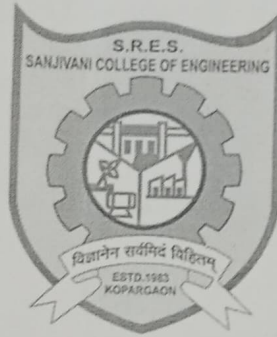


Sanjivani Rural Education Society's
Sanjivani College of Engineering,
Kopargaon

(An Autonomous Institute Affiliated to Savitribai Phule Pune University, Pune)



MASTER OF BUSINESS ADMINISTRATION
Academic Year 2019-20

Curriculum



At. Sahajanandnagar, Post. Shingapur Tal. Kopargaon Dist. Ahmednagar,
Maharashtra State, India PIN 423603.

Sanjivani College of Engineering, Kopergaon

(An Autonomous Institute affiliated to SPPU, Pune)

DECLARATION

We, the Board of Studies (MBA), hereby declare that we have designed the Curriculum of MBA Curriculum Structure and Syllabus for first-year semesters I & II and second-year semesters III & IV w.e.f. from A.Y 2019-20 as per the guidelines. So, we are pleased to submit and publish this FINAL copy of the curriculum for the information to all the concerned stakeholders.

Submitted by

(Dr. Vinod R Malkar)
BoS Chairman

Approved by

Dean Academics



Director

2019-21



Sanjivani College of Engineering, Department of MBA

**Choice Based Credit System (CBCS) and Grading
System Outcome Based Education Pattern
(CBCGS & OBE Pattern)**

Curriculum

**Master of Business Administration (M.B.A)
2 Years, 4 Semester Full-time Programme**

Batch :2019-21

Vision:

To be a Centre of academic excellence in the field of management education that makes socially responsible future managers, leaders, and entrepreneurs.

Mission:

Our Mission is to develop learners to add value to the society and nation-building. We will achieve this by using learner-centric teaching pedagogies, providing a learning environment to build Managerial and Entrepreneurial competencies and endeavoring to develop socially responsible citizen

Objectives of Department:

1. To equip the students with requisite knowledge, skills and right attitude necessary to provide effective leadership in a global environment
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of Indian economy and society aligned with the national priorities
3. To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem

It is two years, four Semesters, Full-time, Choice Based Credit System (CBCS) and Grading System, Outcome Based Education Pattern effective from AY 2019-20 for MBA-1st year and AY 2020-21 for MBA-2nd year.

1.0 Preamble: The MBA Curriculum 2019 first version after being autonomous builds on the implementation of the Choice Based Credit System (CBCS) and Grading System as per the guidelines stated by UGC. The curriculum takes the MBA programme to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

2.0 Definitions:

2.1 Outcome-Based Education:

2.1.1 Outcome-Based Education (OBE) Approach: Outcomes are about performance, and this implies:

- a) There must be a performer – the student (learner), not only the teacher
- b) There must be something performable (thus demonstrable or assessable) to perform
- c) The focus is on the performance, not the activity or task to be performed

2.1.2 Programme Educational Objectives (PEOs): Programme Educational Objectives are a set of broad future-focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave school and are living full and productive lives. Thus PEOs are what the programme is preparing graduates for in their career and professional life (to attain within a few years after graduation).

2.1.3 Graduate Attributes (GAs): Graduate Attributes (GAs) are the qualities, knowledge, and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include disciplinary expertise or technical knowledge but will go beyond it.

2.1.4 Program Outcomes (POs): Program Outcomes are a set of narrow statements that describes what students (learners) of the program are expected to know and be able to perform or attain by the time of graduation.

2.1.5 Learning Outcomes: A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation.

The three broad types of learning outcomes are:

- a) Functional knowledge and skills
- b) Generic skills
- c) Attitudes and values

2.1.6 Course Outcomes (COs): A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

2.1.7 Teaching and Learning Activities (TLAs): The set of pedagogical tools and techniques or the teaching and learning activities that aims to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

2.1.8 Outcome-Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is, therefore, a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

2.2 Credit: In terms of credits, for a period of one semester of 15 weeks:

- a) Every ONE-hour session per week of L amounts to 1 credit per semester
- b) A minimum of TWO hours per week of T amounts to 1 credit per semester,
- c) A minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Head of the Department / Designated academic authority/Body of the Institute.

2.3 Session: Each teaching-learning, evaluation session shall be of 60 minutes. However, flexibility is given to the head of the department to decide their session time.

2.4 Course Announcement: The department will announce the elective courses and specializations which are proposed to offer to the students out of the wider course basket. The decision of the Head of the Department shall be final in this case. However, in the spirit of the Choice Based Credit System, this curriculum offers choices to the student for Elective courses and is not limited to offer only the minimum number of Electives.

2.5 Course Registration: Courses will be announced to the students at the beginning of the semester. Student needs to select the course choice from the basket and submit to the head of the department in the prescribed format. It is mandatory for every student, to register every semester, for the courses opted for that semester. Fast learner can earn extra credits in the first semester and the extra credits would be carrying forward to next semester. During the time of registration Faculty Advisor will advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within the first week of commencement of Semester I and immediately after the conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

PEO 1: To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.

PEO 2: To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.

PEO 3: To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.

PEO 4: To harness the entrepreneurial approach and skill sets.

3.2 Program Outcomes (POs): At the end of the MBA program the learner will possess the

PO1: Apply knowledge of management theories and practices to solve business problems.

PO2: Foster Analytical and critical thinking abilities for data-based decision making.

PO3: Ability to effectively communicate in the present context and types of organization.

PO4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of a business.

PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6: Ability to apply knowledge of values ethics and behavioral Sciences reflecting qualities of socially responsible citizens.

PO7: Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.

3.3 Graduate Attributes (GAs): At the end of the MBA program the learner shall exhibit:

GA1: Managerial competence

GA2: Proficiency in Communication

GA3: Research Orientation

GA4: Global Orientation

GA5: Entrepreneurship Orientation

GA6: Cross-functional & Inter-disciplinary Orientation

GA7: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

4.0 MBA Program Course Types & Evaluation Pattern:

4.1 Course Types

4.1.1 **Core Courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.

4.1.2 **Generic Core (GC):** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.

4.1.3 **Subject Core (SC):** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations/electives). These are also known as Soft Core Courses.

4.1.4 Elective Course (EC): Elective course is a course which can be chosen from a pool of courses. It may be:

- a) Very Specialized or advanced course focusing on a specific aspect
- b) Supportive to the discipline of study
- c) Providing an extended scope
- d) Enabling an exposure to some other discipline/domain
- e) Nurturing candidate's proficiency/skills.

4.1.5 Generic Elective (GE): An elective course which is common across disciplines/subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.

4.1.6 Subject Elective (SE): A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization

4.1.7 Foundation Elective (FE): These Elective courses focus on developing the basic abilities that support the understanding of other courses.

4.1.8 Enrichment Elective (EE): This is an Elective course generally offered to bright learners / fast learners for advanced inputs beyond the curriculum. Enrichment Course shall be a 1 Credit Course. The course is designed and assessed by the faculty member(s).

4.1.9 Alternative Study Credit Courses (ASCC): These courses prepare the learners for a VUCA (Volatile Uncertain, Complex and Ambiguous) world by going beyond the boundaries of the campus. All the ASCC shall be of 2 credits each. Maximum credits for ASCC shall not exceed 08 (Eight) Credits till Final Seminar. Eight Credits of ASCC would be spread with two credits per Semester. ASCC shall be executed in online study mode/fieldwork or project mode/certification mode. A faculty guide shall be assigned for such courses. The faculty shall oversee the progress of the learner and on Certification of the course by competent bodies 2 credits would be earned. The start date of the ASCC such as Professional Certifications shall be after the admission date for the MBA programme and the end date of the ASCC shall be within 6 months of the start date of the ASCC, but before the completion of Semester IV. The list of ASCC is provided in Annexure I.

4.1.10 Continuous Assessment (CA) Every student will be evaluated by the course teacher with various tools mentioned in point no.7

4.1.11 Mid Semester Examination (MSE): Every student will undergo mid-semester examination after 07 weeks of commencement of Classes.

4.1.12 End Semester Examination (ESE): Every student will undergo End semester examination after completion of 15 weeks learning.

4.2 MBA Programme Structure: The Basic Programme Structure shall be as depicted

Sanjivani MBA Programme Structure(2019-21)													
Block	SEM- I	Credits	SEM- II	Credits	SEM- III	Credits	SEM- IV	Credits	Total Credits	CA	MSE	ESE	Total
A	GC-01	3	GC-07	3	GC-11	3	GC-14	3	66	250	600	1250	2100 Marks
	GC-02	3	GC-08	3	GC-12	3	GC-15	3					
	GC-03	3	GC-09	3	GC-13	6	SC-05	3					
	GC-04	3	GC-10	3	SC-03	3	SC-06	3					
	GC-05	3	SC-01	3	SC-04	3							
	GC-06	3	SC-02	3									
B	GE-01	2	GE-07	2	GE-10	2	GE-13	2	28	140	560	700	400 Marks
	GE-02	2	GE-08	2	GE-11	2	GE-14	2					
	GE-03	2	GE-09	2	GE-12	2	GE-15	2					
	GE-04	2	SE-01	2	SE-05	2	GE-16	2					
	GE-05	2	SE-02	2	SE-06	2	SE-10	2					
	GE-06	2	SE-03	2	SE-07	2	SE-11	2					
			SE-04	2	SE-08	2	SE-12	2					
					SE-09	2	SE-13	2					
	C	FE-01	1	FE-05	1	ASCC	2	ASCC					
FE-02		1	FE-06	1	OE	2	OE	2					
FE-03		1	FE-07	1									
FE-04		1	FE-08	1									
EE-01		1	EE-05	1									
EE-02		1	EE-06	1									
EE-03		1	EE-07	1									
EE-04		1	EE-08	1									
ASCC		2	ASCC	2									
Open Elective		1	Open Elective	1									
		6		6		2		2					
Total Credits per Semester (A+B+C)		30		30		28		22	110	790	600	1810	3200 Marks

Total Credits: 110 Total Marks 3200

BLOCK-A

All the courses are compulsory as it include generic core and subject core

Each Course is of 3 credits (Evaluated for 100 Marks : 10 CA+ 30 MSE + 60 ESE)

(GC-13) Summer Internship Project (SIP) is of 06 credits evaluated for 100 Marks (50 Marks CCE and 50 Marks ESE External Viva)

BLOCK -B

*Semester I- Select any 3 course to earn 06 Credits from Generic Elective

*Semester II- Select any one course from Generic Elective (GE) basket to earn 02 Credits and two courses from Subject Elective basket to earn 06 Credits .

*Semester III- Select any one course to earn 02 Credits from Generic Elective (GE) basket and three courses from the Subject Elective basket to earn 06 Credits.

*Semester IV- Select any one course to earn 02 credit from Generic Elective and three courses from the Subject Elective basket to earn 06Credits.

Here each course is of 2 credits (Evaluated for 50 Marks : 10 CA and 40 ESE)

BLOCK-C

* Semester I & II- Select any course from Block C to earn 06 credits each semesters.

* Semester III & IV- Select any course from Block C to earn 02 credits each semesters.

In Block C all courses evaluated by faculty as per subject requirement with prior approval of evaluation method from Head of Department

In Block C all ASCC would make individual to earn 2 credits (50 Marks) on submission of certificate in the given semester.

Semester I	Course Code	Credit	Course Name	
Generic Core/ Subject Core				
A	GC-01	101	3	Financial Accounting & Control
	GC-02	102	3	Marketing Management-I
	GC-03	103	3	Managerial Economics
	GC-04	104	3	Business Research and Analytics
	GC-05	105	3	Organizational Behavior
	GC-06	106	3	Legal and Business Environment
18				
Generic Elective/ Subject Elective				
B	GE-01	107	2	Business Communication
	GE-02	108	2	Management Fundamentals
	GE-03	109	2	Entrepreneurship Development
	GE-04	110	2	Selling and Negotiation Skills
	GE-05	111	2	Managing Innovation
	GE-06	112	2	Indian Economy
6				
Foundation/ Enrichment Electives / ASCC				
C	Foundation	FE-01	1	Elementary Business Etiquettes
		FE-02	1	Elementary English
		FE-03	1	Elementary Mathematics and Statistics
		FE-04	1	Mindfulness
	Enrichment	EE-01	1	Corporate Readiness- I
		EE-02	1	Foreign Language -I
		EE-03	1	Managerial Statistics Tools
		EE-04	1	Managerial Productivity Tools-I
	ASCC	ASCC	2	Approved List from Department for PCC and MOOCs
	OE	OE	1	Need Based Course May Be announced
6				
30				

	Semester II	Course Code	Credits	Course Name	
Generic Core/Subject Core					
A	GC-07	201	3	Financial Management	
	GC-08	202	3	Marketing Management-II	
	GC-09	203	3	Operations Management	
	GC-10	204	3	Human Resource Management	
	SC MKT-01	208 MKT	3	Marketing Research	
	SC MKT-02	209 MKT	3	Consumer Behavior	
	SC FIN-01	208 FIN	3	Financial Markets and Banking Operations	
	SC FIN-02	209 FIN	3	Personal Financial Planning	
	SC HRM-01	208 HRM	3	Manpower Planning	
	SC HRM-02	209 HRM	3	Training and Development	
			18		
Generic Elective/Subject Elective					
B	GE-07	205	2	Start Up and New Venture Management	
	GE-08	206	2	Geo Politics and World Economy System	
	GE-09	207	2	Computer Applications for Business	
	SE MKT-01	210 MKT	2	Digital Marketing	
	SE MKT-02	211 MKT	2	Marketing of Financial Services	
	SE MKT-03	212 MKT	2	Personal Selling Lab	
	SE MKT-04	213 MKT	2	Marketing of Luxury Products	
	SE FIN-01	210 FIN	2	Security and Portfolio Management	
	SE FIN -02	211 FIN	2	Direct Taxes	
	SE FIN -03	212 FIN	2	Corporate Valuation Merger and Acquisition	
	SE FIN -04	213 FIN	2	Online Trading of Financial Assets	
	SE HRM-01	210 HRM	2	Labour Welfare	
	SE HRM -02	211 HRM	2	Conflict and Negotiation Management	
	SE HRM -03	212 HRM	2	Public Relations & Corporate Communications	
SE HRM -04	213 HRM	2	Performance Management System		
			6		
Foundation/ Enrichment Electives / ASCC					
C	Foundation	FE-05	1	Elementary Verbal Reading Comprehension	
		FE-06	1	Elementary data Interpretation and LR	
		FE-07	1	Elementary Quantitative Ability	
		FE-08	1	Elementary Information Technology	
	Enrichment	EE-05	1	Corporate Readiness- II	
		EE-06	1	Foreign Language -II	
		EE-07	1	Managerial Productivity Tools-II	
		EE-08	1	Employability Enhancement & Corporate Culture	
	ASCC	ASCC	2	Approved List from Department for PCC and MOOCs	
	OE	OE	2	Need Based Course May Be announced	
				6	
				30	

SEMESTER -III				
	Course Category	Course Code	Credits	Course Title
A	Generic Core/ Subject Core			
	GC-11	301	3	Strategic Management
	GC-12	302	3	Decision Science
	GC-13	303	6	Summer Internship Program
	SC MKT-03	307 MKT	3	Services Marketing
	SC MKT-04	308 MKT	3	Sales & Distribution Management
	SC FIN-03	307 FIN	3	Financial Reporting and analysis
	SC FIN-04	308 FIN	3	International Finance
	SC HRM-03	307 HRM	3	Strategic Human Resource Management
	SC HRM-04	308 HRM	3	Labour Law
	SC OSCM-01	307OP	3	Service Operation Management-I
SC OSCM-02	308 OP	3	Supply Chain Management	
Total Credits			18	
B	Generic Elective/Subject Elective			
	GE-10	304	2	Corporate Governance
	GE-11	305	2	Quality Management
	GE-12	306	2	Advanced Computational Skills
	SE MKT-05	309 MKT	2	Integrated Marketing Communication
	SE MKT-06	310MKT	2	Product and Brand Management
	SE MKT-07	311MKT	2	Advanced Selling Skills
	SE MKT-08	312MKT	2	Business to Business Marketing
	SE MKT-09	313MKT	2	Marketing of High Technology Products
	SE FIN -05	309 FIN	2	Financial Modeling-I
	SE FIN -06	310 FIN	2	Indirect Taxation
	SE FIN -07	311 FIN	2	Equity Research
	SE FIN -08	312 FIN	2	Derivatives
	SE FIN -09	313 FIN	2	Fundamentals of Insurance- Products and Underwriting
	SE HRM -05	309 HRM	2	Talent Management
	SE HRM -06	310HRM	2	Compensation and Reward Management
	SE HRM -07	311HRM	2	Mentoring and Coaching
	SE HRM -08	312 HRM	2	Cross Culture Business Management
	SE HRM -09	313 HRM	2	Knowledge Management
	SE OSCM-01	309 OSCM	2	Planning and Control of Operation
	SE OSCM -02	310 OSCM	2	Productivity Management
SE OSCM -03	311 OSCM	2	Inventory Management	
SE OSCM -04	312 OSCM	2	Purchasing and Supplier Relationship Management	
SE OSCM -05	313 OSCM	2	Manufacturing Resource Planning	
Total Credits			8	
C	Approved List from Department for PCC and MOOCs			
		ASCC	2	
		OE	2	Need Based Course May Be announced
Total Credits			2	
SEMESTER -III Total Credits			28	

SEMESTER-IV				
	Course Category	Course Code	Credits	Course Title
A	Generic Core / Subject Core			
	GC-14	401	3	Indian Ethos and Business Ethics
	GC-15	402	3	Current Trends in Management
	SC MKT-05	407 MKT	3	Marketing 4.0
	SC MKT-06	408 MKT	3	Marketing Strategy
	SC FIN-05	407 FIN	3	Mergers, Acquisitions & Corporate Restructuring
	SC FIN-06	408 FIN	3	Advance Financial Management
	SC HRM-05	407 HRM	3	Organizational Change & Development
	SC HRM-06	408 HRM	3	Employment Relation- Recent Trends
	SC OSCM-03	407 OSCM	3	Six Sigma
	SC OSCM-04	408 OSCM	3	Logistics Management
Total Credits			12	
B	Generic Elective/ Subject Elective			
	GE-13	403	2	Competing In Global Markets
	GE-14	404	2	CSR and Sustainability
	GE-15	405	2	Project Management
	GE-16	406	2	Rural Immersion Programme
	SE MKT-10	409 MKT	2	Rural and Agricultural Marketing
	SE MKT-11	410 MKT	2	Retail Marketing
	SE MKT-12	411 MKT	2	Tourism and Hospitality Management
	SE MKT-13	412 MKT	2	Marketing to Emerging Markets and Bottom of the Pyramid
	SE FIN -10	409 FIN	2	Corporate Finance
	SE FIN -11	410 FIN	2	Introduction to Fin Tech
	SE FIN -12	411 FIN	2	Technical Analysis of Financial Markets
	SE FIN -13	412 FIN	2	Financial Modelling -II
	SE HRM -10	409 HRM	2	Human Capital Management & HR Audit
	SE HRM-11	410 HRM	2	Performance Management
	SE HRM -12	411 HRM	2	HR Analytics
	SE HRM -13	412 HRM	2	Employee Empowerment & Engagement
	SE OSCM -06	409 OSCM	2	Total Quality Management
	SE OSCM -07	410 OSCM	2	Toyota Production System
	SE OSCM-08	411 OSCM	2	Operations Strategy
SE OSCM -09	412 OSCM	2	Service Strategy	
Total Credits			8	
C	ASCC/ MOOCS			
		ASCC	2	Approved List from Department for PCC and MOOCs
		OE	2	Need Based Course May Be announced
	Total Credits			2
SEMESTER-IV Total Credits			22	

BLOCK NO	Title	Credit/Course	No of courses	TA	MSE	ESE	TOTAL
A	Generic Core	3	14	14*10= 140	14*30=420	14*60=840	1400
	SIP	6	1	1*50=50	-	1*50= 50	100
	Subject Core	3	6	6*10=60	6*30= 180	6*60=360	600
TOTAL (BLOCK A)		66	21	250	600	1250	2100
B	Generic Elective	2	06	06*10=60		06*40=240	300
	Subject Elective	2	08	08*10=80		08*40=320	400
TOTAL (BLOCK B)		24	12	140	-	560	700
C	Foundation , Enrichment,	1	8	8*25=200			200
	ASCC/MOOC/ PCC/SAP/ Open elective	2	04	04*50=200			200
TOTAL (BLOCK C)		20	16	400	-	-	400
TOTAL (BLOCK A+B+C)		110	49	790	600	1810	3200

Note:

- **SAP=** If students enroll themselves for the SAP course in Semester -I and complete 200 hours training and qualify the exam of SAP Certification then Students can claim for 06 Credits at the end of the third Semester from block C. Training Certificate in terms of training Hours completed in Sem-I/II/III Issued by the Training Partner of the Institute would be considered for the Credits to be earned.
- **Start-Up=** Learners opting for the 'Start-up: Launching and Sustaining' program shall earn the 20 Credits of Block C
- However, these learners shall skip the Block C (Foundation Elective (FE) / Enrichment Elective (EE)/ ASCC/ Open elective) courses and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard

LEGEND:

S.NO	Course Type	Credits	Nature
1	GENERIC CORE (GC)	42	COMPULSORY
2	SUBJECT CORE (SC)	18	COMPULSORY
3	GENERIC ELECTIVE (GE)	12	ELECTIVES
4	SUBJECT ELECTIVE (SE)	16	ELECTIVES
5	SIP	6	COMPULSORY
6	FOUNDATION/ENRICHMENT/OPEN ELECTIVE/MOOC/SAP/PCC	16	ELECTIVES
	Total	110	

5.0 Specializations offered:

The following specializations shall be offered as MAJOR / MINOR:

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)

The following specializations shall be offered ONLY as MINOR Specializations:

1. Operations & Supply Chain Management (OSCM)

Note:

1. Institute MAY NOT offer a specialization if a minimum of 20% of students is not registered for that specialization.
2. The Institute MAY NOT offer an elective course if a minimum of 20% of students is not registered for that elective course.

5.1 Major Specialization + Minor Specialization Combination:

1. For a **Major + Minor Specialization combination** the learner shall **complete**

- a) Only Major Specialization – Courses: Total 14 (6 Subject Core courses and 8 Subject Elective courses)
- b) For Major + Minor (from Minor Specialization – Courses: Total 4 (2 Subject Core courses and 2 Subject Elective courses)

Major Specialization					
Course	Semester	II	III	IV	Total
Subject Core	Course	2	2	2	6
	Credit/Course	3	3	3	
	Total Credits	6	6	6	18
Subject Elective	Course	2	3	3	8
	Credit/Course	2	2	2	
	Total Credits	4	6	6	16

Minor Specialization					
Course	Semester	II	III	IV	Total
Subject Core	Course		1	1	2
	Credit/Course		3	3	
	Total Credits		3	3	6
Subject Elective	Course		1	1	3
	Credit/Course		2	2	
	Total Credits		2	2	4

2. For a **Major + Minor Specialization combination** the learner shall **earn**

a) Major Specialization – Credits: Total 24 (12 Credits from Subject Core + Minimum 12 Credits from Subject Electives)

b) Minor Specialization – Credits: Total 10 (6 Credits from Subject Core + Minimum 4 Credits from Subject Electives)

3. The 10 credits of the MINOR specialization shall be from a single specialization, out of which 6 credits shall be mandatorily earned through the Subject Core Courses.

4. The Major + Minor specialization combination is OPTIONAL.

5. Students shall be permitted to opt for ANY Major + ANY Minor specialization combination, subject to institutional norms and guidelines, issued from time to time.

6. Institutes may stipulate additional criteria of minimum SGPA / CGPA, a number of backlogs, expectations about specific graduation discipline for students who wish to take up a specific specialization / specific major-minor combination. Such criteria may also involve the potential employability criteria for a particular specialization / Major + Minor specialization combination.

Options & Guidelines for Choice of Specialization:

1. Students can opt for a single specialization (i.e. Major Only – 3 choices, Marketing, Finance, and HR -34 credits)
2. Students can opt for two specializations [i.e. Major + Minor Combination – 1(Major) + 1(Minor) choices]
3. Specializations which are offered ONLY as MINOR shall be offered in the SECOND YEAR ONLY. (1 choice)
4. Courses for the Minor specialization shall be taken up in the second year ONLY (in either Semester III or Semester IV or in a combination of Semester III and IV).
5. The Major specialization of a student shall be determined by the Subject Core (SC) courses and the Subject Elective (SE - IL) courses chosen in Semester II.
6. All courses Subject Core (SC) courses and the Subject Elective (SE) courses chosen in Semester II shall belong to the same chosen specialization.
7. The learners shall generally complete 6 Subject Core courses (2 each in semester II, III, IV) and 8 Subject Elective courses (2, 3, 3 each in semester II, III, IV respectively). In this case, he /she shall be awarded MBA (Functional Area Specialization) degree, e.g. MBA (Marketing), MBA (Finance), etc.
8. The learners shall complete 4 Subject Core courses and 6 Subject Elective courses of Major specialization and 2 Subject Core courses and 2 Subject Elective courses of Minor specialization. In this case, he /she shall be awarded MBA (Functional Area Specialization Major + Functional Area Specialization Minor) degree, e.g. MBA (Marketing + Finance), etc

6.0 Summer Internship Project:

At the end of the Second Semester, each student shall undertake a Summer Internship Project (SIP) for a minimum of 8 weeks. For SIP, 1 credit is equivalent to minimum 40-45 hours of effective work. SIP shall have 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the HOD about the topic and organization before commencing the SIP. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally, the SIP should exhibit a cross-functional orientation. SIP can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. SIP may be a research project – based on primary/secondary data or maybe an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization/industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide(SIP Evaluation Sheet duly signed and stamped by the industry)
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in the case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning outcomes of the student
10. Utility to the host organization
11. References inappropriate referencing styles. (APA, MLA, Harvard, Chicago Style, etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Head of the Department (HOD).

