

**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 the Session: 2026-27)

NOIDA INSTITUTE OF ENGINEERING & TECHNOLOGY, GREATER NOIDA

(An Autonomous Institute)

MBA **Evaluation Scheme** **SEMESTER III**

Sl. No.	Subject Codes	Subject Name	Types of Subjects	Periods			Evaluation Schemes				End Semester		Total	Credit
				L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	CMBA0301	International Business Management	Mandatory	3	0	0	30	20	0	50	100	0	150	3
2	CMBA0302	Marketing of Services	Mandatory	3	0	0	30	20	0	50	100	0	150	3
3	CMBA0303	Strategic Management	Mandatory	3	0	0	30	20	0	50	100	0	150	3
4		Specialization Group 1 Elective -2	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
5		Specialization Group 2 Elective -2	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
6		Specialization Group 1 Elective - 3	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
7		Specialization Group 2 Elective - 3	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
8		Specialization Group 1 Elective - 4	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
9		Specialization Group 2 Elective - 4	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
10	CMBA0351	AI Enabling Business	Mandatory	0	0	4	0	0	50	50	0	50	100	2
11	CMBA0352	Visual Analytics for Managers	Mandatory	0	0	4	0	0	50	50	0	50	100	2
12	CMBA0359	Summer Internship	Mandatory	0	0	8	0	0	50	50	0	100	150	4
		TOTAL											1700	35
Mini Project or Internship (3-4 weeks) shall be conducted during summer break after II semester and will be assessed during III semester														

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)

List of Department Elective

Sl. No.	Subject Codes	Subject Name	Types of Subjects	Bucket Name	Applicable Branch	Semester
1	CMBASM0311	E-Commerce & Retail Supply Chain	Elective 2	Supply Chain Management	MBA	III
2	CMBASM0312	Vendor Development and Procurement Management	Elective 3	Supply Chain Management	MBA	III
3	CMBASM0313	Warehousing, Inventory and Distribution Management	Elective 4	Supply Chain Management	MBA	III
4	CMBABA0311	Business Intelligence and Data Warehousing	Elective 2	Business Analytics	MBA	III
5	CMBABA0312	Machine Learning and Artificial Intelligence	Elective 3	Business Analytics	MBA	III
6	CMBABA0313	Predictive Analytics	Elective 4	Business Analytics	MBA	III
7	CMBAFM0311	Financial Modelling	Elective 2	Finance	MBA	III
8	CMBAFM0312	Indian Financial Market and Institutions	Elective 3	Finance	MBA	III
9	CMBAFM0313	Security Analysis and Portfolio Management	Elective 4	Finance	MBA	III
10	CMBahr0311	HR Analytics	Elective 2	Human Resource	MBA	III
11	CMBahr0312	Industrial Relations & Labour Codes	Elective 3	Human Resource	MBA	III
12	CMBahr0313	Performance & Compensation Management	Elective 4	Human Resource	MBA	III
13	CMBAMK0311	Marketing Analytics	Elective 2	Marketing	MBA	III
14	CMBAMK0312	Product & Brand Management	Elective 3	Marketing	MBA	III
15	CMBAMK0313	Social Media & Digital Marketing	Elective 4	Marketing	MBA	III

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

MBA
Evaluation Scheme
SEMESTER IV

Sl. No.	Subject Codes	Subject Name	Types of Subjects	Periods			Evaluation Schemes				End Semester		Total	Credit
				L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	CMBA0401	CSR, Corporate Governance and Business Ethics	Mandatory	3	0	0	30	20	0	50	100	0	150	3
2	CMBA0402	Project Management	Mandatory	3	0	0	30	20	0	50	100	0	150	3
3		Specialization Group 1 Elective - 5	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
4		Specialization Group 2 Elective - 5	Departmental Elective	3	0	0	30	20	0	50	100	0	150	3
5	CMBA0459	Dissertation	Mandatory	0	0	8	0	0	50	50	0	100	150	4
		Total											750	16
Mini Project or Internship (3-4 weeks) shall be conducted during summer break after II semester and will be assessed during III semester														

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)

List of Department Elective:-

List of Departmental Electives						
Sl. No.	Subject Codes	Subject Name	Types of Subjects	Bucket Name	Applicable Branch	Semester
1	CMBASM0411	Logistics Management	Elective 5	Supply chain Management	MBA	IV
2	CMBABA0411	Social Media Analytics	Elective 5	Business Analytics	MBA	IV
3	CMBAFM0411	Behavioural Finance	Elective 5	Finance	MBA	IV
4	CMBAHR0411	Training and Development	Elective 5	Human Resource	MBA	IV
5	CMBAMK0411	Sales & Distribution Management	Elective 5	Marketing	MBA	IV



NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY

GREATER NOIDA-201306

(An Autonomous Institute)

School of Management

Course Code: CMBA0301		Course Name: International Business Management			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Understanding of business environment and basics of business economics.								
Course Objectives: To develop an understanding of global business environments, international trade practices, and cross-cultural Management strategies for effective decision-making in international markets.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Understand key concepts and various dimensions of International Business.				K2			
CO2	Apply International Trade and Investment Theories for business decisions.				K3			
CO3	Understand role of Foreign Direct Investment in international markets.				K2			
CO4	Analyze the Foreign Exchange Rate System and its determination.				K5			
CO5	Comprehend the Role of International Institutions in International Trade.				K6			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	1	3	2		
CO2		3	3	2	2	2		
CO3		2	3	1	2	1		
CO4		2	2	3	3	3		
CO5		3	3	2	3	2		
Course Contents / Syllabus								
Module 1		Introduction to International Business					8 hours	
Introduction: Meaning, Nature and Scope of International Business, Driving and Restraining Forces, Difference between Domestic and International Business, Modes of Entry. Globalization – Meaning, Forces, Dimensions and Stages in Globalization, Characteristics and role of MNCs. International Business Environment – The Economic Environment; Social and Cultural Environment, Political, Legal and Regulatory Environment, Natural Environment, Technological Environment.								
Module 2		International Trade Theories					8 hours	
International Trade Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Factor endowment theory, International Product life Cycles Theory, International Investment Theories: Theory of Capital Movements, Market Imperfections theory; Internationalization Theory; Location Specific Advantage Theory; Eclectic Theory Free Trade: Advantages and Disadvantages, Forms of Protection: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy								
Module 3		Foreign Direct Investment					8 hours	
Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Mergers and Acquisitions and Brownfield Investment, Motives of FDI, FDI contrasted with FPI								
Module 4		FOREX Market & EXIM policy					8 hours	
FERA & FEMA, Foreign Exchange Market: Structure, participants, and types of transactions, Exchange Rate Determination: Theories — Purchasing Power Parity (PPP), Foreign Exchange Risk Management: Transaction, translation, and economic exposure; hedging techniques, EXIM Policy, Documentations related to Export-Import								
Module 5		International HRM and International Institutions					8 hours	
International Human Resource Management (IHRM): Scope and significance, Staffing Approaches: Ethnocentric, polycentric, regiocentric, and geocentric approaches, Expatriate Management: Selection, training, compensation, repatriation, and retention, Industrial Relations and Labor Standards in International Business International Institutions: Objectives and Functions of WTO, IMF, World Bank, IBRD, UNCTAD								
Total Lecture Hours							40 hours	
Textbook:								
S. No	Book Title				Author			
1	International Business: Competing in the Global Marketplace				Charles W. L. Hill & G. Tomas M. Hult			



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

2	International Business	K. Aswathappa
3	International Business Environment	Francis Cherunilam

Reference Books:

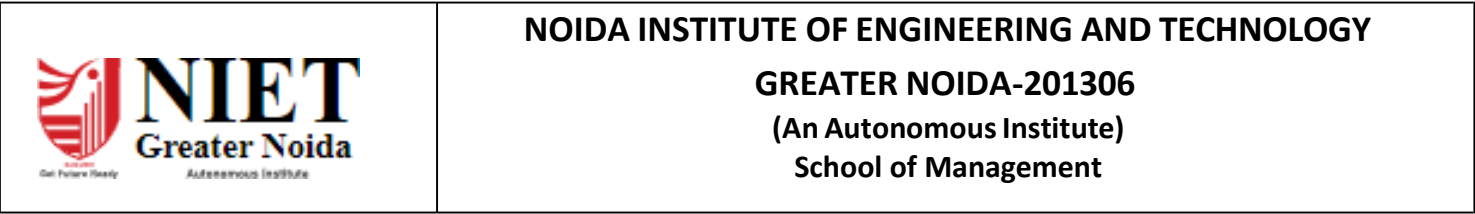
S. No	Book Title	Author
1	Multinational Business Finance	Eiteman, Stonehill & Moffett
2	International Business: Environment and Management	V.H. Kirpalani
3	International Management: Managing in a Diverse and Dynamic Global Environment	Arvind V. Phatak, Rabi S. Bhatt & Roger J. Kashlak

NPTEL/ Youtube/ Faculty Video Link:

1	NPTEL – International Business Management: https://nptel.ac.in/courses/110/105/110105069/
2	NPTEL – Multinational Management: https://nptel.ac.in/courses/110/102/110102069/
3	YouTube – International Business by Prof. Shalini Sharma (IIM): https://www.youtube.com/
4	YouTube – WTO and Trade Policies (FICCI Knowledge Series): https://www.youtube.com/

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



School of Management

Course Code: CMBA0302		Course Name: Marketing of Services			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Students are expected to have a basic foundation in marketing principles, consumer behavior, and business management concepts.								
Course Objectives: To impart knowledge of service fundamentals, consumer behavior, design, delivery, pricing, and performance, enabling students to analyze trends, apply CRM, and evaluate strategies for effective service marketing.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Demonstrate knowledge of definitions, characteristics, and classifications of services in organizational contexts.				(K3)			
CO2	Explain consumer expectations, perceptions, and evaluation processes in service delivery compared to goods.				(K2)			
CO3	Apply service design tools such as blueprinting, customer-defined standards, and demand-capacity management				(K3)			
CO4	Analyze service quality dimensions, complaint handling, recovery strategies, and CRM using the Gaps Model.				(K4)			
CO5	Evaluate emerging trends in ITES, AI, hospitality, healthcare, and other service industries for strategic marketing.				(K5)			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
Course Outcomes (COs)		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	1	2	1		
CO2		2	3	1	2	2		
CO3		3	3	2	2	2		
CO4		2	3	2	3	2		
CO5		2	2	2	3	2		
Course Contents / Syllabus								
Module 1		Introduction to Marketing of Services					8 hours	
Definition, Characteristics, and Classification of Services, Distinguishing Features of a Services, Relationship of Services and the organization, Present Marketing Environment. Understanding the 7 P's of Services Marketing, Segmentation, Targeting & Positioning in Services, Differentiation Strategies.								
Module 2		Understanding Consumer Behavior and Service Design					8 hours	
Services vs. Goods in Consumer Behavior, Customer Expectations and Perceptions of Services, Evaluation of Services. New Service Development Process (Basic to Potential Service), Customer-Defined Service Standards, Demand and Capacity Management.								
Module 3		Delivering, Pricing, and Managing Service Promise					8 hours	
Role of Employees and Customers in Service Delivery, Service Product and Operation, Service Process – Blueprinting, Physical Evidence in Services. Internal Marketing of Services								



NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY

GREATER NOIDA-201306

(An Autonomous Institute)

School of Management

Pricing Considerations and Strategies, Promotions in Services, Role of Intermediaries.

Module 4	Service Performance	8 hours
-----------------	----------------------------	----------------

Service Quality and Measurement, Complaint Handling, Factors affecting Service Quality Management, Recovery Management, Service Guarantees.

Role of Customer Relationship Management (CRM), The Gaps Model of Service Quality

Module 5	Current Trends in Service Industries	8 hours
-----------------	---	----------------

Financial, Hospitality, Health, Telecom, Consultancy, Logistics, Education, NGO, Public Utilities.

ITES (IT Enabled Services), Artificial Intelligence (AI) in Service Marketing, Travel & Tourism, e-Services, Professional Services

Total Lecture Hours	40 hours
----------------------------	-----------------

Textbook:

S.No	Book Title:	Author
1	Services Marketing: People, Technology, Strategy (9th ed.), World Scientific / Pearson (Global).	Wirtz, J., & Lovelock, C. (2021)
2	Services Marketing: Integrating Customer Focus Across the Firm (8th ed.), McGraw-Hill.	Zeithaml, V.A., Bitner, M.J., Gremler, D.D., & Mende, M. (2023/2024)

Reference Books:

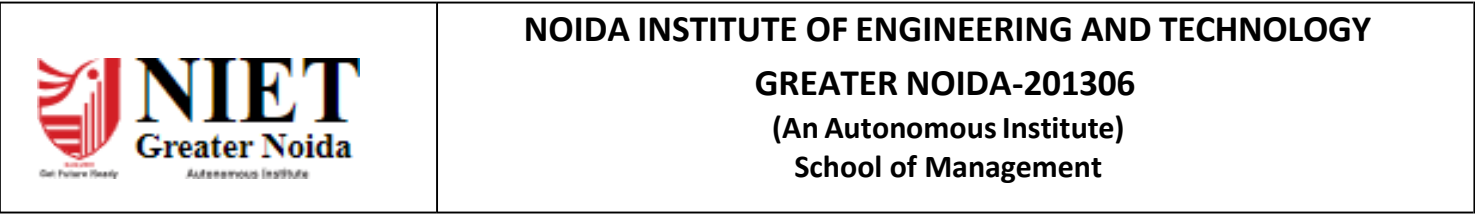
S.No	Book Title:	Author
1	Services Marketing: Concepts, Strategies, and Cases (6th ed.). Cengage Learning.	Hoffman, K. D., & Bateson, J. E. G. (2024).

