                  | Book Details   |
|------------------------|--|
| 1.                     | VENDOR MANAGEMENT by thakur publication, Dr. Saroj Kumar , Ms. Namrata Dubyey  |
| 2.                     | Vendor Management: An insider's Strategies to win and create long-lasting change by <a href="#">Agostino Carrideo</a>      |
| <b>Reference Books</b> |  |
| Sr No                  | Book Details   |
| <b>1</b>               | Selvan (2020) BASICS OF STRATEGIC SOURCING,  |
| <b>2</b>               | Sherry Gordon (2020) Supplier Evaluation and Performance Excellence: A Guide to Meaningful Metrics and Successful Results. |
| <b>3</b>               | Sollish and Semanik The Procurement and Supply Manager's Desk Reference  |



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|---|--|--------------------------------------|
| <b>Subject Name: E-Commerce and Retail Supply Chain</b>   |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBALS0313</b>   |  | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Understanding of operations management and supply chain management.  |  |                                      |
| <b>Course Objective:</b> This subject aims to develop an understanding related to the context in which Supply Chain is developed, as well as commercial transactions between countries and the effects of commercial relations worldwide. The purpose of this paper is to enable the students to learn the nature, scope and structure of the Supply chain; The course aims at imparting the knowledge of the supply chain for designing, measuring and evaluating the performance of the Industry. |  |                                      |
| <b>Course Outcomes (CO)</b>   |  |                                      |
| <b>Course outcome:</b> After completion of this course students will be able to:  |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Analysing the international Supply Chain environment and sustainable Supply Chain Design.  | Analysing (K4)                       |
| CO2   | Understanding the concepts of E-Commerce in reference to National & international markets and products, Making Effective use of automation, and robotic material handling. | Understanding (K2)                   |
| CO3   | Understanding the role of Visibility and Traceability in e-commerce Through supply chain Information.  | Understanding (K2)                   |
| CO4   | Understanding the components of different e-commerce distribution network designs helps in decision-making.  | Understanding (K2)                   |
| CO5   | Analysing the recent challenges in Green and circular supply chains & disruption and risk management   | Analysing (K4)                       |

## Syllabus

| Unit No | Module Name                | Topic covered  | Pedagogy                                 | Lecture Required (L+P) | Practical/Assignment/ Lab Nos | CO Mapping |
|---------|----------------------------|--|--|------------------------|-------------------------------|------------|
| Unit 1: | E-Commerce                 | E-commerce business models and supply chain design, B2C vs B2B e-commerce supply chain, Cross- border e-commerce   | Classroom discussion, videos, Case study | 8                      | Case base Assignment          | CO1        |
| Unit 2: | Inventory management       | E-commerce inventory management. Fulfilment centre operations. Fulfilment centre automation, robotic material handling, warehouse management in ecommerce  | Classroom discussion, videos, Case study | 8                      | Case base Assignment          | CO2        |
| Unit 3: | Traceability in e-commerce | Returns management and reverse logistics, Visibility and Traceability in e-commerce supply chain, Information security risks and cyber attacks, Supply and Demand Disruptions in e-commerce supply chain | Classroom discussion, videos, Case study | 8                      | Case base Assignment          | CO3        |
| Unit 4  | Distribution Management    | e-commerce distribution network design, Last mile e-commerce delivery. 3PL and 4PL in e-commerce. Drone delivery model. Predictive shipping  | Classroom discussion, videos, based      | 8                      | Case base Assignment          | CO4        |

|               |  |  |                                     |           |                      |     |
|---------------|--|--|-------------------------------------|-----------|----------------------|-----|
| <b>Unit 5</b> | Recent trends in Supply Chain Management | Recent trends: Green and circular supply chain, agility and resilience, lean thinking, Geopolitical and deglobalization of supply chains, disruption and risk management | Classroom discussion, videos, based | 8         | Case base Assignment | CO5 |
| <b>Total</b>  |  |  |                                     | <b>40</b> |                      |     |

| <b>Textbooks</b>       |  |
|------------------------|--|
| <b>Sr No</b>           | <b>Book Details</b>  |
| 1.                     | Srinivasan, G. Quantitative (2021): Models in Operations and Supply Chain Management. PHI Learning Pvt Ltd                             |
| 2                      | Vijayaraghavan, T. A. S. (2021) Supply Chain Analytics. Wiley.   |
| 3                      | Robertson, P. W. Supply Chain Analytics (2020) Using Data to Optimise Supply Chain Processes. Routledge.                               |
| <b>Reference Books</b> |  |
| <b>Sr No</b>           | <b>Book Details</b>  |
| <b>1</b>               | Bhattacharya, R., Bhattacharya, A. M. (2021) Supply Chain Analytics: Strategies, Models and Solutions, Sage Publications India Pvt Ltd |
| <b>2</b>               | Chopra, S., Meindl, P. Supply Chain Management (2020): Strategy, Planning and Operation, Pearson                                       |
| <b>3</b>               | Warsing, Jr., Ravindran, A. R. (2022): Supply Chain Engineering: Models and Applications. Taylor & Francis                             |





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|---|--|--------------------------------------|
| <b>Subject Name: Introduction to Data Science</b>   |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBABA0311</b>   |  | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Understanding of information technology and its application in business management   |  |                                      |
| <b>Course Objective:</b> This course aims to help students understand the fundamental concepts of data science, various types of data, and ways to handle data in different formats. This course will also help in giving an overview of data mining and data warehousing. Besides this, students will learn and execute exploratory data analysis. |  |                                      |
| <b>Course Outcomes (CO)</b>   |  |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:   |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Understand the concepts of data science in the business.                 | Understanding (K2)                   |
| CO2   | Identify and analyse the various forms of data and its related concepts. | Analyse (K4)                         |
| CO3   | Apply data pre-processing techniques to clean the data.                  | Apply (K3)                           |
| CO4   | Analyse and evaluate data using exploratory data analysis.               | Evaluate (K5)                        |
| CO5   | Understand and apply the data visualisation techniques.                  | Apply (K3)                           |
| <b>Syllabus</b>   |  |                                      |

| <b>Unit No</b>                                    | <b>Module Name</b>           | <b>Topic covered</b>  | <b>Pedagogy</b>   | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>  | <b>CO Mapping</b> |
|---|------------------------------|---|---|-------------------------------|--|-------------------|
| <b>Unit 1:</b><br><b>Overview of Data Science</b> | Introduction to Data Science | Introduction to Data Science, Skill sets needed, types of Data Analysis and technologies, Need for Data Science,                            | Classroom discussion, videos, Case study, Hands-on practice | 2 Hours                       | Make an assignment on any organisation. Identify the business problem and explain the role of data science in solving it. You must present the stages of the whole scenario. | CO1               |
|   | Evolution and Future Scope   | Evolution and Future of Data Science  | Classroom discussion, videos, Case study, Hands-on practice | 2 Hours                       |  | CO1               |
|   | Related concepts             | Data Science Tools, Crowd-sourcing analytics, Data Security Issues, Analysis Vs Analytics Vs Reporting                                      | Classroom discussion, videos, Case study, Hands-on practice | 2 Hours                       |  | CO1               |
|   | Big Data and Business        | Big Data-Meaning, the 5 V's, Big Data Ecosystem, Applications of Data Science in various fields Use cases -Amazon, Walmart, Airbus, Netflix | Classroom discussion, videos, Case study, Hands-on practice | 2 Hours                       |  | CO1               |
| <b>Unit 2:</b><br><b>Data</b>                     | Types of data                | Types of data – structured, unstructured, categorical, numeric, social network data, spatial data   | Classroom discussion, videos, Case                          | 4 Hours                       | Explain the various forms of data. Collect and   | CO2               |

|  |                                    |   |  |         |                                       |     |
|--|------------------------------------|---|--|---------|---------------------------------------|-----|
| <b>Handling</b>                              |                                    |   | study, MS Excel  |         | explain the various forms of data.    |     |
|  | Data Classification                | Data Classification, Data Manipulation in different formats   | Classroom discussion, videos,                            | 4 Hours |                                       | CO2 |
| <b>Unit 3:<br/>Data Mining</b>               | Data Pre-processing                | Meaning, need and forms of Data Pre-processing, understanding and extracting valuable variables, KDD Process  | Classroom discussion, videos, Case study, MS Excel       | 4 Hours | Clean and explain the shared dataset. | CO3 |
|  | Data Cleaning                      | Data Cleaning - handling missing data, outliers, Data Integration and Transformation, Data Reduction  | Classroom discussion, videos, Case study, MS Excel       | 4 Hours |                                       | CO3 |
| <b>Unit 4:<br/>Exploratory Data Analysis</b> | Exploratory Data Analysis          | Principal Component Analysis (PCA), Factor Analysis (FA) and Linear Discriminant Analysis (LDA), Univariate and Multivariate Exploratory Data Analysis. | Classroom discussion, videos, Case study, MS Excel, SPSS | 8 Hours | Analyse the shared data.              | CO4 |
| <b>Unit 5:<br/>Data Visualization</b>        | Introduction to Data Visualisation | Need for data visualisation, Visualization packages   | Classroom discussion, videos, Case study, MS Excel, SPSS | 2 Hours | Analysis of the shared dataset.       | CO5 |
|  | Basic Data Visualization Types     | Bar plot, Plotting categorical data, Stacked bar plot, Histogram, plot () function and line plot, pie chart / 3D pie chart, Scatter plot, Box plot      | Classroom discussion, videos, Case study, MS Excel, SPSS | 3 Hours |                                       | CO5 |
|  | Advanced data                      | Heat Map, Mosaic Map, Map Visualization, 3D Graphs, Correlogram, Q-Q plots, Visualization of Geospatial Data  | Classroom discussion,                                    | 3 Hours |                                       | CO5 |

|              |                        |  |  |           |  |  |
|--------------|------------------------|--|--|-----------|--|--|
|              | visualisation<br>Types |  | videos, Case<br>study, MS<br>Excel, SPSS |           |  |  |
| <b>Total</b> |                        |  |  | <b>40</b> |  |  |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Fan, J., Li, R., Zhang, C. H., & Zou, H. (2020). Statistical foundations of data science. CRC press.                                      |
| 2                      | Van Der Aalst, W. (2016). Process mining: data science in action (Vol. 2). Heidelberg: Springer.  |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Igual, L., Seguí, S., Igual, L., & Seguí, S. (2017). Introduction to data science (pp. 1-4). Springer International Publishing.           |
| <b>2</b>               | Cielen, D., & Meysman, A. (2016). Introducing data science: big data, machine learning, and more, using Python tools. Simon and Schuster. |
| <b>3</b>               | Kotu, V., & Deshpande, B. (2018). Data science: concepts and practice. Morgan Kaufmann.   |



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|--|--|--------------------------------------|
| <b>Subject Name: Business Intelligence and Data Warehousing</b>  |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBABA0312</b>  |  | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Understanding of information technology and its application in business management  |  |                                      |
| <b>Course Objective:</b> The objective of this course is to help students understand the fundamentals of data warehousing and business Intelligence, enabling them to create dimensional models. |  |                                      |
| <b>Course Outcomes (CO)</b>  |  |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Understand the basic concepts of Business Intelligence and Data Warehousing. | Understanding (K2)                   |
| CO2  | Analyzing the various forms of digital data.                                 | Analyzing (K4)                       |
| CO3  | Apply the OLTP and OLAP-related concepts.                                    | Applying (K3)                        |
| CO4  | Apply the data integration approaches in decision-making.                    | Applying (K3)                        |
| CO5  | Designing the multi-dimensional model using Excel.                           | Creating (K6)                        |
| <b>Syllabus</b>  |  |                                      |

| Unit No   | Module Name  | Topic covered  | Pedagogy                                 | Lecture Required (L+P) | Practical/ Assignment/ Lab Nos  | CO Mapping |
|---|--|--|--|------------------------|---|------------|
| <b>Unit 1</b><br><b>Introduction to BI and Data Warehousing</b> | Introduction and Evolution of Business Intelligence (BI) | Definition of Business Intelligence (BI), Evolution of BI, Drivers for BI and DW, BI component Framework and Architectures.  | Discussion, videos, Case study           | 4 Hours                | You are a Senior Analyst in the IT department of a company manufacturing auto mobile parts. The marketing VP is complaining about the poor response by IT in providing strategic information. Draft a proposal to him explaining the reasons for the problems and why a data warehouse would be the only viable solution. | CO1        |
|   | Concepts of Data Warehouse                               | Data Warehousing (DW) and Corporate Performance Management (CPM), Need for Warehouse, Role of DSS, EIS, MIS and dashboards   | Discussion, videos, Case study           | 4 Hours                |   |            |
| <b>Unit 2</b><br><b>Digital Data</b>                            | Structured and Unstructured Data                         | Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, UIM Architecture for unstructured data. | Discussion, videos, Case study, MS Excel | 4 Hours                | 1. You are the data analyst on the project team building a data warehouse for an insur  | CO2        |

|                                       |                      |  |  |         |  |     |
|---------------------------------------|----------------------|--|--|---------|--|-----|
|                                       |                      |  |  |         | <p>ance company. List the possible data sources from which you will bring the data into your data warehouse. State your assumptions.</p> <p>2. For an airlines company, identify three operational applications that would feed into the data warehouse. What would be the data load and refresh cycles?</p> |     |
|                                       | Semi-structured data | Sources of Semi-Structured Data. Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data. | Discussion, videos, Case study, MS Excel | 4 Hours |  |     |
| <b>Unit 3</b><br><b>OLAP and OLTP</b> | OLTP                 | OLTP Advantages, challenges, and Shortcomings of OLTP  | Discussion, videos, Case study           | 2 Hours | Your company is in the business of renting DVDs and video tapes. The company has recently entered into e-business and the senior management  | CO3 |

|  |                                |  |                                |         |   |     |
|--|--------------------------------|--|--------------------------------|---------|---|-----|
|  |                                |  |                                |         | wants to make the existing data warehouse Web-enabled. List and describe any three of the major tasks required for satisfying the management's directive.   |     |
|  | OLAP                           | OLAP, Dimensions of Data -One Dimensional, Two Dimensional and Three-Dimensional Data, Beyond Third Dimension, MOLAP, ROLAP, HOLAP,  | Discussion, videos, Case study | 3 Hours |   |     |
|  | OLAP and OLTP models           | OLAP versus OLTP, Data Models for OLAP and OLTP, OLAP Operations on multi-dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through              | Discussion, videos, Case study | 3 Hours |   |     |
| <b>Unit 4</b><br><b>Data Integration</b> | Approaches to Data Warehousing | Data Mart, ODS, Kimball's approach versus Inmon's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data mapping, data staging, | Discussion, videos, Case based | 4 Hours | Your project team has decided to use the system logs for capturing the updates from the source operational systems. You have to extract data for the incremental loads from four operational systems all running on relational databases. These | CO4 |



|  |                                |  |                                |         |  |     |
|--|--------------------------------|--|--------------------------------|---------|--|-----|
|  |                                |  |                                |         | are four types of sales applications. You need data to update the sales data in the data warehouse. Make assumptions and describe the data extraction process.   |     |
|  | Approaches to Data Integration | Approaches to Data integration, needs and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling. | Discussion, videos, Case based | 4 Hours |  |     |
| <b>Unit 5</b><br><b>Multi-Dimensional Data Modelling</b> | Data Modelling Basics          | Entity, Attribute, Cardinality   | Discussion, videos, Case based | 1 Hours | In a STAR schema to track the shipments for a distribution company, the following dimension tables are found: (1) time, (2) customer ship-to, (3) ship-from, (4) product, (5) type of deal, and (6) mode of shipment. Review these dimensions and list the possible attributes for each of the dimension tables. Also, designate a primary key for each table. | CO5 |
|  | Types of Data Models           | Conceptual data model, Logical data model, Physical model  | Classroom discussion, videos,  | 2 Hours |  |     |

|              |                               |  |  |           |  |  |
|--------------|-------------------------------|--|--|-----------|--|--|
|              |                               |  | Case-based                               |           |  |  |
|              | Data Modelling                | Normalisation modelling, Dimensional Modelling, Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, | Discussion, videos, Case-based, MS Excel | 2 Hours   |  |  |
|              | Designing a dimensional model | MS Excel 2010 Based Activity, Performance Management & Enterprise Reporting – Measures, Metrics, KPIs                          | Discussion, videos, Case-based, MS Excel | 3 Hours   |  |  |
| <b>Total</b> |                               |  |  | <b>40</b> |  |  |

| <b>Textbooks</b>       |  |
|------------------------|--|
| <b>Sr No</b>           | <b>Book Details</b>  |
| 1.                     | Collier, K. (2012). Agile analytics: A value-driven approach to business intelligence and data warehousing. Addison-Wesley.                                      |
| 2                      | Olszak, C. M. (2020). Business intelligence and big data: Drivers of organizational success. CRC press.  |
| <b>Reference Books</b> |  |
| <b>Sr No</b>           | <b>Book Details</b>  |
| <b>1</b>               | Sabherwal, R., & Becerra-Fernandez, I. (2013). Business intelligence: Practices, technologies, and management. John Wiley & Sons.                                |
| <b>2</b>               | Dietrich, B. L., Plachy, E. C., & Norton, M. F. (2014). Analytics across the enterprise: How IBM realizes business value from big data and analytics. IBM Press. |



**NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY**  
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**Subject Name:** Predictive analytics **L-T-P [3-0-0]**

**Subject Code:** BMBABA0313 **Applicable in Department: MBA**

**Pre-requisite of Subject:** Understanding of information technology and its application in business management

**Course Objective:** The objective of this course is to help students understand the fundamental concepts of predictive analytics and create predictive models. This course will enable them to apply predictive analytics techniques.

**Course Outcomes (CO)**

| <b>Course outcome:</b> After completion of this course, students will be able to: |  | <b>Bloom's Knowledge Level(KL)</b> |
|---|--|------------------------------------|
| CO 1  | Understand the concept of predictive analytics.                        | Understanding (K2)                 |
| CO2   | Understand and comprehend the data summary.                            | Applying (K3)                      |
| CO3   | Apply data preparation techniques.                                     | Applying (K3)                      |
| CO4   | Develop and deploy a predictive model for a given problem.             | Creating (K6)                      |
| CO5   | Analyze the forecasting and time series analysis functions and models. | Analyse (K4)                       |

**Syllabus**

| <b>Unit No</b> | <b>Module Name</b> | <b>Topic covered</b> | <b>Pedagogy</b> | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b> | <b>CO Mapping</b> |
|----------------|--------------------|----------------------|-----------------|-------------------------------|---------------------------------------|-------------------|
|----------------|--------------------|----------------------|-----------------|-------------------------------|---------------------------------------|-------------------|

|   |                                      |   |   |         |  |     |
|---|--------------------------------------|---|---|---------|--|-----|
| <b>Unit 1</b>                           |                                      |   |   |         |  |     |
| <b>Overview of Predictive Analytics</b> | Introduction to Predictive Analytics | Concept of predictive Analytics, Supervised and Unsupervised Learning, Predictive Analytics Vs Business Intelligence,   | Classroom discussion, videos, Case study                            | 3 Hours | Identify the real scenarios of the organizations where predictive analytics provides proactive solutions in various domains. | CO1 |
|   | Challenges and Application           | Challenges in using Predictive Analytics, Application of predictive Analytics, CRISP-DM                                 | Classroom discussion, videos, Case study                            | 3 Hours |  |     |
| <b>Unit 2</b>                           |                                      |   |   |         |  |     |
| <b>Data Understanding</b>               | Understanding the data               | Variable understanding- categorical, continuous, flag, Boolean, integer.  | Classroom discussion, videos, Case study, Add-in Solver in MS Excel | 3 Hours | Select a dataset from Kaggle. State the problem and describe the data being used in the dataset.                             | CO2 |
|   | Biases of Forecast                   | Bias, Variance, and model complexity, Bias-variance trade-off, Estimate of In-sample prediction error, Cross-validation | Classroom discussion, videos, Case study, Add-in Solver in MS Excel | 5 Hours |  |     |
| <b>Unit 3</b>                           |                                      |   |   |         |  |     |
| <b>Data Preparation</b>                 | Data cleaning                        | Variable cleaning, Data Audit, Data Cleaning: Missing Values, Noisy Data, Bayesian network                              | Classroom discussion, videos, Case study, Add-in Solver in MS Excel | 4 Hours | For the selected dataset, perform the data transformation steps for the further analysis.                                    | CO3 |
|   | Data Transformation                  | Binning, Clustering, Regression, Inconsistent Data, Data Integration and Transformation                                 | Classroom discussion, videos, Case                                  | 5 Hours |  |     |
|   |                                      |   | study, Add-in Solver in MS Excel                                    |         |  |     |

|  |                                  |  |   |           |   |     |
|--|----------------------------------|--|---|-----------|---|-----|
| <b>Unit 4</b><br><b>Modelling and Deployment</b>             | Predictive Modelling             | Partitioning The Data - Training, Validation & Testing, Model selection- Decision Tree, Logistic Regression, K Nearest Neighbour, Naïve Bayes, SVM, Neural Network | Classroom discussion, videos, Case study, Add-in Solver in MS Excel | 6 Hours   | Build the predictive model as per the data type.<br><br>After building the model, check the performance metrics.<br><br>Analyze the shared dataset. | CO4 |
|  | Model Deployment                 | General deployment considerations, Deployment Steps, Case studies  | Classroom discussion, videos, Case study, MS Excel                  | 3 Hours   |   |     |
| <b>Unit 5</b><br><b>Forecasting and Time Series Analysis</b> | Overview of Time Series Analysis | Time Series Analysis, Objectives of Time Series Analysis, Time Series Data, Time Series Patterns   | Experiential exercise, discussion, case-based                       | 4 Hours   | Application-based assignment  | CO5 |
|  | Time Series Models               | Additive & Multiplicative models, Exponential smoothing techniques, forecasting accuracy, Auto-regressive and Moving average models                                | Experiential exercise, discussion, case-based                       | 4 Hours   |   |     |
| <b>Total</b>   |                                  |  |   | <b>40</b> |   |     |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Larose, D. T. (2015). Data mining and predictive analytics. John Wiley & Sons.  |
| 2                      | Siegel, E. (2013). Predictive analytics: The power to predict who will click, buy, lie, or die. John Wiley & Sons.  |
| 3                      | Kuhn, M., & Johnson, K. (2013). Applied predictive modeling (Vol. 26, p. 13). New York: Springer.   |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | McCarthy, R. V., McCarthy, M. M., Ceccucci, W., Halawi, L., McCarthy, R. V., McCarthy, M. M., ... & Halawi, L. (2022). Applying predictive analytics (pp. 89-121). Springer International Publishing. |
| <b>2</b>               | Miller, T. W. (2015). Modeling techniques in predictive analytics: business problems and solutions with R. Pearson Education.   |



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**Subject Name: Project Management** **L-T-P [3-0-0]**

**Subject Code: BMBA0401** **Applicable in Department: MBA**

**Pre-requisite of Subject:** Knowledge of financial and business management.

**Course Objective:** This course will empower the students to get insights into basic concepts of project management and create awareness of the roles and responsibilities of a project manager. It will further develop the confidence among the students to take up any project. To understand various perspectives in which optimum decisions are to be taken in case of risks with planned activities in the project with a particular focus on planning, scheduling, and controlling the projects.

**Course Outcomes (CO)**

| <b>Course outcome:</b> After completion of this course, students will be able to: |   | <b>Bloom's Knowledge Level(KL)</b> |
|---|---|------------------------------------|
| CO 1  | Understand the basic concepts and characteristics of project management and project manager management. | Understand (K2)                    |
| CO2   | Evaluate the roles and responsibilities along with tools & techniques used in Project management.       | Evaluate (K5)                      |
| CO3   | Develop confidence to take up any projects  | Apply (K3)                         |
| CO4   | Schedule and monitor processes in the Project.  | Apply (K3)                         |

| CO5             | Evaluate perspectives in which optimum decisions are to be taken in case of risks with planned activities in the project. |  |                                  |                        |                              | Evaluate (K5) |
|-----------------|---|--|----------------------------------|------------------------|------------------------------|---------------|
| <b>Syllabus</b> |   |  |                                  |                        |                              |               |
| Unit No         | Module Name   | Topic covered  | Pedagogy                         | Lecture Required (L+P) | Practical/Assignment/Lab Nos | CO Mapping    |
| I               | Introduction of Project   | Projects – Definition and Objectives – Project Management Vs General Management – Roles and Responsibilities of Project Manager – Selection of Project Manager – Selection of Projects – Understanding Project Life Cycle. Project Team and Scope of Project Management: Characteristics of a Project Team & Project Leader, Project Organization, and Importance of Project Management.   | Discussion, Presentation         | 8                      | Assignment                   | CO1           |
| II              | Project Identification & Selection  | Project Identification & Selection: Identification, Generation of Ideas, Approaches to Project Screening and Selection, and Project Rating Index. Market & Demand Analysis Techniques: Survey & Trend Projection Methods. Project Risk Management: Concepts and Types of Project Risks, Risk Identification, Risks Analysis, Risks Mitigation Strategies. Case   | Discussion, Presentation<br>Case | 6                      | Assignment                   | CO2           |
| III             | Budgeting the Project   | Fundamental components of Project Cost, Types of Costs: Direct, Indirect, Recurring, Non-Recurring, Fixed, Variable, Normal, and Expedited Costs. Methods of budgeting – Project cost estimation – Improving cost estimates – Budget uncertainty and risk management – Scheduling the project – Gantt chart – Resource allocation and loading – Social Cost Benefit Analysis (SCBA) of Project: Concept & significance of SCBA, Approaches to SCBA. Case | Discussion, Presentation<br>Case | 8                      | Assignment                   | CO3           |
| IV              | Project Scheduling and Network Analysis   | Steps in Project Scheduling and Network Design, Gantt Chart, Work Breakdown Structure (WBS) & Responsibility Assignment Matrix. Project Network Design: Identifying the Nodes and Activities, Activity on Arrow (AoA) and Activities   | Discussion, Presentation<br>Case | 10                     | Assignment                   | CO4           |



|              |  |  |  |           |            |     |
|--------------|--|--|--|-----------|------------|-----|
|              |  | on Node (AoN) methods, Introduction to PERT and CPM, Crashing in Projects. Case  | Numerical Exercise                                     |           |            |     |
| V            | Monitoring and controlling the project | Monitoring the project – Control cycle – Project control – Designing the control system – Project Evaluation: Milestone Analysis and Tracking Gantt chart. Earned Value Analysis (EVA): Planned Value (PV), Earned Value (EV), Cost Variance (CV), Schedule Variance (SV), Cost Performance Index (CPI), Schedule Performance Index (SPI) – Project auditing – Project termination: Types of Terminations, Project Termination Process. Case | Discussion, Presentation<br>Numerical Exercise<br>Case | 8         | Assignment | CO5 |
| <b>Total</b> |  |  |  | <b>40</b> |            |     |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Quantitative Techniques in Management: N D Vohra (TMH)  |
| 2.                     | Project Management- A Managerial Approach: Jack R. Meredith Broyhill Samuel J. Mantel, Jr (John Wiley & Sons), 2011.        |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Project- Preparation, Appraisal, Budgeting and Implementation: Chandra Prasanna - (TMH), 2022                               |
| <b>2</b>               | Project Management: The Managerial Process, Clifford Gray, Erik Larson and Gautam Desai, 4th edition, Tata McGraw Hill 2012 |
| <b>3</b>               | Project Management, M R Gopalan (Wiley) 2019  |



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|  |   |                                      |
|--|---|--------------------------------------|
| <b>Subject Name: Leadership and Capacity Building</b>  |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBA0402</b>  |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Understanding of human resource management.   |   |                                      |
| <b>Course Objective:</b> To understand the essence of leadership within organizations, delving into significant theoretical advancements in understanding leadership, and offering managers chances to contemplate real-world leadership challenges. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course students will be able to:   |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Knowledge of Conceptual theory of Leadership in decision-making and actions of a leader in ethical context. | (Understand)<br>K2                   |
| CO2  | Understanding oneself and cultivating self-awareness in Leadership.   | (Understand)<br>K2                   |
| CO3  | Understanding different types of leadership and its impact on team and organisation performance.            | (Understand)<br>K2                   |
|  |   |                                      |

|     |   |              |
|-----|---|--------------|
| CO4 | Analysing different leadership styles.  | (Analyse) K4 |
| CO5 | Analysing the impact of effective leadership in managing team and handling organization change. | (Apply) K3   |