The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ Chartered Account) shall also certify the SIP work. The students shall submit a spiral-bound copy of the SIP report by 15th September. The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks between 15th September to 30th September. The Panel shall comprise of two evaluators appointed by the Head of Department. It is encouraged to involve senior alumni, industry experts, and recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required if any. After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student. The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Semester III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

There shall be an external viva-voce for the SIP for 50 marks. The external viva-voce shall be conducted after the theory exam of Semester III.

The Internal & the External viva-voce shall evaluate the SIP-based on:

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Semester I and II
3. Understanding of the organization and business environment
4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

Copies of SIP report and records of evaluation shall be maintained by the Institute for a period of 3 academic years.

7.0 Continuous Assessment (CA)

1. The course teacher shall prepare the scheme of **Continuous Assessment (CA)** (Formative Assessment) before the commencement of the term. The scheme of **Continuous Assessment (CA)** shall explicitly state the linkages of each **Continuous Assessment (CA)** with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Head of the Department shall approve the scheme of **Continuous Assessment (CA)** with or without modifications.

3. Each **Continuous Assessment (CA)** item shall be of minimum 10 marks.
4. For Block A and Block B courses there shall be a MINIMUM of two **Continuous Assessment (CA)** items. The final scores shall be converted to 10, using an average or best one out of two formula.
5. For Block C the **Continuous Assessment (CA)** would be decided by the faculty based on the credits allotted to the course with prior approval from Head of the Department before the commencement of the Semester.
6. **Continuous Assessment (CA)** shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
7. The assessment outcome of each **Continuous Assessment (CA)** shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
8. A copy of the duly signed **Continuous Assessment (CA)** outcome shall be displayed on the notice boards, within a week of the assessment and guide the students for betterment.
9. Institute may conduct additional mark up / remedial **Continuous Assessment (CA)** items at its discretion of the HOD
10. At the end of the term aggregate **Continuous Assessment (CA)** , scores/grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board

7.1 Continuous Assessment (CA) Methods: Course teachers shall opt for a combination of one of more CONTINUOUS ASSESSMENT (CA) methods listed below.

Group A	Group B	Group C	Group D	Group E	Group F
Class Test Open Book Test Written Home Assignment In-depth Viva-Voce	Case Study Case let Situation Analysis	Field Visit / Study tour and report of the same Small-Group Project & Internal Viva-Voce Model Development Role Play Story Telling Fishbowls	Learning Diary Scrap Book / Story of the week / Story of the month Creating a Quiz Designing comic strips Work Portfolio Writing a Memo Writing an Advice Column Library Magazines based assessment Autobiography/Bi ography Creating Brochures / Bumper Stickers / Fliers Creating and Presenting Posters Creating Crossword Puzzles Peer assessment	Online Exam Simulation Exercises Presentation based on Google Alerts Webinar based assessment Creating Webpage / Website / Blog Discussion Boards Creating podcasts / Newscast Creating infographics / infomercial	Book Review Drafting a Policy Brief Drafting an Executive Summary Creating Concept maps Creating Taxonomy Annotated Bibliography Publishing a Research Paper Term Paper Thematic Presentation Literature Review

** Note- Each faculty should use the maximum one CONTINUOUS ASSESSMENT (CA) Method from each basket.

Rubrics: The course teacher shall design Rubrics for each CONTINUOUS ASSESSMENT (CA). Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the CONTINUOUS ASSESSMENT (CA) to COs.
2. A description of the assessment - brief concept note

3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

7.2 Retention of CONTINUOUS ASSESSMENT (CA) Documents: Records of TEACHER ASSESSMENT (TA) shall be retained for 3 years from the completion of the academic year. i.e. **Current Academic Year (CAY) + 3 years.**

8.0 Mid Semester Examination and End Semester Evaluation (ESE):

1. The Mid Semester examination (MSE) for **3 credit** GC and SC will be of 30 Marks and End Semester Examination (ESE) will be of 60 Marks, 10 Marks will be for Continuous Assessment (CA)
2. For **2 credit** GC and SC End Semester Examination (ESE) will be of 40 Marks, 10 Marks will be for Continuous Assessment (CA)
3. All questions shall be compulsory with internal choice within the questions.

9.0 Programme Flexibility:

9.1 Fast & Slow Learners:

1. **Fast learners:** Fast Learner may be permitted to register up to 4 additional credits in I, II, III semester from block C With fulfilling the pre-requisites defined for a course, if any. However the degree shall be awarded not earlier than the end of the 2 academic years since the first admission to the MBA programme.
2. **Slow learners,** may be permitted to register for less than the normal credits defined for a semester but shall have to complete the programme within the stipulated maximum duration of 4 academic years since the first admission to the MBA programme.

9.2 Dropping an Elective Course:

1. Students who opt for an elective course and fail to earn the credits for the elective course (subject core/subject elective) are permitted to opt for another elective course (subject core/subject elective) in case they feel to do so.
2. In such a case they shall be said to have dropped the original course and opted for a new one.
3. Courses in Block A CANNOT be dropped.

4. Block B (Subject Elective/ Generic Elective) and Block C (Foundation Elective (FE), Enrichment Elective (EE), ASCC, Open Elective) can be dropped and replaced with equivalent alternative courses in Block B and Block C respectively.
5. Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire MBA programme.

9.3 Block Credit Transfer:

1. Block credit transfer refers to a group of courses, such as a completed certificate or diploma program that is completed for transfer of credit into a degree program.
2. Block credit transfer shall be permitted for all **national and international professional certifications** achieved by the learner provided the **courses learning outcomes (CLOs)** are related to the **MBA programme's PEOs and POs** and are opted by the students **during the period of his enrolment for the MBA programme**. The institute shall verify the linkages between the CLOs and the MBA PEOs and POs.
3. Such transfer shall be permitted for Block C ONLY.

9.4 Credit Transfer for PCC/MOOCs:

1. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through **NCFM, SAP, SWAYAM, EdX, Coursera, Udemyas** etc. as part of PCC/MOOCs.
2. Priority shall be given to the SWAYAM, NCFM, SAP platform. If a course is not available of SWAYAM, NCFM, SAP other online platforms may be used.
3. Not more than 20 credits spread across the I/II/III/IV semesters shall be earned through the Block C
4. Not more than 6 credits from Block C shall be earned in Semester I/II and not more than 4 credits from Block C shall be earned in Semester III/IV .
5. Since PCC/MOOC is a guided self-study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
6. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed PCC/MOOCs, he/she wishes to pursue.
7. Online courses of SWAYAM or equivalent platform shall be allowed if:
 - a) There is non-availability of suitable teaching staff for running a course in the Institution
 - or
 - b) The facilities for offering the elective papers (courses), sought for by the students are not on offer in the Institution, but are available on the SWAYAM or equivalent platform.

9.5. Evaluation of PCC/MOOCs through SWAYAM:

- 1 In case of SWAYAM, the students shall be evaluated as a part of the PCC/MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).

2 The evaluation should be based on predefined norms and parameter and shall be based on a concurrent comprehensive evaluation throughout the length and breadth of course based on specified instruments like discussions, forms, quizzes, assignments, sessional examinations and final examination.

3 After conduct of the examination and completion of the evaluation, the host institution shall award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.

4 The parent institution shall, incorporate the marks/grade obtained by the student, as communicated by the Host Institution of the SWAYAM course in the marks sheet of the student that counts for final award of the degree/diploma by the University with the provision that the programs in which Lab/Practical Component is involved, the parent institution will evaluate the students for the practical/Lab component and accordingly incorporate these marks/grade in the overall marks/grade.

5 A certificate regarding successful completion of the PCC/MOOCs course shall be signed by the PI and issued through the Host Institution and sent to the Parent Institution.

Evaluation of MOOCS through EdX, Coursera, Udemy:

1 The concurrent comprehensive evaluation conducted by EdX, Coursera, Udemy may be adopted by the institute and the institute may accordingly incorporate these marks/grade in the overall marks/grade for the course.

2 Alternatively, the institute may carry out a concurrent comprehensive evaluation of such students who undertake PCC/MOOCs through the EdX, Coursera, Udemy platform.

9.6 Professional Certification Programmes:

1. Learners may opt for Professional Certification Programmes as a part of block C. These Professional Certification Programmes shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.

2. Not more than 20 credits shall be earned through the Block C

3. Not more than six credits from Block C shall be earned in Semester I/II and not more than four credits from Block C shall be earned in Semester III/IV

4. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seeks permission for seeking credit transfer for the proposed Professional Certification Programmes, he/she wishes to pursue.

5. For Professional Certification Programmes, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.

6. A valid certificate regarding successful completion of the Professional Certification Programmes shall be submitted by the learner to the institute for claiming the 2 credits.

7. Indicative list is provided below -
 - i. Business English Certificate (Cambridge) / IELTS / TOEFL Certification
 - ii. Foreign Language Certification Equivalent to A1/A2 or above
 - iii. Google / Microsoft / Oracle / Sun Certification
 - iv. NSE / BSE / NISM Certification
 - v. SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification
 - vi. Six Sigma Certification
 - vii. ISO Certification (as an auditor)
 - viii. Tally ERP Certification

9.7 Start-up: Launching and Sustaining' program: AICTE has launched the 'Start-up: Launching and Sustaining program to promote entrepreneurship.

Learners opting for the 'Start-up: Launching and Sustaining' program shall earn required 20 credits from the Block C with the minimum desired CGPA.

However, these learners shall skip the courses offered in Block C, and instead opt for the Milestone based concurrent comprehensive evaluation for 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard.

Such students shall have to fulfill **two out of the five measurable** outcomes as below:

- a) **Funding:** Student Start-up should acquire at least 1-5 Lakhs INR of start-up funding as capital/convertible equity or other similar equity instruments used in start-up investments.
- b) **Employment Created:** At least 5 additional jobs should be created, (other than student founders) with a minimum of Rs 15,000 per month to the employee for one full year.
- c) **Revenues Generated:** At least 5 Lakhs INR of Cumulative revenues should be generated by the student start-up as per Audited Profit and Loss Statements.
- d) **Surplus Generated:** At least 5 Lakhs INR of Cumulative surpluses should be generated by the student start-up as per Audited Profit and Loss Statements.
- e) **Patent Application or Granted:** The student start-up should have applied for registration of One Indian or International Patent OR such patent should be granted to the start-up.

Other modalities and guidelines as per the AICTE policy shall be adhered to.

Students opting for the 'Start-up: Launching and Sustaining' program have the flexibility to create 'graduation outcomes 'within 4 years of registering under the 'Start-up: Launching and Sustaining' program. It would be mentioned in the Academic Transcript that the student has graduated through the 'Start-up: Launching and Sustaining' Graduation Programme.

Students who join only the 'Start-up: Launching and Sustaining' stream and are either unable to meet the requisite graduation outcomes or unable to continue for any reason can opt to fall back into the academic stream through the regular registration of the Semesters.

9.8 Additional Specialization:

1. A student who has earned the MBA with a MAJOR Specialization may enroll for additional specialization after passing out the regular MBA programme.
2. Such students will be exempted from appearing for all the generic core and generic elective courses.
3. Such students shall have to appear for the subject core and subject elective courses of the additional specialization that they have opted for.
4. Students opting for MAJOR + MINOR specialization combination are NOT eligible to enroll for additional specialization.

10.0 Passing Standards:

A student shall be said to have earned the credits for a course if he/she earns a minimum 40% marks.

10.1 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10 point standard scale mandated by UGC shall be used.

The performance of a student will be evaluated in terms of two indices, viz.

- (a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester
- (b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

10.2 Degree Requirements: The degree requirements for the MBA programme are completion of minimum 110 credits.

10.3 Maximum Attempts per Course:

1. A student shall earn the credits for a given course in a maximum of FOUR attempts.
2. Dropping a course and opting for another equivalent course can be done ONLY in the case of Block B and Block C.
3. If a student drops a course and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course.
4. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once per course during these four attempts available to him.
5. A student may drop at the most 4 courses.

10.4 Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme **within 4 years** from the date of admission.

10.5 Grade Improvement:

1. A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within three years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.
4. Generic Elective (GE) and Subject Elective (SE) cannot be selected for Grade Improvement.

11. Miscellaneous

11.1 Attendance: The student must meet the requirement of 75% attendance per semester per course for grant of the term.

11.2 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

12. Detailed Course List for each category of courses is provided in **Annexure I.**

13. Detailed syllabus of each course is provided in **Annexure-II.**

Annexure-I

ANNEXURE- I

Generic Core (GC) Courses				
*3 Credit Course : 100 Marks - CA -10, MSE-30, ESE-60				
Course Type	Course Code	Course	Credits	Semester
GC-01	101	Financial Accounting & Control	3	I
GC-02	102	Marketing Management-I	3	I
GC-03	103	Managerial Economics	3	I
GC-04	104	Business Research and Analytics	3	I
GC-05	105	Organizational Behavior	3	I
GC-06	106	Legal and Business Environment	3	I
Total Generic Core Credit –I			18	
GC-07	201	Financial Management	3	II
GC-08	202	Marketing Management-II	3	II
GC-09	203	Operations Management	3	II
GC-10	204	Human Resource Management	3	II
Total Generic Core Credit-II			12	
GC-11	301	Strategic Management	3	III
GC-12	302	Decision Science	3	III
GC-13	303	Summer Internship Program	6	III
Total Generic Core Credit –III			14	
GC-14	401	Indian Ethos and Business Ethics	3	IV
GC-15	402	Current Trends in Management	3	IV
Total Generic Core Credit –IV			6	

*CA= Continuous Assessment

*MSE = Mid Semester Exam

*ESE = End Semester Exam

Generic Elective (GE) Courses				
*2 Credit Course : 50 Marks - CA-10 and ESE-40				
Course Type	Course Code	Course	Credits	Semester
Select any 3 courses from the following list in Semester- I to earn 6 Credits				
GE-01	107	Business Communication	2	I
GE-02	108	Management Fundamentals	2	I
GE-03	109	Entrepreneurship Development	2	I
GE-04	110	Selling and Negotiation Skills	2	I
GE-05	111	Managing Innovation	2	I
GE-06	112	Indian Economy	2	I
Select any 1 courses from the following list in Semester- II to earn 2 Credits				
GE-07	205	Start Up and New Venture Management	2	II
GE-08	206	Geopolitics and World Economic System	2	II
GE-09	207	Computer Application for Business	2	II
Select any 1 course from the following list in Semester- III to earn 2 Credits				
GE-10	304	Corporate Governance	2	III
GE-11	305	Quality Management	2	III
GE-12	306	Advanced Computational Skills	2	III
Select any 1 course from the following list in Semester- III to earn 2 Credits				
GE-13	403	Competing In Global Markets	2	IV
GE-14	404	CSR and Sustainability	2	IV
GE-15	405	Project Management	2	IV
GE-16	406	Rural Immersion Programme	2	IV

Subject Core (SC) Course: Specialization – Marketing Management (MKT)			
*3 Credit Course : 100 Marks -CA-10, MSE-30, ESE-60			
Course Type	Course Code	Course	Semester
SC MKT-01	208 MKT	Marketing Research	II
SC MKT-02	209 MKT	Consumer Behavior	II
SC MKT-03	307 MKT	Services Marketing	III
SC MKT-04	308 MKT	Sales & Distribution Management	III
SC MKT-05	407 MKT	Marketing 4.0	IV
SC MKT-06	408 MKT	Marketing Strategy	IV

Subject Elective (SE) Courses-Marketing Management(MKT)			
*2 Credit Course : 50 Marks - CA-10 and ESE-40			
Course Type	Course Code	Course	Semester
Select any 2 Course to earn 4 credits in Semester II			
SE MKT-01	210 MKT	Digital Marketing	II
SE MKT-02	211 MKT	Marketing of Financial Service	II
SE MKT-03	212 MKT	Personal Selling Lab	II
SE MKT-04	213 MKT	Marketing of Luxury Products	II
Select any 2 Course to earn 4 credits in Semester III			
SE MKT-05	309 MKT	Integrated Marketing Communication	III
SE MKT-06	310MKT	Product and Brand Management	III
SE MKT-07	311MKT	Advanced Selling Skills	III
SE MKT-08	312MKT	Business to Business Marketing	III

SE MKT-09	313MKT	Marketing of High Technology Products	III
Select any 2 Course to earn 4 credits in Semester IV			
SE MKT-10	409 MKT	Rural and Agricultural Marketing	IV
SE MKT-11	410 MKT	Retail Marketing	IV
SE MKT-12	411 MKT	Tourism and Hospitality Management	IV
SE MKT-13	412 MKT	Marketing to Emerging Markets and Bottom of the Pyramid	IV

* CA = Continuous Assessment

*MSE = Mid Semester Exam

*ESE = End Semester Exam

Subject Core (SC) Course: Specialization – Financial Management (FIN)			
*3 Credit Course : 100 Marks -CA-10, MSE-30, ESE-60			
Course type	Course code	Course	Semester
SC FIN-01	208 FIN	Financial Markets and Banking Operations	II
SC FIN-02	209 FIN	Personal Financial Planning	II
SC FIN-03	307 FIN	Financial Reporting and Analysis	III
SC FIN-04	308 FIN	International Finance	III
SC FIN-05	407 FIN	Mergers, Acquisitions & Corporate Restructuring	IV
SC FIN-06	408 FIN	Advance Financial Management	IV

Subject Elective (SE) Courses- Financial Management (FIN)			
*2 Credit Course : 50 Marks - CA-10, MSE-20, ESE-20			
Course Type	Course Code	Course	Semester
Select any 2 Course to earn 4 credits in Semester II			
SE FIN-01	210 FIN	Security Analysis and Portfolio Management	II
SE FIN -02	211 FIN	Direct Taxes	II
SE FIN -03	212 FIN	Corporate Valuation Merger and Acquisition	II
SE FIN -04	213 FIN	Online Trading of Financial Assets	II
Select any 2 Course to earn 4 credits in Semester III			
SE FIN -05	309 FIN	Financial Modeling-I	III
SE FIN -06	310 FIN	Indirect Taxation	III
SE FIN -07	311 FIN	Equity Research	III
SE FIN -08	312 FIN	Derivatives	III
SE FIN -09	313 FIN	Fundamentals of Insurance- Products and Underwriting	III
Select any 2 Course to earn 4 credits in Semester IV			
SE FIN -10	409 FIN	Corporate Finance	IV
SE FIN -11	410 FIN	Introduction to Fin Tech	IV
SE FIN -12	411 FIN	Technical Analysis of Financial Markets	IV
SE FIN -13	412 FIN	Financial Modeling –II	IV

*CA = Continuous Assessment

*MSE = Mid Semester Exam

*ESE = End Semester Exam

Subject Core (SC) Course: Specialization – Human Resource Management			
*3 Credit Course : 100 Marks -CA-10, MSE-30, ESE-60			
Course Type	Course Code	Course	Semester
SC HRM-01	208 HRM	Manpower Planning	II
SC HRM-02	209 HRM	Training and Development	II
SC HRM-03	307 HRM	Strategic Human Resource Management	III
SC HRM-04	308 HRM	Labour Law	III
SC HRM-05	407 HRM	Organizational Change & Development	IV
SC HRM-06	408 HRM	Employment Relation- Recent Trends	IV

Subject Elective (SE) Courses- Human Resource Management			
*2 Credit Course : 50 Marks - CA-10 and ESE-40			
Course Type	Course Code	Course	Semester
Select any 2 Course to earn 4 credits in Semester II			
SE HRM-01	210 HRM	Labour Welfare	II
SE HRM -02	211 HRM	Conflict and Negotiation Management	II
SE HRM -03	212 HRM	Public Relations & Corporate Communications	II
SE HRM -04	213 HRM	Performance Management System	II
Select any 2 Course to earn 4 credits in Semester III			
SE HRM -05	309 HRM	Talent Management	III
SE HRM -06	310HRM	Compensation and Reward Management	III
SE HRM -07	311HRM	Mentoring and Coaching	III

SE HRM -08	312 HRM	Cross Culture Management	III
SE HRM -09	313 HRM	Knowledge Management	III
Select any 2 Course to earn 4 credits in Semester IV			
SE HRM -10	409 HRM	Human Capital Management & HR Audit	IV
SE HRM-11	410 HRM	Performance Management	IV
SE HRM -12	411 HRM	HR Analytics	IV
SE HRM -13	412 HRM	Employee Empowerment & Engagement	IV

*TA = Teachers Assessment

*ESE = End Semester Exam

Subject Core (SC) Course: Specialization – Operations and Supply Chain Management

*3 Credit Course : 100 Marks -CA-10, MSE-30, ESE-60

Course Type	Course Code	Course	Semester
SC OSCM-01	307 OSCM	Service Operation Management-I	III
SC OSCM-02	308 OSCM	Supply Chain Management	III
SC OSCM-03	407 OSCM	Six Sigma	IV
SC OSCM-04	408 OSCM	Logistics Management	IV

Subject Elective (SE) Courses- Operation and Supply Chain Management

*2 Credit Course : 50 Marks - CA-10 and ESE-40

Course Type	Course Code	Course	Semester
Select any 2 Course to be selected from the following list in Semester III			
SE OSCM-01	309 OSCM	Planning and Control of Operation	III
SE OSCM -02	310 OSCM	Productivity Management	III
SE OSCM -03	311 OSCM	Inventory Management	III

SE OSCM -04	312 OSCM	Purchasing and Supplier Relationship Management	III
SE OSCM -05	313 OSCM	Manufacturing Resource Planning	III
Select any 2 Course to be selected from the following list in Semester IV			
SE OSCM -06	409 OSCM	Total Quality Management	IV
SE OSCM -07	410 OSCM	Toyota Production System	IV
SE OSCM-08	411 OSCM	Operations Strategy	IV
SE OSCM -09	412 OSCM	Service Strategy	IV

*CA = Continuous Assessment

*MSE = Mid Semester Exam

*ESE = End Semester Exam

Foundation Electives

Course Code	Course	Semester	Credits
FE-01	Elementary Business Etiquettes	I	1
FE-02	Elementary English	I	1
FE-03	Elementary Mathematics and Statistics	I	1
FE-04	Mindfulness	I	1
FE-05	Elementary Verbal Reading Comprehension	II	1
FE-06	Elementary data Interpretation and LR	II	1
FE-07	Elementary Quantitative Ability	II	1
FE-08	Elementary Information Technology	II	1

*CA = Continuous Assessment

ASCC

Following courses will be considered under ASCC

1. Business English Certificate (Cambridge)/ IELTS / TOEFL Certification
2. Foreign Language Certification Equivalent to A1/A2 or above
3. Google / Microsoft / Oracle / Sun Certification
4. NSE / BSE / NISM Certification
5. SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification
6. Six Sigma Certification
7. ISO Certification (as an auditor)
8. Tally ERP Certification
9. NLP Certification
10. MOOCs
11. CSR Project
12. Innovation Projects
13. Professional Certification Programs
14. Industry or Academic Internships
15. Field/Live Projects

** The list of Courses will be displayed on the notice board every semester by the approval of HOD and 2 credits per course will be transferred after completing the certification. In case of SAP 6 credits be transferred to the student after submitting the certificate of completion of requisite training hours

Open Electives

The courses will be introduced by the HOD as per the requirement of the Industry and assessment would be carried by the faculty in-charge.

Annexure-II Course Wise Detailed Syllabus

Generic Core Courses (Compulsory) – Semester I and II

Course Name: Financial Accounting and Control

Course Type: Generic Core

Course Code: 101

Credits: 3

L:T:P :2:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation
CO101.5	EVALUATING	EVALUATE the financial impact of the decision

Unit-I	Basic Concepts	No. of Hours
	1.1 Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts,	6
	1.2 Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal,	
	1.3 Ledger and Trial Balance	
Unit-II	Financial Statements	No. of Hours
	2.1 Meaning of Financial Statements, Importance and Objectives of Financial	9

Statements. Preparation of Final Accounts of sole proprietary firm.