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.youtube.com/watch?v=OKkGVy7Vxiw&list=PLPjSqITyvDeWk5Hj8dzy7S5UXOaFC-huM
2	https://www.youtube.com/watch?v=Z9yT-fK6li0&list=PLPjSqITyvDeWk5Hj8dzy7S5UXOaFC-huM&index=4
3	

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



School of Management

Course Code: CMBA0303		Course Name: Strategic Management				L	T	P	C
Course Offered in: MBA						3	0	0	3
Pre-requisite: Understanding of business environment and management principles.									
Course Objectives: Gain a comprehensive understanding of strategic management principles and techniques to effectively analyze business environments, formulate strategies, and implement strategic plans for organizational success.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Explain the fundamentals of strategy, strategic intent, vision, mission and levels of strategy.					K2			
CO2	Analyze external and internal business environment using tools such as PESTEL, ETOP, EFE, Porter's Five Forces and VRIO.					K4			
CO3	Evaluate generic competitive strategies, grand strategies and strategic choice tools such as BCG Matrix, Ansoff Grid and GE 9 Cell Matrix.					K5			
CO4	Analyze strategy implementation, strategic plans, organizational culture, ethics and strategic control techniques.					K4			
CO5	Apply strategic models such as Balanced Scorecard, Porter's Five Forces, Red Ocean and Blue Ocean Strategy for business decision-making.					K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	1	1	1			
CO2		3	3	2	2	2			
CO3		2	3	3	2	2			
CO4		2	3	2	3	2			
CO5		3	3	3	2	3			
Course Contents / Syllabus									
Module 1		Introduction to Strategic Management						8 hours	
Introduction; fundamentals of strategy; conceptual evolution of strategy; scope and importance of strategies; purpose of business; difference between goals and objectives of business; strategic intent through vision and mission statements; core competencies of business; levels of strategy.									
Module 2		External and Internal Environmental Analysis						8 hours	
Analyzing company's external environment; environmental appraisal; scenario planning; Environmental Threat and Opportunity Profile; ETOP; PESTEL analysis; EFE Matrix; industry analysis; Porter's Five Forces Model; entry and exit barriers; strategic group analysis; analyzing company's internal environment; resource-based view of a firm; competitive advantage; VRIO framework; core competence; benchmarking as a method of comparative analysis.									
Module 3		Generic Competitive Strategies and Grand Strategies						8 hours	
Generic competitive strategies; low-cost strategy; differentiation strategy; focus strategy; selection of suitable competitive strategy; grand strategies; stability strategy; growth strategy; diversification strategy; vertical integration strategy; merger, acquisition and takeover strategies; strategic alliances; retrenchment; turnaround; divestment; liquidation; outsourcing strategies; strategic analysis and choice; BCG Matrix; Ansoff Grid; GE 9 Cell Grid.									
Module 4		Strategic Plan, Implementation and Control						8 hours	
Components of a strategic plan; barriers to strategy implementation; Mintzberg's 5 Ps framework; McKinsey 7S framework; leadership and corporate culture; functional plans to implement strategy; ethics and social responsibility; strategic evaluation and control; strategic control and operational control; techniques of strategic evaluation.									
Module 5		Strategic Models and Competitive Situations						8 hours	
Balanced Scorecard; Red Ocean and Blue Ocean Strategy; strategies for competing in emerging industries; strategies for maturing									



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

and declining industries; strategies for fragmented industries; strategic decision-making in competitive markets.

Total Lecture Hours 40 hours

Textbook:

S.No	Book Title	Author
1.	Management and Business Policy	Azhar Kazmi, Tata McGraw-Hill

Reference Books:

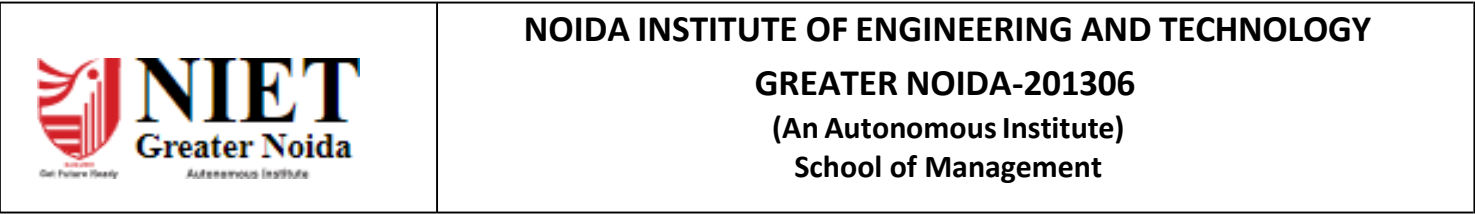
S.No	Book Title	Author
1.	Competitive Strategy	Michael E. Porter
2.	Contemporary Strategy Analysis	Robert M. Grant

NPTEL/ Youtube/ Faculty Video Link:

1.	https://nptel.ac.in/courses/110107509
2.	http://elearn.psgcas.ac.in/nptel/courses/video/110108047/110108047.html

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



GREATER NOIDA-201306

School of Management

Course Code: CMBASM0311		Course Name: E Commerce & Retail supply chain			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Basic Marketing Management or Principles of Management. Students should understand consumer behaviour, marketing mix (4Ps), and digital basics—no advanced tech required.								
Course Objectives: Students will gain foundational knowledge of omnichannel retail and e-commerce, enabling them to analyze store operations, apply merchandising/pricing techniques, evaluate digital payments/security, and develop basic strategies tailored to India's dynamic market through practical, ethical decision-making.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Classify retail formats and e-commerce models in the Indian context.				K2			
CO2	Apply store planning and merchandising techniques to optimize operations.				K3			
CO3	Analyze e-commerce applications across sectors like e-tailing and payments.				K4			
CO4	Evaluate pricing, payment systems, and security risks for secure transactions.				K4			
CO5	Develop basic omnichannel retail strategies using trends like UPI/quick commerce.				K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	1	2	1		
CO2		3	3	1	1	2		
CO3		2	3	1	3	1		
CO4		2	3	1	3	2		
CO5		3	2	2	2	3		
Course Contents / Syllabus								
Module 1		Foundations of Retailing & E-Commerce					8 hours	
Definition and characteristics of retailing, Role of retailing in Indian economy, Retail formats by ownership, merchandise and non-store, Evolution and emerging trends in Indian retail, Significance and driving forces of e-commerce, Key elements of e-commerce business models, B2B, B2C, C2C models								
Module 2		Store Planning & Merchandising					8 hours	
Importance of location planning, Factors determining location decisions, Steps involved in choosing retail locations, Measurement of location success, Store design and layout patterns, Effective retail space management, Floor space allocation factors, Merchandising functions, Role of merchandising manager, Merchandise planning and buying, Markups, markdowns and shrinkage control								
Module 3		E-Commerce Operations & Applications					8 hours	
Various e-commerce activities and manpower roles, Types of e-commerce providers and vendors, Modes of e-commerce operations, E-commerce applications in banking and insurance, E-tailing and online shopping, E-marketing and e-auctions, Online portals and services, Basic omnichannel integration								
Module 4		Pricing, Payments & Security					8 hours	
Concept of merchandise pricing, Pricing objectives and strategies, Types of pricing in retail and e-commerce, E-payment methods including debit/credit cards, E-wallets and UPI, Payment gateways and digital signatures, E-payment risks and mitigation, Security threats like hacking and sniffing, Encryption and secure protocols, Overview of IT Act 2000								
Module 5		Strategies & Trends					8 hours	
Retail marketing mix including advertising and CRM, Sales promotion and store positioning, Retail growth strategies, Strategic retail planning process, Multichannel retailing, Emerging trends like quick commerce and ONDC, Sustainability in Indian retail								
Total Lecture Hours							40 hours	
Textbook:								

1.	<i>Retail Management: A Strategic Approach</i> , Pearson Education	Berman, Barry, Evans, Joseph R., & Chatterjee, S
2.	<i>E-Commerce: Business, Technology, Society</i> , Pearson Education	Laudon, Kenneth C., & Traver, Carol Guercio

Reference Books:

1.	Retailing Management, McGraw Hill Education	Levy, Michael, Weitz, Barton A., & Grewal, Dhruv
2.	<i>Retail Management</i> , Oxford University Press	Bajaj, Deepak, Tuli, K. K., & Srivastava, R. P.
3.	<i>Retail Management: Functional Principles and Practices</i> , Jaico Publishing House.	Gibson G. Vedamani

NPTEL/ Youtube/ Faculty Video Link:

1.	Retail Management Introduction to Retail Tutorialspoint
2.	Your self-discovery companion
3.	Retail management one shot 🎯 easy explanation ✅ #bcom
4.	One Shot E-Business NPTEL Crash Course July 2025 Exam
5.	IN_IN_BWTWD_DSA_LC_15s_16x9

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
			5	5	5	5		
30			20				100	150



NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY

GREATER NOIDA-201306

(An Autonomous Institute)

School of Management

Course Code: CMBASM0312		Course Name: Vendor Development and Procurement Management				L	T	P	C
Course Offered in: MBA						3	0	0	3
Pre-requisite: Basic knowledge of Supply Chain Management, Business Administration, and Operations Management.									
Course Objectives: The course aims to equip students with comprehensive knowledge and practical skills in vendor development, procurement strategies, supplier relationship management, and supply chain optimization.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Explain the fundamentals of procurement management, vendor development, and their strategic role in supply chains.					K2			
CO2	Analyze vendor selection criteria and evaluate supplier capabilities using appropriate assessment tools and techniques.					K4			
CO3	Design and implement procurement strategies including tendering, negotiation, and contract management processes.					K6			
CO4	Evaluate supplier relationship management practices and apply quality management principles in vendor performance evaluation.					K5			
CO5	Assess the role of technology in modern procurement and apply e-procurement and digital supply chain concepts.					K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	PO6		
CO1		3	2	2	2	1	1		
CO2		3	3	2	2	1	1		
CO3		3	3	3	2	2	1		
CO4		2	3	2	3	2	1		
CO5		3	3	2	2	3	2		
Course Contents / Syllabus									
Module 1		Introduction to Procurement and Vendor Development					8 hours		
Overview of procurement management: definition, scope, and importance; Strategic procurement vs. tactical purchasing; Vendor development: concept, objectives, and significance; Types of vendors and supplier classification; Procurement cycle and process flow; Make-or-buy decisions; Procurement policies and ethics; Overview of supply chain and procurement linkages.									
Module 2		Vendor Identification, Evaluation, and Selection					8 hours		
Vendor sourcing methods: global, domestic, single, and multiple sourcing; Vendor pre-qualification and empanelment; Evaluation criteria: quality, cost, delivery, service (QCDS framework); Vendor rating and scoring systems; Supplier audits and site visits; Risk assessment in vendor selection; Approved vendor lists (AVL); Case studies on vendor selection processes.									
Module 3		Procurement Strategies and Contract Management					8 hours		
Procurement strategies: competitive bidding, negotiation, direct purchase; Tendering process: types of tenders (open, limited, single source); Request for Proposal (RFP), Request for Quotation (RFQ), and Request for Information (RFI); Negotiation skills, strategies, and tactics; Contract types: fixed price, cost-plus, time and material; Key contract clauses, terms and conditions; Contract performance monitoring and dispute resolution; Framework agreements and long-term contracts.									
Module 4		Supplier Relationship Management and Performance Evaluation					8 hours		
Supplier relationship management (SRM): concepts and importance; Levels of supplier relationships: transactional, collaborative, strategic; Supplier development programs and capacity building; Key Performance Indicators (KPIs) for supplier evaluation; Supplier scorecards and performance review meetings; Quality management in procurement: incoming quality control, ISO standards; Total Cost of Ownership (TCO) analysis; Vendor consolidation and rationalization strategies.									
Module 5		Technology in Procurement and Contemporary Issues					8 hours		



NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY

GREATER NOIDA-201306

(An Autonomous Institute)

School of Management

E-procurement: concept, benefits, and tools; Electronic Data Interchange (EDI) and ERP systems in procurement; Reverse auctions and e-tendering platforms; Digital procurement transformation and automation; Sustainable and green procurement practices; Ethical sourcing and corporate social responsibility (CSR) in supply chains; Global sourcing challenges: currency risk, trade compliance, logistics; Emerging trends: AI, blockchain, and analytics in procurement.

Total Lecture Hours | **40 hours**

Textbook:

1	Purchasing and Supply Chain Management. Mason, OH: South-Western Cengage Learning.	Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2022).
----------	--	--

Reference Books:

1	Strategic Procurement: Organizing Suppliers and Supply Chains for Competitive Advantage. London, UK: Kogan Page.	Day, M. (2018).
	Purchasing Management. New Delhi, India: S. Chand & Company.	Gopalakrishnan, P. (2020).

NPTEL/ Youtube/ Faculty Video Link:

- NPTEL Course on Supply Chain Management: <https://nptel.ac.in/courses/110105029>
- Procurement Management Fundamentals: <https://www.youtube.com/watch?v=abc123xyz>
- Vendor Development & Evaluation: <https://www.youtube.com/watch?v=def456uvw>
- E-Procurement and Digital Transformation: <https://www.youtube.com/watch?v=ghi789rst>

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: CMBASM0313		Course Name: Warehousing, Inventory and Distribution Management			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Basic knowledge of Supply Chain Management and Business Operations.								
Course Objectives: The course aims to develop a comprehensive understanding of warehousing operations, inventory control techniques, and distribution network management to enhance supply chain efficiency.								
Course Outcome: After completion of the course, the student will be able to					Bloom’s Knowledge Level (KL)			
CO1	Describe the fundamentals of warehousing, its types, functions, and role in supply chain management.				K2			
CO2	Apply inventory management techniques including EOQ, ABC analysis, and safety stock calculations.				K3			
CO3	Analyse warehouse layout, material handling systems, and technology integration for operational efficiency.				K4			
CO4	Evaluate distribution network design, transportation modes, and last-mile delivery strategies.				K5			
CO5	Formulate strategies for performance measurement, cost optimization, and emerging trends in warehousing and distribution.				K6			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	2	1	1		
CO2		3	3	2	2	1		
CO3		2	3	3	2	1		
CO4		2	2	3	3	2		
CO5		3	3	2	3	2		
Course Contents / Syllabus								
Module 1		Introduction to Warehousing and Supply Chain					8 hours	
Overview of supply chain management and the role of warehousing; Types of warehouses: public, private, bonded, distribution centres, cold storage; Functions of a warehouse: receiving, storage, order picking, packing, and dispatch; Warehouse location decisions and site selection criteria; Warehousing costs and their classification; Regulatory and legal framework governing warehousing in India.								
Module 2		Inventory Management					8 hours	
Concepts and objectives of inventory management; Types of inventory: raw materials, WIP, finished goods, MRO; Inventory costs: carrying cost, ordering cost, shortage cost; Demand forecasting methods and their application; Economic Order Quantity (EOQ) model and its variants; Safety stock and reorder point calculation; ABC, VED, FSN, and HML analysis; Just-in-Time (JIT) and Vendor Managed Inventory (VMI).,								
Module 3		Warehouse Operations and Layout Design					8 hours	
Warehouse layout principles: flow patterns, zoning, and slotting; Storage systems: shelving, racking, block stacking, mezzanine floors; Material handling equipment: forklifts, conveyors, AGVs, and pallet movers; Warehouse Management Systems (WMS): features, benefits, and implementation; Barcoding, RFID, and IoT in warehouse operations; Order picking strategies: single, batch, zone, and wave picking; Receiving and put-away processes; Inventory accuracy and cycle counting..								
Module 4		Distribution Network Design and Transportation					8 hours	

Distribution network structures: direct, hub-and-spoke, multi-echelon; Factors influencing network design: demand patterns, cost, service level; Transportation modes: road, rail, air, sea, and intermodal; Freight cost analysis and route optimisation; Third-party logistics (3PL) and fourth-party logistics (4PL); Cross-docking and its operational benefits; Last-mile delivery challenges and solutions; Reverse logistics and returns management.

Module 5	Performance Measurement and Emerging Trends	8 hours
-----------------	--	----------------

Key performance indicators (KPIs) in warehousing and distribution; Benchmarking warehouse performance; Cost optimisation strategies in warehousing and distribution; Green warehousing and sustainable supply chain practices; Automation and robotics in modern warehouses; Drone and autonomous vehicle delivery; Big Data and analytics in supply chain decision-making; E-commerce fulfilment and omnichannel distribution strategies.