### Syllabus

| Unit No                            | Module Name                   | Topic covered  | Pedagogy   | Lecture Required (L+P) | Practical/ Assignment/ Lab Nos               | CO Mapping |
|------------------------------------|-------------------------------|--|--|------------------------|--|------------|
| Unit 1- Introduction to Leadership | Leadership and Management     | Definition of a Leader<br>Leader Vs Boss, Principles of Great Leadership, Importance of Leadership,<br>Leadership Skills, Administrative skills and interpersonal skills,<br>Overview of Leadership Theories | Discussion, Quiz                                   | 4                      |  | CO1        |
|                                    | Leadership Ethics and Culture | Ethical Dilemmas, Ethics and Morals, Leadership and Organizational Culture, the <i>L-E-A-P</i> culture   | Discussion, Storytelling, Case Studies discussions | 4                      | Assignment on Ethical Dilemmas of Leadership |            |

|  |  |  |  |   |  |            |
|--|--|--|--|---|--|------------|
| <b>Unit-2-<br/>Understanding the Self</b>          | <b>Self-Awareness</b>                                  | Understanding Your Personality<br>SWOT Analysis<br>Identify your leadership style,<br>Manage your emotions as a leader   | Psychometric Test  | 4 | Assignment on n reflections of a leader, selected by the student, linking theory to their practice | <b>CO2</b> |
|  | <b>Self Management</b>                                 | Understanding mindfulness, Emotional intelligence, Inculcating a learning mindset, Develop Discipline  | Role Play<br>And Discussion  | 4 |  |            |
| <b>Unit-3-<br/>Modern approaches to Leadership</b> | <b>Charismatic leadership and Authentic leadership</b> | The Meanings of Charisma, Types of Charismatic Leaders, Attributes of Charismatic Leaders, Authentic Leadership  | Real-Life Cases and Discussion   | 4 | T<br>an  | <b>CO3</b> |
|  | <b>Transactional and Transformational leadership</b>   | Transactional Leadership- Attributes of Transactional Leadership- Transformational Leadership-Attributes of Transformational Leadership- How Transformation Occurs | Discussion, Assignments, Quiz, Case Studies discussions,<br>Survey<br>Movie, | 4 |  |            |

|   |                             |   |   |   |   |            |
|---|-----------------------------|---|---|---|---|------------|
|   |                             |   |   |   | field of study, career, or other area of professional interest. Your focus throughout must be on the leader's communication abilities and how communication supports and interacts with his or her transformational leadership abilities. |            |
| <b>Unit-4- Leadership Styles and Strategic leadership</b> | <b>Leadership Styles</b>    | Measuring leadership effectiveness, Dimensions of Consideration and Initiating Structure, Attitudes and Behaviours, Leadership Styles | Discussion, Assignments, Quiz, Case Studies discussions | 8 |   | <b>CO4</b> |
|   | <b>Strategic leadership</b> | Business values, organisational culture(s) and business ethics, leadership behaviour and effectiveness                                | Discussion, Assignments, Quiz, Case Studies discussions |   |   |            |

|  |                                     |  |  |   |  |            |
|--|-------------------------------------|--|--|---|--|------------|
| <b>Unit-5</b><br><b>Capacity building through Leadership</b> | <b>Change Management</b>            | Linking personality, leadership and change, leadership role in transformation process, change vs transformation, DICE framework, Role of top management in change        | Discussion, Assignments, Quizzes, Case Studies discussions | 8 | Case Study Analysis on<br><br>The Bear: A Case Study in Change Management in the Workplace | <b>CO5</b> |
|  | <b>Managing &amp; Leading Teams</b> | Stages of group formation/team life cycle, Creating high- performance teams, Team effectiveness, Leading multinational teams, diversity and Inclusion through leadership | Discussion, Assignments, Quizzes, Case Studies discussions |   |  |            |
|  | <b>Total</b>                        |  |  |   |  |            |

| <b>Textbooks</b>       |  |
|------------------------|--|
| <b>Sr No</b>           | <b>Book Details</b>  |
| 1.                     | Peter G. Northouse, “Leadership”, 2015, 6th Ed, Sage Publications.   |
| 2                      | Lussier/Achua, Effective Leadership, 3rd Ed, Cengage Learning, 2016. |
| <b>Reference Books</b> |  |

| <b>Sr No</b> | <b>Book Details</b>   |
|--------------|---|
| <b>1</b>     | Richard L. Daft, Leadership, Cengage Learning, 2015.                          |
| <b>2</b>     | Gary Yukl, Leadership in Organizations, 6th Edition, Pearson Education, 2016. |



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|  |   |                                      |
|--|---|--------------------------------------|
| <b>Subject Name: FINANCIAL MODELING</b>  |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBAFM0411</b>  |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Knowledge of financial and business management.   |   |                                      |
| <b>Course Objective:</b> To gain proficiency in constructing, analysing, and maintaining financial models to support strategic decision-making in various industries, equipped with advanced Excel skills and a deep understanding of accounting and financial principles. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Apply the MS Excel tools for financial modelling and valuation.                   | APPLYING (K3)                        |
| CO2  | Understand and apply relevant techniques for the relative valuation of the firms. | APPLYING (K3)                        |
| CO3  | Understand & apply various approaches to financial statement analysis.            | APPLYING (K3)                        |
| CO4  | Project & evaluate the requirements in managing the projects.                     | EVALUATING (K5)                      |
| CO5  | Apply & use various tools and models for equity research.                         | CREATING (6)                         |



## Syllabus

| Unit No                                       | Module Name  | Topic covered   | Pedagogy                                  | Lecture Required (L+P) | Practical/ Assignment/ Lab Nos   | CO Mapping |
|---|--|---|---|------------------------|--|------------|
| UNIT 1<br>Introduction to financial modelling | Module 1:<br>Introduction to financial modelling                   | 1. Introduction to financial modelling- concept, relevance and Rationale  | PPT                                       | 2                      | Assignment:<br>Financial models application and approaches   | CO1        |
| UNIT 1<br>Introduction to financial modelling | Module 2:<br>Basic and advanced excel tools for financial modeling | 1. Basic excel concepts<br>2. Advanced excel concepts<br>3. MS-EXCEL and its relevance in financial modeling  | Excel exercises                           | 6                      | Assignment:<br>Financial models application and approaches   | CO1        |
| UNIT 2<br>Valuation                           | Module 1:<br>DCF analysis  | 1. Valuation& its importance<br>2. Understanding enterprise value and equity value, Comparable Company Analysis<br>3. Discounted Cash Flow (DCF) analysis: Understanding unlevered free cash flow | Excel exercises/<br>CASE STUDY/<br>VIDEOS | 4                      | Assignment: To determine the intrinsic value of the company<br><br>Topic: To analyze a company, apply DCF techniques, and interpret the results to determine the intrinsic value of the company. | CO2        |

|                                      |   |  |   |   |  |     |
|--------------------------------------|---|--|---|---|--|-----|
| UNIT 2<br>Valuation                  | Module 2:<br>Forecasting models   | 1 Forecasting free cash flow, Forecasting terminal value.<br>Sensitivity Analysis: Conduct sensitivity analysis to assess the impact of changes in key assumptions on the forecasted financial results.<br><br>Scenario Analysis: Perform scenario analysis to evaluate the outcomes under different scenarios | Excel exercises/<br>CASE STUDY/<br>VIDEOS | 4 | Assignment: To determine the intrinsic value of the company<br><br>Topic: To analyze a company, apply DCF techniques, and interpret the results to determine the intrinsic value of the company. | CO2 |
| UNIT 3<br>Building models in finance | Module 1:<br>Preparation of income statement, balance sheet and cash flow statement | 1. Understanding components of three statements<br>2. Preparation of common size statements from trial balance<br>3. Understanding the approaches for projections  | PPT/ CASE STUDY/<br>VIDEOS                | 4 | Assignment: To develop a 3 statement model<br><br>Topic: Create a three-statement financial model for a company, incorporating historical data and future projections.                           | CO3 |
| UNIT 3<br>Building models in finance | Module 2:<br>3-statement model  | 1. Projecting the income statement<br>2. Projecting the balance sheet 3.Projecting the cash flow statement<br>4. Creating the debt and interest schedule   | Excel exercises/<br>CASE STUDY/<br>VIDEOS | 4 | Assignment: To develop a 3 statement model<br><br>Topic: Create a three-statement financial model for a company, incorporating historical data and future projections.                           | CO3 |
| UNIT 4:<br>Financial                 | Module 1:<br>Ratio analysis   | Ratio analysis of industries, Dupont Analysis, Peer to peer analysis, Preparation of Financial Analysis report on an industry.   | Excel Exercises/<br>CASE                  | 4 | Assignment: To Analyze Company financial   | CO4 |

|  |   |   |  |   |  |     |
|--|---|---|--|---|--|-----|
| al<br>Stateme<br>nt<br>Analysi<br>s                          |   |   | STUDY/<br>VIDEOS                                 |   | statements<br><br>Topic: To assess its liquidity, profitability, and solvency, and provide recommendations for financial performance improvement.  |     |
| UNIT<br>4:<br>Financi<br>al<br>Stateme<br>nt<br>Analysi<br>s | Module 2:<br>Risk analysis<br>in project<br>appraisal | Determining the project viability using NPV, IRR in excel   | Excel<br>Exercises /<br>CASE<br>STUDY/<br>VIDEOS | 4 | Assignment: To Analyze Company financial statements<br><br>Topic: To assess its liquidity, profitability, and solvency, and provide recommendations for financial performance improvement. | CO4 |
| UNIT 5<br><br>Equity<br>Researc<br>h<br>Modeli<br>ng         | Module 1:<br>Equity<br>Research<br>Modeling           | Introduction to Equity Analysis & Investing Evaluating Business Model & Industry Analysis, PE Analysis, Sensitivity Analysis, Screening Stocks for investment | PPT/ CASE<br>STUDY/<br>VIDEOS                    | 4 | Assignment:<br>Portfolio<br>Management<br>Assignment<br><br>Topic: Analyze investment returns, calculate portfolio mean  | CO5 |

|                                    |                               |  |                                      |           |   |     |
|------------------------------------|-------------------------------|--|--------------------------------------|-----------|---|-----|
|                                    |                               |  |                                      |           | and variance, construct an efficient portfolio, and estimate beta to optimize investment strategies.  |     |
| UNIT 5<br>Equity Research Modeling | Module 2: Portfolio valuation | Introduction, returns, portfolio mean and variance, calculation of efficient portfolio, calculation of variance and covariance matrix, estimating beta | Excel Exercises / CASE STUDY/ VIDEOS | 4         | Assignment: Portfolio Management Assignment<br><br>Topic: Analyze investment returns, calculate portfolio mean and variance, construct an efficient portfolio, and estimate beta to optimize investment strategies. | CO5 |
| <b>Total</b>                       |                               |  |                                      | <b>40</b> |   |     |

| <b>Textbooks</b> |   |
|------------------|---|
| <b>Sr No</b>     | <b>Book Details</b>   |
| 1.               | Sengupta C, Financial Analysis and Modeling using Excel and VBA, Wiley, 2nd Ed 2.   |
| 2                | Thomas S Y Ho & Sang Bin Lee, The Oxford Guide to Financial Modeling: Applications for Capital Markets, Corporate Finance, Risk |

|                        |   |
|------------------------|---|
|                        | Management and Financial Institutions, Oxford University Press  |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Bodmer E, Corporate and Project Finance Modeling: Theory and Practice (Wiley Finance)                               |
| <b>2</b>               | Swan J, Practical Financial Modelling: The Development and Audit of Cash Flow Models, Butterworth-Heinemann, 3rd Ed |



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|   |  |                                      |                 |                        |                               |                                    |
|---|--|--------------------------------------|-----------------|------------------------|-------------------------------|------------------------------------|
| <b>Subject Name: Working Capital Management</b>   |  | <b>L-T-P [3-0-0]</b>                 |                 |                        |                               |                                    |
| <b>Subject Code: BMBAFM0412</b>   |  | <b>Applicable in Department: MBA</b> |                 |                        |                               |                                    |
| <b>Pre-requisite of Subject:</b> Knowledge of financial and business management.  |  |                                      |                 |                        |                               |                                    |
| <b>Course Objective:</b> The objective of this course is to make students understand the concept of working capital, the operating cycle process, the cash management system, collection techniques, and sources of funds for working capital financing, which will equip the students in the calculation of working capital requirements and developing an insight into liquidation aspects of a firm. |  |                                      |                 |                        |                               |                                    |
| <b>Course Outcomes (CO)</b>   |  |                                      |                 |                        |                               |                                    |
| <b>Course outcome:</b> After completion of this course, students will be able to:   |  |                                      |                 |                        |                               | <b>Bloom's Knowledge Level(KL)</b> |
| CO 1  | Assess and analyse the working capital requirement of the firm                           |                                      |                 |                        |                               | Analyse (K4)                       |
| CO2   | Apply the techniques for managing the cash and liquid assets of the firm.                |                                      |                 |                        |                               | Apply (K3)                         |
| CO3   | Plan and channel the inventories in the correct quantity and at the right time.          |                                      |                 |                        |                               | Analyse (K4)                       |
| CO4   | Apply the techniques of receivables management to enhance the cash position of the firm. |                                      |                 |                        |                               | Apply (K3)                         |
| CO5   | Procure the funds for meeting the working capital needs of the firm.                     |                                      |                 |                        |                               | Analyse (K4)                       |
| <b>Syllabus</b>   |  |                                      |                 |                        |                               |                                    |
| <b>Unit No</b>  | <b>Module Name</b>   | <b>Topic covered</b>                 | <b>Pedagogy</b> | <b>Lecture Require</b> | <b>Practical/ Assignment/</b> | <b>CO Mapping</b>                  |

|   |   |  |   | <b>d<br/>(L+P)</b> | <b>Lab Nos</b>   |     |
|---|---|--|---|--------------------|--|-----|
| Unit 1<br>Introduction to Working Capital         | Introduction to Working Capital and operating cycle | Nature, Scope and Definition of Working Capital, Types of working Capital, Determinants of working capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement               | Discussion, with PPTs, video and Case study | 3 Hours            | If you are a Senior Manager in the Finance department of a manufacturing firm, how will you decide the working capital requirement, and operating cycle period? Comment with a suitable example. | CO1 |
| Unit 1<br>Introduction to Working Capital         | Approaches of working capital management            | Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management   | Discussion with PPTs, videos, Case study    | 5 Hours            | If you are a Senior Manager in the Finance department of a manufacturing firm, how will you decide the working capital requirement, and operating cycle period? Comment with a suitable example. | CO1 |
| Unit 2<br>Cash & Marketable Securities Management | Cash and Cash Management Models                     | Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes | Discussion, videos, Case study              | 4 Hours            | You are the finance manager in the manufacturing firm, how will you maintain the cash receipt system and payment system  | CO2 |

|   |                                     |  |                                |         |   |     |
|---|-------------------------------------|--|--------------------------------|---------|---|-----|
|   |                                     |  |                                |         | monthly/quarterly/yearly?<br><br>State your assumptions   |     |
| Unit 2<br><br>Cash & Marketable Securities Management | Marketable Securities               | Lock Box system and concentration banking, compensating balances; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India | Discussion, videos, Case study | 4 Hours | You are the finance manager in the manufacturing firm, how will you maintain the cash receipt system and payment system monthly/quarterly/yearly?<br><br>State your assumptions | CO2 |
| Unit 3<br><br>Receivables Management                  | Receivables Management and Factors  | Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables   | Discussion, videos, Case study | 4 Hours | List out the practical example of any company which maintains the collection department in respect of costs associated with receivables.  | CO3 |
| Unit 3<br><br>Receivables Management                  | Policies for Receivables Management | policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.                 | Discussion, videos, Case study | 4 Hours | List out the practical example of any company which maintains the collection  | CO3 |



|                                |  |   |   |         |  |     |
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| ment                           |  |   |   |         | department in respect of costs associated with receivables.  |     |
| Unit 4<br>Inventory Management | Inventory and Objectives of Inventory Management | Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories | Discussion with PPTs, videos, Case study, and Numerical problems. | 4 Hours | If you are appointed as a manager in the warehouse of a manufacturing firm, how will you decide the availability of raw materials for smooth production and which inventory techniques will be suitable?<br><br>Comment with suitable example. | CO4 |
| Unit 4<br>Inventory Management | Techniques of Inventory Management               | Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, Economic order quantity, ABC Analysis, VED etc.                | Discussion with PPTs, videos, Case study, and Numerical problems. | 4 Hours | Suppose you are appointed as a manager in the warehouse of a manufacturing firm. How will you decide the availability of raw materials for smooth production and which   | CO4 |

|  |   |   |   |           |   |     |
|--|---|---|---|-----------|---|-----|
|  |   |   |   |           | inventory techniques will suit?<br><br>Comment with a suitable example.   |     |
| Unit 5<br>Financing of Working Capital | Short-Term Financial Instruments for Working Capital  | Need and objectives of financing of working capital, short-term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital: accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans | Discussion with PPTs, videos and Case study.    | 4 Hours   | Consider yourself as a finance manager, how will you know which finance options for working capital, are suitable and when? | CO5 |
| Unit 5<br>Financing of Working Capital | Sources of Working Capital in India Views of Different Committees about Policies of Working Capital | Pattern and sources of Working Capital Financing in India concerning Government policies, working capital control and banking policy- prominent committees on working capital financing.  | Experiential exercise and discussion with PPTs. | 4 Hours   | Consider yourself as a finance manager; how will you know which finance options for working capital are suitable and when?  | CO5 |
| <b>Total</b>                           |   |   |   | <b>40</b> |   |     |