2.2 Numerical - Final Accounts of Sole Proprietary Firm

Unit-III	Cost Accounting:	No. of Hours
	3.1 Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet. 3.2 Numerical - Preparation of Cost Sheet	10
Unit-IV	Short Term Business Decision Techniques – Marginal Costing:	No. of Hours
	4.1 Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions–Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions. 4.2 Numerical -Marginal Costing and Short-Term Business Decisions	9
Unit-V	Exercising Control – Budgetary Control & Standard Costing: <i>Budgetary Control:</i>	No. of Hours
	5.1 Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Functional Budgets–Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget. 5.2 Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance. 5.3 Numerical- Raw Material Purchase & Procurement Budget, Cash Budget, Flexible Budget. 5.4 Material Variances and Labour Variances	10

<p>Text Books</p>	<ol style="list-style-type: none"> 1. Management Accounting, Khan and Jain, Tata McGraw Hill 2. Fundamentals of Management Accounting, H. V.Jhamb 3. Managerial Accounting, Dr. Mahesh Abale and Dr. ShriprakashSoni 4. Management Accounting, Dr. Mahesh Kulkarni
<p>Reference Books</p>	<p>Suggested Reference Books:</p> <ol style="list-style-type: none"> 1. Financial Cost and Management Accounting, P.Periasamy 2. Financial Accounting for Management, ShankarnarayananRamanath, CENGAGE Learning 3. Accounting For Management, S. N. Maheshwari 4. Management Accounting, MadhuVij 5. Fundamentals of Management Accounting, H. V. Jhamb 6. Cost and Management Accounting, M. N. Arora 7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications 8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson 9. Accounting For Management, Jawarhar Lal 10. Accounting, Shukla Grewal 11. Management Accounting, Ravi Kishore 12. Accounting for Managers, Dearden and Bhattacharya

Course Name: Marketing Management-I	
Course Type: Generic Core	Course Code-102
Credits : 3	L:T:P :2:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO102.1	REMEMBERING	DEFINE the key terms and concepts in Marketing.
CO102.2	UNDERSTANDING	DIFFERENTIATE in Sales and Marketing, Consumer Buying behaviour and Organization Buying Behaviour, Micro and Macro Environment
CO102.3	APPLYING	DEMONSTRATE the steps of Consumer Buying Behaviour
CO102.4	ANALYSING	ANALYSE the Marketing Environment and Consumer Buying Behaviour for formulation of Marketing Strategies
CO102.5	EVALUATING	DECIDE the Segments and JUSTIFY targeting and positioning Strategies.
CO102.6	CREATING	WRITE Marketing Mix for product or services and their Product Life stage

Unit- Introduction To Marketing I	No. of Hours
1.1 Evolution of Marketing, Product, Production, sales, marketing Definitions of Marketing, CCDVTP, Functions of Marketing, Scope of Marketing, Core concepts of marketing such as Need, Want, Demand, Customer Value, Exchange, 1.2 Customer & Consumer, Customer satisfaction, Customer Delight, Customer Loyalty, Marketing Vs market, Definition of the market, Competition, key customer markets, Market places, Market spaces, Meta markets, CRM, Marketing Myopia, societal, transactional, relational, Holistic Marketing 1.3 Evaluating Opportunities in the Changing Marketing Environment, Marketing challenges in the globalized economic scenario.	9

Unit- Consumer Behavior II	No. of Hours
2.1 Introduction to Consumer Behavior : Meaning & importance of consumer	9

behavior, Comparison between Organizational Buying behavior and consumer buying behavior,

2.2 Buying roles, Five steps of consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior.

2.3 Moment of Truth (MOT), Zero Moment of Truth (ZMOT), Changing consumer buying behavior in India

Unit-III	Dealing with competition	No. of Hours
	3.1 Identification and Analysis of Competitors, Concept of Environment, Need for analyzing the Marketing Environment	9
	3.2 Macro Environment & Micro Environment – Components and characteristics,	
	3.3 Macro Environments- Demographics, Political, Economic, Socio-cultural, Technical and Legal, Environment	
Unit-IV	Marketing Segmentation, Targeting and Positioning	No. of Hours
	4.1 Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services.	9
	4.2 Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets,	
	4.3 Concept of Target Market and Concept of positioning–Value Proposition & USP, positioning errors, Market Potential & Market Share.	
Unit-V	Marketing Mix	No. of Hours
	5.1 Four Ps and Seven Ps of Marketing Mix	9
	5.2 Product: Concept, product hierarchy, Product mix, Branding, Packaging, Labeling, Price: Pricing concepts for establishing value, Place: Importance of Channel of Distribution, Designing Channel of Distribution, Promotion: Promotion Mix, Introduction to Digital Marketing	
	5.3 Three extended P's People Process, Physical Environment	

Text Books	<ol style="list-style-type: none"> 1) Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2015. 2) Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2014. 3) Marketing Management - Tapan Panda, 2/e, Excel Publication, 2012. 4) Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, TMH, 2014. 5) Marketing Management: S.A. Sherlekar, HPH.
Reference Books	<ol style="list-style-type: none"> 1) Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2014. 2) Marketing Management - Karunakaran, HPH. 3) Marketing in India: Neelamegham, 4/e, Vikas Publications. 4) Marketing: Lamb, Hair, McDaniel, Cengage Learning 2014 5) Marketing Management - Arun Kumar & Meenakshi N, 2/e, Vikas Publications, 2013 6) Consumer Behaviour Schiffman Leon G.; Kumar, Ramesh S. - Pearson 7) Marketing Strategy A Decision Focused Approach, Walker Mullins; Boyd Larreche 8) Case Studies In Marketing The Indian Context : R Srinivasan
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Marketing Whitebook (Latest Edition) 2. Brand Equity Supplement of The Economic Times 3. Brand Wagon Supplement of The Financial Express 4. Strategist Supplement of Business Standard 5. NCAER - http://www.ncaer.org/ 6. 2011 Census of India Reports - http://www.censusindia.gov.in/ 7. http://www.marketingpower.com/Pages/default.aspx (American Marketing Association) 8. www.12manage.com 9. www.marketingteacher.com 10. Journal of Marketing 11. IIMB Management Review 12. Vikalpa 13. Advertising Express- IUP Magazine

Course Name: Managerial Economics	
Course Type: Generic Core	Course Code: 103
Credits: 3	L:T:P :2:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO103.5	EVALUATING	EVALUATE the principles of micro-economics based on critical thinking for informed business decision making.
CO103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

Unit-I	Introduction to Managerial Economics	No. of Hours
	1.1. Basic Economic Concepts: Concept of Economy, Economics, Microeconomics, Macroeconomics. Basic Economic Problem, Circular flow of Economy, Market forces in solving economic Problems	7
	1.2. Introduction to Managerial economics: Managerial Economics-Nature, Scope & significance, Role of Managerial Economist in decision making.	
Unit-II	Utility, Demand and Supply Analysis	No. of Hours
	2.1. Utility – Meaning, Utility analysis, Measurement of	11

utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.

2.2. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numerical not expected).

2.3. Definition, determinants, Law of supply, elasticity of supply. Market equilibrium

Unit-III	Production and Cost analysis	No. of Hours
	<p>3.1. Concept of Production, Types of Production (Short run and Long run), Scale of Production(Small Scale and large Scale), Economies and Diseconomies of scale.</p> <p>3.2. Production function, Law of variable proportion and Law of returns to Scale, Production functions and managerial decision making – Equilibrium of a multiproduct business firm – Expansion path.</p> <p>3.3. Cost of Production, Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run. Applications of cost analysis in managerial decision making.</p>	9
Unit-IV	Market Structures, Revenue Analysis, and Pricing	No. of Hours
	<p>4.1. Market structures: Perfect Competition, Monopoly, Monopolistic competition and oligopoly</p> <p>4.2 Revenue concepts, TR, AR and MR, the equilibrium of firm and industry</p> <p>4.2. Pricing Under various market conditions (Short run and Long run)</p>	9

Unit-V	Macroeconomic Environment	No. of Hours
	<p>5.1. Macroeconomics Issues: Monetary policy, fiscal policy, foreign trade policy, GDP, Inflation, Calculation of National Income.</p> <p>5.2. Union Budget and Economy: Components of the government budget: The revenue account, the capital account, measures of government deficit, Fiscal policy: changes in government expenditure, changes in taxes and debt</p>	9

Text Books	<p>1. Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.</p> <p>2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.</p> <p>3. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.</p> <p>4. Microeconomics – David Besanko and Ronal R. Braeutigam, Wiley 4th Edition</p>
Reference Books	<p>1. Managerial Economics – Pearson and Lewis, Prentice-Hall, New Delhi</p> <p>2. Managerial Economics – G.S. Gupta, T M H, New Delhi.</p> <p>3. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi.</p> <p>4. Managerial Economics –Joel Dean, Prentice Hall, USA. 8. Managerial Economics –HL Ahuja, S Chand & Co. New Delhi.</p>
Supplementary Reading Material	Economic Times Daily

Course Name: Business Research and Analytics	
Course Type :Generic Core	Course Code: 104
Credits: 3	L:T:P :2:0:1

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO104.1	REMEMBERING	Enumerate and define various concepts & terms associated with scientific Business research and Analytics.
CO104.2	UNDERSTANDING	Explain the various types of measurement scales & attitude scaling techniques and their application in the context of business research and Analytics.
CO104.3	APPLYING	Design a variety of data collection instruments for contemporary business research issues and apply the principles of sampling and sample size determination to contemporary business research problems.
CO104.4	ANALYSING	Analyse and graphically present quantitative data and derive actionable inferences through Analytics from a decision making perspective.
CO104.5	EVALUATING	Construct different types of testable hypotheses and interpret the statistical test outcomes.
CO104.6	CREATING	Formulate alternative research designs for a real-life business research problem and discuss the pros and cons of each design.

Unit-I	Research Fundamentals	No. of Hours
	<p>1.1 Understanding Research:</p> <p>1.1.1 Concept & Definition, 1.1.2 Situations in Business Research, 1.1.3 Qualities of Good Research, 1.1.4 Understanding ESS, Artificial Intelligence, Business Analytics, DSS, in the context of Business Research, 1.1.5 Machine Learning & Cognitive intelligence, 1.1.6 Research applications in Business Context, 1.1.7 Recent Trends in Business Research.</p> <p>1.2 Scientific Research:</p> <p>1.2.1 Concept & Characteristics, 1.2.2 Understanding Scientific Research Practically</p> <p>1.3 Steps in Research Process:</p> <p>1.3.1 Concept 1.3.2 Steps in Research Process 1.3.3 Interrelationship between Research Problem, Management Question, Research Question and Investigation Question</p> <p>1.4 Research Proposal:</p> <p>1.4.1 Concept & Elements of a Research Proposal, 1.4.2 Developing a Research Proposal, 1.4.3 Evaluating a research proposal 1.4.4 Development of Real Life Research Proposal and its evaluation.</p>	9
Unit-II	Research Design	No. of Hours
	<p>2.1 Concept, Features & Usage of Research Design.</p> <p>2.2 Research Approaches: Quantitative v/s Qualitative.</p> <p>2.3 Research Designs</p> <p>2.3.1 Exploratory Research Design:</p> <p>2.3.1.1 Concept & Types 2.3.1.2 Qualitative techniques like Projective Techniques, Depth Interview, Experience Survey, Focus Groups and Observation.</p> <p>2.3.2 Descriptive Research Designs:</p> <p>2.3.2.1 Concept & Types 2.3.2.2 Concept of Cross-sectional Studies,</p>	9

	2.3.2.3 Concept of Longitudinal Research	
Unit-III	Data Measurement	No. of Hours
	<p>3.1 Measurement Basics:</p> <p>3.1.1 Concept & Problems in Measurement, 3.1.2 Validity and Reliability, 3.1.3. Levels of measurement - Nominal, Ordinal, Interval & Ratio etc.</p> <p>3.2 Scaling Basics:</p> <p>3.2.1 Concept & Types 3.2.2 Understanding various Rating Scales like Likert Scale, Semantic Differential Scales, Constant Sum Scales, and Graphic Rating Scales. 3.2.3 Understanding various Ranking Scales likes Paired Comparison & Forced Ranking - Concept and Application.</p> <p>3.3 Data Basics:</p> <p>3.3.1 Concept & Types of Data 3.3.2 Secondary Data: Definition, Sources, Characteristics, Online Data Searching, 3.3.3 Issues to be considered for secondary data, sufficiency, adequacy, reliability, consistency. 3.3.4 Data Collection v/s Data Mining 3.3.5 Primary Data: Definition, Sources, Characteristics, Online Data Collection, 3.3.6 Primary Data Collection via Questionnaire, Personal Interviews, Online Survey. 3.3.7 Strategic Literature Review. 3.3.8 Artificial Intelligence in Data Measurement.</p>	9
Unit-IV	Sampling	No. of Hours
	<p>4.1 Basics</p> <p>4.1.1 Concepts like Universe, Statistical Population, Sample, 4.1.2 Characteristics of a Good Sample. 4.1.3 Practical Approaches in Sampling Frame, 4.1.4 Sampling & Non Sampling Errors and its Minimization, 4.1.5 Sample Size Constraints.</p> <p>4.2 Probability Sampling:</p> <p>4.2.1 Simple Random Sampling, 4.2.2 Systematic Sampling, 4.2.3 Stratified Random Sampling,</p>	9

- 4.2.4 Area Sampling
- 4.2.5 Cluster Sampling.

4.3 Non Probability Sampling:

- 4.3.1 Judgmental Sampling,
- 4.3.2 Convenience Sampling,
- 4.3.3 Purposive Sampling,
- 4.3.4 Quota Sampling,
- 4.3.5 Snowball Sampling.

4.4 Practical Considerations in Sample Size Determination:

- 4.4.1 Sample Size determination
- 4.4.2 Morgan Stanley Sample Table
- 4.4.3 Practical Numerals on Sample Size Determination.

Unit-V	Data Analysis & Report Writing:	No. of Hours
	<p>5.1 Data Analysis Basics:</p> <ul style="list-style-type: none"> 5.1.1 Editing, Coding & Classification of Data etc. 5.1.2 Univariate Analysis 5.1.3 Tabular representation of Data, 5.1.4 Construction of Frequency Distributions 5.1.5 Measures of Central Tendency – Mean, Median and Mode, <p>5.2 Graphical Representation of Data (Use of MS Excel, SPSS, Tableau, Python):</p> <ul style="list-style-type: none"> 5.2.1 Bar charts, 5.2.2 Pie charts, 5.2.3 Histogram, 5.2.4 Leaf and stem, 5.2.5 Candle stick, 5.2.6 Box plots. <p>5.3 Bivariate Analysis:</p> <ul style="list-style-type: none"> 5.3.1 Cross Tabulations, 5.3.2 Percentages Analysis, 5.3.2 Bivariate Correlation Analysis - Karl Person's Coefficient of Correlation and Spearman's Rank Correlation; 5.3.3 Scatter plots, 5.3.4 Chi-Square Test (Testing hypothesis), 5.3.5 Association of Attributes. (Only Interpretation) <p>5.4 Linear Regression Analysis:</p> <ul style="list-style-type: none"> 5.4.1 Meaning and Two lines of regression; 5.4.2 Relationship between Correlation and Regression Co-efficient (Only Interpretation) 	9

5.5 Test of Significance:

5.5.1 Small sample tests:

t (Mean, proportion) and F tests, Z test,

5.5.2 Parametric & Non-parametric tests:

Binomial test of proportion, Randomness test; ANOVA, MANOVA, ANCOVA, MANCOVA (Introduction)

5.6 Research Reports:

5.6.1 Structure of Research Report,

5.6.2 Report Writing and Presentation.

Note: Extensive use of MS Excel/SPSS/Tableau is expected in learning unit no. 5

Text Books	<ol style="list-style-type: none"> 1. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition. 2. Research Methodology by C.R.Kothari, New Age International Publication, 2nd Edition 3. Research Methods for Social Work by Allen, Earl R. Babbie, Cengage, 7thEdition 4. Business Research Methods by Sachdeva Himalaya Publication
Reference Books	<ol style="list-style-type: none"> 1. Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning, 8th Edition 2. Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2nd Edition 3. Handbook of Research Design and Social Measurement by Delbert Charles Miller, Neil J. Salkind, Sage Publication, 6th Edition 4. Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman, Routledge, 1stEdition 5. SPSS Handbook by Himalaya Publications

Course Name: Organizational Behavior	
Course Type : Generic Core	Course Code : 105
Credits : 3	L:T:P :2:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 105.1	REMEMBERING	DESCRIBE the key concepts of organizational behaviour.
CO105.2	UNDERSTANDING	UNDERSTAND theories and model of organizational Individual and group Behaviour.
CO 105.3	APPLYING	EXAMINE the key factor, challenges in the organization Individual and group Behaviour,
CO105.4	ANALYSING	ILLUSTRATE the skills essential for managerial success.
CO105.5	EVALUATING	ANALYSE various key factors and challenges and OUTLINE the strategies that managers can use to resolve organizational , Individual and group Behaviour challenges effectively
CO105.6	CREATING	CREATE the model of Organization Behaviour to manage Team Dynamics, conflict and change management, Stress Management

Unit-I	Fundamentals Of Organizational Behaviour	No. of Hours
	1.1 Meaning of Organizational behavior, Nature, Scope, and fundamental concepts connected with Organizational behaviour	9
	1.2 Models of Organizational Behaviour, Key forces affecting organizations and continuing challenges Importance of Organizational behaviour for the managers.	
Unit-II	Personality and Emotional Intelligence	No. of Hours
	2.1 Personality-Importance And Determinants, The Big Five Model, Attitudes: Components Of Attitudes, Nature Of Employee Attitudes, Job Satisfaction, Organisation Commitment, And Job Involvement, Johari Window	9
	2.2 Emotional Intelligence- Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ	

Unit-III Group and Team Dynamics	No. of Hours
<p>3.1 The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building.</p> <p>3.2 Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories</p>	9
Unit-IV Conflict Management	No. of Hours
<p>4.1 Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches.</p> <p>4.2 Organizational Culture: Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity</p>	9
Unit-V Stress at workplace	No. of Hours
<p>5.1 Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality.</p> <p>5.2 Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin’s- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization</p>	9

Text Books	<ol style="list-style-type: none"> 1. Organizational Behaviour, Robins 2. Organizational Behaviour, Nelson & Quick 3. Organizational Behaviour, M N Mishra 4. Organizational Behaviour, K Ashwathappa
Reference Books	<ol style="list-style-type: none"> 1. Understanding OB, UdayPareek 2. Change & Knowledge Management, Janakiram, Ravindra and ShubhaMurlidhar 3. Human Resource Management, Nkomo, CENGAGE Learning

Course Name: Legal & Business Environment	
Course Type: Generic Core	Course Code- 106
Credits:3	L:T:P :2:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO106.1	REMEMBERING	DEFINE the key terms involved in each Act.
CO106.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO106.3	APPLYING	EXPLAIN the various provisions from each act.
CO106.4	ANALYSING	CLASSIFY different redressal agencies depending upon various factors.
CO106.5	EVALUATING	COMPARE different Negotiable instruments & their use in business.
CO106.6	CREATING	DESIGN legal solution by using various provisions such as Mediation, Conciliation & Arbitration.

Unit-I	Introduction to law	No. of Hours
	Classification of law, Contract Law: The Indian Contract Act 1872; Establishing the contract, Offer and Acceptance, Consideration, Competency of Parties, Free consent, Essential element of contract, Void agreements, Contingent Contracts, Performance and Discharge of Contract, Remedies for Breach of Contract, Indemnity and Guarantee, Agency.	9
Unit-II	Sale of Goods Act	No. of Hours
	2.1 The Sales of Goods Act 1930; Nature of Contract of Sale; Conditions and Warranties; Transfer of Ownership and Delivery; Rights of Unpaid Seller and Rights of Buyer. 2.2 Partnership Act: The Indian Partnership Act 1932-	9

	Overview, Formation & Dissolution of Partnership.	
Unit-III	Negotiable Instruments Act	No. of Hours
	The Negotiable Instruments Act 1881; Meaning and Definition of Negotiable Instruments; Classification, Competence and Liability of Parties to Negotiable Instruments, Negotiation and Assignment; Dishonour Of NI.	9
Unit-IV	Company Law	No. of Hours
	4.1 The Companies Amendment Act 2013 (Companies Act 1956); Kinds of Companies as per amendments, MOA, AOA, Winding Up of a company, Prospectus. 4.2 Consumer Protection Act: The Consumer Protection Act 1986- Unfair trade practices, Consumer dispute redressal agencies.	9
Unit-V	Information Technology Act & IPR	No. of Hours
	5.1 The Information Technology Act 2000- Digital Signature, Copyright, Trademark, Patent, Design 5.2. Dispute resolution mechanisms: Mediation; Conciliation and Arbitration.	9

Text Books	<ol style="list-style-type: none"> 1. Elements of Mercantile Law. By N. D. Kapoor, Sultan Chand & Sons, 2014 2. Business Law for manager, Goel P.K, Biztantra, 2014
Reference Books	<ol style="list-style-type: none"> 1. Business Law for Management -: K. R. Bulchandani K.R, HPH 2. Business Law- Gulshan Kapoor 1. Consumer Protection Act in India -: Niraj Kumar, HPH 2. Business Law Including Company Law by Gulshan, S S and G K Kapoor, New Age International.

Course Name: Financial Management	
Course Type: Generic Core	Course Code :201
Credits:2	L:T:P: 2:0:1

COURSE OUTCOMES: On successful completion of the course the learner will be able to

CO Number	Cognitive Abilities	Course Outcome
CO201.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO201.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
CO201.3	APPLYING	PERFORM all the required calculations through relevant numerical problems.
CO201.4	ANALYSING	ANALYZE the situation and comment on the financial position of the firm estimate working capital required decided ideal capital structure evaluated various project proposals
CO201.5	EVALUATING	EVALUATE the impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
CO201.6	CREATING	CREATE Financial Management Plan of an Enterprise.

Unit-I	Business Finance	No. of Hours
	1.1 Introduction to Business Finance, 1.2 Meaning and Definition of Financial Management, 1.3 Objectives of Financial Management- (Profit Maximization and Wealth Maximization) 1.4 Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), 1.5 Finance and its relation with other disciplines, Functions of Finance Manager	5
Unit-II	Techniques of Financial Statement Analysis	No. of Hours
	2.1 Introduction & Objectives of financial statement analysis, 2.2 Common Size Statements Analysis, 2.3 Comparative Statements Analysis, 2.4 Trend Analysis,	12

	2.5 Ratio Analysis, 2.1 Funds Flow Statement & Cash Flow Statement Analysis	
Unit-III	Working Capital Management	No. of Hours
	3.1 Meaning of Working Capital, its components & types, 3.2 Operating Cycle, 3.3 Factors affecting working capital, 3.4 Estimation of working capital requirement. (Total Cost Method & Cash Cost Method)	10
Unit-IV	Capital Structure	No. of Hours
	4.1 Meaning and Factors Affecting Capital Structure, 4.2 Different sources of finance. 4.3 Concept and measurement of Cost of Capital (a measurement of Specific Cost and WACC), 4.4 Trading on Equity, 4.5 Concept of Leverages and its types.	8
Unit-V	Capital Budgeting	No. of Hours
	5.1 Meaning, 5.2 Definition of Capital Budgeting, 5.3 Time value of money, 5.4 Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR	8

Text Books	<ol style="list-style-type: none"> 1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication) 2. Basics of Financial Management, V.K. Saxena and C.D. Vashist (Sultan Chand & Sons) 3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE) 4. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.) 5. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd) 6. Fundamentals of Financial Management, A.P. Rao (Everest Publishing House) 7. Advanced Financial management, N.M. Vechalekar
Reference Books	<ol style="list-style-type: none"> 1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press) 2. Financial Management, Ravi Kishore (Taxmann) 3. Financial management, V.K. Bhalla (S. Chand)
Supplementary Reading	<ol style="list-style-type: none"> 1. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication) 2. Working Capital Management, Theory, and Practice, Dr. P.