Total Lecture Hours	40 hours
----------------------------	-----------------

Textbook:

1	Supply Chain Management: Strategy, Planning, and Operation. Pearson Education.	<i>Chopra, S., & Meindl, P. (2021)</i>
2	Logistics and Supply Chain Management. Financial Times/Prentice Hall.	<i>Christopher, M. (2022)</i>

Reference Books:

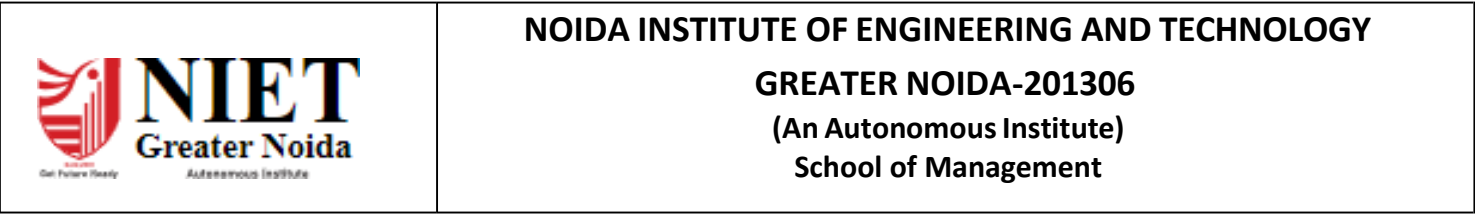
1	Inventory Management and Production Planning and Scheduling. Wiley.	<i>Silver, E. A., Pyke, D. F., & Thomas, D. J. (2017)</i>
2	Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs. Kogan Page.	<i>Richards, G. (2018)</i>

NPTEL/ Youtube/ Faculty Video Link:

- <https://nptel.ac.in/courses/110105029>
- <https://www.youtube.com/watch?v=mFKFXiS0QDg>
- <https://www.youtube.com/watch?v=vKDaR5bIqbk>
- <https://www.youtube.com/watch?v=C5OXkqe30Go>

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



School of Management

Course Code: CMBABA0311		Course Name: Business Intelligence and Data Warehousing				L	T	P	C
Course Offered in: MBA						3	0	0	3
Pre-requisite: Understanding of information technology and its application in business management									
Course Objectives: The objective of this course is to help students understand the fundamentals of data warehousing and business Intelligence, enabling them to create dimensional models.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Understand the basic concepts of Business Intelligence and Data Warehousing.					K2			
CO2	Analyzing the various forms of digital data.					K4			
CO3	Apply the OLTP and OLAP-related concepts.					K3			
CO4	Apply the data integration approaches in decision-making.					K3			
CO5	Designing the multi-dimensional model using Excel.					K6			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	1	1	1			
CO2		2	3	1	2	1			
CO3		2	3	1	1	2			
CO4		2	3	1	1	2			
CO5		2	2	1	1	3			
Course Contents / Syllabus									
Module 1		Introduction to BI and Data Warehousing						8 hours	
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. Concepts of Data Warehouse : Data Warehousing (DW) and Corporate Performance Management (CPM), Need for Warehouse, Role of DSS, EIS, MIS and dashboards									
Module 2		Digital Data						8 hours	
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. 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.									
Module 3		OLAP and OLTP						8 hours	
OLTP Advantages, challenges, and Shortcomings of OLTP OLAP: OLAP, Dimensions of Data -One Dimensional, Two Dimensional and Three-Dimensional Data, Beyond Third Dimension, MOLAP, ROLAP, HOLAP 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									
Module 4		Data Integration						8 hours	
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, Approaches to Data Integration: Approaches to Data integration, needs and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling.									
Module 5		Multi-Dimensional Data Modelling						8 hours	
Data Modelling Basics: Entity, Attribute, Cardinality Types of Data : Models Conceptual data model, Logical data model, Physical model Data Modelling: Normalisation modelling, Dimensional Modelling, Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake									

Schema,
 Designing a dimensional model: MS Excel 2010 Based Activity, Performance Management & Enterprise Reporting – Measures, Metrics, KPIs

Total Lecture Hours | **40 hours**

Textbook:

1	Agile analytics: A value-driven approach to business intelligence and data warehousing. Addison-Wesley.	Collier, K. (2012)
2	Business intelligence and big data: Drivers of organizational success. CRC press.	Olszak, C. M. (2020)

Reference Books:

1	Business intelligence: Practices, technologies, and management. John Wiley & Sons.	Sabherwal, R., & Becerra-Fernandez, I. (2013).
2	Analytics across the enterprise: How IBM realizes business value from big data and analytics. IBM Press.	Dietrich, B. L., Plachy, E. C., & Norton, M. F. (2014).

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.youtube.com/watch?v=NphMcnU8ymU
2	https://www.youtube.com/watch?v=yRerKDM1h74
3	https://www.youtube.com/watch?v=l98-BcB3UIE

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: CMBABA0312		Course Name: Machine Learning and Artificial Intelligence			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Basic understanding of business processes, fundamentals of business analytics, and familiarity with spreadsheets (Excel). No prior programming knowledge required.								
Course Objectives: To develop a conceptual understanding of AI and ML techniques. To enable students to identify business problems suitable for ML solutions. To introduce supervised and unsupervised learning methods (conceptual + applied). To provide hands-on exposure using no-code/low-code ML tools.								
Course Outcome: After completion of the course, the student will be able to					Bloom’s Knowledge Level (KL)			
CO1	Understand AI and ML concepts and their business applications.				K2			
CO2	Identify suitable ML techniques for business problems.				K2			
CO3	Apply ML tools (no-code/low-code) for basic modelling.				K3			
CO4	Interpret model outputs and evaluate performance.				K6			
CO5	Analyse ethical and strategic implications of AI in organisations.				K4			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	3	2	2	1		
CO2		3	2	1	2	2		
CO3		3	3	1	2	2		
CO4		3	2	2	3	2		
CO5		3	1	1	3	3		
Course Contents / Syllabus								
Module 1		AI & ML Foundations for Business					8 hours	
AI, ML & Business Context – AI definition, scope, weak vs strong AI; ML definition and role; AI vs ML vs Deep Learning; evolution (rule-based → statistical → generative); types of ML (supervised, unsupervised); business applications (marketing, finance, HR, operations). ML Workflow & Problem Framing – ML pipeline (data collection → preparation → modelling → evaluation → deployment); problem types (regression, classification, clustering); feature vs target variables; training vs testing; AI myths; human-AI collaboration. Student Activities: Identify ML use cases; map business problems to ML types.								
Module 2		Supervised Learning Techniques					8 hours	
Regression Models – Linear regression concept; dependent vs independent variables; interpretation of relationships; use cases (sales, pricing); assumptions (basic); limitations. Classification Models – Binary vs multi-class classification; logistic regression (probability concept); decision trees (nodes, splits, rules); feature importance; business use cases (churn, loan approval). Student Activities: Interpret model outputs; differentiate regression vs classification; case-based prediction problems.								
Module 3		Unsupervised Learning & Pattern Discovery					8 hours	
Clustering Techniques – Clustering concept; K-means (centroid, grouping, iteration); selecting number of clusters (conceptual); applications (customer segmentation, market grouping). Association & Pattern Mining – Association rules (support, confidence, lift); market basket analysis; introduction to dimensionality reduction (conceptual); pattern detection (cross-selling, recommendations). Student Activities: Interpret clustering results; identify segmentation strategies; analyse association outputs.								
Module 4		Model Evaluation & AI Tools					8 hours	
Model Evaluation – Train vs test performance; overfitting vs underfitting; evaluation metrics (accuracy, precision, recall, F1 score); confusion matrix (TP, FP, TN, FN); model comparison; bias-variance tradeoff (conceptual). No-Code AI Tools & Interpretation – Introduction to tools (AutoML, Excel AI); AI-assisted analysis (cleaning, summarisation); model interpretability; limitations (bias, data dependency); AI in workflows. Student Activities: Evaluate models; interpret confusion matrix; run basic models using tools.								
Module 5		AI Strategy, Ethics & Implementation					8 hours	

AI Strategy & Implementation – AI adoption lifecycle; feasibility analysis; ROI of AI; build vs buy vs partner; integration with business processes; change management. Ethics & Governance – Bias, fairness, transparency; data privacy; governance basics; risk in AI deployment; future trends (generative AI, automation); human-AI collaboration. Student Activities: Evaluate AI feasibility; analyse ethical cases; propose AI strategies.

Total Lecture Hours 40 hours

Textbook:

S.No	Book Title	Author
1	Artificial Intelligence for Business	– Doug Rose
2	Machine Learning for Absolute Beginners	– Oliver Theobald

Reference Books:

S. No	Book Title	Author
1	Hands-On Machine Learning	– Aurélien Géron (conceptual)
2	McKinsey AI Reports	

NPTEL/ YouTube / Faculty Video Link:

1)	https://hbr.org/topic/artificial-intelligence
2)	https://www.ibm.com/topics/machine-learning
3)	https://www.ibm.com/topics/artificial-intelligence
4)	https://www.youtube.com/watch?v=hhGPiDrUe1c
5)	https://www.youtube.com/watch?v=GHpchgLoDvI&list=PLp6ek2hDcoNB_YJCruBFjhF79f5ZHyBuz

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: CMBABA0313		Course Name: Predictive Analytics				L	T	P	C
Course Offered in: MBA						3	0	0	3
Pre-requisite: Understanding of information technology and its application in business management									
Course Objectives: 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 Outcome: After completion of the course, the student will be able to						Bloom’s Knowledge Level (KL)			
CO1	Understand the concept of predictive analytics.					K2			
CO2	Understand and comprehend the data summary.					K2			
CO3	Apply data preparation techniques.					K3			
CO4	Develop and deploy a predictive model for a given problem.					K6			
CO5	Analyze the forecasting and time series analysis functions and models.					K4			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		2	3	1	1	1			
CO2		2	3	1	1	1			
CO3		2	3	1	1	2			
CO4		2	3	1	2	2			
CO5		2	3	1	1	2			
Course Contents / Syllabus									
Module 1		Overview of Predictive Analytics						8 hours	
Introduction to Predictive Analytics: Concept of predictive Analytics, Supervised and Unsupervised Learning, Predictive Analytics Vs Business Intelligence									
Challenges and Application: Challenges in using Predictive Analytics, Application of predictive Analytics, CRISP-DM									
Module 2		Data Understanding						8 hours	
Variable understanding- categorical, continuous, flag, Boolean, integer. Bias, Variance, and model complexity, Bias-variance trade-off, Estimate of In-sample prediction error, Cross-validation									
Module 3		Data Preparation						8 hours	
Variable cleaning, Data Audit, Data Cleaning: Missing Values, Noisy Data, Bayesian network. Binning, Clustering, Regression, Inconsistent Data, Data Integration and Transformation									
Module 4		Modelling and Deployment						.. hours	
Partitioning The Data - Training, Validation & Testing, Model selection- Decision Tree, Logistic Regression, K Nearest Neighbour, Naïve Bayes, SVM, Neural Network. General deployment considerations, Deployment Steps, Case studies									
Module 5		Forecasting and Time Series Analysis						8 hours	
Time Series Analysis, Objectives of Time Series Analysis, Time Series Data, Time Series Patterns. Additive & Multiplicative models, Exponential smoothing techniques, forecasting accuracy, Auto-regressive and Moving average models									
Total Lecture Hours								40 hours	
Textbook:									
S.No	Book Title			Author					
1	Data mining and predictive analytics			Larose, D. T. (2015). John Wiley & Sons.					
2	Predictive analytics: The power to predict who will click, buy, lie, or die			Siegel, E. (2013). John Wiley & Sons.					
3	Applied predictive modeling (Vol. 26, p. 13)			Kuhn, M., & Johnson, K. (2013). New York: Springer.					



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

Reference Books:

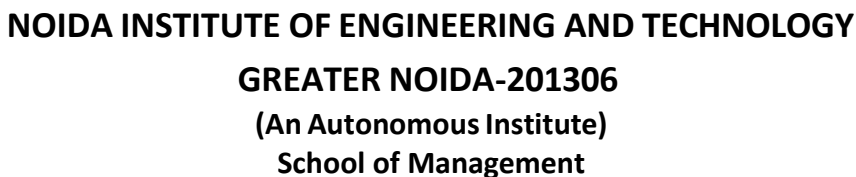
S.No	Book Title	Author
1	Applying predictive analytics (pp. 89-121). Springer International Publishing.	McCarthy, R. V., McCarthy, M. M., Ceccucci, W., Halawi, L. et al. (2022).
2	Modeling techniques in predictive analytics: business problems and solutions with R	Miller, T. W. (2015). Pearson Education.

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.youtube.com/watch?v=4y6fUC56KPw
2	https://www.youtube.com/watch?v=0K1ESOC8CXg
3	https://www.youtube.com/watch?v=zZwunHv3Zog

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



Course Code: CMBAFM0311		Course Name: Financial Modelling			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Basic knowledge of accounting, time value of money, cost of capital and capex. Introductory Excel								
Course Objectives: The objective of this practical course is to provide hands-on training in financial modelling using spreadsheet tools. Students will learn to build financial models, perform forecasting, valuation, budgeting, investment analysis, and dashboard reporting through practical exercises and industry-oriented applications.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Develop spreadsheet-based financial models using Excel.				K6			
CO2	Prepare financial forecasting and budgeting models.				K6			
CO3	Perform investment and valuation analysis using financial tools.				K4			
CO4	Perform financial analysis using excel tools.				K4			
CO5	Apply sensitivity and scenario analysis techniques.				K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	3	1	1	2		
CO2		3	3	1	2	2		
CO3		3	3	1	2	1		
CO4		3	3	1	2	2		
CO5		2	3	1	2	2		
Course Contents / Syllabus								
Module 1		Introduction to financial Modelling					8 hours	
Introduction to financial modelling- concept, relevance and Rationale, Basic excel concepts, Formatting & Linkage of sheet, Advanced excel concepts and its relevance in financial modelling.								
Module 2		Financial statement modelling					8 hours	
Financial Statement Preparation in Excel, Ratio Analysis Model Preparation, Sales Forecasting Model, Cash Budget Preparation Model, Sensitivity Analysis: Conduct sensitivity analysis to assess the impact of changes in key assumptions on the forecasted financial results. Scenario Analysis: Perform scenario analysis to evaluate the outcomes under different scenarios								
Module 3		Valuation and Investment Modelling					8 hours	
Time value of money concepts, Discounted Cash Flow (DCF) valuation, Net Present Value (NPV) and Internal Rate of Return (IRR) Cost of capital and discounting techniques, Equity valuation and firm valuation basics, Risk and return analysis								
Module 4		Financial analysis modelling					8 hours	
Ratio analysis of industries, Dupont Analysis, Preparation of Financial Analysis report on an industry								
Module 5		Equity research modelling and portfolio valuation					8 hours	
Introduction to Equity Analysis & Investing Evaluating Business Model & Industry Analysis, PE Analysis, Screening Stocks for investment, Risk & returns analysis, portfolio mean and variance, calculation of efficient portfolio, calculation of variance and covariance matrix, estimating beta								
							Total Lecture Hours	40 hours
Textbook:								
S.No	Book Title				Author			
1.	Financial Analysis and Modeling using Excel and VBA, Wiley, 2nd Ed				Sengupta C,			
Reference Books:								
S.No	Book Title				Author			
1.	Corporate and Project Finance Modelling: Theory and Practice				Bodmer E,			
NPTEL/ Youtube/ Faculty Video Link:								