### Textbooks

| Sr No           | Book Details   |
|-----------------|--|
| 1.              | Sagner J, (2019). Working Capital Management: Applications and Case Studies, Wiley Publication |
| 2               | Bhalla V.K – (2021). Working Capital Management, Text, and Cases, Anmol Publication, Delhi     |
| Reference Books |  |
| Sr No           | Book Details   |
| 1               | Misra A. (2020). Working Capital Management, Excel Books.                                      |



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|  |   |                                      |
|--|---|--------------------------------------|
| <b>Subject Name:</b> Financial Derivatives & Risk Management   |   | <b>L-T- P [3-0-0]</b>                |
| <b>Subject Code:</b> BMBAFM0413  |   | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Knowledge of financial and business management.   |   |                                      |
| <b>Course Objective:</b> The core objective of this subject is to develop students' understanding of financial derivatives and associated regulatory frameworks. It will make them comfortable with derivative tools such as options and futures and their application in hedging risk. This subject also imparts knowledge about risk management. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Understanding the concept of the financial derivatives market.      | (Understanding K2)                   |
| CO2  | Understanding forward and future contracts and their pricing.       | (Understanding K2)                   |
| CO3  | Be able to value options using Black-Scholes option pricing models. | (Applying K3)                        |
| CO4  | Applying knowledge of financial swaps to calculate their price.     | (Applying K3)                        |
| CO5  | Analysing the risk factor and managing it through proper tools.     | (Analysing K4)                       |

## Syllabus

| Unit No | Module Name                           | Topic covered   | Pedagogy                                 | Lecture Required (L+P) | Practical/Assignment/Lab Nos   | CO Mapping |
|---------|---------------------------------------|---|--|------------------------|--|------------|
| 1       | Introduction of Financial Derivatives | Definition, Evolution and features of Derivatives, Types of Derivatives, Forward, futures and options market,   | Discussion, PPT & Video                  | 4                      | Discuss different types of financial derivatives in India  | CO1        |
| 1       | Forward market                        | Forward market transactions, Forward contracts, Forward market in India, Hedging with forwards.   | Discussion, PPT & Video                  | 4                      | Discuss different types of financial derivatives in India  | CO1        |
| 2       | Forward contracts                     | Forward Contract, features of forward contracts Futures contract, types, functions, distinction between futures and forward,  | Discussion, PPT, Case study              | 3                      | Take a hypothetical situation and calculate the future price through the cost carry model.                     | CO2        |
| 2       | Future contracts                      | Pricing of futures contracts, Currency Futures, Hedging in Currency Futures, Speculation and Arbitrage in Currency Futures, Cost of Carry Model, Application of Market Index, Index Futures in the Stock Market, and Indian Derivatives Market. | Discussion, PPT, Live Trading and Videos | 5                      | Take a hypothetical situation and calculate the future price through the cost carry model.                     | CO2        |
| 3       | Introduction to Options               | Hedging with Currency Options, Speculation and Arbitrage with Options, Pricing Options, General Principles of Pricing.  | Discussion, PPT & Videos                 | 3                      | Take a hypothetical situation and calculate the pricing of the option through the Black Scholes option pricing | CO3        |

|          |                                 |  |  |   | Model  |     |
|----------|---------------------------------|--|--|---|--|-----|
| <b>3</b> | Option Pricing                  | Black Scholes option pricing Model Index Options, Hedging with Index Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian option Market, Use of different option strategies to mitigate the risk. | Discussion, PPT, Videos, Virtual Trading | 5 | Take a hypothetical situation and calculate the pricing of the option through the Black Scholes option pricing Model   | CO3 |
| <b>4</b> | Introduction to Financial Swaps | Financial Swaps, Managing Interest Rate Exposure, Interest Rate Swaps  | Discussion, PPT & Case Study             | 4 | Take the example of India and other countries for a comparative analysis of financial swaps. (Presentation through PPT | CO4 |
| <b>4</b> | Types of Financial Swaps        | Currency Swaps, Interest Rate Futures, Forward Rate Agreements   | Discussion, PPT & Videos                 | 4 | Take the example of India and other countries for a comparative analysis of financial swaps. (Presentation through PPT | CO4 |
| <b>5</b> | Risk Management                 | Risk Management definition, meaning and measurement of Risk- Classification of Risk- diversification-  | Discussion, PPT & Videos                 | 4 | Discuss various tools of risk management   | CO5 |
| <b>5</b> | Risk management tools           | Statistical tools used in risk management – techniques of risk mitigation  | Discussion, PPT & Virtual                | 4 | Discuss various tools of risk management   | CO5 |

|              |  |  |         |           |  |  |
|--------------|--|--|---------|-----------|--|--|
|              |  |  | Trading |           |  |  |
| <b>Total</b> |  |  |         | <b>40</b> |  |  |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Sharma, A., & Sharma, S. (2011). Derivative Market in India: Development of “F&O” Segment. Journal of Banking Financial Services and Insurance Research, 1(2), 16-31.2. |
| 2                      | Kumar, S. S. S. (2007). Financial derivatives. PHI Learning Pvt. Ltd..  |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Gupta, S. L. (2017). Financial Derivatives: Theory, concepts, and problems. PHI Learning Pvt. Ltd.  |



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|--|---|--------------------------------------|
| <b>Subject Name: Talent Management</b>   |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBAHR0411</b>  |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Knowledge of human resource management.   |   |                                      |
| <b>Course Objective:</b> The objective of talent management is to strategically attract, retain, develop, and motivate talented individuals within an organization to ensure that it has the right people in the correct positions at the right time. This involves various processes such as recruitment, selection, onboarding, training, performance management, career development, and succession planning. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Understand the concepts associated with Talent Management Processes | (Understand)<br>K2                   |
| CO2  | Analyse the impacts of talent management on the organisation.       | (Analyze) K4                         |
| CO3  | Competency to implement Talent Management practices.                | (Evaluate)<br>K5                     |
| CO4  | Competency to develop leadership qualities among subordinates.      | (Evaluate)<br>K5                     |



| CO5   | Understand the concepts related to the reward system to support Talent management. |   |                                |                               |  | (Understand)<br>K2 |
|---|--|---|--------------------------------|-------------------------------|--|--------------------|
| <b>Syllabus</b>                             |  |   |                                |                               |  |                    |
| <b>Unit No</b>                              | <b>Module Name</b>   | <b>Topic covered</b>  | <b>Pedagogy</b>                | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>  | <b>CO Mapping</b>  |
| Unit 1<br>Introduction to Talent Management | Module-1<br>Overview of Talent Management  | Introduction to Talent Management: Concept, Meaning & Objectives, Role of Talent Management in building Sustainable Competitive Advantage to a firm; Key Processes of Talent Management: Recruitment, Selection, Human Resource Planning, Retention | Discussion, videos, Case study | 4 hours                       | Present case studies of organizations known for their effective talent management practices.                             | CO1                |
| Unit 1<br>Introduction to Talent Management | Module-2<br>Talent Management vs. Knowledge  | Talent vs. Knowledge, Consequences of Failure in Managing Talent, Identifying and Assessing High-Potential Talent: Current Organizational Practices, Case Studies   | Discussion, videos, Case study | 4hours                        | Present case studies of organizations known for their effective talent management practices.                             | CO1                |
| UNIT 2<br>Talent Acquisition                | Module2<br>Talent Acquisition  | Talent Acquisition: Job Analysis, Developing Job Description & Job Specification Attracting and Recruiting the best Talents, Strategic Trends in Talent Acquisition, Talent acquisition management solutions  | Discussion, videos, Case study | 4hours                        | Analyze best practices in talent management and their applicability to different industries and organizational contexts. | CO2                |

|  |   |  |                                      |         |   |            |
|--|---|--|--------------------------------------|---------|---|------------|
|  |   |  |                                      |         |   |            |
| UNIT 2<br>Talent<br>Acquisition                        | HR Planning<br>for Talent<br>Management                           | HR Planning for Talent Management: Process (using MS Excel and quantitative tools), Evaluation of factors affecting HR Planning, Strategic view of Recruitment & Selection. Case Studies   | Discussion,<br>videos, Case<br>study | 4 hours | Analyze best practices in talent management and their applicability to different industries and organizational contexts.                              | <b>CO2</b> |
| Unit 3<br>Strategic<br>Recruitment<br>and<br>Selection | Module 3-<br>Strategic<br>Recruitment<br>and Selection<br>Process | Recruitment and Selection Process: Introduction, Sources of Recruitment, Use of Assessment Centers, Selection Errors & Minimizing Selection Errors, Reliability & Validity of Selection Tests, Formulating a recruitment strategy for senior level executives. | Discussion,<br>videos, Case<br>study | 4 hours | Address ethical and legal considerations in recruitment and selection, including fairness, equal opportunity, diversity, and avoiding discrimination. | <b>CO3</b> |

|  |                                    |   |                                      |         |  |            |
|--|------------------------------------|---|--------------------------------------|---------|--|------------|
|  |                                    |   |                                      |         |  |            |
| Unit 3<br>Strategic<br>Recruitment<br>and<br>Selection | Module 2-<br>Talent<br>Development | Talent Development: Need Analysis, Knowledge Management, Stress Management, Competency Development, Developing Leadership Talent and Emotional Capabilities. Case Studies | Discussion,<br>videos, Case<br>study | 4hours  |  | <b>CO3</b> |
| Unit 4<br>Employee<br>Retention                        | Module 1-<br>Employee<br>Retention | Employee Retention: Comprehensive approach to Employees Retention, Managing Voluntary Turnover, Dealing with Job Withdrawal   | Discussion,<br>videos, Case<br>study | 4 hours |  | <b>CO4</b> |

|  |   |   |                                |           |  |            |
|--|---|---|--------------------------------|-----------|--|------------|
|  |   |   |                                |           |  |            |
| Unit 4<br>Employee Retention                   | Module2- Strategic Compensation Plan for Talent | Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management Model, Career and Succession Planning. Employee Engagement | Discussion, videos, Case study | 4 hours   |  | <b>CO4</b> |
| UNIT 5<br>Emerging Trends in Talent Management | Module 1- HRIS                                  | Human Resource Information System (HRIS), Human Resource Accounting (HRA), Business Process Re-engineering, Contemporary Talent Management Issues and Challenges. Case Studies.               | Discussion, videos, Case study | 4 hours   |  | <b>CO5</b> |
| UNIT 5<br>Emerging Trends in Talent Management | Module 2- Emerging Trends in Talent Management  | Emerging Trends in HR: Human Resource Audits, DEI, remote and hybrid work models, employee experience, case studies.  | Discussion, videos, Case study | 4 hours   |  | <b>CO5</b> |
| <b>Total</b>                                   |   |   |                                | <b>40</b> |  |            |

| <b>Textbooks</b>       |  |
|------------------------|--|
| <b>Sr No</b>           | <b>Book Details</b>  |
| 1.                     | Mohapatra, Talent Management (2021)- A contemporary perspective, Sage Publications.                        |
| 2                      | Gowri Joshi & Veena Vohra, (2017) Talent Management, Cengage Learning.                                     |
| <b>Reference Books</b> |  |
| <b>Sr No</b>           | <b>Book Details</b>  |
| <b>1</b>               | Dessler and Biju (2020), Fundamentals of Human Resource Management, Pearson Publication, 16th Edition.     |
| <b>2</b>               | Collings, Scullion, Vaiman, (2022) Talent Management, Emerald Publishing Limited.                          |
| <b>3</b>               | Collings, Mellahi, Casicio, (2017) The Oxford Handbook of Talent Management, Oxford University Press, 2017 |



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|  |   |                                      |
|--|---|--------------------------------------|
| <b>Subject Name:</b> Training and Development  |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code:</b> BMBAHR0412  |   | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Knowledge of human resource management.   |   |                                      |
| <b>Course Objective:</b> This course aims to make the students understand training needs, methods, and emerging trends in development. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Understand the concepts related to training and its need analysis.  | Understanding (K2)                   |
| CO2  | Apply relevance and usefulness to the training design and evaluation of training.                         | Applying (K4)                        |
| CO3  | Evaluate the training methods to be used at the workplace.  | Evaluating (K5)                      |
| CO4  | Understand basic concepts associated with the trainer's skills learning processes, and learning theories. | Understanding (K2)                   |
| CO5  | Create the psychology of the emerging trends on which training and development is based.                  | Creating (K6)                        |

## Syllabus

| Unit No   | Module Name            | Topic covered   | Pedagogy                       | Lecture Required (L+P) | Practical/ Assignment/ Lab Nos   | CO Mapping |
|---|------------------------|---|--------------------------------|------------------------|--|------------|
| UNIT 1<br><b>Training in Organizations and Training Need Analysis</b> | Overview of training   | An overview of training; the role of training and development in HRD; opportunities and challenges for training; training and organisational development; setting training objectives; Spiral training model. | Discussion, videos, Case study | 4 Hours                | State the training and development programs of any company of your choice.<br><br>Elucidate the difference between the both. | CO1        |
|   | Training need analysis | Need to conduct Training Need Analysis (TNA), TNA Model, need assessment process: organizational analysis, person analysis, task analysis; output of TNA, approaches to TNA: Proactive TNA, Reactive TNA      |                                | 4 Hours                |  |            |
| <b>UNIT</b>   | Training               | Designing training programs: Organizational constraints, training   | Discussion, videos, Case       |                        |  | CO2        |





|               |   |  |                                |         |  |     |
|---------------|---|--|--------------------------------|---------|--|-----|
|               |   |  |                                |         | past 2 years<br>2. Employees working in the same role from past 5 years. |     |
|               | Of the job training                         | Case study, Incident method<br>Roleplay, In-basket method, Business games, Grid Training, Simulation   | Discussion, videos, Case study | 4 Hours |  |     |
| <b>UNIT 4</b> | <b>Training styles and Trainer's skills</b> | Styles: Behaviourist, Liberal, Progressive, Humanistic, Radical.<br>Skills: Problem-solving, Communication, Organization, Management, Active listening,          | Discussion, videos, Case study | 4 Hours |  | CO4 |
|               | <b>Strategic Learning</b>                   | Theories: Classical Conditioning, Operant Conditioning, Cognitive, Theory, and Social Learning Theory.<br>Methods: Trial and Error method, Conditional Response. | Discussion,                    |         | Compare and contrast Cognitive and Social Learning of any two companies. |     |

|  |   |   |                                |           |  |     |
|--|---|---|--------------------------------|-----------|--|-----|
|  |   |   | videos, Case study             | 4 Hours   |  |     |
| <b>UNIT 5</b><br><b>Management Development</b> | Management Development                      | Management development: concept, Strategies and management characteristics, management development implications, Types of management development programs | Discussion, videos, Case study | 6 Hours   | Explain the current scenarios of employee training and development in various organization in India using suitable examples. | CO5 |
|  | Emerging trends in Training and development | Recent trends in training and development, case studies   | Discussion, videos, Case study | 2 Hours   |  |     |
| <b>Total</b>                                   |   |   |                                | <b>40</b> |  |     |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Noe, R. (2017). Employee training & development (7th ed.). New York, NY: McGraw-Hill Education. ISBN: 978-0-07-811285-0   |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Silberman, M. (Mel). (2020). Active training: A handbook of techniques, designs, case examples, and tips. (any edition). San Francisco, CA: Pfeiffer. ISBN: 9781118972014                                     |
| <b>2</b>               | Noe, R. A. (2020). Employee Training & Development, 8th Edition. McGraw-Hill. ISBN 13: 978-1285423715 (Note: Textbook is available in Print and E-Book versions to rent/purchase at bookstore of your choice) |
| <b>3</b>               | American Psychological Association (2019). APA Publication Manual, 7th edition. Washington, DC.   |