Material	Periasamy (Himalaya Publishing House)	
Course Name: Marketing Management-II		
Course Type: Generic Core		Course Code: 202
Credits : 3		L:T:P :2:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO202.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing.
CO202.2	UNDERSTANDING	CLASSIFY products under various product types, EXPLAIN New Product Development Process, Product Life Cycle, Branding types
CO202.3	APPLYING	DEMONSTRATE of various channel options for a real-world marketing offering
CO202.4	ANALYSING	ANALYSE various pricing and promotion strategies for Marketing Decision
CO202.5	EVALUATING	EVALUATE marketing communication program for business profitability.
CO202.6	CREATING	DESIGN Marketing Plan for a real-world marketing offering (Products and Services)

Unit-I	PRODUCT	No. of Hours
	<p>1.1 Product :Meaning of product, Goods & Services Continuum, Classification of consumer products – Convenience, Shopping, Specialty, Unsought, classification of industrial products – material & parts, capital items, supplies & services, Product Levels: The customer value hierarchy, Product Mix: Width, Depth, Consistency & Product line.</p> <p>1.2 New Product Development: Need for new product development, Booz Allen & Hamilton Classification Scheme for New Products</p> <p>1.3 New Product Development Process: Idea Generation to commercialization.</p> <p>1.4 Branding: Introduction to Branding, Product Vs. Brand, Meaning of a brand, brand equity & brand elements.</p> <p>1.5 Packaging & Labeling: Meaning & role of Packaging & Labeling, Primary, Secondary & Shipment packages</p> <p>1.6 Product Life Cycle: Concept & characteristics of Product Life Cycle, Relevance of PLC, Types of PLC and Strategies across stages of the PLC.</p>	9

Unit-II	PRICING	No. of Hours
	<p>2.1 Pricing Basics: Meaning, The Role of Pricing, Importance, and Factors influencing pricing decisions</p> <p>2.2 Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, Selecting final price.</p> <p>2.3 Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, the concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing.</p> <p>2.4 Price Change: Initiating & responding to price changes.</p>	9
Unit-III	PLACE	No. of Hours
	<p>3.1 The Role of Marketing Channels: Channel functions & flows, channel levels.</p> <p>3.2 Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives</p> <p>3.3 Channel Options: Introduction to Wholesaling, Retailing, Franchising, Direct marketing, E-Commerce Marketing Practices, Introduction to Omni channel & hybrid channel options. Changing the role of the channel of distribution due to Technology change.</p>	9
Unit-IV	PROMOTION	No. of Hours
	<p>4.1 Introduction: The role of marketing communications, Meaning of Integrated Marketing Communication (IMC).</p> <p>4.2 Promotion Mix Elements: Advertising- 5 Ms of Advertising, Sales Promotion- Tools of promotion, Personal Selling, Public Relations, Direct Marketing.</p> <p>4.3 Tools of promotion- Traditional to digital</p> <p>4.4 Developing Effective Communication: Identifying target audience, determining communication objectives, designing the communications, selecting communication channels measuring communication results</p>	9
Unit-V	Marketing Planning and Control	No. of Hours
	<p>5.1 Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control.</p> <p>5.2 Marketing Evaluation & Control - Concept, Process &</p>	9

types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control,

5.3 Marketing audit.- Meaning, Importance and benefits of Marketing Audit, Components of Marketing Audit, Procedure of Audit

Text Books	<ol style="list-style-type: none"> 1. Marketing Management: A South Asian Perspective- Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2015. 2. Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2014. 3. Marketing Management - Tapan Panda, 2/e, Excel Publication, 2012. 4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, TMH, 2014. 5. Marketing Management: S.A. Sherlekar, HPH.
Reference Books	<ol style="list-style-type: none"> 1. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2014. 2. Marketing Management- Karunakaran, HPH. 3. Marketing in India: Neelamegham, 4/e, Vikas publications. 4. Marketing: Lamb, Hair, McDaniel, Cengage Learning 2014 5. Marketing Management - Arun Kumar & Meenakshi N, 2/e, Vikas publications, 2013 6. Modern Marketing Management Principles & Techniques, Jain J N; Singh P 7. Integrated Advertising Promotion & Marketing Communications- Kenneth Clow, Donald Baack 8. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Seiwan
Supplementary Reading Material	<ol style="list-style-type: none"> 1 Marketing Whitebook (Latest Edition) 2 Brand Equity Supplement of The Economic Times 3 Brand Wagon Supplement of The Financial Express 4 Strategist Supplement of Business Standard 5 NCAER - http://www.ncaer.org/ 6 2011 Census of India Reports - http://www.censusindia.gov.in/ 7 http://www.marketingpower.com/Pages/default.aspx (American Marketing Association) 8 www.12manage.com 9 www.marketingteacher.com

	10 Journal of Marketing 11 IIMB Management Review 12 Vikalpa 13 Advertising Express- IUP Magazine
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Course Name: Operations Management	
Course Type: Generic Core	Course Code: 203
Credits:3	L:P:T:2:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO203.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management
CO203.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real-world context
CO203.3	UNDERSTANDING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO203.4	APPLYING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO203.5	ANALYSING	OUTLINE a typical Supply Chain Model for a product/service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real-world context.
CO203.6	CREATING	DESIGN and Develop a plan of Operations system

Unit-I	Introduction To Operations and Supply Chain Management	No. of Hours
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1.1. Definition, Concept, Significance, and Functions of Operations and SCM. The evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives.

9

1.2. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management.

1.3. Impact of Global Competition, Technological Change,

Ethical and Environmental Issues on Operations and Supply Chain functions.

Unit-II	Operations Processes	No. of Hours
	<p>2.1. Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems.</p> <p>2.2. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout.</p> <p>2.3. Service System Design Matrix: Design of Service Systems, Service Blueprinting</p>	9
Unit-III	Production Planning & Control (PPC)	No. of Hours
	<p>3.1. Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning.</p> <p>3.2. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II.</p> <p>3.3. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts</p>	9
Unit-IV	Inventory Planning and Control	No. of Hours
	<p>4.1. Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, cyclic, pipeline, safety - Implications for Inventory Control Methods.</p> <p>4.2 Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. EOQ – definition, basic EOQ Model, EOQ with discounts.</p> <p>4.3. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point</p>	10
Unit-V	Supply Chain Management:	No. of Hours

5.1. Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion.

8

5.2. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.

Text Books	1. Chase, R. B., Shankar, R. and Jacobs, F.R., 2014, Operations and Supply Management, 14th edition, McGraw-Hill Education, New Delhi. (CSJ)
Reference Books	<p>1. Operations Management Theory & Practice by B. Mahadevan Pearson</p> <p>2. Gerard. C and Christian. T, (2011), Matching Supply with Demand: An Introduction to Operations Management, McGraw Hill</p> <p>3. Supply Chain Logistics Management by Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill, 2nd Edition 60789</p>
Supplementary Reading Material	<p>1. Krajewski, L. J., Ritzman, L. R., Malhotra, M. K. and Srivastava, S. K., 2010, Operations Management - Processes and supply chain, 9th edition, Pearson</p> <p>2. Stevenson, W. J., 2014, Operations Management, 9th edition, McGraw-Hill Education</p> <p>3. Heizer, J., Render, B., and Rajashekhar, J., 2009, Operations Management, 9th edition, Pearson</p> <p>4. Nahmias, S., 1997, Production and Operations Analysis, 3rd Edition, Irwin</p>

Course Name: Human Resource Management	
Course Type: Generic Core	Course Code :204
Credits:3	L:T:P :2:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO204.1	REMEMBERING	DEFINE the key term & concept of HRM
CO204.2	UNDERSTANDING	EXPLAIN the various functions of HRM
CO204.3	APPLYING	DEMONSTRATE the use of different appraisal and training methods in an Organization.
CO204.4	ANALYSING	OUTLINE the compensation strategies of an organization.
CO204.5	EVALUATING	INTERPRET the sample job descriptions and job specifications for entry-level roles in real-world organizations.
CO204.6	CREATING	Design a training programme for employee in an organization.

Unit-I	Human Resource Management: Concept and Challenges	No. of Hours
	1.1 Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, 1.2 Policies and Practices of HRM, 1.3 Functions of HRM, 1.4 Challenges of HRM. Introduction to SHRM: 1.5 Define SHRM, importance and nature. SHRM “matching model.	6
Unit-II	HR Acquisition & Retention	No. of Hours
	2.1 Human Resource Planning: Definition, Process, Job Analysis Process. 2.2 Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. 2.3 Recruitment Introduction & Sources of Recruitment, Difference between recruitment and selection -Recruitment, Selection Process, Induction and Orientation. 2.4 Career Planning-Process of career planning and development	12

	Succession Planning Process, Transfer and Promotion. 2.5 Retention of Employees: Importance of retention, strategies of retention.	
Unit-III	Managing Employee Performance and Training	No. of Hours
	3.1 Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Performance Appraisal Vs Performance Management, Potential Management. 3.2 Training and Development - Definition, Conceptual framework of Training and development of Employees, Role of Training in Organizations, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, Benefits of training.	10
Unit-IV	Compensation Management & Employee Separation	No. of Hours
	4.1 Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. 4.2 Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Grievance Procedure in Indian Industry	10
Unit-V	Emerging Trends in HRM	No. of Hours
	5.1HR Accounting - Concepts, Objective, Advantage, Limitation & Method. 5.2HR Audit - Concept, Objective, Scope & Process. 5.3HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services	7

Text Books	<ol style="list-style-type: none"> 1. Human Resource Management – SeemaSanghi, Macmillan, 2011 2. A Text-Book of Human Resource Management – Dwivedi R. S, Vikas Publishing House 3. Human Resource Management, Dr. S.S. Khanka, Sultan Chanda, Delhi 4.Human Resource Management, C.B.Mamoria, Himalaya Publishing House
Reference Books	<ol style="list-style-type: none"> 1. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 10/e, Wiley India Pvt. Ltd., 2011 2. Essentials of Human Resource Management and Industrial Relations By P SubbaRao, Himalaya Publishing House.

	3. Human Resource Management- Aswathappa K Himalaya Publishing House.
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Generic Elective I & II Semester

Course Name: Business Communication

Course Type: Generic Elective

Course Code 107

Credits: 2

L:P:T:1:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 107.1	REMEMBERING	DESCRIBE various elements, stages, and channel in communication cycle to make communication effectively in an organization
CO107.2	UNDERSTANDING	EXPRESS themselves in professional meeting and summarize the meeting and reports into precise and executive summaries.
CO 107.3	APPLYING	USE of Dictionary and Thesaurus to draft and edit a variety of business written communication
CO107.4	ANALYSING	TAKE PART IN Meeting, Telephonic Call meetings, and Business verbal communication
CO107.5	EVALUATING	COMPOSE & EVALUATE the letter, report, notice, memo and circular.
CO107.6	CREATING	CREATE the various letter required to be framed in an organization

Unit-I	The business principle of Communication	No. of Hours
	1.1 Introduction, Understanding to Communication Process of Communication, 1.2 Barrier to communication, 1.3 Importance of communication in the workplace. 1.4 Type of Communication, 1.5 Classification of Communication channel.	6
Unit-II	Nature of Business Communication:	No. of Hours

	<p>2.1 Introduction, Type of Business Communication, Communication network in the organization.</p> <p>2.2 Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context, Profile of an effective listener</p>	6
Unit-III	Internal Business Communication	No. of Hours
	<p>3.1 Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings</p> <p>3.2 Writing Memos, Circulars, and Notices: Introduction to Memo, Circulars and Notices. Communicating through Email</p>	6
Unit-IV	External Business Communication	No. of Hours
	<p>4.1 Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making.</p> <p>4.2 Report writing- Report Writing, Objectives of reports, types of report, Report writing Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Writing an Executive Summary, List of Illustration, Technique of writing are port, characteristics of business reports</p> <p>4.3 Writing Business Reports: Introduction, Types of Business Reports, Format for Business Reports, Steps in Report Preparation</p>	6
Unit-V	Recruitment and employment correspondence	No. of Hours
	<p>5.1 Resumes and Cover Letters: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters</p> <p>5.2 Group Discussions and Interviews: Introduction to Group Discussion. Types of an interview, candidate preparation-questions commonly asked for the interview, interview</p>	6

preparation, Attending Job Interview



Text Books	<ol style="list-style-type: none"> 1 K. K Shinde, “ Business Communication”, 2018, ISBN:9789387957633 2. Business Communication Today, BoveeCLet.al., Pearson Education 3. Business Communication, P.D. Chaturvedi, Pearson Education 4. Business Communication, T N Chhabra, BhanuRanjan, Sun India 5. Verbal and Non Verbal Reasoning, Prakash, P, Macmillan India Ltd. ,NewDelhi 6.ObjectiveEnglish,Thorpe,E,andThorpe,S,PearsonEducation,NewDelhi
Reference Books	<ol style="list-style-type: none"> 1. C. S. G. KrishnamacharyuluR. Lalitha,” Business Communication”, Himalaya Publishing House,2009, ISBN:9788184885675, 8184885679 2. UrmilaRai, S.M Rai,” Business Communication”, Himalaya Publishing House, 2013, ISBN: 9788183186572

Course Name: Management Fundamentals	
Course Type: Generic Elective	Course Code -108
Credits:2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO108.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management
CO108.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling
CO108.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects
CO108.4	ANALYSING	COMPARE and CONTRAST various organizational structures of a variety of business and not-for-profit entities in a real-world context
CO108.5	EVALUATING	BUILD a list of the decision making criteria used by practicing managers, leaders, and entrepreneurs in routine and non-routine decision-making situations and EVALUATE and EXPLAIN the same.
CO108.6	CREATING	FORMULATE and DISCUSS a basic controlling model in real-life business, start-up and not-for-profit organizational context

Unit-I	Introduction to Management	No. of Hours
	1.1 Concept of Management, Nature of Management, efficiency and effectiveness 1.2 Mintzberg Managerial Role, Origin of the Contemporary Management Concepts, Different Approaches to Management 1.3 Managerial Competencies: Communication, teamwork, planning and administrative, strategic and global competencies	5

Unit-II	Planning	No. of Hours
	2.1. Nature, Importance, Steps, Types, 2.2 Management by Objective, 2.3 Introduction to SWOT, Barriers and Measures to overcome	6
Unit-III	Organising	No. of Hours
	3.1 Organizational Structures, Organisation Design, Principles of Work Specialization , Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Elements, Line And Staff Authority, 3.2 Factors Affecting Structural Choice 3.3 Types Of Departmentation, Learning Organisation, Virtual Organizations	7
Unit-IV	Decision Making	No. of Hours
	4.1. Concept of Decision and Decision making-Types of Decision, 4.2 Decision-Making process, Individual Vs Group Decision Making 4.3Rationality in DM	7
Unit-V	Controlling	No. of Hours
	5.1 Definition & Types 5.2 Process 5.3 Techniques	5

Text Books	<ol style="list-style-type: none"> 1. L M Prasad, "Principles and Practices of Management", Sultan Chand and Sons, 2013, ISBN : 978-81-8054-695-2 (60481) 2. Dr P C Shejwalkar, Dr A Ghanekar, Dr D P Bhiyathaki "Principles and Practices of Management", Everest Publishing House, , ISBN : 81-8631430 X (52075) 3. P C Tripathy, P N Reddy "Principles of Management", Tata McGraw Hill Publishing Company Limited, 2013, (25886)
Reference Books	<ol style="list-style-type: none"> 1. Stephen P Robbins, David A Decenzo, Sanghamitra Bhattacharya "Fundamentals of Management-Essential Concepts and Application", Pearson, , ISBN : 978-81-317-2146-9(49422) 2. Harold Koontz, Heinz Wehrich, "Essentials of Management-An International Perspective", Tata Mac Graw Hill, , ISBN : 0-07-058339-0 (28305) 3. James A F Stoner, R Edward Freeman, Daniel R Gilbert "Management",

Pearson, , ISBN: 978-81-317-0704 (61159)
Course Name: Entrepreneurship Development
Course Type: Generic Elective Course Code :109
Credits:2 L:T:P: 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
CO109.2	UNDERSTANDING	DISCUSS the various theories of entrepreneurship.
CO109.3	APPLYING	CONSTRUCT a framework for a typical EDP.
CO109.4	ANALYSING	OUTLINE the role of Government and various support organizations in encouraging and supporting Entrepreneurship.
CO109.5	EVALUATING	COMPOSE an inventory of possible entrepreneurial opportunities in contemporary local, regional and national context.
CO109.6	CREATING	CREATE a business plan for an entrepreneurial venture.

Unit-I	Entrepreneurship	No. of Hours
	1.1 Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. 1.2 Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. 1.3 Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, 1.4 Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, 1.5 Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, 1.6 India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, 1.7 Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India.	6

Unit-II	Theories of entrepreneurship	No. of Hours
	2.2 Innovation Theory by Schumpeter & Imitating, 2.3 Theory of High Achievement by McClelland, 2.4 X-Efficiency Theory by Leibenstein, 2.5 Theory of Profit by Knight, 2.6 Theory of Social change by Everett Hagen.	6
Unit-III	Entrepreneurship development	No. of Hours
	3.1 Entrepreneurial Competencies, Developing Competencies. 3.2 Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), 3.3 Role of DIC, SISI, EDII, NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. 3.4 Role of consultancy organizations in promoting Entrepreneurs, 3.5 Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, 3.6 Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility.	6
Unit-IV	Role of Central Government and State Government in promoting Entrepreneurship	No. of Hours
	4.1 Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, 4.2 Women Entrepreneurs - Role, Problems and Prospects, Reasons for low women Entrepreneurs, 4.3 Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes, and Preventive Measures – Turnaround Strategies. 4.4 Future of Entrepreneurship Development and Government, 4.5 Start-Up India, 4.6 Make in India.	6
Unit-V	Enterprise Promotion	No. of Hours
	5.1 Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, 5.2 business planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, 5.3 Porter's five forces model, Identifying the right Business Model	6

Canvas,
 5.4 Seven Domains of John Mullins,
 5.5 Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in the social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management,
 5.6 Ownership - Franchising, networking, and alliances, Buying existing business, Critical risk contingencies of the proposal,
 5.7 Scheduling and milestones.

Text Books	<ol style="list-style-type: none"> 1. Dynamics of Entrepreneurship Development, Vasant Desai 2. Entrepreneurship: New Venture Creation, David H. Holt 3. Entrepreneurship Development New Venture Creation, SatishTaneja, S.L.Gupta 4. Project management, K. Nagarajan. 5. Entrepreneurship: Strategies and Resources, Marc J. Dollinger
Reference Books	<ol style="list-style-type: none"> 1. The Culture of Entrepreneurship, Brigitte Berger 2. Innovation and Entrepreneurship, Peter F. Drucker 3. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd 4. Entrepreneurship As Strategy, G. Dale Meyer, Kurt A. Heppard 5. New Vistas of Entrepreneurship: Challenges & Opportunities, A. Sahay, M.S.Chhikara 6. Entrepreneurship and Small Business Management, Siropolis 7. The Entrepreneurial Connection, Gurmeet Naroola 8. Thought Leaders, Steven Brandt 9. Corporate Entrepreneurship, Vijay Sathe 10. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations, Michael H.Morris, Donald F. Kuratko 11. Intrapreneurship: Gifford Pinchot 12. Lead like an Entrepreneur, Neal Thornberry 13. You Too Can Become an Entrepreneur, NalinakshaMutsuddi 14. Make The Move: Demystifying Entrepreneurship, Ishan Gupta, RajatKhare

Course Name: Selling and Negotiation Skills	
Course Type: Generic Elective	Course Code: 110
Credits : 2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO110.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
CO110.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO110.3	APPLYING	IDENTIFY the key individuals involved in a real-world sales process for a real world product/ service / e-product / e-service.
CO110.4	ANALYSING	FORMULATE a sales script for a real world sales call for a product/ service / e-product / e-service.
CO110.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/service / e-product / e-service.
CO110.6	CREATING	DEVELOP a sales proposal for a real world product/ service / e-product / eservice and for a real world selling situation.

Unit-I	Basics of Selling:	No. of Hours
	<p>1. 1 Importance of Selling. Role in the context of organization – survival and growth. Types of Selling - Different in selling situations, New business versus service selling,</p> <p>1.2 Newton’s classification of sales types, McMurry& Arnold’s classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling.</p>	5
Unit-II	Pre-Selling Work	No. of Hours

	<p>2.1 Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory;, People Buy From People, Communication skills, Persuasive skills, Personal Diary, Time management</p> <p>2.2 Managing Sales, Documents and collaterals management. Fear Factor in Sales.</p> <p>2.3 Maximising Productivity in a Sales Role, Meetings and Your Time, The Telephone - Social Media & Online Data Bases as a Sales Tools, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments.</p>	7
Unit-III	Selling in Action	No. of Hours
	<p>3.1 Identifying Key Individuals – Prospecting, Influencers and Decision Makers, Talking to the Right Individuals, Making that Good First Impression,</p> <p>3.2 How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship, What’s In It For Me?, Honesty and Integrity.</p>	5
Unit-IV	Objection handling	No. of Hours
	<p>4.1 : Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (LPA),</p> <p>4.2 Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities.</p> <p>4.3 Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity,</p> <p>Exceeding Customer Expectations, Giving Recognition.</p>	7
Unit-V	Sales Conversation, Negotiation & Closure	No. of Hours
	5.1 Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation	6

vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions.

5.2 Problems with Positional Bargaining, Opening Up the Negotiation, Approaches to Better Negotiation, You Have Alternatives, Reverse Psychology in Negotiation.

5.3 Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together.

Text Books	<ol style="list-style-type: none"> 1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd. 2. Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition. 3. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India 4. How to win friends and influence people, Dale Carnegie 5. The Art of Closing the Sale, Brian Tracy, Pearson Education 6. Selling And Negotiation Skills, Jadhav Rahul;PrashantChaudhary
Reference Books	<ol style="list-style-type: none"> 1. Sales Management, Bill Donaldson, Palgrave Publications 2. You can negotiate anything, Herb Cohen 3. Managing Sales Leads, Crocker and Obermayer, American Marketing Association 4. Professional Sales Management R E Anderson ; J F Hair
Supplementary Reading Material	<ol style="list-style-type: none"> 1. https://blog.hubspot.com/sales/sales-negotiation-role-play-exercises 2. https://www.trainerslibrary.com/materials/category_docs.aspx?id=3&area=2 3. https://www.businesstrainingworks.com/training-resource/five-free-sales-training-games/ 4. https://www.negotiations.com/articles/case-studies/

Course Name: Managing Innovations	
Course Type: Generic Elective	Course Code :111
Credits:2	L:P:T:2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO111.1	REMEMBERING	DESCRIBE the key ideas relevant to innovation, intellectual property, business models DESCRIBE the key ideas relevant to innovation, intellectual property, business models
CO111.2	UNDERSTANDING	INTERPRET the various theories of innovation and EXPLAIN with examples the types of innovation.
CO111.3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.
CO111.4	ANALYSING	DISSECT contemporary start-up businesses for their business models, extent of innovation, success and failure.
CO111.5	EVALUATING	CREATE an inventory of product and process innovations for daily use of consumer products and routine business processes in a typical organization.
CO111.6	CREATE	CREATE a potential list of innovation needs for India in the local, regional and national context and ASSESS the likelihood of constructing a business model around these needs in the current local, regional and national context.

Unit-I	Basics of Innovation:	No. of Hours
	1.1 Concept of Innovation. Invention and Creativity - Role and relationship with innovation, Product innovation and process innovation, Radical and incremental innovation, Technological innovation, commercial or organizational Innovation.	6
	1.2 Characteristics of innovation in different sectors , Innovation in Indian context, Innovation and Creativity, Jugad and innovation, Innovation in Current Environment- local, regional and national context	
Unit-II	Economics and Management of Innovation	No. of Hours

	<p>2.1 Schumpeter and creative destruction, The evolutionary theory of Nelson and Winter, The model of the dynamic capabilities of David Teece, Porter and competitive advantage</p> <p>2.2 The value chain, Drucker and the systematic innovation, Innovations diffusion, Speed, Adoption. Innovation and Knowledge, Tacit and explicit knowledge, Knowledge as a public good</p>	6
Unit-III	Models of Innovation – Static Models:	No. of Hours
	<p>3.1 Incremental versus Radical Innovation, Abernathy – Clark Model, Henderson – Clark Model, Disruptive Technological Change Model, Innovation Value – Added Chain, Strategic Leadership View.</p> <p>3.2 Familiarity Matrix, Imitability & Complementary Assets – Teece Model. Dynamic Models: Utterback – Abernathy Model, Tushman – Rosenkopf technology Life Cycle Model, Foster’s S Curve</p>	6
Unit-IV	Instruments for Innovation:	No. of Hours
	<p>4.1 Challenges of Innovation, Innovation as a systematic practice, Steps of Innovation Management, Learning Cycle, The roles of the innovator, Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators</p> <p>4.2 The generation of ideas: brainstorming, Creativity, Divergent V/s Convergent Thinking, Design Thinking, Blue Ocean Strategy. Experimentation in Innovation Management, Technology Innovation Process, Idea Championship, Participation for Innovation, Co-creation for Innovation, Screening the innovative ideas, Proto typing to Incubation</p>	6
Unit-V	Management and Marketing of Innovation:	No. of Hours
	<p>5.1 Innovation Management Planning, Technology Forecasting, Innovation Sustainable Conditions, Management of Innovation, Concept of IPR. Creation of IPR, Types of IPR, Patents and Copyrights, Patents in India.</p> <p>5.2 Business Models: What is a Business Model? The evolution of the business model, The Business Model Canvas, Business Models and value proposition, Business</p>	6

Model Failure: Reasons and Remedies, Incubators: Business Vs Technology, Future markets and Innovation needs for India



Text Books	<ol style="list-style-type: none"> 1. Innovation Management, Allan Afuah, Oxford Indian Edition. 2. Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi. 3. Innovation: the attacker's advantage, Foster, Richard N., London, Macmillan. 4. Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books 5. Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth -Hienemann, South Asian Edition. 6. Managing Creativity & innovation, Harvard Business Essentials, Harvard Business School Press
Reference Books	<ol style="list-style-type: none"> 1. The Innovator's ToolKit , Harvard Business Press. 2. Fastrack to Success Innovation , Andy Bruce and David Birchall, Prentice Hall - Financial Times. 3. Getting to Innovation, Arthur B VanGundy, PHI – Eastern Economy Edition 4. Blue Ocean Strategy, Kim &Mauborgne

Course Name: Indian Economy	
Course Type: Generic Elective	Course Code : 112
Credits:2	L:T:P: 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO112.1	REMEMBERING	DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.
CO112.2	UNDERSTANDING	SUMMARIZE the sectoral composition of the Indian Economy and DISCUSS the trends therein.
CO112.3	APPLYING	PREDICT consequences of Growth of Monopolies, Concentration of Economic Power and Inequality in the Indian Economy.
CO112.4	ANALYSING	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with GDP composition of India.
CO112.5	EVALUATING	EVALUATE the role of Foreign Trade in the Indian Economy.
CO112.6	CREATING	BUILD a case for coexistence of LPG model along with the role of the state in the Indian Economy.

Unit -I	Perspective of Indian Economy	No of Hours
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1.1 Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Budget terminology, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI– overview of role and functions, Capital Markets–overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept to inclusion, Need of inclusive growth, Financial inclusion.