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

1. <https://youtu.be/QhBLvRu2XSI?si=6iJOMXihQ9V4Vb1S>

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: CMBAFM0312		Course Name: Indian Financial Markets and Institutions				L	T	P	C
Course Offered in: MBA						3	0	0	3
Pre-requisite: Understanding of financial accounting and financial management									
Course Objectives: 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 Outcome: After completion of the course, the student will be able to						Bloom’s Knowledge Level (KL)			
CO1	Understand the structure and functions of Indian financial markets and institutions.					K2			
CO2	Analyze the functioning of money market and capital market instruments.					K4			
CO3	Evaluate the role of commercial banks, RBI, and financial intermediaries in the economy.					K5			
CO4	Examine financial sector reforms and regulatory mechanisms in India.					K4			
CO5	Apply financial market concepts to investment and financing decisions.					K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	1	1	1			
CO2		3	3	2	2	1			
CO3		3	2	2	2	1			
CO4		2	3	2	3	1			
CO5		3	3	3	2	2			
Course Contents / Syllabus									
Module 1		Indian Financial System						8 hours	
Meaning, nature, and functions of financial system, Structure of Indian financial system, financial markets, financial institutions, financial instruments, and financial services, Role of financial system in economic development, Financial sector reforms in India, Recent trends in Indian financial system.									
Module 2		Money Market and Capital Market						8 hours	
Money Market: Meaning, features, and importance, Organized and unorganized money market, Money market instruments: Treasury Bills, Commercial Papers, Certificates of Deposit, Call Money Market, Repo and Reverse Repo, Capital Market: Primary market and secondary market, Stock exchanges in India, SEBI and investor protection, Listing of securities and trading mechanism									
Module 3		Banking and Financial Institutions						8 hours	
Commercial banking system in India, Functions and role of commercial banks, Reserve Bank of India: functions and monetary policy, Development Financial Institutions (DFIs), NABARD, SIDBI, EXIM Bank, Non-Banking Financial Companies (NBFCs), Microfinance institutions and cooperative banks									
Module 4		Financial Instruments and Investment Institutions						8 hours	
Overview of micro finance; Types of micro finance; Income generating activities and Micro Enterprise Market (demand), Microfinance analysis, Technological analysis, Socioeconomic analysis, Group Models, Impact of Environmental analysis. Logical framework, Implementation & Monitoring Credit Delivery Methodology; Strategic Issues in Microfinance: Sustainability									
Module 5		Financial Market Regulation and Recent Developments						8 hours	
Role of SEBI, RBI, and IRDAI, Financial inclusion and digital financial services, FinTech and digital payments ecosystem, Green finance and sustainable finance, Challenges in Indian financial markets, Recent developments in Indian financial sector									
Total Lecture Hours								40 hours	
Textbook:									
S.No	Book Title			Author					
1.	Indian Financial System			M.Y. Khan					



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

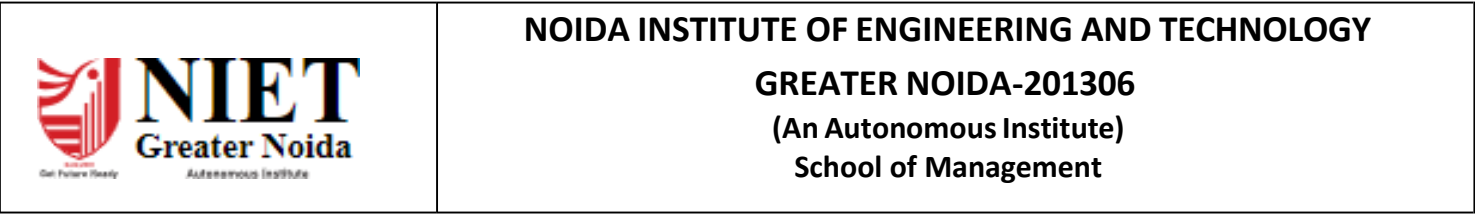
2.	Financial Markets and Institutions	Frederic S. Mishkin
3.	Indian Financial System	Bharati V. Pathak
S.No	Book Title	Author

NPTEL/ Youtube/ Faculty Video Link:

1.	https://youtu.be/88S1wZGfuqk?si=Eor-cE8gC7uJQO8g
2.	https://youtu.be/8vZKjfJCCYg?si=ibT05sGei2HcNYdm
3.	https://youtu.be/iFE5IJp4l18?si=GCOuYT4KUY0yYu5V

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



School of Management

Course Code: CMBAFM0313		Course Name: Security Analysis & Portfolio Management				L	T	P	C
Course Offered in: MBA						3	0	0	3
Pre-requisite: Basic Financial Management, Statistics & Quantitative Techniques									
Course Objectives: This course equips students to analyse securities, evaluate risk-return trade-offs, and build optimized portfolios using data-driven, technology-enabled, ESG-aware, and behaviourally informed investment practices.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.					K2			
CO2	Apply the knowledge and skills to select and employ base level tools for financial analysis using time value of money, cost of capital and interest rates.					K3			
CO3	Analyse companies for investment purposes.					K4			
CO4	Evaluate fixed income securities, stocks, and different derivative securities to manage investment risks.					K5			
CO5	Develop investment strategies based upon portfolio performance measures.					K6			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	1	2	2			
CO2		3	3	1	2	2			
CO3		2	3	2	2	2			
CO4		3	3	2	3	2			
CO5		2	3	3	3	3			
Course Contents / Syllabus									
Module 1		Investment Environment & Financial Markets						8 hours	
Meaning and Objectives of Investment; Investment vs. Speculation; Types of Investors; Financial Markets (Capital Market, Money Market, and Derivatives Market); Overview of Modern Investment Avenues (ETF – Exchange Traded Fund, REIT – Real Estate Investment Trust, InvIT – Infrastructure Investment Trust); Regulatory Framework of SEBI; Role of FinTech Platforms in Investing.									
Module 2		Risk–Return Framework & Asset Pricing Models						8 hours	
Risk types; expected return; risk measurement; diversification; CAPM and limitations; Arbitrage Pricing Theory; multi-factor and smart beta models; introduction to factor investing (value, momentum, size)									
Module 3		Security Analysis: Fundamental, Technical & Behavioural						8 hours	
Fundamental analysis (E–I–C approach, financial ratios); intrinsic valuation (DCF basics); technical analysis tools (trends, indicators, patterns); behavioural finance concepts (biases, heuristics); EMH revisited									
Module 4		Portfolio Construction & Optimization						8 hours	
Markowitz portfolio theory; efficient frontier; portfolio diversification; Sharpe model; algorithmic and robo-advisory based portfolio construction (overview only); ESG and sustainable investing integration									
Module 5		Performance Evaluation & Contemporary Portfolio Strategies						8 hours	
Portfolio performance measures (Sharpe, Treynor, Jensen); portfolio revision strategies; ESG performance metrics; passive vs active strategies; Introduction to AI & data analytics in portfolio management									
Total Lecture Hours								40 hours	

Textbook

1	<i>Security analysis and portfolio management</i> (2nd ed.). Vikas Publishing House	Pandian, P. (2023)
2	<i>Investment analysis and portfolio management</i> (7th ed.). McGraw Hill Education	Chandra, P. (2025)

Reference Books

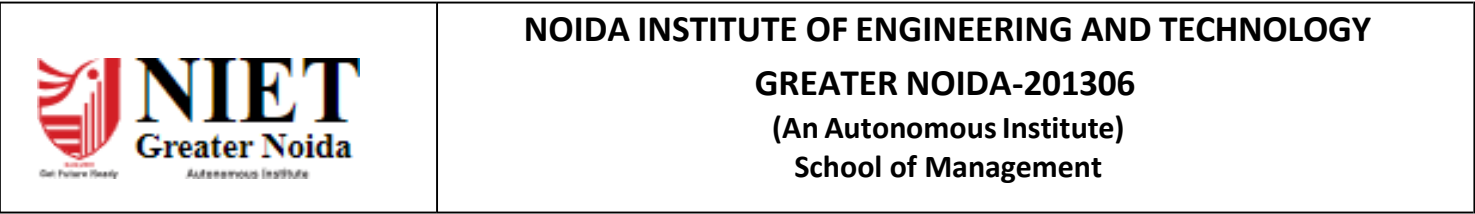
1	<i>Security analysis and portfolio management</i> (7th ed.). Pearson.	Fischer, D. E., & Jordan, R. J. (2019).
2	Investments (13th ed.). McGraw Hill Education.	Bodie, Z., Kane, A., & Marcus, A. J. (2024).
3	<i>Investment analysis and portfolio management</i> (12th ed.). Cengage Learning.	Reilly, F. K., Brown, K. C., & Leeds, S. J. (2024).

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.nseindia.com/static/invest/investors-awareness-programs [nseindia.com]
2	https://www.bseindia.com/static/investors/Education.aspx
3	https://www.bseipf.com/investors_education.html
4	https://www.morningstar.com/business/insights/research
5	https://www.youtube.com/c/fainstitute

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



School of Management

Course Code: C MBAHR0311		Course Name: HR Analytics			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Human Resource Management, Statistics for Management / Business Research Methods, Fundamentals of Business Analytics								
Course Objectives: 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.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Understand the concepts & fundamentals of HR analytics, value chain & organizational system.				K2			
CO2	Develop HR scorecards, metrics, and apply LAMP & other frameworks for measurement.				K6			
CO3	Analysing different techniques of data-driven and HR metrics				K4			
CO4	Apply various analysis techniques and use them for decision-making				K3			
CO5	Analyze the HR Scorecard, monitor the impact of interventions, and evaluate the mediation process, moderation, and interaction analysis.				K4			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	2	1	2		
CO2		2	3	3	2	3		
CO3		2	3	3	3	3		
CO4		2	3	3	3	3		
CO5		3	3	3	3	3		
Course Contents / Syllabus								
Module 1		Introduction to HR Analytics HR Value Chain					8 hours	
Introduction to HR Analytics, Defining HR Analytics, Basic of HR Analytics, Role & Capability of Analytics, Evolution of HR Analytics, Human Capital Analytics Continuum, 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 benefits.								
Module 2		Scorecards and metrics HRA Frameworks					8 hours	
Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards vs. HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework.								

Module 3	HR Data, Data entry, Cleaning, and Preparation	8 hours
-----------------	---	----------------

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 issue, Techniques for establishing questions, building support and interest, Obtaining data, cleaning data, ethics of measurement and evaluation. Evaluating Reliability and validity of selection models, finding out selection bias.

Module 4	Application of HR Analytics Diversity and training analysis	8 hours
-----------------	--	----------------

Recruitment and Selection Analytics, Predicting the performance and turnover, 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.

Module 5	HR Scorecard Relationship between dependent and independent variable	8 hours
-----------------	---	----------------

Creating HR Scorecard, guidelines for implementing a HR Scorecard, Mediation process, moderation, and interaction analysis.

Total Lecture Hours **40 hours**

Textbook:

S.No-	Book Title	Author
1.	Predictive HR Analytics	John Mattox
2.	The New HR Analytics	Jac Fitz-Enz

Reference Books:

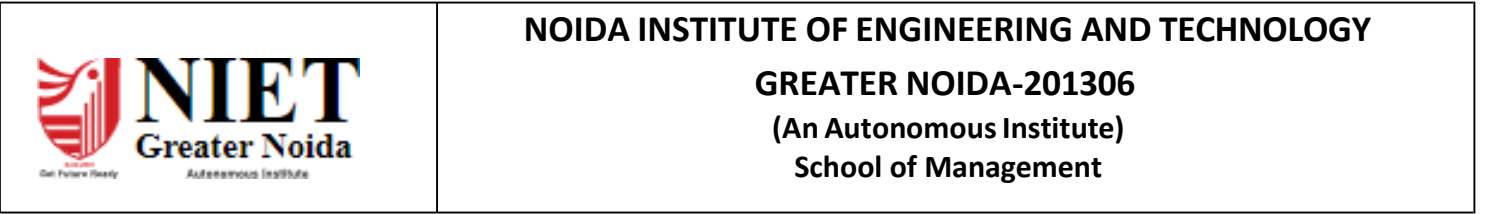
S.No	Book Title	Author
1.	HR Metrics and Workforce Analytics	Wayne Cascio & John Boudreau
2.	People Analytics in the Era of Big Data	John W. Boudreau et al.

NPTEL/ Youtube/ Faculty Video Link:

1.	NPTEL: HR Analytics / People Analytics courses (IIT/IIM)
2.	YouTube: Visier People Analytics, Tableau HR Dashboard tutorials, Jac Fitz-Enz sessions

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



School of Management

Course Code: CMBahr0312		Course Name: Industrial Relations & Labour Codes			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Understanding of Human Resource Management								
Course Objectives: 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.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Understand industrial relation Framework and asses the development and challenges of trade unionism.				K2			
CO2	Apply critical analysis and evaluation skills to understand and effectively implement collective bargaining and Grievance- handling mechanisms.				K3			
CO3	Apply the understanding of the implications of the various social security measures such as provident fund, employee state insurance, gratuity, maternity benefit, and other welfare measures.				K3			
CO4	Evaluate the significance of various legal provisions for safety & welfare in organizations.				K5			
CO5	Analyze and discuss the benefits provided by various legal provisions protecting the wages & conditions of employment.				K4			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		2	2	1	3	1		
CO2		3	3	3	2	3		
CO3		3	2	1	3	2		
CO4		2	3	2	3	2		
CO5		3	3	1	3	2		
Course Contents / Syllabus								
Module 1		Introduction to Labour Laws and Industrial Relations					8 hours	
Definition and Scope of Labour Laws, Significance of Industrial Relation in Organizations, Historical Background of Labour Laws in India, Aims of Labor Legislation, Tripartite Structure in Industrial Relation, Role of ILO in developing Labour laws, Parties involved in IR (Employer, Employee, Trade Union, Government); Industrial Peace and Productivity, Legal Framework for the regulation of labour in India, The structure of the labor law system of India. Definition, Purpose of Trade Unions, Collective Bargaining, Workers Participation in Management, Levels of Workers' Participation, Mode of Workers' Participation Works Committee, Joint Management Councils, Worker Director, Grievance Handling, Quality Circles.								
Module 2		Industrial Relations code, Retrenchment, Layoffs and Closures					8 hours	
Understanding of Industrial Relation Code 2020, Trade Unions' Recognition under Code on Industrial Relation 2020, Negotiation and Settlement of Industrial Disputes under code on industrial relation, (Conciliation, Arbitration, Adjudication). Retrenchment, Layoffs and Closures legal provisions, Unfair Labour Practice: Types and Consequences, Provisions of the Unfair Labour.								
Module 3		Code on Social Security					8 hours	
Comprehending the Code on Social Security, 2020; Social Security of workers – Provident Fund, Employee State								

Insurance, Gratuity, Maternity Benefits, and others; Organisational role in providing social security to workers; Code on Social Security Compliance by organisations.