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|---|--|--------------------------------------|
| <b>Subject Name:</b> Strategic Human Resource Management  |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code:</b> BMBAHR0413   |  | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Knowledge of human resource management.  |  |                                      |
| <b>Course Objective:</b> The objective of Strategic Human Resource Management (SHRM) is to align human resource practices with the strategic goals and objectives of an organisation. This involves integrating HR strategies with overall business strategies to maximize the workforce's effectiveness in achieving organisational success. |  |                                      |
| <b>Course Outcomes (CO)</b>   |  |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:   |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Understand the dimensions of Strategic HRM.  | Understanding (K2)                   |
| CO2   | Apply the learning of SHRM in an organisational context.                                 | Apply (K3)                           |
| CO3   | Evaluate the impacts of SHRM on competitive advantages.                                  | Evaluate (K5)                        |
| CO4   | Have the desired level of expertise in organisational knowledge management through SHRM. | Evaluate (K5)                        |
| CO5   | Understand the International culture in SHRM.  | Understanding (K2)                   |
| <b>Syllabus</b>   |  |                                      |

| Unit No                        | Module Name        | Topic covered   | Pedagogy                       | Lecture Required (L+P) | Practical/ Assignment/ Lab Nos  | CO Mapping |
|--------------------------------|--------------------|---|--------------------------------|------------------------|---|------------|
| Unit 1<br>Introduction to SHRM | Overview of SHRM   | Conceptual Framework & Context of SHRM, Impacts of Globalization on HRM ,Changing Nature of Workforce, Development of SHRM, Models of Strategic HRM   | Discussion, videos, Case study | 4 hours                | You are supposed to write a detailed SHRM assignment report on a real HR project for a real organisation. | CO1        |
|                                | Challenges of SHRM | Workforce Diversity, Demographic changes, Challenges in Strategic Human Resource Management, Impacts of Strategic HRM,SHRM for Competitive Advantage. |                                | 4 hours                |   |            |

|  |                            |   |                                      |         |  |     |
|--|----------------------------|---|--------------------------------------|---------|--|-----|
| <b>UNIT 2</b><br><b>Implementati<br/>on of SHRM</b>                                    | Implementati<br>on of SHRM | Implementation of Strategic HRM: Staffing, Training & Development, Strategic Options of HRD   | Discussion,<br>videos, Case<br>study | 4 hours | Make a 5-year<br>manpower plan<br>aligned to business<br>targets and present<br>it to top<br>management. | CO2 |
|  | Impacts of<br>SHRM         | Impacts of SHRM on Performance, Practicalities in Measuring SHRM Outcomes, Strategic Oriented Compensation System, and Employee Separation.                                     | Discussion,<br>videos, Case<br>study | 4 hours |  |     |
| <b>Unit 3</b><br><b>HR<br/>Strateg<br/>y and<br/>Employ<br/>ee<br/>Engage<br/>ment</b> | HR Strategies              | HR Strategy, Components of Strategic HRM, Organizational HR strategies, Functional HR strategies, Strategic HRM in action Improving Business Performance through Strategic HRM. | Discussion,<br>videos, Case<br>study | 4 hours | Highlight<br>company's top 5<br>turnover reasons<br>with action plan to<br>top management.               | CO3 |
|  | Employee<br>engagement     | Employee Engagement and Drivers of Engagement Learning Organizations and Organizational Learning.   |                                      | 4 hours |  |     |

|  |  |   |                                |         |  |     |
|--|--|---|--------------------------------|---------|--|-----|
| <b>Unit 4</b><br><b>Strategic Knowledge Management</b> | Strategic knowledge management               | Strategic Knowledge Management, Building Knowledge Management into Strategy Framework, Knowledge Sharing as Core Competency, HRD Knowledge Management | Discussion, videos, Case study | 4 hours | Build a knowledge management into Strategy Framework   | CO4 |
| <b>Unit 4</b>  | Strategic approaches to Industrial relations | Strategic Approach to Industrial Relations, Outsourcing & its HR implications, Human Side of Mergers and Acquisitions three- stage model of M&A.      |                                | 4 hours |  |     |
| <b>Unit 5</b><br><b>Global HRM Practices</b>           | Global SHRM                                  | Global human resource management, Difference between global HRM domestic HRM; Expatriates selection &Repatriation,                                    |                                | 4 hours | A multinational corporation headquartered in the United States is expanding its operations to Japan and Germany. The company needs to manage the integration of local employees and expatriates effectively. Prepare an assignment on steps taken expatriate selection and | CO5 |

|              |  |  |  |           |                     |  |
|--------------|--|--|--|-----------|---------------------|--|
|              |  |  |  |           | expatriate support. |  |
|              | Strategic Issues in International Assignment | Building a Multicultural Organization, Investment perspectives of HR, Strategic Choice, Leadership Strategic issues in International Assignment. |  | 4 hours   |                     |  |
| <b>Total</b> |  |  |  | <b>40</b> |                     |  |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Jeffrey A. Mello, (2023) Strategic Human Resource Management, Cengage Learning.                                     |
| 2                      | Henry, (2021) Understanding Strategic Human Resource Management, Oxford University Press.                           |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Armstrong, Michael& Baron (2020) Handbook of Strategic HRM, (Jaico Publishing House),.                              |
| <b>2</b>               | Gary Rees Smith Paul, (2019) Strategic Human Resource Management: An International Perspective, Sage Publications,. |





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|   |   |                                      |
|---|---|--------------------------------------|
| <b>Subject Name: Sales and Distribution Management</b>  |   | <b>L-T-P [3-1-0]</b>                 |
| <b>Subject Code: BMBAMK0411</b>   |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Understanding of marketing management.   |   |                                      |
| <b>Course Objective:</b> This subject aims to build knowledge, understanding, and skills in sales and retail management and enable the development and implementation of sales and retail management strategies. It also helps to analyse decision alternatives and criteria in the context of realistic problem situations in Sales and Retail Management; it also focuses on Acquiring students and strategies. |   |                                      |
| <b>Course Outcomes (CO)</b>   |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:   |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Students will develop knowledge, understanding and skills in Salesforce.                    | (Understand) K2                      |
| CO2   | Acquainted with a better understanding of the implementation of sales management strategies | (Analyse)K4                          |
| CO3   | Develop analytical skills for effective decision alternatives in sales. Management problems | (Create)K6                           |
| CO4   | Develop the knowledge and understanding.  | (Apply)K3                            |
| CO5   | Understand how to develop marketing mix strategies for retail businesses.                   | (Analyse)K4                          |

**Syllabus**

| <b>Unit No</b>                        | <b>Module Name</b>          | <b>Topic covered</b>  | <b>Pedagogy</b>               | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>  | <b>CO Mapping</b> |
|---------------------------------------|-----------------------------|---|-------------------------------|-------------------------------|--|-------------------|
| UNIT 1<br>Introduction of Sales       | Overview of sales           | Introduction to Sales: Role of selling in marketing, Personal selling, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesman | PPT, Class discussion, Videos | 4                             | Practical- Visit a nearby mobile shop in your area and prepare a mock sales interaction between the customer who is willing to purchase a smartphone and the salesman. | CO1               |
| Unit-1                                | Theories of selling         | Theories of selling, Sales management, Process of effective selling   | PPT, Class discussion         | 4                             | Assignment-Design the process of selling a holiday package to a customer.  | CO1               |
| Unit 2<br>Building Sales Organization | Building Sales Organization | Building Sales Organization: Types of sales organisations and their structure, Functions and responsibilities of salesperson, filling sales positions                     | PPT, Class discussion         | 4                             | Assignment- Prepare a JD and Job specification for a salesperson working on an online shopping website.  | CO2               |
| Unit-2                                | Recruitment and selection   | Recruitment, Selection, Training and Development, Development and Conducting Sales training programme.  | PPT, Class discussion         | 4                             | Assignment-Suggest a training module for a salesperson working in an Automobile company  | CO2               |
| Unit-3                                | Leading Sales Organization  | Leading Sales Organization: Sales force motivation, Designing & Administering, Sales force compensation plans, Designing incentives and contests, Sales                   | PPT, Class discussion         | 4                             | Assignment-Suggest a compensation plan for a salesperson in today's  | CO3               |

|  |  |   |  |  |           |  |
|--|--|---|--|--|-----------|--|
|  |  | forecasting, Sales budget, Sales quota, Sales Territory |  |  | scenario. |  |
|--|--|---|--|--|-----------|--|

|              |                                     |  |                               |           |   |            |
|--------------|-------------------------------------|--|-------------------------------|-----------|---|------------|
| Unit-3       | Building sales reporting            | Building sales reporting mechanism and monitoring, Sales force productivity, Salesforce appraisal.   | PPT, Class discussion         | 4         | Assignment-Suggest a compensation plan for a salesperson in today's scenario.   | <b>CO3</b> |
| Unit-4       | Overview of Distribution            | Marketing Logistics, Marketing Channels, Channel Management  | PPT, Class discussion, Videos | 4         |   | <b>CO4</b> |
| Unit-4       | CHANNEL CONTROL                     | Performance Measures in Marketing Channels, Models to Diagnose Channel Profitability, Appraisal of Channel Members' Contribution, Result of Channel Performance, Sources of Conflict, Types of Conflicts, Conflict Management Techniques, Channel Leadership, Elements of Channel Information Systems, Impact of Information Systems on Channel Flow | PPT, Class discussion, Videos | 4         |   | <b>CO4</b> |
| Unit-5       | Module 1: WHOLESALING AND RETAILING | Wholesaling and its Importance, Types of Wholesalers, Strategic Issues in Wholesaling, Trends Shaping Wholesale Distribution, Impact of Information Technology on Wholesaling, Challenges in Wholesaling, Wholesaling in India, Future of Wholesaling,   | PPT, Class discussion, Videos | 4         | Assignment-Consider you are going to open a retail outlet related to FMCG Products, than suggest various parameters you will consider while choosing the location for the same. | <b>CO5</b> |
| Unit-5       | Module 2: RETAILING                 | Retailing and its Importance, Evolution of Retailing, Classification of Retailers, Strategic Issues in Retailing, Trends in Retailing, Future of Retailing   | PPT, Class discussion, Videos | 4         | Assignment-Consider you are going to open a retail outlet related to FMCG Products, than suggest various parameters you will consider while choosing the location for the same. | <b>CO5</b> |
| <b>Total</b> |                                     |  |                               | <b>40</b> |   |            |

**Textbooks**

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Panda,T.Sahadev,S.(2019).Sales and Distribution Management(3Ed).Oxford University Press.  |
| 2                      | Agarwal,P.K.Kumar,M.(2018).Sales and Distribution Management.                             |
| 3                      | Krishna,K.Cavale,V.(2017).Sales and Distribution Management(3Ed.).Mc Graw Hill Education. |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Berman,B.(2017).Retail Management(13Ed).Pearson Education                                 |
| <b>2</b>               | Richard,R.(2017).Sales and Distribution Management(6Ed).Pearson Education                 |



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|   |   |                                      |
|---|---|--------------------------------------|
| <b>Subject Name: Services Marketing</b>   |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBAMK0412</b>   |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Understanding of marketing management.   |   |                                      |
| <b>Course Objective:</b> This Course Will Develop an Understanding Of The Basic Concepts And Issues In Service Marketing. Also, it provides an understanding of how service customers determine value in a service exchange and how this translates into a satisfied customer base. |   |                                      |
| <b>Course Outcomes (CO)</b>   |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:   |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Understand And Explain The Nature And Scope Of Services Marketing.  | Understand (K2)                      |
| CO2   | Use Critical Analysis To achieve Service Excellence; Perceive Service Shortcomings. About Ingredients To Create.  | Create (K3)                          |
| CO3   | Be Able To Identify Critical Issues Related To Service Design, such as identifying and managing customer service experience, Expectations, and Perceptions. | Apply (K4)                           |
| CO4   | Provide A Theoretical And Practical Basis For Assessing Service Performance Using the Company.  | Apply (K3)                           |
| CO5   | Identify And Discuss Characteristics And Challenges Of Managing Service Firms In The Modern World   | Apply (K2)                           |