1.2 Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication

Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social

infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure

Unit -II	Human Resources and Economic Development	No of Hour s
	<p>2.1 The Theory of Demographic Transition, Size and Growth Rate of Population in India, Quantitative Population Growth Differentials in Different Countries, The Sex Composition of Population, Age Composition of Population, Density of Population, Urbanization and Economic Growth in India, The Quality of Population, Population Projections(2001-2026), Demographic Dividend.</p> <p>2.2 Human Development in India-The Concept and Measures of Human Development, Human development Index for Various States in India, National Human Development Report, Changing profile of GDP and employment in India, GDP, Employment and Productivity per Worker ,Relative Shift in the Shares of NSDP and Employment in Agriculture, Industry and Services in Different States</p>	6
Unit -III	Sectoral composition of Indian Economy	No of Hour s
	<p>3.1 Primary, Secondary, Tertiary Sectors, Issues in Agriculture sector in India, land reforms, Green Revolution and agriculture policies of India, Industrial development, small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and Need for State Intervention, Redefining the Role of the State, Liberalization, Privatization and Globalization (LPG) Model of Development, Planning commission v/s NITIAayog, Public Versus Private Sector Debate, Unorganised Sector and India's Informal Economy</p>	6
Unit -IV	Inequality and Economic Power in India	No of Hour s
	<p>4.1 FDI, Angel Investors and Start-ups, Unicorns, M&A, Investment Models, Role of State, PPP(Public-Private Partnership), Savings and Investment Trends. Growth of Large Industrial Houses Since Independence, Growth of Monopolies and Concentration of Economic Power in India, Competition Policy and Competition Law, Growth and Inequality, India Economic Superpower, Growth of the Indian middle-class, Indian MNCs : Mergers and Acquisitions, Outsourcing, Nationalism and Globalization, Small-scale and Cottage Enterprises, The Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation ,Estimate of Organized and Unorganized Workers</p>	6
Unit -V	The Foreign Trade of India	No of Hour s
	<p>5.1 Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of</p>	6

India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)

<p>Text Books</p>	<ol style="list-style-type: none"> 1. Indian Economy, Dutt R and Sundharam K.P.M, S.Chand, Delhi 2. Indian Economy, Agarwal A.N., Vikas Publishing House, Delhi 3. Indian Economy, Misra S.K. and Puri V.K., Himalaya Publishing House, New Delhi 4. Economic Reforms in India-A Critique, Dutt Ruddar, S.Chand, New Delhi.
<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Economic Environment of Business, Adhikary, Sultan Chand and Sons 2. Business, Government and Society, George A and Steiner GA, Macmillan 3. Economic Environment of Business, Ghosh, Vikas 4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay 5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

II Semester

Course Name: Start-Up and New Venture Management

Course Type: Generic Elective

Course Code : 205

Credits:2

L:T:P: 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO205.1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
CO205.2	UNDERSTANDING	EXPLAIN the decision-making matrix of entrepreneur in establishing a startup.
CO205.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup
CO205.4	ANALYSING	FORMULATE a go to market strategy for a startup.
CO205.5	EVALUATING	DESIGN a workable funding model for a proposed startup.
CO206.6	CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.

Unit-I	Being an Entrepreneurship	No. of Hours
	1.1 The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, 1.2 The entrepreneurial ecosystem, 1.3 Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, 1 1.4 Struggles-Causes of failure–Product/ market, financing, managerial-Resilience. 1.5 Legal Fundamentals - When, how and where to	6

incorporate.

Unit-II	Customer Discovery	No. of Hours
	2.1 Entrepreneurial Opportunity Search and Identification; 2.2 Market Intelligence, Market analysis, Market research, 2.3 Customer validation, developing your business model, Crafting your value proposition, 2.4 Product Development, Managing the product development process, Long Tail markets, Product launch goals, Go-to-Market Strategy, 2.5 The role of selling in a startup, Sales forecasting for startups, 2.6 Mapping buyer response modes. Social media Promotion tools.	6
Unit-III	The Financial Road Map	No. of Hours
	3.1 Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, 3.2 How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital– Friends & Family, 3.3 Role of Government in ED, 3.4 Various schemes - PMEGP, CGTMSE, MPDA, SFURTI. 3.5 Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. 3.6 Crowd funding, Venture capital, Private Equity, 3.7 Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, 3.8 The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch.	6
Unit-IV	Entrepreneurial Leadership	No. of Hours
	4.1 Building and managing the founder team, Attracting and retaining the right people, 4.2 The Team - Board/Governance, The role of a successful board, Different board models for different ventures,	6

Unit-V	Business Plan	No. of Hours
	<p>4.3 How to assemble a board of advisors, separating leadership from management,</p> <p>4.4 Legal Matters- Organizational form– partnerships, sole proprietorship, Tax, Legal expenses, hiring the service providers. 4.5 Employee management and leadership in the workforce,</p> <p>4.6 Recruiting, selection and hiring, Hiring the first employee.</p> <p>5.1 Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary</p> <p>5.2 Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission</p> <p>5.3 Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company?</p> <p>5.4 Description of the business model, the marketing and sales strategy</p> <p>5.5 Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements,</p> <p>5.6 Risk analysis and possible exit strategies.</p> <p>5.7 Conclusion and appendixes: Résumés, literature, technical descriptions.</p> <p>5.8 Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc.</p>	6

Text Books	<ol style="list-style-type: none"> 1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson 2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India. 3. Managing New Ventures, AnjanRaichoudhuri, Prentice-Hall of India Pvt.Ltd 4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi 5. Managing Small Business by Longenecker, Moore, Petty
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	<p>and Palich, Cengage Learning, India Edition.</p> <ol style="list-style-type: none"> 6. Entrepreneurship: New Venture Creation by David H. Holt 7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, Himalaya Publishing House, Delhi 8. Entrepreneurship and Small Business Management by Siropolis 9. Lead like an Entrepreneur by Neal Thornberry
Reference Books	<ol style="list-style-type: none"> 1. Fundamentals of Entrepreneurship, Nandan H, PHI 2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition. 3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH. 4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives. 5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press. 6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson. 7. A Guide to Entrepreneurship by David, Otes ,Jaico Books Publishing House, Delhi 8. Indian Entrepreneurial Culture by A Gupta , New Age International.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, RajatKhare

Course Name: Geopolitics and World Economic System	
Course Type: Generic Elective	Course Code : 206
Credits:2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO206.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO206.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO206.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO206.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO206.5	ANALYSING	ASSESS the impact of the elements of the Global Economic System on the India Economy.

Unit-I	Introduction to Global Economic & Political Systems:	No. of Hours
	1.1 Meaning of Global Economy and its History Structure and Components of Global Economy, 1.2 Theory of Hegemonic Stability, 1.3 Differences among National Economies, 1.4 Market Oriented Capitalism, 1.5 Developmental Capitalism, Social Market Capitalism, 1.6 Comparative Analysis, 1.7 Effects of Globalization on Indian Economy.	6
Unit-II	The Trading System:	No. of Hours
	2.1 Debate over Free Trade – Functions of GATT and WTO, 2.2 The Uruguay Round and World Trade Organization, 2.3 Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, 2.4 Threats to Open Trading System, 2.5 Developments in International Trade Theory, 2.6 Bi-lateral, Multilateral Trade Agreements, 2.7 Impact of Trade wars in liberalized economy.	6
Unit-III	International Trade Laws	No. of Hours

3.1 International Contracts of Sale of Goods Transactions, 3.2 International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. 3.3 Intellectual property Rights, 3.4 Dispute settlement Procedures under GATT & WTO, 3.5 Payment systems in International Trade, 3.6 International Labour Organization and International Labour Laws.	6
Unit-IV International Monetary System:	No. of Hours
4.1 The International Financial System - Reform of International Monetary Affairs- The Bretton Wood System and the International Monetary Fund, 4.3 Controversy over Regulation of International Finance, 4.4 Developing Countries' Concerns, 4.5 Exchange Rate Policy of Developing Economies.	6
Unit-V Contemporary Issues and Challenges in Global Economic Environment - Indian perspective	No. of Hours
5.1 Globalization and its Advocacy, 5.2 Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, 5.3 Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. 5.4 Eurozone Crisis and its impact on India, Issues in Brexit, 5.5 World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc.	6

Text Books	<ol style="list-style-type: none"> 1. Global Political Economy, Robert Gilpin, Princeton University Press 2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook 3. International Trade Law, Indira Carr and Peter Stone 4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakraborty
Reference Books	<ol style="list-style-type: none"> 1. Global Political Economy, Robert Gilpin, Princeton University Press 2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook 3. International Trade Law, Indira Carr and Peter Stone 4. Development and Sustainability: India in a Global Perspective edited by

Sarmila Banerjee, AnjanChakraborty	
Course Name: Computer Application for Business	
Course Type: Generic Elective	Course Code 207
Credits:2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO207.1	REMEMBERING	DESCRIBE various elements, stages, Types of Information System
CO207.2	UNDERSTANDING	EXPLAIN various information system and its uses in managing the business
CO207.3	APPLYING	IDENTIFY the need of various support system
CO207.4	ANALYSING	ANALYSE the various model of Management information system in digital prospects and its security issue
CO207 .5	EVALUATING	ASSESS application of various management information system.
CO207 .6	CREATING	CREATE the Management Information System for various functional areas

Unit-I	Introduction to Management Information System	No. of Hours
	1.1 Management Information Systems: Need, Purpose and Objectives - Data, Information, Knowledge – Types of Information Systems - Information as a strategic resource - Use of information for competitive advantage 1.2 Information Technology Infrastructure: Information Systems Architecture – Mainframe, Client Server, Web Based, Distributed, Grid, Cloud - Overview of Hardware, Software, Storage and Networking Devices – Networks Types - Topologies of Networks	6
Unit-II	DataBase Management System	No. of Hours
	2.1 Data Base Management Systems: Concept – Relational Model Applications – DBMS Architecture	6
Unit-III	Decision Support System	No. Of Hours

	3.1 Data Warehousing and Data Mining -Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems - Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge-Based Expert Systems – Artificial Intelligence	6
Unit-IV	Digital firm Perspective	No. of Hours
	4.1 MIS Model for a digital firm – Organization Structure for the digital firm – e-Business Models and Applications – Mobile computing, Call Centers, BPO	6
	4.2 Management Issues in MIS: Information Security and Control – Quality Assurance -Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products	
Unit-V	Applications of MIS	No. of Hours
	5.1 Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum 5 case studies	6

Text Books	<ol style="list-style-type: none"> 1. MIS-Bidgoli/Chattopadhyay- Cengage Learning 2. Management Information Systems by Obrien, Marakas and Ramesh Behl, TMGH 3. Management Information Systems by Dr. D. B. Bharati&RohanDahivale Himalaya Publications 4. Management Information Systems by Jawadekar, TMGH, 4th Edition
Reference Books	<ol style="list-style-type: none"> 1. Management Information Systems by Jaiswal and Mittal, Oxford University Press 2. Decision Support Systems and Intelligent Systems by Turban and Aronson, Pearson Education Asia 3. Management Information Systems by Laudon, Laudon, Dass, Pearson Education Asia, 11th Edition 4. Management Information Systems by Davis and Olson, Tata McGraw Hill

Subject Specialization: Marketing Management (MKT)**Generic Core – II Semester****Course Name: Marketing Research****Course Type: Subject Core****Course Code 208MKT****Credits:3****L:T:P :2:1:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO208 MKT.1	REMEMBERING	IDENTIFY and DESCRIBE the key steps involved in the marketing research process
CO208 MKT.2	UNDERSTANDING	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses.
CO208 MKT.3	APPLYING	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within.
CO208 MKT.4	ANALYSING	ANALYSE quantitative data and draw appropriate Inferences to address a real life marketing issue.
CO208 MKT.5	EVALUATING	DESIGN a market research proposal for a real-life marketing research problem and EVALUATE a market research proposal.
CO208 MKT.6	CREATING	PLAN and UNDERTAKE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyse data to resolve a real life marketing issue.

Unit-I**Introduction to Marketing Research****No. of Hours**

1.1 Definition, Purpose, Market Research in Practice, Participants in Market Research, Scope, Advantages and Disadvantages

6

1.2 Types of research, Research Process, Research Applications in Business Decisions and Marketing Research in India, Features of Good Research

1.3 Application of Longitudinal Studies in Marketing

Unit-II	Research Proposal	No. of Hours
	2.1 Formulation of Research Problem: Define the Research Problem, Problem Definition Process	6
	2.2 Research Design: Nature, Process, Classification of Research design	
	2.3 Experimental Design-Introduction, Classification	
	2.4 Preparing & Evaluating Marketing Research proposal.	
Unit-III	Data Collection, Measurement and Scaling	No. of Hours
	3.1 Secondary Data Collection Methods: Classification of Data, Research application, Classification of Secondary Data	6
	3.2 Qualitative Methods of Data Collection: Distinguishing between Qualitative and Quantitative, Methods of Qualitative Research	
	3.3 Attitude Measurement and Scaling: Introduction Types of Measurement Scaling, Classification of Scale, Criteria for Good Measurement	
	3.4 Questionnaire Designing: Criteria, Types of Questionnaire, Questionnaire Design Process and Designing of Questionnaire	
Unit-IV	Respondent Selection and Data Preparation	No. of Hours
	4.1 Sampling: Concepts, Probability and Non-Probability Sampling Design, Determination of Sample Size	6
	4.2 Data Processing: Fieldwork Validation, Data Editing, Coding, Classification	
	4.3 Chi-Square Test	
Unit-V	Advanced Analytical Tools	No. of Hours
	5.1 Conjoint Analysis: Conceptual basis, procedure, type of data required, key decision, how to interpret output, applications to study trade-off patterns of consumers as related to different levels of marketing mix elements (Question on	6

interpretation of output is expected)

5.2 Factor Analysis, Conceptual basis, type of data required, procedure, PCA, Interpreting factor matrix (factor loadings, communalities, Eigen value), determining number of factors using latent root criteria & scree test, interpreting & naming factors, applications in consumer behaviour studies (Question on interpretation of output is expected)

5.3 Cluster Analysis, Conceptual basis, type of data required, procedure, clustering methods single linkage rule, how to interpret output, applications related to psychographic & lifestyle market segmentation (Question on interpretation of output is expected)

<p>Text Books</p>	<ol style="list-style-type: none"> 1. Marketing Research : An Applied Orientation Sixth Edition By Pearson Author: Das Satyabhusan and Malhotra Naresh K. ISBN8131731812, 9788131731819 2. Marketing Research: Text and Cases Author Nargundkar Rajendra Publisher: Tata McGraw-Hill Education India, ISBN: 9780070220874, 9780070220874 3. Marketing Research by GC Beri Published by Tata Mcgraw Hill Publishing Co Ltd ISBN-13: 9781259004902
<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Marketing Research, 7th Edition Alvin C. Burns, Ronald F. Bush Publisher: Pearson ISBN-13: 9780133074673

Course Name: Consumer Behaviour	
Course Type: Subject Elective	Course Code -209 MKT
Credits:3	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 209 MKT.1	REMEMBERING	DEFINE the key terms in consumer behaviour.
CO 209 MKT.2	UNDERSTANDING	EXPLAIN the reasons for existence of firms and their decision making goals.
CO 209 MKT.3	APPLYING	MAKE USE Models of Consumer Behaviour.
CO 209 MKT.4	ANALYSING	ANALYSE about latest trends in consumer behaviour.
CO 209 MKT.5	ANALYSING	.ANALISE the importance of Consumer Behaviour and segmentation
CO 209 MKT.6	EVALUATING	DESIGN strategy for consumer behaviour.

Unit-I	Introduction to Consumer Behaviour	No. of Hours
	<p>1.1 Introduction to consumer behavior and consumer neuroscience –Definition of consumer behavior, neuroscience and brand loyalty.</p> <p>1.2 Applications of consumer Behaviour -Consumer Behaviour and marketing strategy behavior Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques</p>	9
Unit-II	Consumer Segmentation	No. of Hours
	<p>2.1 Consumer segmentation-bases of segmentation-demographic, behavioral benefit</p> <p>2.2 Consumer modeling-Economic model-psychoanalytical model – sociological model- Howard Seth model-Nicosia model-Engel Blackwell model,VALS2 Stanford model</p>	9

Unit-III	Consumer Influence	No. of Hours
	<p>3.1 External influences-Culture-subculture-social class-family lifecycle stages</p> <p>3.2 Marketing implications. Influence of social class - Definition and meaning of social stratification-factors responsible for social stratification-characteristic features of social classes- social influence on consumer Behaviour</p>	9
Unit-IV	Group Dynamics	No. of Hours
	<p>4.1 Group Dynamics and consumer reference groups-definition and meaning of group – reasons for formation of group- types of groups relevant to consumer</p> <p>4.2 Behaviour information –normative-identification-kind of influence-diffusion of innovation the diffusion process - the adoption process – consumer innovativeness and personality traits</p> <p>4.3 Self concept, situational influences and lifestyle-overview Consumer decision making process</p>	9
Unit-V	Consumer Behaviour Theory	No. of Hours
	<p>5.1 Consumer Behaviour: flow theory; Hoffman’s Many-to-Many model; Internet</p> <p>5.2 Branding and loyalty; Internet communities; how the Internet is changing consumer Behaviour</p>	9

Text Books	<ol style="list-style-type: none"> 1. Consumer behavior -Schickman Kanuk 2. Consumer market demographics in India - Edited by S.L.Rao 3. Consumer behaviour -Walker
Reference Books	<ol style="list-style-type: none"> 1. Understanding your customer -R.Woodruff and S.F.Gardial 2. Consumer behaviour -Davis Loudon ,Albert Della Bitta 3. Consumer Behaviour – Hawkins, Best, Coney – TMH, 9/e,

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Subject Elective (SE): Marketing Management (MKT)

II Semester

Course Name: DIGITAL MARKETING

Course Type: Subject Elective

Course Code -210 MKT

Credits:2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 210 MKT.1	REMEMBERING	DEFINE the key terms in digital marketing.
CO 210 MKT.2	UNDERSTANDING	EXPLAIN the use and importance of digital marketing.
CO 210 MKT.3	APPLYING	MAKE USE digital marketing tools.
CO 210 MKT.4	ANALYSING	ANALYSE new trends in digital marketing and its need..
CO 210 MKT.5	ANALYSING	ANALISE need of digital marketing.
CO 210 MKT.6	EVALUATING	DESIGN strategy for digital marketing.

Unit-I	Digital Marketing Planning and Structure	No. of Hours
	1.1 Digital Marketing Planning and Structure: Inbound vs Outbound Marketing, Content Marketing 1.2 Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. WWW, Domains, Buying a Domain 1.3 Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home 1.4 Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us 1.5 Page, Call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code,	6

	1.6 Website Auditing, Designing Wordpress Website	
Unit-II	Facebook Marketing Fundamentals:	No. of Hours
	2.1 Facebook Marketing Fundamentals: Profiles and Pages, Business Categories, Getting Assets Ready, Creating	6
	2.2 Facebook Pages, Page Info and Settings, Facebook Page Custom URL, Invite Page Likes, Featured Video, Pin Post	
	2.3 Highlights, Scheduling Posts, Facebook Events, Reply and Message, Facebook Insights Reports, Competitor's Facebook	
	2.4 Page, Ban User on Facebook Page, Connect with Twitter. Facebook Ad Campaigns: Organic v/s Paid, Defining Ad	
	2.5 Objective, Performance Matrix, Ad Components, Designing Creative Image, Facebook Ad Structure, Setting Up Facebook	
	2.6 Ad Account, Create Ad –Targeting, Create Ad –Budgeting, Create Ad –Creative, Content and CTA, Boosting Page Posts	
	2.7 Page Promotion, Video Promotion, Similar Ads and Audiences, Tracking Pixels Code, Remarketing -Website Visitors	
	2.8 Custom Audiences -Look Alike, Custom Audience -Saved Group, Managing and Editing Ads, Ad Reports and Ad Insights	
	2.9 Billing and Account. Facebook Business Manager, People, Pages and Roles, Ad Accounts Configurations, Ad Agencies and Assigning, Shared Login for FB Business A/c, Power Editor, Email Targeting on Facebook, Facebook Offers, CTA on Page, Posts for Location, Save Time with Third Party Tools, Case Studies.	
Unit-III	Google Adwords	No. of Hours
	3.1 Google Adwords: Understanding Adwords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank	6
	3.2 Billing and Payments, Adwords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating	
	3.3 Text Ads, Creating Ad Groups, Bidding Strategy for CPC, Case Studies. PPC, CPM, CPA , Other Measuring Tools, Bidding	
	3.4 Strategy on Location, Bidding Strategy on Schedule, Bidding	

	<p>Strategy on Devices, Conversion Tracking Code, Designing</p> <p>3.5 Image Ads, Creating Animated Ads, Examples on Animated Ads, Creating Video Ads, YouTube Video Promotion, Hi-Jack</p> <p>3.6 Competitor's Video Audience, Case Studies. Remarketing Strategies, Remarketing Rules, Remarketing Tracking Code</p> <p>3.7 Linking Google Analytics, Designing Remarketing Images, Shared Budget, GWD Software, Case Studies</p>	
Unit-IV	YouTube Marketing:	No. of Hours
	4.1 YouTube Marketing: Video Flow, Google Pages for YouTube Channel, Verify Channel, Webmaster Tool –Adding	6
	4.2 Asset, Associated Website Linking, Custom Channel URL, Channel ART, Channel Links, Channel Keywords, Branding	
	4.3 Watermark, Featured Contents on Channel, Channel Main Trailer, Uploading Videos, Uploading Defaults, Creator	
	4.4 Library, Case Studies. Channel Navigation, Video Thumbnail, CTA –Annotation, CTA –Extro, CTA –Cards for Mobile	
	4.5 Redirect Traffic to Website, Post Upload Enhancements, Live Broadcasting, Managing Playlists, Managing Comments	
	4.6 Managing Messages, Monetization with Adsense, Paid YouTubeChannel, Channel Analytics, Real Time Analytics, CaseStudies.	
Unit-V	Email Marketing - Content Writing	No. of Hours
	5.1 Email Marketing - Content Writing: Email Machine –The Strategy, Email Frequency, Why People Don't Buy	6

- 5.2 The Fuel –Value, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product
- 5.3 Secondary Value, Fear, Regret, Ask for Sales, Reinforcement, Offers Announcements, Urgency, Cross Sales
- 5.4 Engagement, Buyer vs Consumer. Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email
- 5.5 Templates and Designs, Sending HTML Email Campaigns, Web Forms Lead Importing, Integrating Landing Page Forms
- 5.6 Campaign Reports and Insights, Segmentation Strategy, Segmentation Lists, Auto-Responder Series, Triggering Auto
- 5.7 Responder Emails, Auto Responder Actions, Case Studies

Text Books	<ol style="list-style-type: none"> 1. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky, 2. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing, Ian Brodie
Reference Books	<ol style="list-style-type: none"> 1. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah

Course Name: Marketing of Financial Services	
Course Type: Subject Elective	Course Code: 211MKT
Credits:2	L:T:P :0:1:1

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 211 MKT.1	REMEMBERING	RECALL and DESCRIBE the key terminology of Financial Services
CO 211 MKT.2	UNDERSTANDING	DESCRIBE the various types of financial products and services
CO 211 MKT.3	APPLYING	DEVELOP FAQs for each kind of financial products and services from an investment advisor's perspective.
CO 211 MKT.4	ANALYSING	COMPARE and CONTRAST the various types of financial products and services and ILLUSTRATE their benefits and limitations.
CO 211 MKT.5	EVALUATING	EVALUATE the financial products and services from an investment perspective for various kinds of investors.
CO 211 MKT.6	CREATING	COLLECT the application forms for all kinds of investments and DISCUSS each of them.

Unit-I	Financial Market Fundamentals	No. of Hours
	1.1The Indian Financial System	6
	1.2Money Market Instruments	
	1.3 Financial Services	
	1.4. Regulatory Framework for Financial Services in India	
	1.5 Securities Market: Managing The Issue of Shares, Debentures and Bonds	
Unit-II	Mutual Fund	No. of Hours
	2.1Concept and structure of mutual funds in India; Role of custodian;	6

	Registrar and transfer agent; AMC; New fund offer's & procedure for investing in NFO; Investors rights and obligations. 2.2 Concept of open ended and close ended fund; Types of funds - equity, index, diversified large cap funds, midcap fund, sec or fund and other equity schemes; Concept of entry and exit load Expense ratio; Portfolio turnover; AUM; Analysis of cash level in portfolio 2.3Types of Mutual Funds	
Unit-III	Insurance	No. of Hours
	3.1Basic understanding of insurance products, types of insurance policies – Role of IRDA, Insurance industry in India. 3.2Types of Insurance	6
Unit-IV	Other Financial Services	No. of Hours
	4.1 Company Fixed Deposits 4.2 Inter-Corporate Loans and Investments 4.3 Leasing and Hire Purchase 4.4 Securitization 4.5 Housing Finance 4.6 Credit Rating	6
Unit-V	Marketing Of Financial Services	No. of Hours
	5.1 Importance of Financial Planning 5.2Alternate Investment Products 5.3Tax regulations from an Investment Advisor point of view	6

Text Books	<ol style="list-style-type: none"> 1. Financial Services, M Y Khan, Tata McGraw-Hill 2. Financial Services & Markets, Dr. PunithavathyPandian, Vikas Publication 3. Marketing of Financial Services, V.A. Avadhani, Himalaya Publishing House 4. Financial Services Marketing, Christine Ennew , Nigel Waite 5. Financial Services, NaliniPravaTripathy, Prentice Hall of India Private Limited
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Reference Books	1.Management of Financial Services C. Rama Gopal, Vikas Publishing
Course Name: Personal Selling Lab	
Course Type: Subject Elective	Course Code : 212 MKT
Credits:2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to

CO Number	Cognitive Abilities	Course Outcome
CO212 MKT .1	REMEMBERING	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals
CO212 MKT.2	UNDERSTANDING	EXPLAIN the theories and concepts that are central to personal selling.
CO212 MKT.3	APPLYING	Apply the interpersonal and team skills necessary in successful relationship selling.
CO212 MKT.4	ANALYSING	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale in a real world scenario for a real world product/ service / e- product / e-service.
CO212 MKT.5	EVALUATING	DEVELOP a customer plan that identifies all elements of personal selling, essential to creating successful sales in a real world scenario for a real world product/ service / e-product / e-service.
CO212 MKT.6	CREATING	CREATE sales presentation for a real world product/ service / e-product / e- service and for variety of selling situations.