Module 4	Occupational Safety, Health, and Working Conditions Code	8 hours
Learn about the Occupational Safety, Health, and Working Conditions Code, 2020; Occupational safety and health: legal framework, safety policy, and implementation in organizations. Rules regarding working hours, leave periods, holidays, and other working conditions; Organizations' responsibility for ensuring safety, health, and working conditions of workers; Compliance with the Occupational Safety, Health, and Working Conditions Code by organizations.		

Module 5	Code on Wages and Central Advisory Board and State Advisory Boards	8 hours
Knowledge about the Code on Wages, 2019; Provisions concerning payment of wages: minimum wages, methods, and periods of payment; Equal remuneration of male and female workers: meaning, significance, and legal provisions; Guaranteeing fair payment and equal remuneration in business organizations. Composition, functions, and their role in matters concerning wages; Adherence to the Code on Wages by organizations.		

Total Lecture Hours **40 hours**

Textbook:

S.No	Book Title	Author
1	Industrial Relations:	ISatya, Ratnam, Dhal, (2017)
2	Dynamics of Industrial Relations:	IMamoria, Mamoria and Gankar, (2016)
3	Industrial Relations	T. V. Rao
S.No	Book Title	Author
1	Industrial Relations and Labour Laws	Vikas Srivastava (2020)
2	Personnel Management and Industrial Relations	Singh B. P., Chhabra T. N., Taneja P. L. (2021)
3	New Labour & Industrial Laws, New Delhi:	Taxmann (2023)

NPTEL/ Youtube/ Faculty Video Link:

https://onlinecourses.nptel.ac.in/noc22_lw05/preview

<https://nptel.ac.in/courses/110103506>

<https://afeias.com/videos/new-labour-law-comes-into-effect-dr-vijay-agrawal-upsc-cse-afeias-daily-lecture-podcast/>

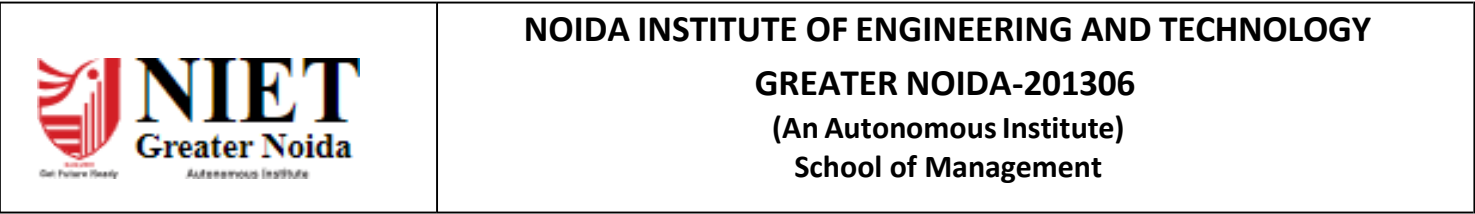
https://onlinecourses.nptel.ac.in/e-learning/preview/noc22_lw05

Mode of Evaluation

CIE						ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3		
			5	5	5		
30			20			100	150

Course Code: CMBHR0313		Course Name: Performance and Compensation Management			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre- requisite: Understanding of human resource management.								
Course Objectives: 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 organizational success.								
Course Outcome: After completion of the course, the student will be able to							Bloom's Knowledge Level (KL)	
CO1	Explain the concepts, objectives, principles, and processes of performance management					K2		
CO2	Analyze the performance management cycle including planning, monitoring, development, measurement, and reward systems.					K4		
CO3	Analyze the components, factors, and processes involved in Compensation and Reward Management					K4		
CO4	Examine wage administration practices and interpret major labour laws related to compensation					K4		
CO5	Examine contemporary issues, technological advancements, and emerging trends in performance and compensation management.					K4		
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	2	1	2		
CO2		3	3	3	2	3		
CO3		3	3	2	2	2		
CO4		2	2	1	3	2		
CO5		3	3	2	2	2		
Course Contents / Syllabus								
Module 1	Introduction to Performance Management					8 hours		
Meaning and concept of: Performance, Performance Appraisal, Potential Appraisal and Performance Management, Distinction between Performance Appraisal and Performance Management, Objectives of PMS, Principles of PMS, Challenges of PMS Strategies for effective implementation of PMS, Key Result Areas (KRA), Key Performance Indicators (KPI), Key Skill Areas (KSA)								
Module 2	Performance Management Cycle					8 hours		
Performance Management Cycle (Four Phase), Performance Planning: Objectives, Importance, Process, Performance Monitoring: Objectives, Importance, Process, Popular Tools of Performance monitoring, Performance Developing: Performance Coaching and Counselling, Performance Measurement & Reward: Performance Measurement (360 Degree, Assessment Center, Competency Mapping/Modeling, Balance Score Card and HR Audit), Linking performance and reward.								
Module 3	Compensation and Reward Management					8 hours		
Concept and Definition: Compensation management. Objective of Compensation and Reward Management, Compensation Determination- Factors and Process, Components of Compensation (Basic, allowances, Benefits, Incentives, Perquisites), Reward management – Meaning, Classification of Rewards (Intrinsic & Extrinsic), Incentives – Definition, Types, Essentials of Effective incentive Plan.								
Module 4	Compensation Management relevant Laws and Wage Administration					8 hours		
Wage & salary administration, Wage and salary structure- Broad banding and salary progression, Payment Of Wages Act,1936, Minimum Wages Act,1948, Payment Of Gratuity Act,1972, Payment of Bonus Act,1965, Equal Remuneration Act,1976,								

Employees' State Insurance Act,1948, Employees' P F & Misc Provisions Act,1952, Maternity Benefits Act,1981								
Module 5	Contemporary Issues and Emerging Trends in Performance and Compensation Management						8 hours	
Impact of technology on performance management systems (e-PMS). Competency-based pay, Linking compensation to organizational performance and productivity. Challenges and future trends in performance management. Compensation and Payroll software, scope and benefits.								
Total Lecture Hours						40 hours		
Textbook:								
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.								
S.No	Book Title : A field book of Performance Management				Author:Sarkar and Mohapatra			
Reference Books:								
1. Chakrabarti Diganta, Reward Management- Concept and Practices for Modern Organization, Cengage,2022								
2. Armstrong and Brown, Handbook of Reward Management, Kogan Page Ltd,2023								
S.No	Book Title:Reward Management- Concept and Practices for Modern Organization				Author:Chakrabarti Diganta			
NPTEL/ Youtube/ Faculty Video Link:								
1.	http://www.aktuonline.com/papers/mba-3-sem-performance-and-reward-management-kmbhr02-2020.html							
2.	http://www.aktuonline.com/papers/mba-3-sem-performance-and-reward-management-rmbhr-02-2018-19.html							
3.	https://www.youtube.com/watch?v=c2OnYyK2SDs							
4.	https://www.youtube.com/watch?v=D8mdiMS7AA8							
Mode of Evaluation								
CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



School of Management

Course Code: CMBAMK0311		Course Name: Marketing Analytics			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Basic understanding of marketing concepts, statistics, and spreadsheet tools such as MS Excel.								
Course Objectives: To develop students' ability to analyze marketing data using analytical tools and techniques for effective business decision-making.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Understand the Market Analytics and sizing the relevant market.				K2			
CO2	Create appropriate pricing policy for company's products.				K6			
CO3	Analyse market trends and forecasting the sales for the company.				K4			
CO4	Analyse customer attributes and creating experience for long lasting customer value through market offering.				K4			
CO5	Analyse effectiveness of advertising for creating value for company.				K4			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	3	1	2	1		
CO2		2	3	1	2	1		
CO3		3	3	-	2	-		
CO4		3	3	-	3	-		
CO5		3	3	-	1	1		
Course Contents / Syllabus								
Module 1		Market Sizing					6 hours	
Marketing Analytics: Meaning, characteristics, advantages and scope, Market Sizing: Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis								
Module 2		Pricing Analytics					10 hours	
Pricing Policy and Objectives, Estimating Demand: Price Elasticity, Estimating Linear and Power Demand Curves, Optimize Pricing, Incorporating Complementary Products, Pricing using Subjective Demand Curve, and Pricing Multiple Products								
Module 3		Sales Forecasting					8 hours	
Introduction: Simple Linear Regression & Multiple Regression models to forecast sales, Forecasting in Presence of Special Events, Modelling trend and seasonality; Ratio to moving average forecasting methods.								
Module 4		Customer Analytics					8 hours	
Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating the chance that the customer is still active, using customer value to value a business and the concept of STP.								
Module 5		Retail and Advertising Analytics					8 hours	
Market Basket Analysis: Computing two-way and three-way lift, RFM Analysis, Allocating, Retail Space and Sales								



NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY

GREATER NOIDA-201306

(An Autonomous Institute)

School of Management

Resources, Advertising Analysis: Methods of measuring the effectiveness of Advertising.

Total Lecture Hours | **40 hours**

Textbook:

S. No	Book Title	Author
1	Marketing Analytics	M. Moutusy
2	Marketing Analytics	A. Dugar; M. Shrestha

Reference Books:

S.No	Book Title	Author
1.	Marketing Analytics	S. Gupta
2.	Marketing Analytics	Robert W. Palmatier; J. Andrew Petersen; Frank G.

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.youtube.com/watch?v=cDWb6lbuc2M
2	https://www.youtube.com/watch?v=-NSz64UkCnM

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: CMBAMK0312		Course Name: Product and Brand Management				L	T	P	C
Course Offered in: MBA - Semester III						3	0	0	3
Pre-requisite: Principles of Marketing, Consumer Behaviour									
Course Objectives: To equip students with the strategic frameworks and practical skills needed to develop, build, measure, and sustain profitable products and strong brand equity in competitive markets.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Explain the concepts of product management					K2			
CO2	Develop product strategies and take product decisions.					K6			
CO3	Understand the concept of brand equity and position it well in the market.					K2			
CO4	Apply brand architecture models, portfolio management tools and extension strategies to real-world brand decisions.					K3			
CO5	Evaluate global branding strategies, ethical brand management practices, and emerging trends.					K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	1	2	1			
CO2		3	3	2	2	2			
CO3		3	3	2	2	3			
CO4		2	2	1	3	3			
CO5		2	2	2	3	3			
Course Contents / Syllabus									
Module 1		Product Management: Concepts, Development and Life Cycle						8 hours	
Product Management: Concept, scope and significance; product levels; product classification –; product hierarchy; product mix; product line decisions. New Product Development (NPD): Concept and importance; stages of NPD; organisational structures for NPD; adoption and diffusion of innovations. Product Life Cycle (PLC): Concept, stages, and characteristics e-marketing strategies at each PLC stage; limitations of the PLC concept.									
Module 2		Product Strategy, Pricing and Portfolio Management						8 hours	
Product Strategy: Product differentiation strategies; product positioning and repositioning decisions; managing product quality and its linkage to TQM; service product strategy – characteristics of services and managing the service product mix. Packaging and Labelling: Functions of packaging; packaging as a marketing tool; labelling – types, legal requirements, and ethical considerations; sustainable and eco-friendly packaging trends. Product Portfolio Management: Concept and need for portfolio management; portfolio analysis tools – BCG Matrix and GE-McKinsey Matrix; product rationalisation and pruning decisions; balancing. Pricing New Products: Price skimming versus market penetration pricing strategies									
Module 3		Brand Equity, Identity and Positioning						8 hours	
Introduction to Branding: Definition, functions, and importance of brands; brand versus product distinction; brand; criteria for choosing brand elements (MMATP framework). Brand Equity: Definition and significance; Aaker's Brand Equity Model, Keller's Customer-Based Brand Equity (CBBE) Model; sources and benefits of brand equity; measuring brand equity – BrandZ, Interbrand Rankings, and brand valuation approaches. Brand Identity: Concept and components; Kapferer's Brand Identity Prism; Aaker's Big Five; brand persona; brand naming criteria and trademark considerations; brand logo and packaging design principles. Brand Positioning: Concept and importance; competitive frame of reference; points-of-parity (POPs) and points-of-difference (PODs); positioning maps and perceptual mapping; repositioning strategies.									
Module 4		Brand Architecture, Extensions and Communication						8 hours	

Brand Architecture: Concept and types; brand hierarchy, brand portfolio strategy; brand portfolio audit and rationalisation decisions. Brand Extensions: Definition and types success factors and risks of brand extensions; co-branding – concept, advantages, and risks; private labels versus national brands – growth of private labels, strategic implications, and category management. Integrated Brand Communication (IBC): Role of advertising, public relations, sponsorship, and events in brand building; experiential marketing and brand activations; celebrity endorsement and brand ambassadors; brand storytelling – narrative techniques, emotional connect, and purpose-driven and cause-related branding.