## Syllabus

| Unit No | Module Name                                     | Topic covered   | Pedagogy                               | Lecture Required (L+P) | Practical/ Assignment/ Lab Nos  | CO Mapping |
|---------|---|---|--|------------------------|---|------------|
| 1       | <p><b>Module 1:</b></p> <p><b>Module 2:</b></p> | <p>Introduction To Services Marketing.<br/>Introduction: Definition, Characteristics And Classification Of Service</p> <p>Difference Between Product and Services Marketing, Paradigms In Services Marketing, Present Marketing Environment</p> <p>Services Marketing Mix: Understanding The 7 P's, Strategies</p> <p>For Services Marketing: Segmentation, Targeting &amp; Positioning, Differentiation.</p> | <p>PPTS/<br/>VIDEOS/<br/>CASE LETS</p> | 8(4+4)                 | <p>Use The Concept of Characteristics Of A Services And Describe The Differences Between A Services And A Product You Are Familiar With. What Marketing Implications Arise as A Result Of These Difference.</p> | CO1        |
|         | <b>Introduction To Services Marketing</b>       |   |  |                        |   |            |

|   |  |   |                               |        |   |     |
|---|--|---|-------------------------------|--------|---|-----|
|   | <b>Module 3:</b>                         |   |                               |        |   |     |
| 2<br><b>Understanding Consumer Behavior And Service</b> | <b>Module 1:</b><br><br><b>Module 2:</b> | <p>Understanding Consumer Behavior and Service Design Understanding Consumer Behavior: Services Vis-À-Vis Goods, Consumer Behavior In Services, Customer Expectations And Perceptions Of Services – Evaluation Of Services</p> <p>Service Development Design &amp; Standards: New Service Development Process – Basic Service</p> <p>To Potential Service, Customer Defined Service Standards, Demand and Capacity Management</p> | PPTS/<br>VIDEOS/<br>CASE LETS | 8(4+4) | <p>Pasteurized Milk Ultra High Temperature (UHT) Treated Pasteurized Milk Is Being Sold In Tetra Packs And These Packs Have A Self Life Of Three Months Without Refrigeration. The Tetra Brick Aseptic (TBA) With 4.5 Tab Content Costs Around ` 20-24 Per Litre. Tetra Find Aseptic (TFA) Packs Which Could Preserve Milk For 45 Days Cost About 40% Lower Than TBA Packs. Vijaya Uses TFA And The Price Per Litre Is ` 19 In spite Of The Advantage Of These Kinds Of Tetra Packs, Consumer In India Have Been Used To Boil Milk For Generation And May Not Appreciate The Fact That 23 Pasteurized Milk Need Not Be Boiled (Even The</p> | CO2 |

|  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
|  |  |  |  |  | <p>Pouches Which Are Pasteurized Milk And Refrigerated). Secondly, There Is Also The Taste Factor Associated With Boiling. Tetra Packed Milk Was Introduced As Early As 1980 By The Manufacturers Of Amul (GCMMF) But The Product Didn'T Catch Up. But Changing Life Styles And Poor Costs (Required For Refrigeration) May Encourage Consumer To Try This Product Under The Present Day Context. Tetra Pacjk India Is Attempting To Create Awareness About The Benefits Of Tetra Pack Milk. The Annual Production Of Milk Around 72 Billion Litres Per Annum And Out Of This Only About 12 % Is Packaged.</p> <p>Questions</p> <ol style="list-style-type: none"> <li>1. How Would You Use Consumer Behavior Principles To Formulate A Communication Plan For Tetra Packed Milk?</li> <li>2. Suggest A Suitable Strategy For Marketing The</li> </ol> |  |
|--|--|--|--|--|--|--|







|              |                 |  |           |  |  |
|--------------|-----------------|--|-----------|--|--|
|              | <b>Module 2</b> |  |           |  |  |
| <b>Total</b> |                 |  | <b>40</b> |  |  |

| <b>Textbooks</b>       |  |
|------------------------|--|
| <b>Sr No</b>           | <b>Book Details</b>  |
| 1.                     | Services Marketing Text and Cases, Vinnie Jauhari & Kirti Dutta, |
| 2                      | Oxford University Press.   |
| 3                      | Services Marketing, Zeithaml Valerie and Mary Jo Bitner, Gremler |
| <b>Reference Books</b> |  |
| <b>Sr No</b>           | <b>Book Details</b>  |
| <b>1</b>               | Services Marketing, Lovelock, Christopher. Prenticehall.         |
| <b>2</b>               | Services Marketing, Nargundkar, Rajendra. Tata McGraw-Hill       |
| <b>3</b>               | The Essence Of Services Marketing, Adrian Payne.PHI.             |



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|   |  |                                      |
|---|--|--------------------------------------|
| <b>Subject Name: Marketing Analytics</b>  |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBAMK0413</b>   |  | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Understanding of marketing management.   |  |                                      |
| <b>Course Objective:</b> This course will provide advanced techniques and strategies to navigate complex projects successfully. |  |                                      |
| <b>Course Outcomes (CO)</b>   |  |                                      |
| <b>Course outcome:</b> After completion of this course students will be able to:  |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Understand the Market Analytics and sizing the relevant market.  | Applying (K3)                        |
| CO2   | Create appropriate pricing policy for company's products.  | Creating (K6)                        |
| CO3   | Analyse market trends and forecasting the sales for the company.   | Analyzing (K4)                       |
| CO4   | Analyse customer attributes and creating experience for long lasting customer value through market offering. | Analysing (K4)                       |
| CO5   | Analyse effectiveness of advertising for creating value for company.   | Analyzing (K4)                       |

**Syllabus**

| <b>Unit No</b>   | <b>Module Name</b>  | <b>Topic covered</b>   | <b>Pedagogy</b>                         | <b>Lecture Required (L+P)</b> | <b>Practical/Assignment/Lab Nos</b>   | <b>CO Mapping</b> |
|--|---------------------|--|---|-------------------------------|---|-------------------|
| <b>Unit 1:</b><br><b>Introduction to Marketing Analytics</b> | Marketing Analytics | Marketing Analytics: Meaning, characteristics, advantages and scope  | Classroom discussion, Video, Case Study | 4 Hours                       | Case-Based Assignment: Marketing Analytics Case Studies: Netflix                                | CO1               |
|  | Market Sizing       | Market Sizing: Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis                          | Classroom discussion, Video, Case Study | 4 Hours                       |   |                   |
| <b>Unit 2:</b><br><b>Pricing Analytics</b>                   | Pricing Policies    | Pricing Policy and Objectives, Estimating Demand: Price Elasticity, Estimating Linear and Power Demand Curves, Optimize Pricing, | Classroom discussion, Video, Case Study | 4 Hours                       | Case-Based Assignment: Analyzing the Impact of Dynamic Pricing vs. Traditional Step-up Programs | CO2               |
|  | Pricing Analytics   | Incorporating Complementary Products, Pricing using Subjective Demand Curve, and Pricing Multiple Products.                      | Classroom discussion, Video, Case Study | 4 Hours                       |   |                   |

|   |                                    |   |   |         |   |     |
|---|------------------------------------|---|---|---------|---|-----|
|   |                                    |   |   |         |   |     |
| <b>Unit 3:<br/>Sales Forecasting</b>                    | Sales Forecasting                  | Introduction: Simple Linear Regression & Multiple Regression models to forecast sales, Forecasting in                     | Classroom discussion, Video, Case Study | 4 Hours | Highlight on different sales forecasting techniques and their roles in setting price. | CO3 |
|   | Trends of sales forecasting        | Presence of Special Events, Modelling trend and seasonality; Ratio to moving average forecasting methods.                 | Classroom discussion, Video, Case Study | 4 Hours |   |     |
| <b>Unit 4:<br/>Customer Analytics</b>                   | Customer Analytics                 | Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value,                                | Classroom discussion, Video, Case Study | 4 Hours | With the help of a customer dataset, analyse the pattern of buying behaviour          | CO4 |
|   | Applications of Customer Analytics | Estimating the chance that the customer is still active, using customer value to value a business and the concept of STP. | Classroom discussion, Video, Case Study | 4 Hours |   |     |
| <b>Unit 5:<br/>Retailing &amp; Advertising Analysis</b> | Retailing Analysis                 | Market Basket Analysis: Computing two-way and three-way lift, RFM Analysis, Allocating                                    | Classroom discussion, Video, Case Study | 4 Hours | Analyse the impact of online advertising by e-commerce companies on                   | CO5 |
|   | Advertising Analysis               | Retail Space and Sales Resources, Advertising Analysis: Methods of measuring the effectiveness of Advertising.            | Classroom discussion, Video, Case Study | 4 Hours |   |     |

|              |  |  |       |           |        |  |
|--------------|--|--|-------|-----------|--------|--|
| s            |  |  | Study |           | sales. |  |
| <b>Total</b> |  |  |       | <b>40</b> |        |  |

| <b>Textbooks</b>       |  |
|------------------------|--|
| <b>Sr No</b>           | <b>Book Details</b>  |
| 1.                     | Moutusy,M. (2021). Marketing Analytics. Oxford University Press.   |
| 2.                     | Dugar,A., Shrestha,M.(2022). Marketing Metrics. SAGE Publishing India.   |
| <b>Reference Books</b> |  |
| <b>Sr No</b>           | <b>Book Details</b>  |
| <b>1</b>               | Gupta, S. (2021). Marketing Analytics. Wiley India Pvt.Ltd.  |
| <b>2</b>               | Robert, W.Palmatier., J,Andrew. Petersen., Frank, G. (2022). <i>Marketing Analytics</i> . Bloomsbury Academic India. |



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|   |   |                                      |
|---|---|--------------------------------------|
| <b>Subject Name:</b> Warehousing, Inventory and Distribution Management   |   | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code:</b> BMBALS0411   |   | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Knowledge of logistics and supply chain management.  |   |                                      |
| <b>Course Objective:</b> To understand warehouse operations and manage warehouse processes, including inventory and distribution. |   |                                      |
| <b>Course Outcomes (CO)</b>   |   |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:   |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Understand and identify various Distribution Management Channels for Effective SCM and Logistics. | Understand (K2)                      |
| CO2   | Identify the need for warehouses and their applications with real-world problems.                 | Apply (K3)                           |
| CO3   | Implement Processes for Effective Warehouse Management and Aligning it with SCM Strategy.         | Apply (K3)                           |
| CO4   | Analyse the Cost and Performance Factors in Warehouse Management.                                 | Analyse (K4)                         |
| CO5   | Analyse, evaluate and Manage Inventory effectively and efficiently in the warehouse.              | Evaluate (K5)                        |

**Syllabus**



| <b>Unit No</b> | <b>Module Name</b>                                      | <b>Topic covered</b>   | <b>Pedagogy</b>                                   | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b> | <b>CO Mapping</b> |
|----------------|---|--|---|-------------------------------|---------------------------------------|-------------------|
| 1              | Distribution Formats                                    | Distribution Function, Basic Supply Chain Distribution Formats, Alternative Distribution Channel Formats   | Smartboard, PPT, case study , Video case studies  | 4 hours                       | Assignment 1                          | CO1               |
|                | Information-based and sustainable distribution channels | Role of Distribution Channels, Service Outputs and Functions of Distribution Channels, Substituting Information for Inventory, Sustainability in Distribution. |   | 4 hours                       |                                       | CO1               |
| 2              | Introduction  | Introduction: Concept, Importance of Warehousing and Warehousing Functions, Types of Warehouses, Specialized Warehouse Services,                               | Smart board, PPT, case study , Video case studies | 4 hours                       | Assignment 2                          | CO2               |
|                | Warehouse decisions                                     | Warehouse location decision, Sizing the Warehouse, Warehouse Layout & Automation.  |   | 4 hours                       |                                       | CO2               |
| 3              | Warehouse processes I                                   | Picking Strategies and Equipment, order Picking Receiving and Put Away,  | Smart board, PPT, case study , Video case studies | 4 hours                       | Assignment 3                          | CO3               |
|                | Warehouse Process 2                                     | Replenishment, Stock Counting, Cycle Counting, Return Processing and Dispatch, Documentations.   |   | 4 hours                       |                                       | CO3               |
| 4              | Warehouse Costs   | Costs in Warehousing, Return on Investment, Traditional vs Activity Based Costing, Logistics Charging Methods  | Smart board, PPT, case                            | 4 hours                       | Assignment 4                          | CO4               |

|  |  |  |   |           |              |            |
|--|--|--|---|-----------|--------------|------------|
| use<br>Costs<br>and<br>Perform<br>ance<br>Manage<br>ment |  |  | study ,<br>Video case<br>studies                              |           |              |            |
|  | Warehouse<br>Performance<br>Management   | Selecting appropriate Performance Measures, Integrated Performance Model, Benchmarking, Balanced Scorecard, Health and Safety issues in Warehousing  |   | 4 hours   |              | <b>CO4</b> |
| 5<br>Invento<br>ry<br>Manage<br>ment                     | Introduction                             | Meaning of Inventory Management. Types of inventory, Inventory Forecasting, Replenishment strategy / Reorder point, Economic order quantity / Economic production quantity, Inventory costs  | Smart board,<br>PPT, case<br>study ,<br>Video case<br>studies | 4 hours   | Assignment 5 | CO 5       |
|  | Strategies in<br>Inventory<br>management | Strategies in Inventory management, ABC classification / Material requirement planning, JIT, VED Analysis Single period inventory / Safety stock, Understanding the Inventory Valuation, How to Measure Your Inventory Performance |   | 4 Hour    |              |            |
| <b>Total</b>   |  |  |   | <b>40</b> |              |            |

| <b>Textbooks</b> |  |
|------------------|--|
| <b>Sr No</b>     | <b>Book Details</b>  |
| 1.               | Basics of Warehouse and Inventory Management by Villivalam Rangachari Rangarajan (Notion Press, 19 Mar 2022) |

| <b>Reference Books</b> |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Designing & Managing the Supply Chain, 4th Edition by David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Ravi Shankar |



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|--|--|---------------------------------------|
| <b>Subject Name: Logistics Management</b>  |  | <b>L-T-P [3-0-0]</b>                  |
| <b>Subject Code: BMBALS0412</b>  |  | <b>Applicable in Department: MBA</b>  |
| <b>Pre-requisite of Subject:</b> Knowledge of logistics and supply chain management.   |  |                                       |
| <b>Course Objective:</b> To understand the basic concepts and issues of Logistics Fundamentals. To understand transportation and transportation costs while explaining the key concepts. To provide an understanding of vehicle management systems while examining the types of vessels, road, rail, and air transport vehicles, along with key shipping terms, and explore the concepts of LCL, FCL, NVOCC, and freight forwarders. |  |                                       |
| <b>Course Outcomes (CO)</b>  |  |                                       |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |  | <b>Bloom's Knowledge Level(KL)</b>    |
| CO 1   | Understand the fundamentals of logistics and supply chain management.                              | Understanding (K2)                    |
| CO2  | Analyse the factors influencing transportation costs and understand modes of transportation.       | Analysing (K4),<br>Understanding (K2) |
| CO3  | Understand the Containerization, Cargo and International Trade Distribution                        | Understanding (K2)                    |
| CO4  | Analyse factors in the development of the Multi-Modalism Strategy and its components.              | Analysing (K4)                        |
| CO5  | Understand the vehicle management system and also analyse factors affecting mode and route choice. | Understanding (K2),<br>Analysing      |

(K4)