Unit-I	Personal Selling & Salesmanship	No. of Hours
	<p>1.1 Defining Personal selling and salesmanship, Selling as a profession, Objectives and importance of personal selling, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethical and Legal Considerations in Personal Selling</p> <p>1.2 Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals - Physical, Mental, Social and Character Traits. Theories of Selling: AIDA, Right set of circumstances theory of selling, Buying Formula theory of selling, Behavioral Equation theory, Career in Personal Selling / Sales; What Companies Look for in New Salespeople</p>	5

Unit-II	Personal Selling Process	No. of Hours
	<p>2.1 Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre approach-step toward sales planning-elements of sales call planning</p> <p>2.2 Customer need discovery & Analysis; Approach- sales presentation/ demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, non-directive questions, rephrasing, redirect questions; Sales Leads, Account Management, Building long-term partnership by Selling</p> <p>2.3 Strategic Understanding of Company, Products, Competition, and Markets Strategic Understanding of Company, Strategic Understanding of Products</p>	6
Unit-III	Personal Selling Process	No. of Hours
	<p>3.1 Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale-reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability</p> <p>3.2 Follow up after sales- Discuss service requirements, handling complaints, Key Account Management. Customer Service : meaning of Customer Service, Importance of Customer Satisfaction Customer Follow-Up Strategies, Customer Service Questionnaire, Evaluating Customer Service</p>	7
Unit-IV	Personal Selling Skills	No. of Hours
	4.1 Negotiation, Communicating Effectively with Diverse Customers – Meaning of Communication, Developing Communication Skills, essentials of Effective Communicator, Communication Styles, making choice of Communication Style, Communication and Trust Building , Listening Skills, Presentation and Demonstration, , Body Language- Space, Moments, Eye Contacts & Postures, Follow up Calls, Writing	7

	Effective Sales Letters and e- mails, Positive Mental Attitude, Goal Setting, Effective 4.2 Dressing, Managing Yourself, Managing Time and Territory Self- Management Effectiveness and Efficiency Sales Activities, Setting Priorities Account And Territory Management, Working Smarter , Cold Call Mechanism, Tools and Technical aids for Selling	
Unit-V	Personal Selling Applications and Situations	No. of Hours
	5.1 Selling of services- financial, IT and telecommunication, advertising, education; Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods- convenience, shopping and specialty goods 5.2 International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers Market; Selling to end users, intermediaries, government departments and agencies; Selling individual and groups.	5

Text Books	<ol style="list-style-type: none"> 1. Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10th Edition 2. A B C 's of Selling by Charles M. Futrell, AITBS, New Delhi 3. World Class Selling by Roy Chitwood, JAICO Publishing House 4. Successful Selling Solutions by Julian Clay, Viva Books 5. Value Added Selling by Tom Reilly, TMGH
Reference Books	<ol style="list-style-type: none"> 1. Achieving Sales Excellence by Howard Stevens, Viva Books Pvt. Ltd. 2. Power Sales Presentation by Stephan Schiffman, Adams Media Corporations. 3. Sales Essentials by Stephan Schiffman, Avon Massachusset 4. Smarter Selling by Keith Dugdale& Lambert, Prentice Hall. 5. Successful Sales- Get Brilliant Results Fast by Pauline Rowson, Viva Books. 6. Successful Selling Skills by Richard Denny, The Sunday Times. 7. The Art and Science of Negotiation by Raiffa H, Cambridge: Belknap/Harvard Press 8. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin

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Course Name: Marketing of Luxury Products	
Course Type: Subject Elective	Course Code:213 MKT
(Credits) 2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO213 MKT .1	REMEMBERING	RECALL and DESCRIBE the key concepts and principles of luxury brand management and marketing.
CO213 MKT.2	UNDERSTANDING	DESCRIBE the unique consumer behavior in the context of luxury products
CO213 MKT.3	APPLYING	IDENTIFY potential new luxury products and how they relate to a variety of markets, including emerging markets & India.
CO213 MKT.4	ANALYSING	COMPARE and CONTRAST the luxury products , brands and industry with routine products, brands and industry.
CO213 MKT.5	EVALUATING	ASSESS internal and external factors impacting the luxury markets, nationally, internationally and globally.
CO213 MKT.6	CREATING	Formulate marketing strategy for contemporary luxury products and brand.

Unit-I	Theoretical foundations of luxury management	No. of Hours
	1.1 Defining brand, luxury and relativity, luxury goods, luxury brand, fashion, difference and similarity between luxury and fashion, Unique properties, opportunities, and challenges of ever-changing markets of design, fashion, and luxury goods. Luxury - historical and contemporary perspectives. Main luxury sectors: definition and trends. Luxury brands in the emerging markets and the Indian context	5
Unit-II	Methodological approaches to understanding luxury	No. of Hours

	2.1 Identifying a luxury product: basic approaches and main types, Features of consumer behavior, Basic psychological phenomena associated with luxury purchase, Luxury consumption motives, Luxury Brand Identity, Changing marketing dynamics and impact on the marketing, experience and consumption of luxury	6
Unit-III	Luxury Segmentation, Targeting, Positioning & Marketing Mix	No. of Hours
	3.1 Pursuing long term profitability through sound marketing strategies. Market segmentation beyond the socioeconomic. 3.2 Positioning – (a) Identity management - Communication policy, managing creativity, corporate image and volatility, (b) Channel management. 3.3 Luxury marketing mix: product policy, price policy, distribution policy, Craftmanship: How are things made and why it matters, Communicating & Distributing Luxury	7
Unit-IV	International luxury markets	No. of Hours
	4.1 historical leaders and emerging countries, Binary Conventions in Luxury: East vs. West; Masculine vs. Feminine; Seriousness vs. Humor, What does Culture have to do with luxury and how you can use it to market luxury effectively	7
Unit-V	Luxury retail	No. of Hours
	5.1 The beauty & fragrance industries, Fine Jewelry & timepieces; Accessories; Art, Beauty products, Hospitality, Automotive, Fashion	5

Text Books	1.The Luxury Strategy, Kapferer, Jean-Noel and V. Bastien, Kogan Press
Reference Books	1. The Luxury Strategy: Break the Rules of Marketing to Build the Luxury Brand, Bastien Vincent, Kapferer Jean-Noël, Kogan Page 2. The idea of prestige: A conceptual and historical investigation, Berry, C.J., Cambridge University Press. 3. Economics and consumer behavior, Deaton, A., &Muellbauer, J.,

Cambridge University Press

Subject Core (SC): Financial Management (FIN)**II Semester****Course Name: Financial Markets and Banking Operations****Course Type: Generic Core****Course Code: 208FIN****Credits:3****L:P:T:2:1:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO208FIN.1	REMEMBERING	Explain Meaning, importance, mechanism, role, structure and components of Indian financial System.
CO208FIN.2	UNDERSTANDING	Demonstrate an awareness of the current structure and Regulators and financial Institutions of the Indian Financial system
CO208FIN.3	APPLYING	Differentiate between features, structure, functioning of financial markets, classify instruments of money markets and capital markets, demonstrate the understanding of financial instruments and illustrate methods of raising money in primary markets Compare and describe Various Financial Services.
CO208FIN.4	ANALYSING	Demonstrate basic understanding of stock exchanges, explain calculation methodology of Index numbers Compute the index numbers, point out determinants of stock market indexes
CO208FIN.5	EVALUATING	Interpret the Financial News and formulate an opinion thereon in context of financial markets, institutions and services.
CO208FIN.6	CREATING	Justify and explain consequences of the events in

		financial markets to that of corporate financing decisions
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Unit-I	Introduction to Indian Financial System	No. of Hours
	<p>1.1 Structure and Components: Indian financial system in India, Role of financial system in economic development.</p> <p>1.2 Introduction to financial Institutions – Banking – Non Banking Institutions. Role and Functions of Banks and their Contribution to Indian Economy.</p> <p>1.3 Introduction to Financial Markets, Functions and Classification. Money Market, Capital markets, Bond markets, Commodity markets, Money markets, Derivatives markets, Futures markets, Foreign exchange markets, Crypto currency market</p>	9
Unit-II	Money Markets	No. of Hours
	<p>2.1. Structure, components and Participants in Indian Money Market</p> <p>2.2. Money Market Instruments (Call Money Market, T-bills, Commercial papers, Bill of Exchange, Repos and reverse repos, MMMFs, DFHI etc.)</p> <p>2.3. RBI and its role in money market as central bank and the reforms in Indian Money Market</p>	9
Unit-III	Capital Markets	No. of Hours
	<p>3.1. Components & Functions of Capital Markets, Primary & Secondary Market Operations</p> <p>3.2. Capital Market Instruments – Equity, debt and pooled securities, security market indexes</p> <p>3.3. Role of SEBI in Capital Market.</p>	9
Unit-IV	Banks and NBFCs	No. of Hours
	<p>4.1. Types of Banks & NBFCs: Central Bank, Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks, Specialized Banks, NBFCs.</p> <p>4.2 Types of Banking: Wholesale and Retail Banking,</p>	9

	Investment Banking, Corporate Banking, Private Banking, Development Banking.	
Unit-V	Concepts in Banking and Accounting of transactions	No. of Hours
	5.1. Accounting in banks	9
	5.2. Electronic Banking, RTGS, ATM, MICR, OCR, OMR, and DATANET, Petty Cash, Electronic Clearing Service (ECS), National Electronic Funds Transfer (NEFT) System, Real Time Gross Settlement (RTGS) System, IMPS.	

Text Books	<ol style="list-style-type: none"> 1. Indian Financial Services, M Y Khan 2. Financial Services In India, Avadhani, V.A. 3. Merchant Banking and Financial services, Dr. D Guruswamy, TATA McGraw Hill, Third Edition
Reference Books	<ol style="list-style-type: none"> 1. Indian Financial System and Markets, Siddhartha SankarSaha, TATA McGraw Hill 2. Financial Institutions and Markets, Mudra. 3. Financial Markets, NaliniTripathy.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Capital Markets & Financial Services, Anil Agashe 2. Indian Financial System- Vasant Desai

Course Name: Personal Financial Planning	
Course Type: Subject Core	Course Code :209 FIN
Credits:3	L:T:P :2:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO209FIN.1	REMEMBERING	DESCRIBE the need and aspects of personal financial planning
CO209FIN.2	UNDERSTANDING	EXPLAIN the investment options available to an individual
CO209FIN.3	APPLYING	IDENTIFY types of risk and means of managing it
CO209FIN.4	ANALYSING	ANALYZE the aspects of personal financial planning and investment planning.
CO209FIN.5	ANALYSING	DESIGN financial plan and perform necessary calculations required.
CO209 FIN.6	EVALUATING	EVALUATE a financial plan for a variety of individuals.

Unit-I	Introduction to Financial Planning:	No. of Hours
	1.1 Need for Financial Planning, Assessing personal and financial goals, needs and priorities, attitudes and expectations and risk tolerance level, Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Responsibilities of a Financial Planner, Time Value of Money, KYC, PAN & AADHAR	7
Unit-II	Investment Planning:	No. of Hours
	2.1 Introduction to Investment Planning, Investment Criteria- liquidity, safety and	12
	2.2 Profitability, Investment vehicles (Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate etc.),	
	2.3 Risk and Return associated with these investments,	

	<p>Return comparison over a period of time from different asset classes, Investment strategies, Mutual Funds as Investment Vehicle-Special focus on SIP, STP, and SWP, NFOs, Trading in</p> <p>2.4 Commodities, Derivatives and F&Os, Crypto currency, Creating an Investment Portfolio, Awareness of mis-selling in investment products.</p>	
Unit-III	Risk Analysis, Insurance Planning and Debt:	No. of Hours
	<p>3.1 Risk analysis, Concept of long term risk, Insurance decisions in personal financial planning, Types of insurance cover- mortality, health, disability, property and liability, ULIPs and Term</p> <p>3.2 Plans, Credit Card Financing, Types of Consumer and Home Loans- cost and risk, Credit Score.</p>	10
Unit-IV	Tax Planning	No. of Hours
	<p>4.1 What is Tax Deduction? Tax Deductions under the Section and respective Subsections of : 80C,80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other relevant sections, Direct Tax Code (DTC),</p> <p>4.2 Taxation impact on different investment options, Personal tax planning, Filing IT Returns.</p>	8
Unit-V	Retirement Planning and Estate Planning:	No. of Hours
	<p>5.1 Wealth creation, retirement planning for an individual, pension plans, Provident Fund, Gratuity, Life Insurance Plans., General Insurance Plans, Reverse Mortgage Plans, Senior Citizen</p> <p>5.2 Schemes, What is Estate? Who needs Estate Planning? Transferring assets during life time, Power of Attorney,</p> <p>5.3 Transferring assets post-death – e.g., Nominations, Will, and Creating Trusts.</p>	8

Note:

1. **The weight age in the question paper shall be as follows:** Numerical problems / Cases: 40% & Theory: 60%

2. Formats of documents to transfer assets should be discussed

3. Numerical problems on the following should be taught :

a) Time Value of Money: Compounding, Discounting, Annuities, Sinking Fund, Perpetuities

b) EMI calculation on loans

Text Books	1. Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss, Cengage Delmar Learning India Pvt. Ltd.
Reference Books	<p>1. Introduction to Financial Planning , Indian Institute of Banking & Finance</p> <p>2. Personal Financial Planning Theory and Practice, Kaplan Schweser</p> <p>3. Personal Finance, E. Thomas Gorman and Raymond E. Forgue, Southwest-Western Cengage Learning.</p> <p>4. Fundamentals of Financial Planning, Michael Dalton, Joseph Gillice, James Dalton and Thomas Langdon, Money Education</p> <p>5. Personal Financial Planning, Benedict KohWaiMun Fong, Pearson</p> <p>6. Personal Financial Planning, Lawrence J. Gitman , Michael D. Joehnk, Cengage NOW.</p>

Subject Elective (SE): Financial Management (FIN)**II Semester****Course Name: Security Analysis and Portfolio Management****Course Type: Subject Elective****Course Code: 210FIN****Credits:2****L:T:P:0:1:1****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO210FIN.1	REMEMBERING	Recall the basic concepts in security analysis and portfolio management
CO210FIN.2	UNDERSTANDING	Describe various theories of Investment Analysis and Portfolio Management
CO210FIN.3	APPLYING	Perform valuation of bonds and equities.
CO210FIN.4	ANALYSING	ANALYZE and DISCOVER intrinsic and market value of a security based on fundamental and technical analysis
CO210FIN.5	EVALUATE	Assess the use of various valuation models and theories for investment decision
CO210FIN.6	CREATE	DESIGN/ CREATE/ Construct an optimal portfolio.

Unit-I	Introduction SAPM	No. of Hours
	1.1 Investment: Meaning, nature & objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment avenues: Marketable & Non marketable financial assets	6
	1.2 Portfolio Management: Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and his role.	
Unit-II	Risk & Return Analysis	No. of Hours
	2.1 Meaning and Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return	6

	<p>2.2 Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. Technical Analysis: Meaning, Tools of technical analysis, Technical Analysis vs. Fundamental Analysis.</p> <p>2.3 Efficient Market Theory: Meaning. Forms of Market Efficiency, Efficient Market Hypothesis vs. Fundamental & Technical Analysis</p>	
Unit-III	Valuation of bonds and shares	No. of Hours
	<p>3.1 Bond Valuation: Meaning, Types, Bond Prices, Bond Return, Risks in Bonds.</p> <p>3.2. Equity Valuation: Meaning, Concept of Present Value, Share Valuation Models, Multiplier Approach to Share Valuation</p>	6
Unit-IV	Portfolio Analysis & Selection	No. of Hours
	<p>4.1 Concept of portfolio and portfolio management: Meaning, Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio. Markowitz Portfolio Selection Model: Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model.</p> <p>4.2 Capital Asset Pricing Model (CAPM): Meaning, Assumptions & Limitations of CAPM. Sharpe-The Single Index Model: Measuring security risk & return, Measuring Portfolio Risk & Return. Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model</p>	8
Unit-V	Portfolio Revision & Evaluation	No. of Hours
	<p>5.1. Portfolio Revision: Meaning and need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies</p> <p>5.2. Portfolio Evaluation: Meaning and need of Portfolio Evaluation, Evaluation Perspectives, Measuring Portfolio Returns & Risk Adjusted Returns , Treynor, Sharpe, Jensen and Fama Net Selectivity</p>	4
Text Books	1. Security Analysis and Portfolio Management by Donald E.	

	<p>Fischer Ronald J. Jordan, Publisher: Prentice-Hall of India</p> <p>2. Security Analysis And Portfolio Management by V. Gangadhar, Publisher: Anmol Publications.</p> <p>3. Security Analysis And Portfolio Management by S Kevin Publisher: Prentice hall of India</p>
Reference Books	<p>1. Investment Analysis and Portfolio Management, Chandra, Prasanna (Tata McGraw Hill Publishing Co. Ltd.)</p> <p>2. Securities Analysis & Portfolio Mgmt., V A Avadhani ,vHimalaya Publications</p> <p>3. Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R ,Tata McGraw Hill Publishing Co. Ltd.</p> <p>4. Investment Analysis and Portfolio Management, Frank K. Reilly and Keith C. Brown ,Thomson Learning</p> <p>5. Modern Investments and Security Analysis, Fuller R J; Farrel JL, McGraw Hill 5. Investment Management, V.K. Bhalla ,S.Chand& Co</p>
Supplementary Reading Material	<p>1. Security Analysis and Portfolio Management, A.P. Dash, I.K. International</p>

Course Name: Direct Taxation	
Course Type: Subject Elective	Course Code: 211 FIN
Credits:2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO211FIN.1	REMEMBERING	UNDERSTAND various basic concepts/terminologies related Direct Taxation
CO211FIN.2	UNDERSTANDING	EXPLAIN how tax planning can be done.
CO211FIN.3	UNDERSTANDING	ILLUSTRATE how online filling of various forms and returns can be done.
CO211FIN.4	ANALYSING	CALCULATE Gross Total Income and Income Tax Liability of an individual assessee.
CO211FIN.5	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.
CO211FIN.6	EVALUATING	DESIGN/ DEVELOP / CREATE tax saving plan.

Unit-I	Introduction	No. of Hours
	<p>1.1 Introduction of Income Tax Act, 1961, Basic definitions and concepts – Direct Tax, Indirect Tax, Person, Assessee, Deemed Assessee, Assessment Year, Previous Year, Residential Status of an individual assessee and company, Income exempt from Tax– Gratuity, Leave Travel Concession, Encashment of Unutilized Earned Leave</p> <p>1.2 Retirement, Pension, Voluntary Retirement Receipts, Retrenchment Compensation, Receipts from Life Insurance</p> <p>1.3 Corporation, HRA, Payment from NPS Trust to an assessee on closure of his account/Opting out of the pension scheme and Payment from NPS Trust to an employee on partial withdrawal, Agriculture Income.</p>	6
Unit-II	Income under the Head “Salaries”& “Income from House Property”:	No. of Hours

	<p>2.1 Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary</p> <p>2.2 Income, tax treatment of provident fund, Basis of charge, property income not charged to tax, computation of income from let out house property and self-occupied property.</p>	6
Unit-III	Income under the Head “Profits and Gains of Business and Profession”:	No. of Hours
	<p>3.1 Computation of profit or gain from business and profession (expenses expressly allowed as deduction; general deductions; expenses specifically disallowed) basis of charge; chargeable incomes; specific deductions; amount not deductible</p>	6
Unit-IV	Income under the Head “Capital Gain” and “Other Sources”: Capital Gain”-	No. of Hours
	<p>4.1 Meaning- Capital Gain, Basis of charge, important definitions like Capital Asset, Short Term Capital Asset, Long Term Capital Asset, Transfer of Capital</p> <p>4.2 Asset, Short Term Capital Gain and Long term Capital Gain and their computation. “Other Sources”– Incomes Chargeable Under the head “Other Sources” (Section 56), Deductions Allowable (Sec. 57), Deductions Not Allowable (Sec 58), Bond Washing Transactions and Dividend Stripping (Sec 94).</p>	6
Unit-V	Net Taxable Income and Certain other Points:	No. of Hours
	<p>5.1 Computation of net total income based on 5 heads, carry forward and set-off of losses and deductions under Sec. 80, Computation of Income Tax Liability, Advanced Payment of Tax, TDS, Tax Planning & Tax Evasion, Income Tax Returns, E-filing of ITR</p>	6
Text Books	Suggested Text Books:	

	<ol style="list-style-type: none">1. Direct Taxes, Ravi Kishore2. Direct Taxes, J.P. Jakhotiya3. Direct Taxes, Dr. Girish Ahuja & Dr. Ravi Gupta4. Direct Taxation, Dr. Pradip Kumar Sinha <p>Suggested Reference Books:</p> <ol style="list-style-type: none">1. Students Guide to Income Tax, Dr. VinodSinghania
Reference Books	<ol style="list-style-type: none">1. Students Guide to Income Tax, Dr. VinodSinghania (Taxmann)2. Income Tax Law and Practices, V.P. Gaur, D.B. Narang, Puja Ghai & Rajiv Puri (Kalyani Publication)3. Students' Hand Book on Income Tax, T.N. Manoharan & G.R. Hari

Course Name: Corporate Valuation Mergers and Acquisition	
Course Type: Subject Elective	Course Code: 212 FIN
Credits: 2	L:T:P: 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO212.1	REMEMBERING	DEFINE the concept of Business Valuation.
CO212.2	UNDERSTANDING	LIST the various steps in Business Valuation.
CO212.3	APPLYING	DEMONSTRATE the ability to use various techniques of Business Valuation.
CO212.4	ANALYSING	ANALYZE the Business Valuation for Mergers and Acquisitions.
CO212.5	EVALUATING	EXTRACT the decision basis from Business Valuation under Mergers and Acquisitions.
CO212.6	CREATING	DEVELOP Business Valuation Models under various systems.