Module 5	Digital Branding, Global Brands and Contemporary Issues	8 hours
-----------------	--	----------------

Digital Branding and Social Media Marketing: Building brands in the digital environment; content marketing strategy; influencer marketing – types, selection, and effectiveness measurement; social media brand. Brand Tracking and Measurement: Brand audit; brand equity measurement tools; Net Promoter Score (NPS); brand tracking studies and brand report cards. Global Branding: Concept and significance. Brand Revitalization and Crisis Management: Reasons for brand decline; brand rejuvenation strategies; managing brand crises – causes, responses, and recovery. Emerging Trends: Artificial intelligence (AI) in branding; neuromarketing; metaverse branding; direct-to-consumer (D2C) brand strategies; personal branding, Sustainable and Ethical Branding

Total Lecture Hours	40 hours
----------------------------	-----------------

Textbook:

S.No	Book Title	Author
1	Keller, K. L. (2020). <i>Strategic brand management: Building, measuring, and managing brand equity</i> (5th ed.). Pearson.	Keller, K. L. (2020). Pearson Education.
2	Singh, G. (2021). <i>Product management and strategy: The ultimate guide that creates real value</i> . Notion Press.	Gagandeep Singh (2021)
5	Dutta, K. (2022). <i>Brand management</i> . Pearson India.	Kiran Dutta (2022)

Reference Books:

S.No	Book Title	Author
1	Panda, T. K. (2016). <i>Product and brand management</i> . Oxford University Press.	Tapan k Panda (2016)

NPTEL/ Youtube/ Faculty Video Link:

NPTEL: <https://nptel.ac.in/courses/110107161>

NPTEL: <https://nptelprep.in/courses/110107161/materials>

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
			5	5	5	5		
30			20				100	150



School of Management

Course Code: CMBAMK0313		Course Name: Social-Media and Digital Marketing		L	T	P	C
Course Offered in: MBA				3	0	0	3
Pre-requisite: Basic Knowledge of Marketing concepts and Social Media platforms							
Course Objectives: 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. Through the use of digital analytic dashboards and software, students will learn to analyse marketing/customer data to make meaningful decisions.							
Course Outcome: After completion of the course, the student will be able to				Bloom's Knowledge Level (KL)			
CO1	Students will develop an understanding of digital and social media marketing practices.			K2			
CO2	Students will acquire the skill to acquire and engage consumers online.			K3			
CO3	Students will develop the understanding of social media platforms.			K5			
CO4	Students will develop understanding of building organizational competency by way of digital marketing practices and cost considerations.			K4			
CO5	Students will develop understanding of the marketing analytics to gain valuable insights into campaign performance and strengthen marketing plans			K4			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	2	1	2	2	
CO2		3	2	2	2	3	
CO3		2	2	1	1	1	
CO4		3	3	2	2	2	
CO5		2	3	1	2	2	
Course Contents / Syllabus							
Module 1		Introduction to Digital Marketing				8 hours	
Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world - latest practices. Marketing Mix (7Ps) in online context, Integrated Internet Marketing communication.							
Module 2		Social Media Marketing				8 hours	
Social Media Marketing: Meaning, Purpose, types of social media websites. Introduction to Blogging, Create a blog post for your project. Include headline, imagery, links and post, Content Planning and writing. Introduction to Facebook, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns.							
Module 3		Acquiring & Engaging Users through Digital Channels				8 hours	
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, Marketing gamification.							
Module 4		Designing Organization for Digital Success				8 hours	
Digital transformation, digital leadership principles, online P.R. and reputation management. ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies.							
Module 5		Digital marketing analytics				8 hours	
Web Analytics, Google Analytics, Social Media Analytics, Google Ads details-Conversion tracking, Conversion Rate Optimization, Emerging technologies- Metaverse, IOT, AR/VR, Future of Analytics							
Total Lecture Hours						40 hours	
Textbook:							



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

1	Internet Marketing, Oxford University Press India, First Edition	Moutsy Maiti
2	Digital Marketing, Oxford University Press India, First Edition	Vandana, Ahuja

Reference Books:

1	Social Media Marketing, Sage Publication, Second Edition	Tracy L. Tuten & Michael R. Solomon
2	Understanding Digital Marketing: marketing strategies for engaging the digital generation;Kogan Page, First Edition	Ryan, Damian

NPTEL/ Youtube/ Faculty Video Link:

1	https://acadium.com/blog/digital-marketing-analytics/
2	https://bpb-us-e2.wpmucdn.com/sites.middlebury.edu/dist/2/3941/files/2018/01/Middlebury_Marketing-Presentation_PGM4_Final.pdf
3	https://www.brandwatch.com/wp-content/uploads/2019/05/The-Fundamentals-of-Social-Media-Analytics.pdf
4	https://www.coursera.org/learn/adobe-digital-marketing
5	https://www.coursera.org/learn/social-media-analytics-introduction

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: CMBA0351		Course Name: AI Enabling Business				L	T	P	C
Course Offered in: MBA						3	0	0	3
Pre-requisite: Students should have a basic understanding of business and management concepts, familiarity with computers and digital technologies, basic knowledge of data handling and internet applications, analytical and problem-solving skills, and an interest in AI and emerging business technologies.									
Course Objectives: The course aims to provide students with an understanding of Artificial Intelligence technologies and their applications in modern business environments. It focuses on developing knowledge of AI-driven decision-making, digital transformation, and business innovation across functional areas such as marketing, finance, HR, and operations, while emphasizing ethical, responsible, and strategic use of AI in organizations.									
Course Outcome: After completion of the course, the student will be able to						Bloom’s Knowledge Level (KL)			
CO1	Understand the basic concepts, history, evolution, and emerging technologies of Artificial Intelligence.					K2			
CO2	Explain the applications of AI in different business areas such as finance, marketing, CRM, and HRM.					K2			
CO3	Analyze how AI supports business strategy, innovation, competitive advantage, and customer experience.					K4			
CO4	Evaluate ethical, legal, governance, privacy, and responsible AI issues in business decision-making.					K5			
CO5	Apply AI tools for research, documentation, and presentations.					K3			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
COs -PO Mapping		PO1	PO2	PO3	PO4	PO5	PO6		
CO1		3	2	1	2	1	1		
CO2		3	3	1	2	2	1		
CO3		2	3	1	2	1	2		
CO4		2	3	2	3	1	2		
CO5		2	2	3	2	1	1		
Course Contents / Syllabus									
Module 1		Introduction to Artificial Intelligence and Emerging AI Technologies						08 hours	
History and Evolution of AI, AI-driven Business Transformation, AI Ecosystem and Business Applications, Machine Learning Concepts and Applications, Deep Learning, Natural Language Processing (NLP), Computer Vision, Robotics and Automation, Generative AI and Business Innovation, AI Tools and Platforms, Industry Case Studies on AI Adoption									
Module 2		AI Application in Business						08 hours	
AI in Finance: Algorithmic Trading, Credit Scoring, Fraud Detection; AI in Marketing and CRM: Personalization, Recommendation Systems, Customer Segmentation, Predictive Customer Analytics, Chatbots and Virtual Assistants; AI in HRM: Recruitment and Selection, Employee Performance Analytics, Workforce Planning and Talent Management.									
Module 2		AI in Strategy & Innovation						08 hours	
AI Transforming Business- Competitive advantage, innovation and strategy, AI based market trend analysis, hyper personalization for enhanced customer experience, Case Studies of Successful AI Integration									
Module 4		Ethics, Governance and Responsible AI						08 hours	
Ethical Issues in AI, Bias and Fairness in AI Systems, Transparency and Explainability, Responsible AI Practices, AI Governance Frameworks, Privacy and Data Protection, Legal and Regulatory Aspects of AI, Societal Impact of AI, Risk Management in AI/ML Deployment, Sustainable and Inclusive AI Practices.									
Module 5		AI Tools Kit* (Tools may vary as per industry requirements)						08 hours	



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

Introduction to Google AI Studio, Notebook LM, OpenAI and Perplexity. AI supported Research: Research Rabbit. Use of AI in Documentation & Presentations- Gamma and Grok.

Total Lecture Hours **40 hours**

Textbook:

S.No	Artificial Intelligence: A Modern Approach	Stuart Russell & Peter Norvig
------	--	-------------------------------

Reference Books:

S.No	Artificial Intelligence in Business: From Research and Innovation to Market Deployment	Raj V. Mahto & Raj V. Kozhevnikov
------	--	-----------------------------------

NPTEL/ Youtube/ Faculty Video Link:

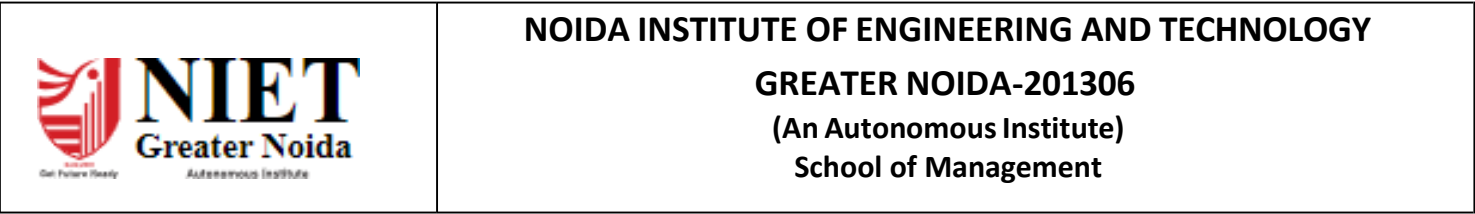
1	https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_me88 NPTEL Introductory AI concepts, ML, reasoning, and AI applications
---	--

2	https://youtu.be/UkbVu3fjfpI?si=0M--VRlaLb8z9kvv AI for Business: Course Introduction By Omar Mehar
---	---

3	https://youtu.be/QPG5SyNaWBo?si=84b-3KtfqHGzsLFp AI in Business by Gresham College
---	--

Mode of Evaluation

PS	PE	Total
50	50	100



School of Management

Course Code: CMBA0352		Course Name: Visual Analytics for Managers			L	T	P	C
Course Offered in: MBA					0	0	4	2
Pre-requisite: The student must have basic knowledge of spreadsheet operations (Excel or Google Sheets) and familiarity with basic business metrics (sales, profit, expenses).								
Course Objectives: To develop managerial competence in visual analytics using Microsoft Power BI. To enable students to connect, clean, and transform raw business data. To build interactive dashboards that support real-time decision-making. To master data storytelling for effective boardroom presentations.								
Course Outcome: After completion of the course, the student will be able :					Bloom's Knowledge Level (KL)			
CO1	To connect, import, and transform business data using Power BI tools.				K3			
CO2	To create interactive charts, reports, and dashboards using visualisation techniques.				K4			
CO3	To apply basic and intermediate DAX functions to generate business KPIs and insights.				K4			
CO4	To analyse business data using filters, slicers, and AI-powered analytics features.				K4			
CO5	To design and present dashboard-based business solutions for managerial decision-making.				K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	1	1	2		
CO2		2	3	2	1	2		
CO3		2	3	2	2	2		
CO4		2	3	3	2	2		
CO5		2	2	3	3	3		
Course Contents / Syllabus								
Module 1		Business Intelligence Foundations & Power BI Architecture					8 hours	
Introduction to Business Intelligence (BI) and Visual Analytics, applications of BI in business decision-making, overview of Power BI ecosystem, installation and interface of Power BI Desktop, importing data from Excel, CSV, and web sources, understanding data types, introduction to Power Query Editor, basic data transformation, introduction to charts and dashboard concepts.								
Module 2		Data Cleaning & Transformation using Power Query					8 hours	
Data cleaning techniques; handling missing values and duplicates; changing data formats; splitting and merging columns; appending and merging queries; creating custom columns; introduction to data modelling; relationships between tables; star schema basics; date tables; importing multiple files and folders.								
Module 3		Data Visualisation & Interactive Reporting					8 hours	
Creating bar charts, line charts, pie charts, tables, matrix visuals, treemaps, maps, and KPI cards, visualization selection techniques, slicers and filters, drill-down and drill-through reports, conditional formatting, bookmarks and buttons, interactive report development, dashboard formatting and layout principles.								
Module 4		DAX (Data Analysis Expressions) for Managers					8 hours	
Introduction to DAX, calculated columns and measures, basic DAX functions (SUM, COUNT, AVERAGE, DISTINCTCOUNT), CALCULATE and FILTER functions, DIVIDE function, time intelligence functions, creating KPIs and business metrics, sales growth analysis, target vs achievement analysis, profitability and performance dashboards.								
Module 5		Storytelling Dashboards & Publishing					8 hours	
Introduction to AI features in Power BI, Power BI Copilot overview, Q&A visual, Key Influencers visual, forecasting and trend analysis, smart narratives, dashboard storytelling techniques, data storytelling principles, Dashboard layout principles – data-ink ratio, colour accessibility. Creating bookmarks and buttons for page navigation. Geospatial visuals – filled maps, bubble maps. Publishing to PowerBI Service, report sharing and collaboration, mobile dashboard view, and business case studies using dashboards. Sharing dashboards with stakeholders. Embedding dashboards in PowerPoint for board presentations.								



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

Total Lecture Hours 40 hours

Textbook:

1	Mastering Power BI: Build business intelligence applications powered with DAX calculations, insightful visualisations, advanced BI techniques, and loads of data sources - 2nd Edition	Chandraish Sinha (Author)
2	Storytelling with Data: A Data Visualisation Guide for Business Professionals	Cole Nussbaumer Knaflie

Reference Books:

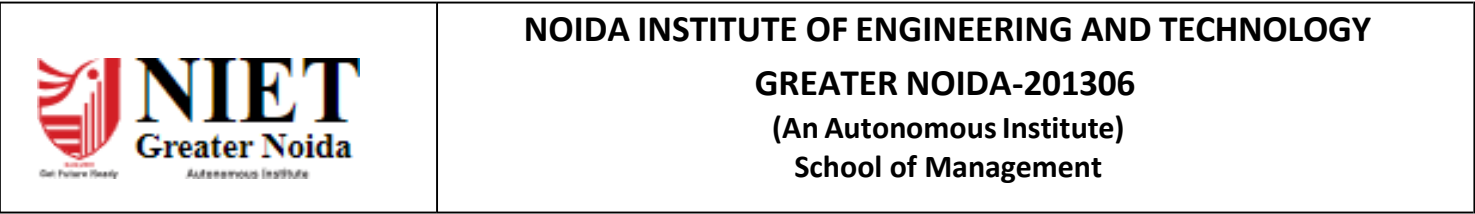
1	Data Visualisation: A Practical Introduction	Kieran Healy
2	Microsoft Power BI Essentials You Always Wanted to Know: Master Data Transformation, Visualisations, AI Integration & Reporting for Smarter Business Insights	Dr. Sini V. Pillai

NPTEL/ Youtube/ Faculty Video Link:

1	https://learn.microsoft.com/en-us/power-bi/ (Official Microsoft Power BI Documentation)
2	https://youtu.be/UXhGRVTndQA?si=lpwYs_ZrJaRnv2qh
3	https://youtu.be/KdC5R7oPCAI?si=BhCXE38PVNIcNBDJ

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



School of Management

Course Code: CMBA0359		Course Name: Summer Internship Report			L	T	P	C
Course Offered in: MBA					0	0	8	4
Pre-requisite: Students should have basic industry knowledge, completed core coursework, good communication skills, and a professional attitude with clear goals for the internship.								
Course Objectives: To provide students with practical exposure and hands-on experience in their field of study, enabling them to apply academic knowledge, develop professional skills, and explore career interests in a real-world work environment.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Understand and solve business problems in business organizations				K2, k3			
CO2	Develop the ability to identify the research gap				K4			
CO3	Apply statistical tools to provide optimum solution				K3, K5			
CO4	Develop the ability to interpret data and draw conclusions				K4, K5			
CO5	Develop Multi-Disciplinary Approach for identifying and solving business problems				K6, K7			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	3	2	2	2		
CO2		2	3	1	2	1		
CO3		2	3	1	1	1		
CO4		2	3	1	2	1		
CO5		3	2	2	3	2		
Course Contents / Syllabus								
Total Lecture Hours							40 hours	
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 for 6 to 8 weeks. The college/institute may facilitate this compulsory training for students.							
2)	During the training, the student is expected to learn about the organization and analyze and suggest solutions to a live problem. The objective is to equip the students with knowledge of the actual functioning of the organization and problems faced by them by exploring feasible suggestions.							
3)	During 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.							