**Syllabus**

| <b>Unit No</b>                | <b>Module Name</b>                            | <b>Topic covered</b>  | <b>Pedagogy</b>         | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b>  | <b>CO Mapping</b> |
|-------------------------------|---|---|-------------------------|-------------------------------|--|-------------------|
| 1.<br>Logistics Management    | Introduction: Outsourcing in logistics        | Introduction, Logistics/SC Overview Logistics/SC Overview and Global SCs, Role of Logistics in SCs, Logistics/SC Customer Service Forecasting (Review), Benefits of Logistics, Outsourcing – Third Party Logistics – Fourth Party Logistics – Value Added Services. Role of Logistics in Distribution Channel, Role of logistics in nation building | PPT, Videos, Case Study | 4+4                           | How can a company strategically leverage third-party logistics providers and value-added services to enhance customer satisfaction, streamline distribution channels, and contribute to national infrastructure development? | CO1               |
| 2.<br>Modes of Transportation | Modes of Transportation, Transportation Costs | Modes of Transport-Rail, Road, Water, Air, Pipeline with their Characteristics and Cost Structure, Carrier Selection Decision, Determinants of Carrier Selection, Legal Classification of Carriers. Transportation Costs: Fixed, Variable, Joint, and Common Costs, Product-Related Factors, and Market-Related Factors Influence Transport Costs.  | PPT, Videos, Case Study | 4+4                           | What factors should a FMCG company consider when selecting the most cost-effective mode of transportation for its goods, taking into account fixed and variable costs, as well as product                                    | CO2               |

|                              |   |   |                         |     |  |     |
|------------------------------|---|---|-------------------------|-----|--|-----|
|                              |   |   |                         |     | and market-related influences?   |     |
| 3. Containerization & Cargos | Containerization & Cargos, International Trade Distribution | Meaning - Major Container Trades - Container Operators - Container Ships - Terminal- Consideration of Container Terminal Planning - Container Distribution – Container types - ISO Container Dimension by types - Non- Containerisable cargo - Features of Containerization - Equipment for non-containerisable cargo. International Trade Distribution - Stowage: Meaning - Stowage of cargo – Factor Consideration - Types of cargo - Characteristics - Cargo and Container handling, equipment | PPT, Videos, Case Study | 4+4 | How does Maersk utilize its knowledge of containerization, terminal planning, and cargo handling equipment to optimize international trade distribution and stowage efficiency?  | CO3 |
| 4. Multimodal Transport      | Multimodal Transport  | Multi-modal Trade Routes - Evolution - Basic Intermodal System - Factors outline why shipper favour Multi-modalism - Factors in Development Features -Multi-Modalism Strategy – Components.   | PPT, Videos, Case Study | 4+4 | How has FedEx strategically leveraged multi-modal trade routes and developed intermodal systems to meet evolving customer demands, and what key factors contribute to shippers favoring multi-modalism within FedEx's transportation strategy? | CO4 |
| 5. Vehicle Management        | Vehicle Management, Freight forwarders                      | Liners - Tramps - Specialized Vessels - Terms - Road transport vehicle – RoadTransport Weight and Measurement - Rail Transport Vehicle and Equipment - AirTransport - Ports - LCL - FCL – NVOCC, Freight forwarders - Consolidator - ICD CFS- Free Trade  | PPT, Videos, Case Study | 4+4 | How does DHL strategically utilize freight forwarders, consolidators, and  | CO5 |

|              |  |   |  |           |  |  |
|--------------|--|---|--|-----------|--|--|
|              |  | Area - SEZ - Factors affecting mode and route choice. |  |           | integrated container depots (ICD CFS) to optimize its logistics operations within Free Trade Areas and Special Economic Zones, considering the various factors influencing mode and route choices? |  |
| <b>Total</b> |  |   |  | <b>40</b> |  |  |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Logistics Management by V.V Sople, Pearson Publication  |
| 2                      | Supply Chain And Logistics Management by Dr. Shaila Bootwala, Raisa Shaikh, Faizal Mohammad Shareef MQ, Nirali Prakashan                |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Bowersox, D.J., D.J. Closs, M.B. Cooper, and J.C. Bowersox. 2013. Supply Chain Logistics Management. 4th ed. New York, NY: McGraw-Hill. |



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|   |  |                                      |
|---|--|--------------------------------------|
| <b>Subject Name:</b> Analytics in Logistics and Supply Chain  |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code:</b> BMBALS0413   |  | <b>Applicable in Department:</b> MBA |
| <b>Pre-requisite of Subject:</b> Knowledge of logistics and supply chain management.  |  |                                      |
| <b>Course Objective:</b> The objective of this course is to provide a strong foundation in supply chain analytics to handle complex databases, build advanced analytical models and deliver effective visualization products and comprehensive reports. |  |                                      |
| <b>Course Outcomes (CO)</b>   |  |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:   |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1  | Analyse and model supply chains  | K4                                   |
| CO2   | Enhance supply chain visibility  | K2                                   |
| CO3   | Develop data-driven rules to manage volatility                             | K1                                   |
| CO4   | Plan inventory flow of goods and services.                                 | K1                                   |
| CO5   | Forecast demand and predict and monitor supply and replenishment policies. | K3                                   |
| <b>Syllabus</b>   |  |                                      |

| <b>Unit No</b> | <b>Module Name</b>                       | <b>Topic covered</b>   | <b>Pedagogy</b> | <b>Lecture Required (L+P)</b> | <b>Practical/ Assignment/ Lab Nos</b> | <b>CO Mapping</b> |
|----------------|--|--|-----------------|-------------------------------|---------------------------------------|-------------------|
| 1              | <b>Module 1:</b><br><br><b>Module 2:</b> | UNIT I INTRODUCTION<br><br>Introduction – Supply Chain – Supply Chain Operations Reference (SCOR) Model – Decisions and Performance Measures in Supply Chain<br><br>Overview on Supply Chain, Analytics and Supply Chain Analytics – KPIs for Supply Chain Analytics | Lecture         | 8                             | Assignment 1                          | CO1               |
| 2              | <b>Module 1:</b><br><br><b>Module 2:</b> | UNIT II DESCRIPTIVE ANALYTICS<br><br>Introduction – Descriptive Analytics in Supply Chain – Business Intelligence in Supply Chain<br><br>Descriptive Analytics Techniques: Dashboard, Reporting, Data Visualization  | LECTURE         | 8                             | Assignment 2                          | CO2               |
| 3              | <b>Module 1:</b>                         | UNIT III PREDICTIVE ANALYTICS<br><br>Introduction – Predictive Analytics in Supply Chain: Demand, Pricing and Risk   | Lecture/LAB     | 8                             | Assignment 3                          | CO3               |



|              |                  |  |         |           |              |     |
|--------------|------------------|--|---------|-----------|--------------|-----|
|              | <b>Module 2:</b> | Predictive Analytics Techniques: Regression, Time Series Analysis, Simulation.   |         |           |              |     |
| 4            | <b>Module 1:</b> | UNIT IV PRESCRIPTIVE ANALYTICS<br>Introduction – Prescriptive Analytics in Supply Chain – Optimization – Classification of optimization problems | Lecture | 8         | Assignment 4 | CO4 |
|              | <b>Module 2:</b> | Optimization for Analytics – Operations Research Techniques for Analytics  |         |           |              |     |
| 5            | <b>Module 1:</b> | UNIT V PRESCRIPTIVE ANALYTICS – II<br>Supply Planning: Aggregate Production Planning (APP) and Pricing – Plant/Warehousing Decisions:            | Lecture | 8         | Assignment 5 | CO5 |
|              | <b>Module 2:</b> | Location Models – Logistics Decisions: Network Models – Inventory Models – Sourcing Decisions: Analytic Hierarchy Process                        |         |           |              |     |
| <b>Total</b> |                  |  |         | <b>40</b> |              |     |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Supply Chain Analytics by <u>T. A. S. Vijayaraghavan</u> 2 <sup>nd</sup> ed. 2023 Edition |
| <b>Reference Books</b> |   |

| <b>Sr No</b> | <b>Book Details</b>   |
|--------------|---|
| <b>1</b>     | Supply Chain Analytics: Concepts, Techniques and Applications 1st ed. 2022 Edition      |
| <b>2</b>     | Supply Chain Analytics (Mastering Business Analytics) 1st Edition by Peter W. Robertson |
| <b>3</b>     | Supply Chain Analytics and Modelling Quantitative Tools and Applications                |



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|  |  |                                      |
|--|--|--------------------------------------|
| <b>Subject Name: Machine Learning and Artificial Intelligence</b>  |  | <b>L-T-P [3-0-0]</b>                 |
| <b>Subject Code: BMBABA0411</b>  |  | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Knowledge of information technology and data science.   |  |                                      |
| <b>Course Objective:</b> This course aims to help students understand the concepts of artificial and machine learning, supervised and machine learning models, the historical perspective of AI and ML, and the scope of AIML in business. |  |                                      |
| <b>Course Outcomes (CO)</b>  |  |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Understand the concept of Artificial Intelligence.   | Understanding (K2)                   |
| CO2  | Apply the concepts of AI in solutions that require problem-solving, inference, and perception. | Applying (K3)                        |
| CO3  | Understand the concept of Machine Learning.  | Understanding (K2)                   |
| CO4  | Understand and apply the basic supervised machine learning algorithms.                         | Applying (K3)                        |
| CO5  | Understand and apply unsupervised machine learning algorithms.                                 | Applying (K3)                        |

## Syllabus

| Unit No  | Module Name  | Topic covered  | Pedagogy   | Lecture Required (L+P) | Practical/Assignment/ Lab Nos       | CO Mapping |
|--|--|--|--|------------------------|-------------------------------------|------------|
| <b>Unit 1</b><br><b>Artificial Intelligence (AI)</b> | Overview of AI, Evolution of AI  | Historical milestones in the development of AI, Great contributors   | Discussion, videos, Case study                   | 7 Hours                | Industry-based practical assignment | CO1        |
| <b>Unit 2</b><br><b>Search Techniques</b>            | Search Strategies  | Problem-solving agents, searching for solutions; uniform search strategies: breadth-first search, depth-first search, depth-limited search, bidirectional search, comparing uniform search strategies. Heuristic search strategies Greedy best-first search, A* search, AO* search, memory bounded heuristic search: local search algorithms & optimisation problems: Hill climbing search, simulated annealing search, local beam search. | Discussion, videos, Case study, Python           | 8 Hours                | Industry-based practical assignment | CO2        |
| <b>Unit 3</b><br><b>Machine Learning</b>             | Introduction to Machine Learning<br>Performance Metrics<br>Errors and Bias | History of ML, Introduction of Machine Learning Approaches, Issues in Machine Learning and Data Science Vs Machine Learning. Confusion metrics, AUC-ROC, Sensitivity and specificity Analysis. Underfitting and Overfitting, Bias and Variance, Concept Learning Task, Inductive Bias  | Discussion, videos, Case study, MS Excel, R      | 9 Hours                | Industry-based practical assignment | CO3        |
| <b>Unit 4</b><br><b>Supervised Learning</b>          | Classification and Regression  | Linear Regression, multiple linear regression, Logistic Regression, Polynomial Regression, and Decision Trees: ID3, C4.5, CART.  | Discussion, videos, Case study, MS Excel, Python | 8 Hours                | Industry-based practical assignment | CO4        |

|   |            |   |   |           |                                     |     |
|---|------------|---|---|-----------|-------------------------------------|-----|
| <b>Unit 5</b><br><b>Unsupervised Learning</b> | Clustering | Introduction to clustering, K-means clustering, K-Nearest Neighbour, Iterative distance-based clustering, Dealing with continuous, categorical values in K-Means, K-Mode Clustering, density-based clustering | Discussion, videos, Case study, MS Excel, R, Python | 8 Hours   | Industry-based practical assignment | CO5 |
| <b>Total</b>                                  |            |   |   | <b>40</b> |                                     |     |

| <b>Textbooks</b>       |  |
|------------------------|--|
| <b>Sr No</b>           | <b>Book Details</b>  |
| 1.                     | Raschka, S., & Mirjalili, V. (2019). Python machine learning: Machine learning and deep learning with Python, scikit-learn, and TensorFlow Packt Publishing Ltd. |
| 2                      | Rebala, G., Ravi, A., & Churiwala, S. (2019). An introduction to machine learning. Springer.   |
| <b>Reference Books</b> |  |
| <b>Sr No</b>           | <b>Book Details</b>  |
| <b>1</b>               | Yadav, S. P., Mahato, D. P., & Linh, N. T. D. (Eds.). (2020). Distributed artificial intelligence: A modern approach. CRC Press.                                 |
| <b>2</b>               | Burkov, A. (2019). The hundred-page machine learning book (Vol. 1, p. 32). Quebec City, QC, Canada: Andriy Burkov.   |



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|  |  |                                      |
|--|--|--------------------------------------|
| <b>Subject Name: Data Visualization</b>  |  | <b>L-T-P [0-0-6]</b>                 |
| <b>Subject Code: BMBABA0412</b>  |  | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Knowledge of information technology and data science.   |  |                                      |
| <b>Course Objective:</b> This course will introduce the main concepts of data visualisation with a hands-on tutorial using Tableau and Power BI. |  |                                      |
| <b>Course Outcomes (CO)</b>  |  |                                      |
| <b>Course outcome:</b> After completion of this course, students will be able to:  |  | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Understand the concepts required for Data Visualization.   | Understanding (K2)                   |
| CO2  | Illustrate and analyse data using various functions in Tableau Desktop.                            | Analyse (K4)                         |
| CO3  | Creating ad-hoc reports, data visualizations, and dashboards for publishing using Tableau Desktop. | Creating (K6)                        |
| CO4  | Analyze data and create data models using Power BI Desktop.  | Creating (K6)                        |
| CO5  | Creating reports and dashboards using Power BI Desktop.  | Creating (K6)                        |
| <b>Syllabus</b>  |  |                                      |

| <b>List of Practicals</b>          |   |                   |
|------------------------------------|---|-------------------|
| <b>Sr No</b>                       | <b>Program Title</b>  | <b>CO Mapping</b> |
| 1                                  | Basics of data visualisation and its principles.  | CO1               |
| 2                                  | Understanding the need and basic functionalities of Tableau and Power BI.                                 | CO1               |
| 3                                  | Installing and navigating Tableau; importing data.  | CO2               |
| 4                                  | Data cleaning, preparation, and managing metadata in Tableau.   | CO2               |
| 5                                  | Creating and applying custom calculations and fields in Tableau.  | CO2               |
| 6                                  | Creating various charts (e.g., bar, line, scatter plot) in Tableau.                                       | CO2               |
| 7                                  | Creating dual axis and blended axis reports, adding reference lines.                                      | CO3               |
| 8                                  | Designing dashboards, interpreting KPIs, and creating data stories in Tableau.                            | CO3               |
| 9                                  | Installing and navigating Power BI Desktop; initial data discovery.                                       | CO4               |
| 10                                 | Transforming data: appending, merging, and adding columns in Power BI.                                    | CO4               |
| 11                                 | Basic data modeling, DAX basics, and calculated tables in Power BI.                                       | CO4               |
| 12                                 | Creating basic and interactive reports with filters and visualizations in Power BI.                       | CO5               |
| 13                                 | Deploying, sharing dashboards, and using Power BI Q&A.  | CO5               |
| 14                                 | Scheduling data refresh and managing data gateways in Power BI, Interacting with the Power BI Mobile App. | CO5               |
| <b>Required Software and Tools</b> |   |                   |

**Tableau Desktop**

**i) Current Requirement in Industry:**

- **High Demand:** Tableau is widely used in the industry for its powerful data visualization capabilities and ease of use.
- **Job Roles:** Data Analyst, Business Intelligence Analyst, Data Visualization Specialist.
- **Certifications:** Tableau Desktop Specialist, Tableau Certified Data Analyst.

**2. Microsoft Power BI**

**ii) Current Requirement in Industry:**

- **High Demand:** Power BI is extensively used for creating interactive reports and dashboards and is strongly integrated with other Microsoft tools.
- **Job Roles:** Data Analyst, Business Intelligence Developer, Power BI Specialist.
- **Certifications:** Microsoft Certified: Data Analyst Associate, Microsoft Certified: Power BI Data Analyst Associate.