Unit-I	Valuation Basics	No. of Hours
	<p>1.1 Concept of Value:</p> <p>1.1.1 An understanding of 'Value'</p> <p>1.1.2 The nature and scope of Valuation</p> <p>1.1.3 Objectives of Valuation</p> <p>1.1.4 Importance of Business Valuation</p> <p>1.1.5 Misconceptions about Valuation</p> <p>1.2 Principle and Techniques of Valuation:</p> <p>1.2 Elements of Business Valuation</p> <p>1.2.1 Conceptual Overview</p> <p>1.2.2 Valuation Approaches</p> <p>1.2.3 Choice of Approach</p> <p>1.2.4 Fair Market Value</p> <p>1.2.5 Adjustments for Valuation Purposes</p> <p>1.3 Discounted Cash Flow Valuation:</p> <p>1.3.1 Definition and description of DCF analysis</p> <p>1.3.2 Assumptions in DCF Model</p> <p>1.3.3 Importance of DCF approach</p> <p>1.3.4 Advantages and Limitations of DCF approach</p> <p>1.3.5 Application of DCF Valuation</p> <p>1.3.6 Value drivers</p> <p>1.3.7 Steps in DCF Valuation</p>	6
Unit-II	Unit 2: Types of Valuation	No. of Hours
	<p>2.1 Relative Valuation:</p> <p>2.1.1 Definition and description of Relative Valuation</p> <p>2.1.2 Steps in Relative Valuation</p> <p>2.1.3 Market Value</p>	6

- 2.1.4 Market Multiples
 2.1.5 Wide application of Relative Valuation
 2.1.6 Advantages and Limitations of Relative Valuation
 2.1.7 When to use Relative Valuation
2.2 Contingent Claim Valuation:
 2.2.1 Definition and description of Real Option
 2.2.2 Enterprise Value in Real Options Valuation
 2.2.3 Examples of Real Options
 2.2.4 Disadvantages of Real Option model

Unit-III	Business Valuation	No. of Hours
	3.1 Asset Valuation 3.1.1 Determining Book Value 3.1.2 Adjusting Book Value 3.1.3 Factors in Asset Valuation 3.2 Related Concepts in Business Valuation: 3.2.1 Efficient Market Hypothesis 3.2.2 The Impact of Changing Capital Structure on the Market Value of the Company 3.2.3 Priorities of Different Stakeholders in terms of Business Valuation	6
Unit-IV	Basics of Mergers & Acquisition	No. of Hours
	4.1 Business Strategy: 4.1.1 Strategy for entering a new business 4.1.2 Strategic Vision & Strategy Formulation 4.1.3 Cost of Entry Test 4.2 Basic Concepts in M&A: 4.2.1 Forces driving M&A 4.2.2 Industry Characteristics 4.2.3 Type of Mergers	6
Unit-V	Valuation in Mergers & Acquisition	No. of Hours
	5.1 Theories of M&A 5.1.1 Synergy Theory 5.1.2 Hubris Theory 5.1.3 Agency Theory 5.2 Sensible Reasons for M&A 5.3 Valuation of M&A: 5.3.1 Importance of Valuation 5.3.2 Estimating Merger Gains & Costs 5.4 The Merger Process: 5.4.1 Legal Aspects 5.4.2 Tax Aspects	6

Text Books	Corporate Valuation- ICWA Publishers
Reference Books	Mergers & Acquisitions- TMH

Course Name: Online Trading of financial Assets	
Course Type: Subject Elective	Course Code 213 FIN
Credits:2	L:T:P :0:1:1

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO213FIN.1	REMEMBERING	UNDERSTAND various basic concepts/ terminologies related to capital market
CO213FIN.2	UNDERSTANDING	EXPLAIN importance of capital market products.
CO213FIN.3	APPLYING	ILLUSTRATE how online trading is conducted
CO213FIN.4	ANALYSING	ANALYZE online information and interpreting performance of assets
CO213FIN.5	ANALYSING	ANALYZE and DISCOVER the portfolios
CO213FIN.6	EVALUATING	DESIGN/ DEVELOP / CREATE portfolios

Unit-I	Overview of Capital Markets	No. of Hours
	1.1 Overview of Indian Capital Market and Global Capital Market, Stock exchanges in India: Vision, Mission and Functions, Products & Participants, Key indicators of securities market, market segments & their products, options available with investors for trading online.	6
Unit-II	Products in Capital Markets:	No. of Hours
	2.1 Capital Market(Equity, Indices, MFs, ETFs, IPOs, Offer for sale, IPP, SLBs) Derivatives (Equity derivatives, Currency Derivative, Interest rate derivatives, Global indices) Debt (Retail debt market, Wholesale debt market, Corporate bonds) Investors' rights and obligations	6
Unit-III	Trading Online	No. of Hours
	3.1 Pre-requirements and documentation, Online trading and mobile applications, Verifying trades, contract notes, bills, demands 3.2 Verifying margin requirements and balance in trading account	6
Unit-IV	Analysis using online information	No. of Hours

	4.1 Using online reports and charts for analysis and decision making (daily, monthly), creating data base for your portfolio, Understanding Trading, Clearing & settlement and Risk Management related to each product in Capital Market	6
Unit-V	Profit Management	No. of Hours
	5.1 Managing online 3 portfolios and related customized market watch (e.g. My NSE) along with related detailed MIS in excel	6

Text Books	<ol style="list-style-type: none"> 1. Mastering the Trade: Proven Techniques for Profiting from Intraday and Swing Trading Setups (McGraw-Hill Trader's Edge Series) by John F. Carter. 2. A Beginner's Guide to Day Trading Online (2nd edition) by Toni Turner.
Reference Books	<ol style="list-style-type: none"> 1. Day Trade Online – Christopher A. Farrell
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Indian Financial System – M.Y.Khan –Tata McGraw Hill 2. Capital Markets magazine 3. Equity research, Investment and Finance Magazine 4. Stocks and commodities magazine 5. Financial Analysts Journal 6. International Journal of bonds and currency Derivatives

Subject Core (SC): Human Resource Management (HRM)**II Semester****Course Name: Man-Power Planning****Course Type: Subject Core****Course Code:208 HRM****Credits: 3****L:T:P:2:1:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO208 HRM.1	REMEMBERING	DESCRIBE& DEFINE Manpower Planning and Resourcing and its need in organization for decision making.
CO208 HRM.2	UNDERSTANDING	ASSOCIATE the role of HR in planning and developing the man power
CO208 HRM.3	APPLYING	EXAMINE the ways to develop and engage the man-power in organization
CO208 HRM.4	ANALYSING	ANALYSE the factors of Employee Turnover in an organization
CO208 HRM.5	EVALUATING	REVIEW the recent trends in Manpower Planning and development
CO208 HRM. 6	CREATING	WRITE the competency and knowledge required in organization

Unit-I	Manpower Planning and Resourcing	No. of Hours
	1.1 Introduction, Factor Affecting Manpower planning, Need for Manpower Planning, Steps in Manpower planning, Importance and Obstacles in Manpower Planning, Consolidated Demand forecast Development.	9
	1.2 Effective decision Making , meeting organization goals and objectives	
Unit-II	Role of Human Resource in Manpower Planning and Developing a Manpower Plan	No. of Hours

	<p>2.1 Introduction, Inputs provided by HR for manpower planning, Key human resource elements.</p> <p>2.2 Introduction, Developing a manpower plan, Qualitative side of manpower planning, Behavioral event interviewing, standard interview, competency mapping (skill inventory), Problem in manpower planning, sample Manpower Plan</p>	9
Unit-III	Talent Development and Talent Engagement	No. of Hours
	<p>3.1 Introduction, Policies and approaches, Organizational Training, Role of training Manager.</p> <p>3.2 Introduction, definition-Talent Engagement & fully Engaged talent, Importance of Talent Engagement, driving factors of talent engagement, Engagement level, Talent Engagement model, Process for improving talent Engagement, Talent Engagement vs Performance and Retention.</p>	9
Unit-IV	Employee Turnover:	No. of Hours
	4.1 Introduction, Employee Turnover- causes and remedies, cost of employee turnover, importance of employee turnover, employee exit process (Managing organizational release).	9
Unit-V	Recent Trends in Manpower Development and Planning	No. of Hours
	5.1 Introduction, Competency Mapping, Knowledge Management, E Manpower development, E Manpower planning.	9
Text Books	<p>1. Dr. V. P. Michael, Human Resource Management and Human Relations, Himalaya Publishing House, 1998</p> <p>2. Edwin B. Flippo, Principles of Personnel Management, Me Graw Hill Publication</p> <p>3. Eric Gamer of KSA Training Ltd and founder of ManageTrainLeam "Recruitment and Selection"</p>	
Reference Books	<p>1. A. M. Sharma "Personnel & HRM", Himalaya Publishing House 2005.</p> <p>2. C. B. Gupta, Personnel Management, Sultan Chand and Company Limited, New Delhi – 2007.</p>	

	3. C. S. Ventataraman and B. K. Srivastave, Tata Me. Graw Hill, Personnel Management.
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Course Name: Training & Development	
Course Type: Subject Core	Course Code: 209 HRM
Credits:3	L:T:P :2:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO209 HRM.1	REMEMBERING	DEFINE the key terms in training & Development
CO209 HRM.2	UNDERSTANDING	EXPLAIN the conceptual framework of training & Development
CO209 HRM.3	APPLYING	MAKE USE OF training & development knowledge for the development of training programme.
CO209 HRM.4	ANALYSING	CLASSIFY different types of training used in organization.
CO209 HRM.5	EVALUATING	INTERPRET the sample development programme for the contemporary entry level managerial roles in real world organizations
CO209 HRM.6	CREATING	DESIGN a training & development programme for different levels of employee in an organization.

Unit-I	Conceptual Framework of Training	No. of Hours
	1.1 Introduction to Training Development and Education, Objectives of training, Areas of training, Drawbacks and Problem of training, Significance of Training, Learning and Learning Styles.	9
Unit-II	Approaches to Training	No. of Hours
	2.1 Approaches to Training, Training Procedure, Training Need Assessment, Training for Performance, Training	9
	2.2 Room Design, Role and responsibilities of HRD and	

	Training specialist	
Unit-III	Designing Training Plan	No. of Hours
	3.1 Objectives of Designing Training Plan, Competency Based HRM/Training, New Employee Training	9
	3.2 Methods and Styles of Training: Introduction to Training Methods and Techniques, Sensitivity Training, On the Job Training, Basic Teaching and Presentation Skills, Criteria for Method Selection	
Unit-IV	Evaluation of Training	No. of Hours
	4.1 Introduction, Evaluation of Training, Evaluating Training and Results, Feedback and Assessment, Assessing the ROI of Training, Training Calendar, Models of Training Evaluation KRIK Patrics Models, Cost-Benefit Approach, CIRO Model	9
Unit-V	Management Training & Development	No. of Hours
	5.1 Management Development, Methods of Developments, Objectives of Development, Importance of Management Development, Mentoring and Coaching, ROI of Management Training, Training Practices, Train the Trainer	9

Text Books	<ol style="list-style-type: none"> 1. Human Resource Management by K. AshwaThapa, Publisher: Himalaya Publishing House 2. Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House. 3. Art of Training and Development in Management by Leslie Rae, Publisher: Crest Publication
Reference Books	<ol style="list-style-type: none"> 1. Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House 2. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 10/e, Wiley India Pvt. Ltd., 2011

Subject Elective (SE): Human Resource Management (HRM)**II Semester****Course Name: Labour Welfare****Course Type: Subject Elective****Course Code: 210 HRM****Credits:2****L:T:P :2:0:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO210 HRM.1	REMEMBERING	DEFINE the key terms in Labour Welfare
CO210 HRM.2	UNDERSTANDING	EXPLAIN the various concepts in labour Welfare
CO210 HRM.3	APPLYING	DEMONSTRATE the use of different labour welfare facilities in an organization
CO210 HRM.4	ANALYSING	OUTLINE the different labour welfare facilities for an organization.
CO210 HRM.5	EVALUATING	COMPARE statutory & non Statutory welfare facilities.
CO210 HRM.6	CREATING	DESIGN competition welfare strategies for an organization to stand apart in competition

Unit-I	Introduction to Labour Welfare	No. of Hours
	1.1 Introduction & origin of Labour Welfare, Welfare from Indian perspective, Objectives of Labour welfare, Principle of Labour welfare, approaches & classification of welfare	5
Unit-II	Labour Welfare Officer	No. of Hours
	2.1 Need, role, Function, duties, Qualification,	6

	disqualification, duties under Maharashtra welfare officer Rule 1966	
Unit-III	Statutory & Non Statutory Welfare Facilities	No. of Hours
	3.1 Study of all Statutory & non Statutory welfare Facilities under factory act 1948	6
Unit-IV	Role of Various Agencies in Labour Welfare	No. of Hours
	4.1 Role of Employer, Government, Trade Union, & NGO	5
Unit-V	Field Study/ Desk Research	No. of Hours
	5.1 Students have to study the different labor welfare facilities provided by different organization in an around the area & have to submit the report.	8

Text Books	1. Aspects of Labour welfare & social security by A. M. Sharma
Reference Books	1. Labour Welfare & Trade Unionism by S. D. Punekar 2. Labour Problem & social security By R. C. Tyagi

Course Name: Conflict and Negotiation Management	
(Course Type): Subject Elective	Course Code : 211 HRM
Credits:2	L:T:P: 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 211 HRM.1	REMEMBERING	DEFINE the key concepts of the subject matter.
CO 211 HRM.2	UNDERSTANDING	EXPLAIN the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA)
CO 211 HRM.3	APPLYING	APPLY the negotiation process, Zone of possible agreement (ZOPA) and Best alternative to a negotiated agreement (BATNA) for successful negotiations.
CO 211 HRM.4	ANALYSING	APPRAISE the importance of business negotiations and managing conflicts
CO 211 HRM.5	EVALUATING	DEVELOP logical thinking, communication skills and other prerequisites for successful business negotiations and handling organizational conflict
CO 211 HRM.6	CREATING	COMBINE the theoretical concepts of practical methods of managing and resolving organizational conflict and negotiation styles in the organizational context.

Unit-I	Fundamentals of Negotiation	No. of Hours
	1.1 Definition: Introduction to the importance of negotiation, its importance and nature of negotiation, negotiation Vs other interactions, Dimensions of Negotiation, Structure and the prerequisites of successful negotiation, types of negotiation, Strategy & planning of negotiation, four stage model of negotiation.	6
Unit-II	Negotiation Process	No. of Hours
	2.1 Perception & Preparation for the negotiations, goal setting for the negotiation, options and criteria for negotiation, role of Communication & Influence in the	6

	negotiation process , Identifying BATNA (Best alternative to a negotiated agreement) and ZOPA (zone of possible agreement) in the negotiation process , Ethics in negotiation, Agreement	
Unit-III	Negotiation styles	No. of Hours
	3.1 Leigh Thompson's 5 negotiation mental models, the importance of establishing trust and building a Relationship in negotiation , Win-Win Negotiation, use of creativity and problem Solving in Negotiations, application of Transactional analysis for negotiations	6
Unit-IV	Conflict Management	No. of Hours
	4.1 Introducing the concept of conflict management, Definition, importance and Models of conflict (Process & Structural), Sources of conflict, analyze the relationship between conflict & performance in team, Advantages & Disadvantages of Conflict. Creating conducive climate to resolve the conflict, apply the fundamentals of conflict management to build teams in the organizations, design the process for conflict management and create the situations to minimize the conflicts in an organizations	6
Unit-V	Types of Conflicts	No. of Hours
	5.1 Understanding the importance of developing mechanism to manage conflicts in the organizations, managing interpersonal and intra personal conflict, and conflict resolution, dealing with difficult subordinates, boss & colleagues, evaluate the organization conflict, analyze the techniques to resolve team conflict, creating the strategies to manage organizational conflict, understand the concept of third party conflict resolution (ADR), demonstrate the use of third party conflict resolution (ADR). Simulation: Case study on best business negotiations and conflict management, Role Play	6
Text Books	1. Negotiation: Communication For Diverse Settings, Spangle, Michael L. ;Isenhardt, Myra Warren : Sage Publications	

	<ol style="list-style-type: none">2. The Negotiation Field book Simple Strategies to Help you negating everything, Grande, Lum. New Delhi : TATA MCGRAW HILL Publishing Company Limited3. Negotiation / Harvard Business Essentials. U S A, Harvard Business Publishing Corporation4. How to Conduct Effective Negotiations, Forsyth, Patrick Jaico Publishing House5. Managing Workplace Conflicts, Subbulakshmi,V., Hyderabad : ICFAI University Press6. The Power of Positive Confrontation : The Skills You Need To Know To Handle Conflicts At Work, At Home And In Life, Pachter, Barbara . Magna Publishing Co. Ltd.
Reference Books	<ol style="list-style-type: none">1. Getting to Yes: Negotiating Agreement without Giving In, Roger Fisher, WilliamUry, Bruce Patton2. Bargaining for Advantage: Negotiation Strategies for Reasonable People, G. Richard Shell3. Secrets of Power Negotiating: Inside Secrets from a Master Negotiator, Roger Dawson

Course Name: Public Relation and Corporate Communication	
Course Type: Subject Elective	Course Code : 212 HRM
Credits:2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 212 HRM.1	REMEMBERING	DESCRIBE the various forms of Corporate Communications from a HR perspective.
CO 212 HRM.2	UNDERSTANDING	EXPLAIN the role of Public Relations & Corporate Communications in HRM.
CO 212 HRM.3	APPLYING	PLAN and EXECUTE a PR activity
CO 212 HRM.4	ANALYSING	EXAMINE the PR campaign & strategies of real world organizations.
CO 212 HRM.5	EVALUATING	DEVELOP a strategic communication plan for a real life Corporate communication issue.
CO 212 HRM.6	CREATING	COMPLIE an analytical report on the PR activities and communication strategies designed & practiced by the organizations and IMPROVE on it.

Unit-I	Public Relations & Corporate Communication	No. of Hours
	1.1 Introduction to corporate communication, Public relations writing-writing to inform, writing to persuade, Design & lay out, Online public relations	5
Unit-II	Media Relations	No. of Hours
	2.1 Building maintaining relationship with credibility with media, Developing methodologies for successful practice of media relations	6
Unit-III	Public Relation	No. of Hours
	3.1 Concept, theory, history & practice of public relations, Importance of PR for HR professionals, PR campaign &	7

	strategies for PR, Evaluating PR activities	
Unit-IV	Communication Management	No. of Hours
	4.1 Presentation skills, Developing strategic communication plan, Synthesizing internal & external initiatives, Event Management	7
Unit-V	Field Study/ Desk Research	No. of Hours
	5.1 Student along with faculty are expected to study PR activities and communication strategies designed & practiced by the organizations in the area & prepare a report	5

Text Books	1. Public Relations, Phillip Henslowe, Chartered Institute of PR
Reference Books	<p>1. Public Affairs in Practice, Stuart Thomson & Steve John, Chartered Institute of PR</p> <p>2. Develop your PR Skills, Neil Richardson & Lucy Laville, The Sunday Times,</p> <p>3. Creativity in PR, Andy Green, Chartered Institute of PR</p> <p>4. Running a PR Department, Mike Beard, Chartered Institute of PR</p>

Course Name: Performance Management System	
(Course Type): Subject Elective	Course Code : 213 HRM
Credits:2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 213 HRM.1	REMEMBERING	DESCRIBE the key concepts of Performance Management and its need in today's scenario
CO 213 HRM.2	UNDERSTANDING	EXPLAIN the various model for assessing the performance
CO 213 HRM.3	APPLYING	IDENTIFY various performance and reward management system
CO 213 HRM.4	ANALYSING	EXAMINE the issues in performance management
CO 213 HRM.5	EVALUATING	EVALUATE various issues in performance management
CO 213 HRM.6	CREATING	DESIGN various performance management

Unit-I	Introduction to Performance Management	No. of Hours
	Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes	5
Unit-II	Models for Assessing the Performance	No. of Hours
	Balance score card; EFQM Model; Outcome metrics– Economic Value Added (EVA); other economic measures	6
Unit-III	High Performance culture	No. of Hours

	Building a High Performance culture-Performance Management & Employee Development, Performance Management and Rewards-Ethics in Performance Management.	7
Unit-IV	Issues in Performance Management	No. of Hours
	Team Performance, Performance of Learning Organisations and Virtual Teams: Team Performance Management, Performance Management and Learning Organisations, Performance Management and Virtual Teams	7
Unit-V	Performance Management and Reward	No. of Hours
	Role of Line Managers, Performance Management and Reward: Role of Line Managers in Performance Management, Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward	5

Text Books	<ol style="list-style-type: none"> 1. Performance Management, PremChadha, Macmillan India, New Delhi, 2003 2. Performance Management, Michael Armstrong & Angela Baron, The New Realities, Jaico Publishing House, New Delhi, 2002.
Reference Books	<ol style="list-style-type: none"> 1. Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003 2. Corporate Performance Management, David Wade and RonadRecardo, Butter Heinemann, New Delhi, 2002 3. Compensation Management in a Knowledge Based World Henderson 9/e Pearson Education

Foundation Courses

I Semester

Course Name: Elementary Business Etiquette:
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Course Type: Foundation Elective	Course Code :FE - 01
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Credits:1	L:T:P 1:0:0
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COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO FE-01 .1	REMEMBERING	DEFINE terms and concepts used to describe appropriate business Etiquette attitudes and behaviors.
CO FE-01 .2	UNDERSTANDING	EXPLAIN what is meant by business etiquette and how it impacts the Workplace.
CO FE-01 .3	APPLYING	DEMONSTRATE appropriate behaviors within specific business situations
CO FE-01 .4	ANALYSING	TAKE PART IN professional business meetings and real & virtual business conversations.
CO FE-01 .5	EVALUATING	DETERMINE the right attire for business, casual and multicultural events.
CO FE01 .6	CREATING	PLAN a professional business meeting and a business meal.

Unit-I	Professionalism at Work	No. of Hours
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1.1 Making a good first impression, understanding the mechanics of human perception, being aware of elements in image building, developing a culture of excellence, basic understanding of acceptable attitudes and mannerisms at work, the role of Good	3
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1.2 Manners in Business? Disability Etiquette - Basic disability Etiquette practices	
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1.3 Courtesies for wheelchair users, Courtesies for blind or visually impaired

1.4 Courtesies for the deaf, People with speech impairments.

1.5 Multi-cultural challenges, Multi-cultural etiquette, Cultural differences and their effect on business etiquette, Select Cultural Highlights.

Unit-II	Body Language at Work	No. of Hours
	2.1 Nonverbal communication, the 'smile' factor, building posture, facial expressions and eye contact, gestures for effective communication.	3
Unit-III	Business Etiquette Basics:	No. of Hours
	3.1 Introduction to business etiquette - The ABCs of etiquette	3
	3.2 Meeting and greeting scenarios, Enduring Words, Making introductions and greeting people	
	3.3 Greeting Components, The protocol of shaking hands	
	3.4 Introductions, Introductory scenarios, Addressing individuals, 3.5 Networking for business, Business card protocol, Managing your business voice, Speaking Diplomatically	
	3.6 Managing Question and Answer Sessions Effectively – Anticipatory Q & A, Dealing with hostile questions, Reframing principles, Case Studies and Practice, Cell phone chat, Online chat etiquette, Online chat etiquette guidelines.	
Unit-IV	Dining Etiquette:	No. of Hours
	4.1 Planning a meal, issuing invitations	3
	4.2 How to proceed through a receiving line, seating guidelines, navigating a place setting	
	4.3 appropriate table manners	
Unit-V	Business Attire & Professionalism	No. of

	Hours
5.1 Dressing sense, selecting the right clothing for a business wardrobe,	3
5.2 Business style and professional image, Dress code, Guidelines for appropriate business attire, Grooming for success, Guidelines for appropriate business attire, Multicultural dressing, Making-up basics	

Text Books	<ol style="list-style-type: none"> 1. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, Barbara Pachter 2. Modern Manners: Tools to Take You to the Top, Dorothea Johnson and LivTyle
Reference Books	<ol style="list-style-type: none"> 1. Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy, Ann Sabath. 2. Indian Business Etiquette, Raghu Palat, Jaico Publishing.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Business Etiquette: A Guide for the Indian Professional, ShitalKakkarMehra

Course Name: Elementary English	
Course Type: Foundation Elective	Course Code: FE- 02
Credits : 1	L:T:P :1:0:1

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO FE-02.1	REMEMBERING	LABEL the different parts of a sentence, correctly SPELL and PRONOUNCE the words in common usage and effectively LISTEN to short AV material (English).
CO FE-02.2	UNDERSTANDING	PARAPHRASE published written and audio visual content (English) in own words
COFE-02.3	APPLYING	CONSTRUCT short paragraphs and essays (English) for a specified task, to elicit, to select, to describe, to summarize information.
CO FE-02.4	ANALYSING	TAKE PART IN conversations using general, social and professional (English) language
CO FE-03.5	EVALUATING	CHECK written and audio visual content (English) for grammatical correctness.
CO FE-04.6	CREATING	SUBSTITUTE right words / terms / phrases in a compiled text.

Unit-I	Fundamental grammatical structures and function	No. of Hours
	1.1 Sentence types and tenses	3
	1.2 voice, parts of speech	
	1.3-word order and expressing possibility	
	1.4 obligations and necessity,	
	1.5 prohibition, criticism; expressing preferences, making assumptions; asking for/ refusing/giving permission; making offers, suggestions, punctuation, etc	
Unit-II	Building fundamental vocabular	No. of

		Hours
	2.1 Fulfill the above mentioned functions in roles, 2.2 topics and discussions, synonyms, antonyms, homonyms, homophones, 2.3 using dictionary, using thesaurus	3
Unit-III	Listening	No. of Hours
	3.1 Short AVs in English 3.2 understanding the gist 3.3 the main points 3.4 look for detail or specific information 3.5 deduce the meaning	3
Unit-IV	Reading material	No. of Hours
	4.1 Reading various common place publications 4.2 using different strategies for different reading purposes 4.3 identifying the main points in a text 4.4 looking for detail, locating specific information in a text 4.5 understanding a text structure, right pronunciation, etc	3
Unit-V	Conversation on different topics	No. of Hours
	5.1 People, jobs, places to visit, festivals/celebrations, eating habits, attire 5.2 current affairs – popular personalities 5.3 disasters/accidents, politics, technology, sports/hobbies, environment, education, entertainment, transport, crime, etc	3
Supplementary Reading Material	1. English Grammar and Composition, Wren & Martin, S. Chand Publishing	

2. Word Power Made Easy, Norman Lewis

Course Name: Elementary Mathematics and Statistics**Course Type : Foundation Elective****Course Code: FE-03****Credit : 1****L:T:P :1:0:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO FE-03.1	REMEMBERING	REMEMBER basic formulas and rules of Mathematics
CO FE-03.2	UNDERSTANDING	UNDERSTAND various methods of solving the mathematical problems
CO FE-03.3	APPLYING	IDENTIFY the business areas where the mathematics and statistics problems are useful
CO FE-03.4	ANALYSING	SOLVE the basic problems of Mathematics and statistics
CO FE-03.5	EVALUATING	INTERPRET basic statistical data, graphs, and venn diagrams.
CO FE-03.6	CREATING	CREATING and SOLVING simple simultaneous equations.

The course content 10 Hrs classroom lectures and 10 Hrs video lecture. The link of Video lectures given in supplementary Material. At the end, of course, there will be examination of 50 Marks which includes numerical of Mathematics and statistics based on the syllabus.