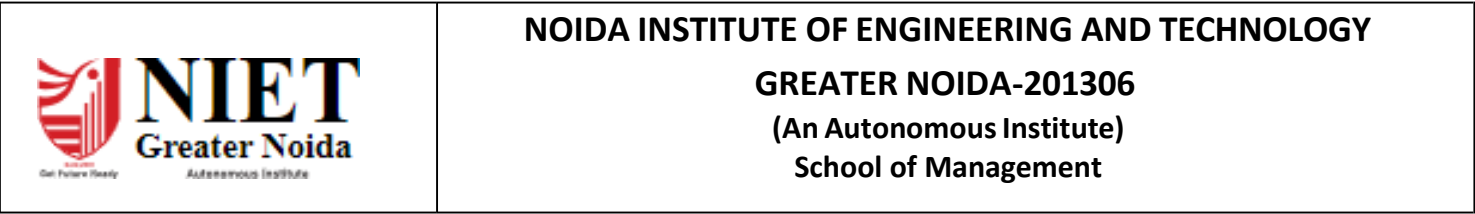
7)	The Summer Internship Project Report will carry 100 marks and will be evaluated by two examiners (external and internal). The evaluation will consist of (1) Project Report evaluation (2) Project Presentation and Viva. The Project Report evaluation will comprise of 50 marks and would be evaluated by 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 considered 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.	
Mode of Evaluation		
PS	PE	Total
50	100	150

Summer Internship Report Evaluation Criteria:

Summer Internship Report Evaluation (INTERNAL)					
Problem Statement (10)	Methodology used (10)	Data Analysis and Interpretation (10)	Presentation Weightage (10)	Documentation and Report Submission (10)	Total (50)
Summer Internship Report Evaluation (EXTERNAL)					
Problem Statement (20)	Methodology used (20)	Data Analysis and Interpretation (20)	Presentation Weightage (20)	Documentation and Report Submission (20)	Total (100)

Course Code: CMBA0401	Course Name: CSR, Corporate Governance and Business Ethics	L	T	P	C	
Course Offered in: MBA		3	0	0	3	
Pre-requisite: A foundational understanding of management principles, CSR and basic knowledge of business structures and functional areas such as marketing, finance, and HR. Also awareness of socio-political and economic issues that influence corporate decision-making and familiarity with core ethics and value systems, especially in business contexts.						
Course Objectives: To develop a comprehensive understanding of CSR and corporate governance by exploring different theories; the structure and function of corporate governance systems; ethical practices in business; and the causes and lessons from major corporate failures, enabling students to lead ethically and govern effectively in modern organizations. This course will also give insight on ESG.						
Course Outcome: After completion of the course, the student will be able to			Bloom’s Knowledge Level (KL)			
CO1	To understand the meaning, evolution, and theoretical foundations of Corporate Social Responsibility			K2		
CO2	To formulate CSR policies aligned with corporate strategy and governance structures and evaluate implementation models			K6		
CO3	To understand the concept, principles, structures, and practices of corporate governance			K2		
CO4	To understand the role of boards, committees, global systems, and CSR, with reference to major corporate failures.			K2		
CO5	To apply ESG investing strategies and sustainable finance instruments, assess sector-specific ESG risks and challenges for MSMEs, conduct ESG audits using standards			K3		
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)						
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5
CO1		3	2	3	1	2
CO2		2	3	3	3	2
CO3		3	2	2	3	1
CO4		2	3	2	3	2
CO5		2	3	3	3	2
Course Contents / Syllabus						
Module 1		Introduction to CSR			8 hours	
Meaning, definition, and evolution of CSR; Carroll's Pyramid — Economic, Legal, Ethical and Philanthropic responsibilities; Triple Bottom Line (People, Planet, Profit) and Stakeholder Theory (Freeman, 1984). Historical milestones: Bowen (1953), Friedman (1970), Carroll (1979); international frameworks — UN Global Compact, ISO 26000, OECD Guidelines. Theoretical perspectives: Legitimacy, Social Contract, Institutional and Agency theories; Shareholder vs. Stakeholder primacy debate. Drivers of CSR — internal (values, leadership) and external (regulation, investor pressure, media scrutiny); business case for CSR. CSR in India: Companies Act 2013 — Section 135, Schedule VII, 2% net profit rule, CSR Committee; NGRBC 2019. Case Studies: Tata Group, Infosys Foundation, ITC e-Choupal.						
Module 2		CSR Implementation, Reporting and Strategic Integration			8 hours	
CSR policy formulation: vision, objectives, scope, and alignment with corporate strategy; CSR governance structures including CSR Committee, Board oversight, and stakeholder engagement strategies. In-house vs. agency-led implementation; PPP models, NGO collaboration, supply chain CSR, and shared value creation (Porter & Kramer, 2011). CSR reporting frameworks: GRI Standards, BRSR (SEBI mandate for top 1000 companies), Integrated Reporting (IIRC), and SDG alignment; greenwashing risks						

and regulatory responses. Measuring CSR impact through SROI, KPIs, auditing, and Community Needs Assessment (CNA) tools								
Module 3			Concept and structure of corporate governance					8 hours
Meaning, Definition, Nature, Issues, need of corporate governance code, Code of Corporate Practices, Corporate Social Responsibility, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor, Protection in India. 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; Corporate Failures-								
Module 4			Business Ethics					8 hours
Morality and Ethics; Business Values and Ethics; Various Approaches to Business Ethics; Ethical Dilemma Ethical Theories; Ethical Governance; Corporate Ethics; CSR – Extension of Business Ethics; Benefits of Adopting Ethics in Business; Ethics Programme; Code of Ethics; Ethics Committee								
Module 5			ESG					8 hours
Conceptual foundations of ESG: meaning, evolution, and distinction from CSR; ESG pillars — Environmental, Social and Governance; key drivers: investor pressure, regulatory mandates, and stakeholder expectations. ESG rating frameworks: MSCI, Sustainalytics, S&P Global ESG Scores, SEBI's BRSR mandate, GRI Standards, ESG disclosure requirements for Indian listed companies and alignment with UN SDGs. ESG investing: integration strategies, negative/positive screening, impact investing, shareholder activism; sustainable finance instruments in India — green bonds, social bonds, and RBI green finance guidelines. ESG in the Indian corporate context: sector-specific ESG risks (banking, manufacturing, IT, FMCG); case studies — Infosys, Tata Steel, ITC; ESG challenges for MSMEs and supply chains. ESG Audit: scope, objectives, and process — materiality assessment, data collection, gap analysis, and third-party assurance; audit standards (GRI, ISAE 3000, AA1000); greenwashing identification and regulatory responses. ESG reporting and future outlook: constructing ESG reports, interpreting ESG scores, linking ESG performance to financial outcomes; SEBI regulatory roadmap, EU taxonomy influence, and transition toward mandatory standardised integrated value reporting.								
Total Lecture Hours								40 hours
Textbook:								
S.No		Book Title					Author	
1		Corporate governance: Principles, policies and practices (3rd ed.). Pearson Education India.					Fernando, A. C. (2018).	
2		Corporate social responsibility: Readings and cases in a global context (4th ed.). Routledge.					Crane, A., Matten, D., Gond, J. P., & Palazzo, G. (2022	
Reference Books:								
S.No		Book Title					Author	
1		Corporate governance (6th ed.). Oxford University Press.					Mallin, C. A. (2019).	
2		Strategic corporate social responsibility: A holistic approach to responsible and sustainable business (3rd ed.). SAGE Publications.					Haski-Leventhal, D. (2021).	
NPTEL/ Youtube/ Faculty Video Link:								
1.		https://www.youtube.com/watch?v=C_BgQRctP0Y&list=PLX0Im12KwTwmCbRmyXUYT2UXyAhpDi2Hv						
2.		https://www.youtube.com/watch?v=7CMUfDZ0Kzk						
Mode of Evaluation								
CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
			5	5	5	5		
30			20				100	150



School of Management

Course Code: CMBA0402		Course Name: Project Management			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Operations Management, Management Principles, Quantitative Techniques / Statistics								
Course Objectives: To provide a comprehensive understanding of project management concepts, methodologies, and best practices. To develop skills in project planning, scheduling, resource allocation, risk management, and control, familiarize students with tools and techniques for effective project execution and stakeholder management also to enable the application of project management principles in real-world business scenarios.								
Course Outcome: After completion of the course, the student will be able to					Bloom's Knowledge Level (KL)			
CO1	Explain the concepts, lifecycle, and strategic importance of Project Management.				K2			
CO2	Develop detailed project plans including scope, work breakdown structure, and scheduling.				K3			
CO3	Apply tools and techniques for time, cost, resource, and risk management in projects.				K4			
CO4	Analyze project performance using monitoring, control, and earned value management techniques.				K4			
CO5	Design and evaluate project execution strategies, including agile methods, quality, procurement, and closure.				K5			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		3	2	2	2	2		
CO2		2	3	3	3	3		
CO3		2	3	3	3	3		
CO4		3	3	3	3	3		
CO5		3	3	3	3	3		
Course Contents / Syllabus								
Module 1		Introduction to Project Management					8 hours	
Definition and characteristics of a project, Project vs Operations, Evolution of Project Management, Project Life Cycle (Initiation, Planning, Execution, Monitoring & Control, Closure), Project Management Body of Knowledge (PMBOK), Role and competencies of Project Manager, Strategic alignment and project selection, Project organization structures, Stakeholder management.								
Module 2		Project Planning and Scheduling					8 hours	
Project Initiation and Charter, Scope Management, Work Breakdown Structure (WBS), Network Analysis – CPM and PERT, Gantt Charts, Crashing of projects, Resource planning and leveling, Cost estimation and budgeting, Project Finance.								
Module 3		Project Risk, Quality and Procurement Management					8 hours	
Risk identification, analysis, response planning and monitoring, Qualitative and Quantitative Risk Analysis, Quality planning, assurance and control, Procurement management, Contracts and vendor selection, Ethical issues in project management.								
Module 4		Project Monitoring, Control and Performance Measurement					8 hours	
Project monitoring and control techniques, Earned Value Management (EVM), Variance analysis, Performance								

reporting, Change control management, Project dashboards and MIS, Tools like MS Project / Primavera.

Module 5	Project Closure, Modern Approaches and Case Studies	8 hours
-----------------	---	----------------

Project closure, handover and documentation, Post-project review and lessons learned, Agile Project Management, Scrum, Kanban, Hybrid approaches, Sustainability in projects, International projects, Contemporary issues and case studies of successful/failed projects.

Total Lecture Hours	40 hours
----------------------------	-----------------

Textbook:

S.No	Book Title	Author
1	Project Management, A strategic managerial approach, An Indian Adaptation	Jack R. Meredith; Scott M. Shafer; Ramesh Anbanandam
2	Project Management: A Systems Approach to Planning, Scheduling, and Controlling	Harold Kerzner

Reference Books:

S.No	Book Title	Author
1	Project Management	Clifford F. Gray & Erik W. Larson
2	Fundamentals of Project Management	James P. Lewis

NPTEL/ Youtube/ Faculty Video Link:

1	NPTEL: Project Management (IIT Kharagpur / Madras)
2	https://www.youtube.com/watch?v=Klu1z4zpjo8 (Simplilearn Project Management Tutorial)
3	PMI Official Resources & YouTube Channel

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1	TA2	TA3	Attendance		
			5	5	5	5		
30			20				100	150

Course Code: CMBASM0411		Course Name: Logistics Management				L	T	P	C
Course Offered in: MBA						3	0	0	3
Pre-requisite: Knowledge of logistics and supply chain management									
Course Objectives: 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.									
Course Outcome: After completion of the course, the student will be able to						Bloom’s Knowledge Level (KL)			
CO1	Understand the fundamentals of logistics and supply chain management.					K2			
CO2	Analyse the factors influencing transportation costs and understand modes of transportation.					K4			
CO3	Understand the Containerization, Cargo and International Trade Distribution					K2			
CO4	Analyse factors in the development of the Multi-Modalism Strategy and its components.					K4			
CO5	Understand the vehicle management system and also analyse factors affecting mode and route choice.					K2			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	1	2	2			
CO2		3	3	1	2	2			
CO3		2	2	1	3	3			
CO4		3	3	2	3	2			
CO5		3	3	2	2	3			
Course Contents / Syllabus									
Module 1		Logistics Management						8 hours	
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									
Module 2		Modes of Transportation						8 hours	
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.									
Module 3		Containerization & Cargos						8 hours	
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									
Module 4		Multi modal Transport						8 hours	
Multi-modal Trade Routes - Evolution - Basic Intermodal System - Factors outline why shipper favour Multi-modalism - Factors in Development Features -Multi-Modalism Strategy – Components.									
Module 5		Vehicle Management						8 hours	
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									
Total Lecture Hours								40 hours	



NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY

GREATER NOIDA-201306

(An Autonomous Institute)

School of Management

Textbook:

S.No: 1	Book Title: Logistics Management	Author: Pearson Publication
----------------	---	------------------------------------

Reference Books:

S.No: 2	Book Title: Supply Chain And Logistics Management	Author: Dr. Shaila Bootwala, Raisa Shaikh, Faizal Mohammad Shareef MQ, Nirali Prakashan
----------------	--	---

NPTEL/ Youtube/ Faculty Video Link:

<https://youtu.be/Lpp9bHtPAN0?si=M26yQzTN3DQeIL30>

<https://youtu.be/ROUJSvhsjUg?si=pJr6i9jPcTDuMvW8>

<https://youtu.be/0qotVMX-J5s?si=TBkjd1-mdmNL0yJi>

https://youtu.be/YNKbt-g2Wx4?si=BneQ_tpDEpTYEvT6

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: CMBABA0411		Course Name: Social Media Analytics			L	T	P	C
Course Offered in: MBA					3	0	0	3
Pre-requisite: Knowledge of information technology and data science.								
Course Objectives: 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.								
Course Outcome: After completion of the course, the student will be able to							Bloom’s Knowledge Level (KL)	
CO1	Understand the types of social media data and the ethical sensitivity of this data.							K2
CO2	Understand and apply the concepts of text analytics.							K3
CO3	Understand and apply web analytics and related concepts.							K5
CO4	Draw meaningful insights and provide actionable and strategic recommendations based on thorough social media data analysis.							K4
CO5	Compute sentiment over social media text.							K4
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)								
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5		
CO1		2	2	2	3	1		
CO2		2	3	1	1	1		
CO3		3	3	1	2	1		
CO4		3	3	2	2	2		
CO5		2	3	1	1	1		
Course Contents / Syllabus								
Module 1		Introduction to Social Media Data					8 hours	
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.								
Module 2		Text Analytics and Text Mining					8 hours	
Text Analytics and Text Mining Concepts and Definitions, Natural Language Processing. Text Mining Applications, Text Mining Process, Text Mining Tools.								
Module 3		Web Analytics					8 hours	
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 Classroom discussion, videos, Case study, 8 Hours Practical-based assignment CO3 process.								
Module 4		Social Media Analytics					8 hours	
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.								
Module 5		Sentiment Analysis					8 hours	
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.								