**Textbooks**

**Sr No**

**Book Details**



|                        |  |
|------------------------|--|
| 1.                     | Wilke, C. O. (2019). Fundamentals of data visualization: a primer on making informative and compelling figures. O'Reilly Media.  |
| 2                      | Lachev, T., & Price, E. (2015). Applied microsoft power BI: bring your data to life! Prologika Press.  |
| 3                      | Wilke, C. O. (2019). Fundamentals of data visualization: a primer on making informative and compelling figures. O'Reilly Media.  |
| <b>Reference Books</b> |  |
| <b>Sr No</b>           | <b>Book Details</b>  |
| <b>1</b>               | Ferrari, A., & Russo, M. (2016). Introducing Microsoft Power BI. Microsoft Press.  |
| <b>2</b>               | Milligan, J. N., Hutchinson, B., Tossell, M., & Andreoli, R. (2022). Learning Tableau 2022: Create effective data visualizations, build interactive visual analytics, and improve your data storytelling capabilities. Packt Publishing Ltd. |
| <b>3</b>               | Ferrari, A., & Russo, M. (2016). Introducing Microsoft Power BI. Microsoft Press.  |



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|  |   |                                      |
|--|---|--------------------------------------|
| <b>Subject Name: Social Media Analytics</b>  |   | <b>L-T-P [3-0-0 ]</b>                |
| <b>Subject Code: BMBABA0413</b>  |   | <b>Applicable in Department: MBA</b> |
| <b>Pre-requisite of Subject:</b> Knowledge of information technology and data science.   |   |                                      |
| <b>Course Objective:</b> This course aims to make students learn the foundation understanding of web and social media metrics and analytics, develop social media strategy, and measure social media campaign effectiveness. Students can also make better business decisions by leveraging social media data. |   |                                      |
| <b>Course Outcomes (CO)</b>  |   |                                      |
| <b>Course outcome:</b> After completion of this course students will be able to:   |   | <b>Bloom's Knowledge Level(KL)</b>   |
| CO 1   | Understand the types of social media data and the ethical sensitivity of this data.   | Understanding (K2)                   |
| CO2  | Understand and apply the concepts of text analytics.  | Applying (K3)                        |
| CO3  | Understand and apply web analytics and related concepts.  | Applying (K3)                        |
| CO4  | Draw meaningful insights and provide actionable and strategic recommendations based on thorough social media data analysis. | Evaluating (K5)                      |
| CO5  | Compute sentiment over social media text.   | Evaluating (K5)                      |

## Syllabus

| Unit No   | Module Name   | Topic covered   | Pedagogy                                  | Lecture Required (L+P) | Practical/Assignment/Lab Nos | CO Mapping |
|---|---|---|---|------------------------|------------------------------|------------|
| <b>Unit 1</b><br><b>Introduction to Social Media Data</b>                       | Introduction to social media data, Understanding social media corpus. | The topics include the types of data on social platforms, ethical sensitivities in obtaining and operating on social data, social platform APIs to obtain data, and data structure. Loading of social media corpus, summary statistics, visualise the corpus along geographic and temporal axes.  | Classroom discussion, videos, Case study  | 7 Hours                | Practical-based assignment   | CO1        |
| <b>Unit 2</b><br><b>Text Analytics and Text Mining Concepts and Text Mining</b> | Text Analytics and Text Mining Concepts<br>Text Mining                | Text Analytics and Text Mining Concepts and Definitions, Natural Language Processing. Text Mining Applications, Text Mining Process, Text Mining Tools.   | Classroom discussion, videos, Case study  | 8 Hours                | Practical-based assignment   | CO2        |
| <b>Unit 3</b><br><b>Web Analytics</b>   | Basic concepts of web analytics, Web analytics framework and metrics  | Web Metrics, Link Analysis and Web Search, Web Structure Mining, Search Engines, Search Engine Optimization, Web analytics - Web analytics 2.0 framework, Web Analytics Maturity Model and Web Analytics Tools, Natural Language Processing Techniques for Micro-text Analysis PULSE metrics on business and technical issues; HEART metrics on user behaviour issues; On-site web analytics, off-site web analytics, the goal signal-metric process. | Classroom discussion, videos, Case study, | 8 Hours                | Practical-based assignment   | CO3        |
| <b>Unit 4</b><br><b>Social Media Analytics</b>                                  | Social media KPIs and metrics, Facebook Analytics                     | Social media KPIs (reach and engagement) - Performing social media analytics, Social Analytics and Social Network Analysis, Social Media Analytics, and Social campaigns. Measuring and analysing social campaigns, defining goals and evaluating outcomes, Network Analysis. (LinkedIn, Instagram, YouTube, Twitter etc.   | Classroom discussion, videos, Case study, | 8 Hours                | Practical-based assignment   | CO4        |

|               |   |  |  |           |                            |     |
|---------------|---|--|--|-----------|----------------------------|-----|
| <b>Unit 5</b> | Opinion Mining and Sentiment Analysis, Web Usage Mining | Sentiment Classification, Feature-Based Opinion Mining and Summarization, Comparative Sentence and Relation Mining, Opinion Search, Opinion Spam. Data Collection and Pre-Processing, Data Modelling for Web Usage Mining, Discovery & analysis of web usage patterns. | Classroom discussion, videos, case study, Python, Database | 9 Hours   | Practical-based assignment | CO5 |
| <b>Total</b>  |   |  |  | <b>40</b> |                            |     |

| <b>Textbooks</b>       |   |
|------------------------|---|
| <b>Sr No</b>           | <b>Book Details</b>   |
| 1.                     | Kumar, S., & Qiu, L. (2021). Social media analytics and practical applications: The change to the competition landscape. CRC Press.                     |
| 2                      | Yigitcanlar, T., & Kankanamge, N. (2022). Urban Analytics with Social Media Data: Foundations, Applications and Platforms. CRC Press.                   |
| 3                      | Agrawal, R., & Gupta, N. (Eds.). (2018). Extracting knowledge from opinion mining. IGI Global.  |
| <b>Reference Books</b> |   |
| <b>Sr No</b>           | <b>Book Details</b>   |
| <b>1</b>               | Finger, L., & Dutta, S. (2014). Ask, measure, learn: using social media analytics to understand and influence customer behavior. "O'Reilly Media, Inc." |
| <b>2</b>               | Agarwal, B., Nayak, R., Mittal, N., & Patnaik, S. (Eds.). (2020). Deep learning-based approaches for sentiment analysis (p. 4). Singapore: Springer.    |



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| <b>MBA III Semester/ II YEAR</b>  |  |                               |        |
|---|--|-------------------------------|--------|
| <b>Course Code</b>  |  | L    T    P                   | Credit |
| <b>Course Title</b>   | <b>Summer Internship Project Report</b>  | 0    0    8                   | 4      |
| <b>Course objective: Objective of this course is to:</b>                  |  | <b>Duration: 6 to 8 Weeks</b> |        |
| 1   | Student will be able to Assess interest and abilities in their field of Study.   |                               |        |
| 2   | Student will be able to develop work habits and attitudes necessary for job success.   |                               |        |
| 3   | Students will be able to demonstrate an understanding of professional and ethical practice.  |                               |        |
| 4   | Students will be able to develop analytical skills including the ability to understand information and interpret data.   |                               |        |
| 5   | Student will be able to develop interpersonal skills which will enable them to build professional relationships, work within a team structure and to manage conflict in the workplace. |                               |        |
| <b>Course outcome: At the end of course, the student will be able to:</b> |  |                               |        |
| CO1   | Understand and solve business problems in business organizations   |                               |        |
| CO2   | Develop the ability to identify the research gap   |                               |        |
| CO3   | Apply statistical tools to provide optimum solution  |                               |        |
| CO4   | Develop ability to interpret data and draw conclusions   |                               |        |
| CO5   | Develop Multi-Disciplinary Approach for identifying and solving business problems  |                               |        |
| <b>Guidelines:</b>  |  |                               |        |

1. At the end of second semester examination, it is mandatory for every student of MBA to undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyze and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute which will form part of third semester examination.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Internship Project. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the

student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of minimum 80-100 pages in standard font size (12) and double spacing. Two neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The report will have two certificates. One by the Head of the Department and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The Summer Internship Project Report will carry 100 marks and will be evaluated by two examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva. The Project Report evaluation will comprise of 50 marks and would be evaluated by internal project guide. The Presentation and Viva Voce would comprise of 100 marks and would be evaluated by two examiners (1 external and 1 internal). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.
9. The student shall prepare the Summer Internship Project Report as per the format given in the Summer Training Manual as prescribed by the University

**Project Report Evaluation:**

|   |  |                                  |  |                     |             |
|---|--|----------------------------------|--|---------------------|-------------|
| Relevance of Objectives with Topic (10)         | Relevance of Research Methodology (20) | Interpretation and Analysis (20) | Total (50)                                 |                     |             |
| <b>Presentation and Viva Voce Presentation:</b> |  |                                  |  |                     |             |
| Relevance of Objectives with Topic (10)         | Relevance of Research Methodology (20) | Interpretation and Analysis (30) | Presentation and Communication Skills (30) | Query Handling (10) | Total (100) |



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**MBA IV Semester/ II YEAR**

| Course Code  |  | LP                         | T | Credit |   |
|--|--|----------------------------|---|--------|---|
| Course Title   | <b>Research Project Report</b>   | 0                          | 0 | 8      | 4 |
| <b>Course objective: Objective of this course is to:</b> |  | <b>Duration: ... Hours</b> |   |        |   |
| 1  | To provide proper knowledge to the students regarding research designs and the research process in general by a proficient score on class quizzes and the main project.  |                            |   |        |   |
| 2  | To develop the ability to analyze research reports (from scholarly articles) synthesize key points, cite the conclusions, and format the article's bibliographic citation using correct APA format.  |                            |   |        |   |
| 3  | To help the students to develop and present the design of data collection and ability to interpret the data as per the sample collected  |                            |   |        |   |
| 4  | To help the students in developing the ability to locate literature relative to a research topic, synthesize the pertinent points and write a review of the literature, including a summary of overall findings from the literature, achieving a level of proficiency. |                            |   |        |   |

**Research Project Report (RPR) In fourth semester**, the candidates will have to submit a Research Project Report on a problem/topic (from the specialization areas) to be assigned by the MBA department under the supervision of a core faculty member of the department.

- The Research Project Report will carry **150** marks.
- The evaluation of the project report will be done by **two** examiners (external & internal).
- The evaluation will consist of (1) Evaluation of Project Report (2) Presentation and Viva Voce.
- The evaluation of Project Report will comprise of 50 marks and would be evaluated by the internal guide.
- The evaluation of Viva Voce of Project would comprise of 100 marks and would be evaluated by two examiners (1 external and 1 internal).

The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the marks given by the examiners is 30 or more, the project report will be referred to a third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

The report will contain:

- The objectives and scope of the study.
- Research Methodology,
- Use and importance of the study,



- Analysis of data collected,
- Conclusions and recommendations.

It will contain relevant charts, diagrams and bibliography.

A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith.

The student will submit two copies of the report to the Head of MBA program. The number of pages in the report will be minimum 75 or more. The report should be typed in A-4 size paper. The parameter on which both evaluation (1 & 2) would be carried on would be on the basis of:

**The scheme of evaluation for Project Report**

**Criteria:**

- Relevance of Objectives with topic (10)
  - Relevance of Research Methodology(20)
  - Interpretation & Analysis (20)
- =Total (50)

**The scheme of evaluation of Viva voce**

**Evaluation Criteria:**

- Understanding of Objectives with topic (20)
  - Understanding of the relevance of Research (20)
  - Interpretation & Analysis (20)
  - Presentation & Communication skills (20)
  - Query Handling (20)
- =Total (100)

**Course outcome: At the end of course, the student will be able**

|      |   |  |
|------|---|--|
| CO 1 | The student will demonstrate cognitive knowledge of research designs and the research process in general by a proficient score on class quizzes and the main project.   | Knowledge (K2), Remembering (K1)                                       |
| CO 2 | The student will demonstrate the ability to analyze research reports (from scholarly articles) synthesize key points, cite the conclusions, and format the article's bibliographic citation using correct APA format. | Knowledge ( K 2), Applying ( K 4) Synthesizing ( K6), Evaluating ( K7) |
| CO 3 | The student will be able to design an original research   | Knowledge(k2), Comprehending (K 3), Applying ( K 4), Analyzing ( K 5), |

|      |   |   |
|------|---|---|
|      | project, including an instrument for data collection, achieving a level of proficiency according to the assessment rubrics provided for each section of the proposal.   | Evaluating ( K7)                                    |
| CO 4 | The student will demonstrate proficiency in locating literature relative to a research topic, synthesizing the pertinent points, and writing a review of the literature, including a summary of overall findings. | Applying ( K 4), Analyzing ( K 5), Evaluating ( K7) |

## **REPORT STRUCTURE**

Front Page

Undertaking Certificate

Acknowledgement

Abstract

List of Contents

List of Figures

2 List of Tables (if any)

Chapter 1: Introduction

1.1. Problem Definition

1.2. Overview of the Proposed Approach

1.3. Motivation behind the Proposed Approach

1.4. Organization of the Report

1.5. . etc

Chapter 2: Background Details Chapter

Chapter 3: Related Work Chapter

Chapter 4: Proposed Approach Chapter

Chapter 5: Experimentation and Results

Chapter 6: Conclusion and Future Works

Appendix

Bibliography



**NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY  
GREATER NOIDA-201306**

**(An Autonomous Institute)  
School of Management**

**Subject Name: Field Project in Respective Area**

**L-T-P [0-0-4]**

**Subject Code: BMBA0353**

**Applicable in Department: MBA**

In order to apply the frameworks and skills students have learnt in their first year of full-time MBA courses to a business opportunity or issue, students in their second year would complete Field Project. The aim of this field project is to facilitate the innovative experiential learning to the students. This is a self-introduction based opportunity creation which will be a reflection of presentation, negotiation and behavioural skills of the student.

Students collaborate with the company to examine the project scope, establish goals, carry out research, and gather data prior to visiting the location. At least once a week, students meet with their faculty and business advisors to discuss their research and get feedback in small group meetings. Academic mentors from many fields offer guidance and criticism to students regarding their methodology and procedures.

Students engage in projects related to industries like manufacturing, retail, banking, technology, logistics, Product, service, operations, or strategy development. This is not limitations to any industry but must fit with the specialization area of the student.

**Course Objectives: (Project Objectives)**

The objective of the field project is to facilitate the student to harness the acquired learning & skills to solve the real time business problems. Further to provide the optimized and sustainable solutions for the ever changing business landscape.

**Course Outcomes (Project Outcomes)**

| <b>Course Outcome</b> | <b>Course Outcome Statement</b>   | <b>Bloom's Taxonomy Level</b> |
|-----------------------|---|-------------------------------|
| CO1                   | To understand the application of management concepts to solve social and business problems. | Understand (K2)               |
| CO2                   | To make data-based decisions for understanding and solving business and social problems.    | Apply (K3)                    |
| CO3                   | To inculcate value-based Leadership and ethical orientation.                                | Create(K6)                    |
| CO4                   | To analyze social and economic problems considering business environment dynamics.          | Analyze (K4)                  |
| CO5                   | To develop the ability to lead a cohesive team.   | Create (K6)                   |

**Project Submission:**

At the end of the project the student will submit a report with necessary support documents (if any), to their allocated faculty member. Report is to prepared in a designated format that would be shared by the department.

**Evaluation Criteria:**

- Uniqueness of Problem
- Quality of Solution
- Application of Solution in the industry / business / company / product / process.
- Sustainability of Solution
- Competitive advantage gained by the business.