Total Lecture Hours							40 hours	
Textbook:								
1	Social media analytics and practical applications: The change to the competition landscape. CRC Press.					Kumar, S., & Qiu, L.		
2	Urban Analytics with Social Media Data: Foundations, Applications and Platforms. CRC Press.					Yigitcanlar, T., & Kankanamge, N.		
Reference Books:								
1	Ask, measure, learn: using social media analytics to understand and influence customer behavior. " O'Reilly Media, Inc."					Finger, L., & Dutta, S.		
2	Deep learning-based approaches for sentiment analysis (p. 4). Singapore: Springer.					Agarwal, B., Nayak, R., Mittal, N., & Patnaik, S. (Eds.).		
NPTEL/ Youtube/ Faculty Video Link:								
1	https://www.coursera.org/specializations/social-media-analytics							
2	https://www.youtube.com/watch?v=sQHYJnAa9Cc							
3	https://www.youtube.com/watch?v=6Eux5_sv5Lk							
4	https://www.coursera.org/learn/social-media-analytics-introduction							
Mode of Evaluation								
CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: CMBAFM0411		Course Name: Behavioral Finance		L	T	P	C
Course Offered in: MBA				3	0	0	3
Pre-requisite: Prior knowledge of Human Behavior and finance							
Course Objectives: This course introduces students to the psychological and behavioral dimensions of financial decision making. It aims to develop an understanding of how cognitive biases, heuristics, and emotions influence investor behavior and market outcomes. The course focuses on foundational concepts of behavioral finance, including key biases, market anomalies, and the limitations of traditional finance theories. Students will be equipped to identify irrational behavior patterns and explore basic strategies for sound financial decision making.							
Course Outcome: After completion of the course, the student will be able to					Bloom’s Knowledge Level (KL)		
CO1	Understand different behavioral biases exhibited by investors					K2	
CO2	Analyze why clients make the decisions that they do and whether their behavior needs to be modified or adapted.					K4	
CO3	Design portfolios for different clients after taking their behavioral biases into account					K6	
CO4	Examine heuristics and common cognitive biases that affect investor decision making.					K4	
CO5	Design an experiment to test the behavioral biases exhibited by different individuals.					K6	
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	2	-	-	-	
CO2		3	3	-	2	-	
CO3		3	3	-	-	-	
CO4		2	3	2	-	-	
CO5		2	3	3	2	2	
Course Contents / Syllabus							
Module 1		Introduction to Behavioral Finance				8 hours	
What is Behavioral Finance? – The Big Picture, Standard Finance v/s Behavioral Finance, The Role of Behavioral Finance in Creating a Successful Advisory Relationship; The History of behavioral Finance – Historical Perspective on the link between Psychology and Economics, Modern Behavioral Finance, Psychographic Models used in Behavioral Finance; Introduction to Behavioral Biases – Definition and Categorization, Differences between Cognitive and Emotional Biases.							
Module 2		Belief Perseverance Biases				8 hours	
Cognitive Dissonance Bias, Conservatism Bias, Confirmation Bias, Representativeness Bias, Illusion of Control Bias, Hindsight Bias – Description, Practical Application, Research Review, Diagnostic Testing and Advice.							
Module 3		Information Processing Biases, Emotional Biases				8 hours	
Mental Accounting Bias, Anchoring and Adjustment Bias, Framing Bias, Availability Bias, Self-Attribution Bias, Outcome Bias, Recency Bias - Description, Practical Application, Research Review, Diagnostic Testing and Advice. Loss Aversion Bias, Overconfidence Bias, Self-Control Bias, Status Quo Bias, Endowment Bias, Regret Aversion Bias, Affinity Bias - Description, Practical Application, Research Review, Diagnostic Testing and Advice.							
Module 4		Heuristic-Driven Behavior				8 hours	

Detailed analysis of heuristic-driven behaviour, representativeness heuristic and investment judgement, anchoring and adjustment in stock valuation, availability heuristic and information processing, gambler's fallacy and market reactions, cognitive versus emotional biases, overconfidence and excessive trading behaviour, conservatism and confirmation bias, illusion of control and hindsight bias, behavioural causes of irrational investment decisions, impact of heuristics on portfolio performance and market outcomes, Empirical evidence on behavioural biases, behavioural biases in stock market investments, herd mentality among investors, behavioural causes of financial crises, impact of biases on portfolio performance.

Module 5	Behavioral Finance Applications	8 hours
-----------------	--	----------------

Application of Behavioral Finance to Asset Allocation, Best Practical Allocation, Guidelines for Determining Best Practical Asset Allocation, Investment Policy and Asset Allocation, Case Studies. Behavioral Investor Type Diagnostic Process, Background of the Development of Behavioral Investor Types, Psychographic Models of Investor Behavior, Early Psychographic Models, The Behavioral Alpha Process – A Top-Down Approach, Behavioral Investor Types – Preserver, Follower, Independent, Accumulator.

Total Lecture Hours	40 hours
----------------------------	-----------------

Textbook:

S.No	Book Title	Author
1	(2020). <i>Behavioral finance</i> (2nd ed.). McGraw Hill Education.	P. Chandra
2	(2020). <i>Behavioral finance</i> . Himalaya Publishing House.	Sinha, P. K., & Sinha, S.

Reference Books:

S.No	Book Title	Author
1	(2021). <i>Nudge: Improving decisions about health, wealth, and happiness</i> (Final ed.). Penguin Books.	Thaler, R. H., & Sunstein, C. R.
2	(2020). <i>The psychology of money: Timeless lessons on wealth, greed, and happiness</i> . Harriman House.	Housel, M.

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.youtube.com/watch?v=oj7l_0Moxs8&list=PLqx4a7dx1HwAKXkFL8K1rwVPWnBk6_AXi
2	https://www.youtube.com/watch?v=LA9QLgPxtUg&list=PLNsppmbLKJ8K1vtzqc8nLHaYR6D04paJ9

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: CMBAMK0411		Course Name: Sales and Distribution Management				L	T	P	C
Course Offered in: MBA						3	0	0	3
Pre-requisite: Understanding of Marketing Management									
Course Objectives: The course develops understanding of sales management concepts while building skills in sales force management and organizational design. It also focuses on distribution systems, channel performance, and the use of modern tools like CRM, analytics, and digital selling.									
Course Outcome: After completion of the course, the student will be able to						Bloom's Knowledge Level (KL)			
CO1	Develop knowledge and understanding of distribution management					K2			
CO2	Apply sales management strategies in real-world situations					K4			
CO3	Analyze and evaluate sales decisions and alternatives					K6			
CO4	Understand distribution and channel management systems					K2			
CO5	Evaluate channel performance and control mechanisms					K4			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)									
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5			
CO1		3	2	1	1	1			
CO2		3	3	2	2	2			
CO3		3	3	3	2	2			
CO4		2	3	2	3	2			
CO5		2	3	3	3	3			
Course Contents / Syllabus									
Module 1		Overview of Sales and Selling Theories						8 hours	
Introduction to sales: Role of selling in marketing, Personal selling, salesmanship, and role of sales manager, Types of sales personnel , Characteristics of a successful salesperson, Theories of selling (AIDA, Relationship Selling, Consultative Selling), Sales management concepts and process of effective selling.									
Module 2		Building Sales Organization						8 hours	
Types of sales organization and structures, Functions and responsibilities of sales personnel, Designing and staffing sales organization , Recruitment and selection process, Training and development of sales force, Conducting sales training programs									
Module 3		Leading Sales Organization						8 hours	
Sales force motivation techniques, Designing and administering compensation plans, Incentives and sales contests, Sales forecasting and budgeting, Sales quota and territory design, Sales force productivity and performance appraisal, Sales reporting and monitoring mechanisms									
Module 4		Distribution Management and Logistics						8 hours	
Types of distribution channels: Direct, Indirect, Hybrid, Importance of distribution mix, Types of marketing channels, Order processing: Concept and importance, Transportation: Types and suitability, Warehousing: Concept, importance, and types, Inventory control methods (EOQ, ABC analysis), Material handling concepts									
Module 5		Channel Management and Performance						8 hours	
Channel management and control, Performance measurement in marketing channels, Channel profitability analysis, Appraisal of channel members, Channel conflict: Sources and types, Conflict management techniques, Channel leadership, Channel information systems and their impact, Role of technology and CRM in channel management									
Total Lecture Hours								40 hours	
Textbook:									
S.No	Book Title			Author					



NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY

GREATER NOIDA-201306

(An Autonomous Institute)

School of Management

1.	Sales and Distribution Management (3rd Ed.)	Tapan Panda & Sunil Sahadev
2.	Sales Management (6th Ed.)	Richard R. Still

Reference Books:

1.	Sales and Distribution Management: An Indian Perspective	Tapan Panda
2.	Sales and Distribution Management	Krishna K. Havaladar & Cavale

NPTEL/ Youtube/ Faculty Video Link:

1	https://www.youtube.com/watch?v=0kY6HahUZdM
2	https://www.youtube.com/watch?v=irV6nMETv4g
3	https://www.youtube.com/watch?v=irV6nMETv4g&list=PLVB_qCTQ5cHaQg-aIdliSFwvc7iGzdzQl&index=7
4	https://www.youtube.com/watch?v=0kY6HahUZdM&list=PLVB_qCTQ5cHaQg-aIdliSFwvc7iGzdzQl

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150

Course Code: CMBAHR0411		Course Name: Training and Development		L	T	P	C
Course Offered in: MBA				3	0	0	3
Pre-requisite: Knowledge of human resource management.							
Course Objectives: This course aims to make the students understand training needs, methods, and emerging trends in development.							
Course Outcome: After completion of the course, the student will be able to				Bloom’s Knowledge Level (KL)			
CO1	Understand the basics and importance of training and development.			K2			
CO2	Identify training needs and prepare training programs.			K3			
CO3	Analyze different training and development methods and techniques.			K4			
CO4	Evaluate training effectiveness using training evaluation models			K5			
CO5	Examine emerging trends and contemporary issues in training and development			K4			
CO-PO Mapping (Scale 1: Low, 2: Medium, 3: High)							
CO-PO Mapping		PO1	PO2	PO3	PO4	PO5	
CO1		3	1	2	1	2	
CO2		3	3	2	1	3	
CO3		3	3	2	1	3	
CO4		3	3	2	2	2	
CO5		2	3	2	3	2	
Course Contents / Syllabus							
Module 1		Introduction to Training and Development			8 hours		
Meaning and concept of training and development; difference between training and development, importance and objectives of training and development; scope of training and development; learning and training, Process and designing of training programs, opportunities and challenges in training;							
Module 2		Training Need Analysis and Programme Design			8 hours		
Meaning of Training Need Analysis (TNA), organizational, task and individual analysis, identifying skill gaps, competency mapping, setting training objectives, designing training programs, preparation of training schedule and budget.							
Module 3		Training and Development Methods and Techniques			8 hours		
On-the-job and off-the-job training methods; coaching, mentoring, job rotation, role play, case study, simulation, management games and experiential learning; e-learning, blended learning, and virtual training methods; Management Development: strategies, types of on the job and off the job development methods.							
Module 4		Training Evaluation			8 hours		
Meaning and importance of training evaluation, Training Cost- Direct and Indirect, Training evaluation models; Kirkpatrick’s model, Relevance and approach; Return on Investment on training; Jack Philip Model; feedback and learning transfer.							
Module 5		Emerging Trends in Training and Development			8 hours		
Training and organizational development; learning organization and knowledge management; diversity and inclusion training; ethics in training and development; remote and hybrid workforce training; AI-Based Technologies in Training & Development.							
					Total Lecture Hours		
					40 hours		
Textbook:							
S.No	Book Title: Human Resource Development Training and Development			Author:T.V. Rao K. Aswathappa			
Reference Books:							
S.No	Book Title:Employee Training and Development			Author:Raymond A. Noe			



NOIDA INSTITUTE OF ENGINEERING AND TECHNOLOGY

GREATER NOIDA-201306

(An Autonomous Institute)

School of Management

NPTEL/ Youtube/ Faculty Video Link:

<https://youtu.be/5Zn6Cc8-snA?si=spwLF2xGfiobgBD8>

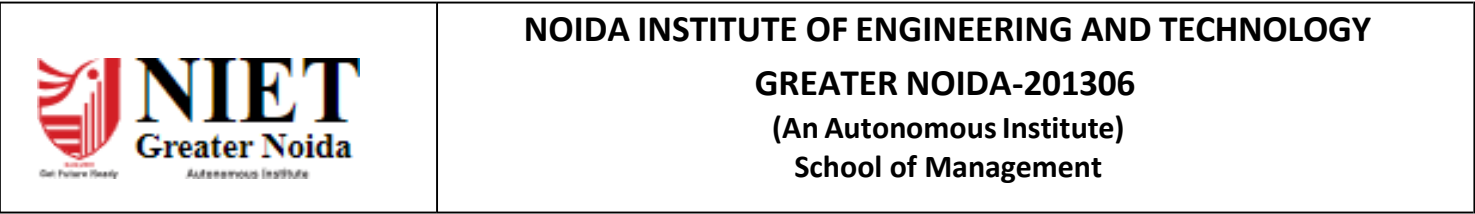
<https://youtu.be/jRmkQBccr6o?si=LfqudX3hR-BAebrm>

<https://youtu.be/nDQUNsyxBis?si=LIHfOqmzaX7KRCqw>

<https://youtu.be/Gzn6kXN8JLg?si=mqtz-WEXCYNdstR>

Mode of Evaluation

CIE							ESE	Total
ST1	ST2	ST3	TA1 5	TA2 5	TA3 5	Attendance 5		
30			20				100	150



School of Management

Before starting the project, students must submit a synopsis to the faculty guide/department for approval. The synopsis should include the title, introduction, need of the study, objectives, research problem, methodology, sample size, data collection method, and references.

3. Guidance and Progress Review

Each student will work under an assigned faculty guide. Regular meetings with the guide are compulsory. Students must follow the suggestions given by the guide and submit progress reports as per the schedule.

4. Research Methodology

Students should clearly mention the type of research, data sources, sampling technique, sample size, and tools used for data analysis. Data may be collected through questionnaires, interviews, company reports, websites, journals, and research papers.

5. Format & Certificate:

Report should be made as per prescribed format by the institute. A certificate from the supervisor and the Head of the Department certifying the authenticity of the report shall be attached therewith.

6. Originality and Ethics

The dissertation must be the student's original work. Plagiarism, copied content, and manipulated data are strictly prohibited. All books, journals, websites, and reports used must be properly cited.

7. Final Submission

Students must submit the report along with the approved synopsis, guide certificate, student declaration, acknowledgement, plagiarism report, questionnaire, annexure, and PPT for viva. The student will submit two hard-bound copies of the report in the department. The report should be typed in A-4 size paper.

8. Viva-Voce

Students should be prepared to explain their topic, objectives, methodology, sample size, analysis, findings, suggestions, limitations, and conclusion during the viva.

9. 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 the Project Report will comprise of 50 marks and will be evaluated by the internal guide.
- The evaluation of Project Report & Viva Voce would comprise of 100 marks and would be evaluated by two examiners (1 external and 1 internal).

Mode of Evaluation

PS	PE	Total
50	100	150

Dissertation Evaluation (INTERNAL)					
Problem Statement (10)	Methodology used (10)	Data Analysis and Interpretation (10)	Presentation Weightage (10)	Documentation and Report Submission (10)	Total (50)
Dissertation Evaluation (EXTERNAL)					
Problem Statement (20)	Methodology used (20)	Data Analysis and Interpretation (20)	Presentation Weightage (20)	Documentation and Report Submission (20)	Total (100)