Unit-I	Basics of Mathematics	No. of Hours
	Addition and Subtraction, Multiplication and Division, Roots, and Factorization, Fractions, Percentage, Simple and compound interest, Profit and Loss, Decimals, Ratios and Rates, Algebraic Expressions and Equations, Central Tendency, Normal Examples of very large and very small numbers such as million/billion/trillion, positive, negative, zero and fractional	5

indices, laws of indices,

Unit-II	Basic of Statistics	No. of Hours
	Types of Data, Classification and tabulation of data, presentation of data Population, Samples, Graphs and Displays, graphical presentation of data by frequency curve, frequency polygon, ogives, histogram. Data analysis and interpretation, Set Theory: Basic concepts, Venn diagrams, interpretation	5

Books	1. Beginning Statistics - v. 1.0 https://2012books.lardbucket.org/pdfs/beginning-statistics.pdf 2. Fundamentals of Mathematics, Denny Burzynski, Wade Ellis
Supplementary Material	1. https://www.youtube.com/watch?v=ljhJUlwXXvw Part 1-10 2. https://www.youtube.com/watch?v=uhxtUt - GyM&list=PL87D6C3431177ED5C Khan Academy 1-10 videos

Course Name: Mindfulness	
Course Type: Foundation Elective	Course Code: FE-04
Credits:1	L:P:T: 0:2:0

CO Number	Cognitive Abilities	Course Outcome
CO FE-04.1	REMEMBERING	DEFINE the key terms in Yoga.
CO FE-04.2	UNDERSTANDING	EXPLAIN the importance of Yoga in Yoga.
CO FE-04.3	APPLYING	MAKE USE of Yoga Asanas for stress removal.
CO FE-04.4	ANALYSING	ANALYSE about latest trends in yoga practices.
CO FE-04.5	ANALYSING	.ANALISE the importance of traditional yoga.
CO FE-04.6	EVALUATING	DESIGN strategy for utilising 3 stage pranayam.

Unit-I	INTRODUCTION	No. of Hours
	1.1 Introduction to Yoga, physical exercises, mental <u>meditation</u> , and breathing techniques to strengthen the muscles and relieve stress.	3
Unit-II	Health and Energy	No. of Hours
	2.1 Relation between Stress and Energy Levels 2.2 Sources of Energy	3
Unit-III	Health and Energy	No. of Hours
	3.1 Breathing Techniques and Meditation Stress Eradication technique	3
Unit-IV	Yoga Asanas	No. of Hours
	4.1 Dhanurasana, Surya Namaskar, Kapalbhathi, Dhanurasana, Surya Namaskar, Kapalbhathi	3
Unit-V	3 Stage Pranayam Count	No. of Hours
	5.1 Meditation technique with the help of 3 basic stages with special breathing techniques.	3

Foundation Courses
II Semester

Course Name: Verbal Ability & Reading Comprehension	
Course Type: Foundation Elective	Course Code: FE-05
Credits:1	L:T:P:0:0:2

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO FE-05.1	REMEMBERING	IDENTIFY parts of speech
CO FE-05.2	UNDERSTANDING	SUMMARIZE a given text material in defined word limits.
CO FE-05.3	APPLYING	MAKE USE OF foreign words in English Language, idioms and phrases.
CO FE-05.4	ANALYSING	EXAMINE given text sentences and paragraphs for errors and correct them.
CO FE-05.5	EVALUATING	SELECT the appropriate words in a given context.
CO FE-05.6	CREATING	CONSTRUCT meaningful sentences and COMPOSE meaningful paragraphs from jumbled ones.

Verbal Ability and Reading Comprehension

1. Grammar, Parts of Speech, Articles. Nouns, Verbs, Adjectives, Pronouns, Conjunctions, Prepositions, Adverbs.
2. Clauses, Tenses, Subject & Verb Agreement, Question Tags
3. Analogies
4. Idioms & Phrases

5. Synonyms, Antonyms,
6. Homonyms, Homophones
7. One word substitution 8. Root words, origins of words, prefixes, suffixes,
9. Foreign language words used in English
10. Contextual usage, Different usage of same word
11. Spotting Errors, Error Correction
12. Fill in the blanks, Sentence correction, Sentence completion 13. Jumbled paragraphs, Para Completion and inference
14. Reading Comprehension
15. Verbal Logic, Verbal Reasoning, Syllogisms

Text Books	<ol style="list-style-type: none"> 1. How to Prepare for Verbal Ability and Reading Comprehension for CAT, Arun Sharma and Meenakshi Upadhyay/Arihant 2. 30 Days to a More Powerful Vocabulary, Wilfred Funk & Norman Lewis/ Simon & Schuster 3. How to Prepare for Verbal Ability and Reading Comprehension for the CAT, Sharma and Upadhyay
Reference Books	<ol style="list-style-type: none"> 1. Puzzles to Puzzle you, Shakuntala Devi 2. A Modern Approach to Verbal Reasoning, R.S. Aggarwal 3. Competition Success Review

Course Name: Elementary Data Interpretation and LR	
Course Type: Foundation Elective	Course Code: FE-06
Credits:1	L:T:P: 1:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO FE-06.1	REMEMBERING	RECOGNIZE when additional information is needed to solve problems.
CO FE-06.2	UNDERSTANDING	EXPRESS quantitative and non-quantitative data, associations and linkages in a logical format.
CO FE-06.3	APPLYING	USE statistical information when reported in a condensed form or summary statistics to make informed decisions.
CO FE-06.4	ANALYSING	DISSECT arguments, SEQUENCE relationships, EXAMINE assumptions, DETECT fallacies and INFERENCE from the same.
CO FE-06.5	EVALUATING	ESTIMATE and CHECK answers to logical and data sufficiency problems in order to determine reasonableness, identify alternatives and select correct options.
CO FE-06.6	CREATING	DEVELOP and EVALUATE inferences and predictions based on the data and information provided.

Unit-I	Data Interpretation: Tables, Pie Charts, Case Lets	No. of Hours
	1.1Data Interpretation: Tables 1.2Data Interpretation: Pie Charts 1.3Data Interpretation: Case Lets.	3
Unit-II	Data Interpretation: Bars, Line Graphs, Data Sufficiency	No. of Hours
	2.1 Data Interpretation: Bars 2.2 Data Interpretation: Line Graphs 2.3 Data Interpretation: Data Sufficiency.	3
Unit-III	LR 1.0	No. of Hours
	3.1 LR: Blood Relations 3.2 LR:Direction Sense	9

	3.3 LR:Puzzles 3.4 LR:Data Arrangement, Seating Arrangement 3.5 LR:Data Structures.	
Unit-IV	LR 2.0	No. of Hours
	4.1 LR:Series 4.2 LR: Coding-Decoding 4.3 LR: Clocks and Calendars 4.4 LR: Family Tree 4.5 LR: Venn Diagram	6
Unit-V	LR 3.0	No. of Hours
	5.1 LR: Syllogism 5.2 LR:Proposition, Assumptions 5.3 LR:Statements 5.4 LR: Binary Logic 5.5 LR: Sets	6

Text Books	<ol style="list-style-type: none"> How to Prepare for Data Interpretation, Arun Sharma, Tata McGraw Hill Puzzles to Puzzle you, Shakuntala Devi Quantitative Aptitude, AbhijeetGuha, Tata McGraw Hill Quantitative Aptitude, Agarwal R S, S Chand
Reference Books	<ol style="list-style-type: none"> Data Interpretation & Data Sufficiency, AnantaAshisha The Great Book of Puzzles & Teasers, George J Summers Magical Book Series: Data Interpretation, K. Kundan
Supplementary Reading Material	<ol style="list-style-type: none"> A Modern Approach to Verbal Reasoning, R.S. Aggarwal

Course Name: Elementary Quantitative Ability	
Course Type: Foundation Elective	Course Code: FE-07
Credits:1	L:T:P:0:0:2

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO FE-07.1	REMEMBERING	RECALL the formulas
CO FE-07.2	UNDERSTANDING	INTERPRET quantitative information and INFER from it.
CO FE-07.3	APPLYING	DEMONSTRATE number sense, including dimensional analysis and conversions between fractions, decimals, and percentages.
CO FE-07.4	ANALYSING	EXAMINE the validity and DETECT possible biases in arguments presented in quantitative forms.
CO FE-07.5	EVALUATING	DETERMINE when approximations are appropriate and when exact calculations are necessary.
CO FE-07.6	CREATING	FORMULATE the problem quantitatively and USE appropriate arithmetical, and/or statistical methods to SOLVE the problems

Quantitative Aptitude
1. Geometry
2. Trigonometry
3. Measurement
4. Ratios and Proportion
5. Number system
6. Work and time

7. HCF & LCM
8. Algebra
9. Profit & Loss
10. Quadratic and linear equations
11. Geometric Progression
12. Percentages
13. Averages
14. Partnership (Accounts)
15. Time-Speed-Distance
16. Surds and Indices
17. Inequalities
18. Logarithms

Text Books	<ol style="list-style-type: none"> 1. Shakuntala Devi, Puzzles to Puzzle you 2. Quantitative Aptitude, AbhijeetGuha, Tata McGraw Hill 3. Quantitative Aptitude, Agarwal R S, S Chand 4. Data Interpretation & Logical Reasoning, GautamPuri
Reference Books	<ol style="list-style-type: none"> 1. Logical Reasoning and Data Interpretation, Nishit K. Sinha 2. Data Interpretation & Data Sufficiency, AnantaAshisha

Course Name: Elementary Information Technology	
Course Type: Foundation Elective	Course Code: FE-08
Credits:1	L:T:P:0:0:2

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO FE-08.1	REMEMBERING	DESCRIBE various components of a computer, network
CO FE-08.2	UNDERSTANDING	EXPLAIN the characteristics and usage of various elements of a computer, a network and operating systems.
CO FE-08.3	APPLYING	USE various input, output, memory and local network devices.
CO FE-08.4	ANALYSING	TEST and do basic troubleshooting of a standalone desktop or desktop connected to a network.
CO FE-08.5	EVALUATING	EXPLAIN basic terminology related to data and information.
CO FE-08.6	CREATING	DISCUSS emerging trends in IT

Unit-I	Computer Basics	No. of Hours
	1.1 Introduction, Evolution of Computers, Computer Generations, Classification of Computers, Computer Applications. Computer Organization, Memory and Storage	3
	1.2 Basic Computer Organization (a) Input devices - keyboard, voice devices, scanner, MICR, OMR, Bar code reader, digital camera, etc. (b) Output devices - Visual Display Unit, printers, plotters, Audio Output, etc.(c) Memory or Storage Devices – Memory or Storage Unit - Physical Devices Used as Storage Cells, Random Access Memory, Read Only Memory, Secondary Storage, Compact Disk Read Only Memory, Flash Memory, Archival Storage, etc. (d) Central Processing Unit. Basic trouble shooting.	

Connecting a desktop, laptop to LCD, printer, etc

Unit-II	Computer Software	No. of Hours
	2.1 Introduction, System Software, Application Software, Software Installing and Uninstalling, Booting, Software Development Steps, Programming Languages - Classification of Programming Languages. Operating System - Introduction, Role and functions of Operating System, Working Knowledge of GUI Based Operating System, Use of menus, tools and commands of windows operating system, File Handling and Management	3
Unit-III	Computer Networks	No. of Hours
	3.1 Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc.) Internet and its Tools - Introduction, Internet Evolution, Basic Internet Terminology, Data over Internet, Modes of Data Transmission, Types of Networks, Types of Topologies, Protocols used in the Internet, Getting Connected to Internet Applications, Internet Applications, Computer Ethics	3
Unit-IV	Information Technology Basic	No. of Hours
	Introduction, Data and Information, Types of Data, Need for Information Storage and Processing	3
Unit-V	Emerging Trends in IT	No. of Hours
	Introduction, Electronic Commerce, Electronic Data Interchange, Smart Cards, Mobile Communications, Internet Protoco	3

Text Books	<ol style="list-style-type: none"> 1. Computers Today, Basandra SK, Galgotia. 2. Fundamentals of Information Technology, Leon, Vikas 3. Information Technology: Inside and outside, Cyganski, Pearson
Reference Books	<ol style="list-style-type: none"> 1. Computer Applications in Management, Kakkar DN, Goyal R, New Age 2. Information Technology for Management, B Muthukumaran, Oxford University Press

Enrichment Elective

I Semester

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

Course Name: Corporate Readiness- I
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Course Type: Enrichment Elective	Course Code: EE-01
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Credits : 1	L:T:P :1:0:1
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CO Number	Cognitive Abilities	Course Outcome
CO EE-01.1	REMEMBERING	DESCRIBE the concept of KASH expected by corporate world
CO EE-01.2	UNDERSTANDING	OUTLINE the procedure and documents for various business formats.
CO EE-01.3	APPLYING	IDENTIFY the Types of Corporate Etiquettes and Manners
CO EE-01.4	ANALYSING	ANALYSE the balance sheet and market share of various firms.

Unit-I	Introduction to Corporate Readiness	No. of Hours
	1.1 Meaning of Corporate Readiness 1.2 Expectations of corporate 1.3 KASH concept expected by corporate world	3

Unit-II	Business Formats	No. of Hours
	2.1 Types of business format 2.2 Procedure and documentation for various business formats 2.3 Application for Business formats	3

Unit-III	Corporate Etiquettes and Manners	No. of Hours
	3.1 Types of Corporate Etiquettes and Manners.	6
Unit-IV	Major Industry Sectors	No. of Hours
	4.1 Manufacturing and Service sector 4.2 Share market analysis 4.3 Top 30 companies of BSE, their classification, and balance sheet reading	3

Text Books	<ol style="list-style-type: none"> 1. The India way – Harvard Business Press 2. Managers skills training by ChristeeAdwood
Supplementary Reading Material	<ol style="list-style-type: none"> 1. www.entrepreneur.com 2. www.forbes.com 3. www.moneycontrols.com 4. www.thebalancecareers.com 5. www.pogga.org

Course Name: Foreign Language-I	
Course Type : Enrichment Elective	Course Code: EE-02
Credits: 1	L:T:P :1:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO EE-02.1	REMEMBERING	RECALL and SPELL simple words in the foreign language
CO EE-02.2	UNDERSTANDING	TRANSLATE simple sentences from English to the foreign language and vice-versa.
CO EE-02.3	APPLYING	CONSTRUCT a dialogue, in the foreign language, for basic human interactions in a social context.
CO EE-02.4	ANALYSING	TAKE PART IN an interaction in a non-business setting using the foreign language.
CO EE-02.5	EVALUATING	INTERPRET a short write up written in the foreign language

Unit-I	Salutations	Hours
	<p>1.1 To greet the people and say Good afternoon, Good Evening, Goodbye, ask the name and say your name, seek clarification and help, numbers from 1 to 10</p> <p>1.2 To say where you live. Describe your house and members of your family. Weights and Measures, length & breadth, use of the decimal system, area and volume. Cardinal numbers & Ordinal Numbers.</p> <p>1.3 Ask and give personal information, Nationality, profession and language, Numbers from 11 to 50. To ask time by the clock and by span, days of the week, months of the year</p>	3
Unit-II	Conversation Skills:	Hours

	<p>2.1 To ask and express interests, Preferences; likes, and dislikes; to invite, to accept the invitation or to politely decline the invitation; hobbies and how to spend your leisure.</p> <p>2.2 To talk about the weather; to talk about the daily personal routine and related activities. Seasons & holidays in France/Germany/Japan.</p> <p>2.3 To talk about clothing - size, colour, material. Purchase at a super market, modes of payment. To name and explain human body to express common bodily ailments (fever, headache etc.</p>	3
Unit-III	Geographical Description	Hours
	<p>3.1 Country, location on the world map, borders and neighboring countries, ports and industrial towns.</p> <p>3.2 Information and clarification of places. Asking for directions to the public places. Modes of Transport. Numbers 51 to 100 and 1000, 10,00,000 etc</p>	3
Unit-IV	Social	Hours
	<p>4.1 Visit to a restaurant, to express agreement/disagreement; to ask for price/quantity.</p> <p>4.2 To talk about/express future actions, to plan a business trip with related requirements: hotel, tickets, car, Rent a car, places to visit, traffic signs etc. Documents required like Passport, International Driving license, Insurance cover etc.</p>	3
Unit-V	Business	Hours
	<p>5.1 To ask about personal past events, to narrate personal experience, to comprehend difference between letters like Personal/Business Letters, telegram & e- mail; formats of Letter head and e mail.</p> <p>5.2 Vocabulary relating to the Transactions at the Post office, Bank, Insurance Company – personal, health, accident, marine, equivalent terms of transaction – FOB, C.I.F, F.A.S, payment through Letter of credit</p>	3

** Note: Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Text Books	Relevant Standard Text Books, Videos, Audio CDs.
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Course Name: Managerial Statistics Tool	
Course Type: Enrichment Elective	Course Code:EE-03
Credits: 1	L:P:T:0:1:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO EE-03.1	REMEMBERING	IDENTIFY the key menus of SPSS and DESCRIBE their functionality.
CO EE-03.2	UNDERSTANDING	EXPLAIN the main features of SPSS
CO EE-03.3	APPLYING	MAKE USE OF various tools to manage data, describe data and display graphical output using SPSS
CO EE-03.4	ANALYSING	ANALYSE data using various statistical tests of SPSS
CO EE-03.5	EVALUATING	INTERPRET and EXPLAIN the outputs from SPSS
CO EE-03.6	CREATING	CREATE the data entry sheet and apply the analysis to interpret the results

Unit-I	Overview	No. of Hours
	1.1 SPSS Environment, Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results.	2
	1.2 Creating and editing a data file – Variable and data view, Value Labels.	
Unit-II	Managing Data	No. of Hours
	2.1 Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning	2
	2.2 Frequencies: Frequencies, bar charts, histograms, percentiles.	

Unit-III	Bivariate Correlation	No. of Hours
	<p>3.1 Bivariate Correlation, Partial Correlations and the correlation matrix.</p> <p>3.2 The T-test Procedure: Independent –samples, paired samples, and one sample tests.</p> <p>3.3 Non Parametric Tests: ChiSquareTest, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples</p>	5
Unit-IV	One Way ANOVA Procedure	No. of Hours
	4.1 One way analysis of variance, General Linear model: Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates	3
Unit-V	Advanced Tools	No. of Hours
	5.1 Simple Linear Regression, Multiple regression analysis. Multidimensional scaling, Reliability Analysis, Factor analysis	3

Text Books	1. Discovering Statistics Using SPSS, by Andy Field A, SAGE
Reference Books	1. How to Use SPSS: A Step-By-Step Guide to Analysis and Interpretation by Brian C. Cronk

Course Name: Managerial Productivity Tool-I	
Course Type: Enrichment Elective	Course Code : EE-04
Credits:1	L:T:P :0:0:1

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO EE-04.1	REMEMBERING	SHOW basic menus of MS WORD, powerpoint on the screen and RECALL the functionality
CO EE-04.2	UNDERSTANDING	DEMONSTRATE the use of formatting, layout and printing tools of MS Word and powerpoint to create professional word and ppt documents.
CO EE-04.3	APPLYING	APPLY the viewing, referencing tools of MS Word and ppt.
CO EE-04.4	ANALYSING	ILLUSTRATE the use of reviewing tools for collaborative MS word,documents.
CO EE-04.5	ANALYSING	ILLUSTRATE the use of reviewing tools for collaborative, PPT documents.
CO EE-04.6	EVALUATING	DESIGN and execute Mail merged documents

Unit-I	INTRODUCTION	No. of Hours
	<p>1.1 Introduction to MS WORD, The Screen and its Elements, The Office Button, Quick Access, The View Buttons, Print Layout, Full Screen Reading, Web Layout, Outline , Draft, Zoom, The Status Bar, Creating a New Document, Starting on a New Blank Document, Templates, Writing and Simple Formatting - Simple formatting, Formatting with Styles, Customising Styles.</p> <p>1.1 Pictures and Graphics, Pictures, Insert a Picture from a File, Adjusting Picture Size, Positioning and Text</p> <p>1.2 Wrapping, Captions, Cross-References to Characters, Pictures and Headlines, Clip Art, SmartArt, Excel Charts, Create a New Excel Chart in Word, Insert a Chart from an Excel Project File, Tables Tools,</p>	3

Illustrations, Equations, Symbols.

1.3 Get started with PowerPoint: PowerPoint basics, Start PowerPoint, Work in the PowerPoint user interface, Create and manage presentations, Open and navigate presentations, Display different views of presentations, Change the display of content, Display and edit presentation properties, Save and close presentations, Compatibility with earlier versions, Create and manage slides, Add and remove slides, Insert new slides, Copy and import slides and content, Hide and delete slides, Divide presentations into sections, Rearrange slides and sections, Apply themes, Change slide backgrounds

1.4 Editing and Managing Text: Insert and manage slide text, Enter and edit text, Insert nonstandard characters, Add supplementary text to slides, Insert equations, Add a slide footer, Move, copy, and delete text, Format text placeholders, Format characters and paragraphs, Apply WordArt text effects, Configure AutoCorrect options, Check spelling and choose the best wording, Find and replace text and fonts.

Unit-II	Tables and shapes, charts preparation	No. of Hours
	<p>2.1 Tables of contents and other references - Create a table of contents, Edit a citation placeholder, Create bibliography, Footnote & EndNote, Captions & Index, Mail Merge – Preparation, Retrieving Merge Data,</p> <p>2.2 Complete the Merge, Tables, Shapes and Charts: Present text in tables, Insert tables, Format tables, Modify table structure, Embed and link to Excel content, Insert and manage visual elements, Insert and manage simple graphics, Insert, move, resize, edit and format pictures, Draw and modify shapes, Draw and add text to shapes, Locate additional formatting commands, Move and modify shapes,</p>	3
Unit-III	Page layout MS word	No. of Hours
	<p>3.1 Page Layout, Margins, Adjusting the Margins, Page Setup, Setting Page Size, Orientation, Columns, Sections, PageHeader and Footer, Tabs (tabulators), Page Numbers,</p>	3

	Links, Page breaks and section breaks, Applying Multipleheaders, Checking Spelling, grammar, and thesaurus	
Unit-IV	Animation MS PPT	No. of Hours
	4.1 Animation: Add sound and movement to slide Animate text and pictures on slides, Customize animation effects, Bookmark points of interest in media clips, Add audio content to slides, Add video content to slides, Compress media to decrease file size, Hyperlink to additional resources, Add and manage slide transitions	3
Unit-V	Collaboration	No. of Hours
	5.1 Collaboration - Protect your document with passwords, permission, and other restrictions, Tracking changes and comments - Turn track changes on or off, Review tracked changes and comments	3

Text Books	<ol style="list-style-type: none"> 1. Microsoft Word 2016 Step by Step, Joan Preppernau 2. Microsoft Word 2016 Introduction Quick Reference Guide - Windows Version (Cheat Sheet of Instructions, Tips and Shortcuts, Lamina
Reference Books	<ol style="list-style-type: none"> 1. Microsoft PowerPoint 2016 Step by Step, Joan Lambert 2. Microsoft PowerPoint 2016 Made Easy: A Step-by-Step Guide for PC Users, Dr. Harold Lloyd Fisher Jr., Kymitra L. Fisher (Editor) 3. Exploring Microsoft PowerPoint 2016 Comprehensive, Mary Anne Poatsy, Rebecca Lawson, Cynthia Krebs, Robert T. Grauer

Enrichment Courses
II Semester

Course Name: Corporate Readiness- II	
Course Type: Enrichment Elective	Course Code: EE-05
Credits : 1	L:T:P :1:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO EE-05.1	REMEMBERING	DESCRIBE the concept of E-commerce and its mechanism
CO EE-05.2	UNDERSTANDING	OUTLINE the difference between Marketing and selling
CO EE-05.3	APPLYING	IDENTIFY the idea to start a business, Exploration and Probabilities

Unit-I	Digital Business Ecosystem and Application	No. of Hours
	1.1 Types of E-commerce and Examples	4
	1.2 Mechanism of E-Commerce	
	1.3 Mobile Commerce, Social Commerce and IOT	
	1.4 Digital Business Application in Different Industries.	
Unit-II	Selling Skills	No. of Hours
	2.1 Difference between Marketing and Sales	8
	2.2 Industry-wise Selling Skills	
Unit-III	Start-up	

- 3.1 Meaning and Concept of Start-Up
- 3.2 Idea Generation, Exploration and Probabilities
- 3.3 Development Stage
- 3.4 Implementation Stage

3

Supplementary Reading Material	<ol style="list-style-type: none">1. Bhaage by Ganesh V for Start-up stories of Students2. www.thebalancecareers.com3. www.ecommerce-plaftforms.com4. www.vakilsearch.com
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Course Name: Foreign Language-II	
Course Type: Enrichment Elective	Course Code: EE-06
Credits: 1	L:T:P :1:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO EE-06.1	REMEMBERING	LISTEN to simple audio-visual recordings in the foreign language
CO EE-06.2	UNDERSTANDING	TRANSLATE simple letters from English to the foreign language and vice-versa.
CO EE-06.3	APPLYING	CONSTRUCT a business email, in the foreign language
CO EE-06.4	ANALYSING	TAKE PART IN an interaction in a business setting using the foreign language.
CO EE-06.5	EVALUATING	COMPOSE a covering letter and resume in the foreign language.

Unit-I	Listening	No of Hours
	1.1 Understand Simple Questions and Instructions. 1.2 Reading: Understand Single Words and Sentences but also Signposts, Signs and Posters. 1.3 Speaking: Provide Short Information about the Job and the Person. 1.4 Writing: Fill in Forms and Provide Information About Name, Address, Nationality etc	3
Unit-II	Listening	No of Hours
	2.1 Understand Information about the Person and the Work. 2.2 Reading: Understand Simple Letters, Appointments, Invitations and Information in Short Texts. 2.3 Speaking: Answer Simple Questions About One's Working Field. 2.4 Writing: Write Faxes and e-mails	3
Unit-	Listening	No of Hours

III		
	<p>3.1 Listening: Understand Standard Information Related to the Working Field.</p> <p>3.2 Reading: Understand Standard Letters and Texts about Working Processes and Product Descriptions.</p> <p>3.3 Speaking: Provide Information about the Job, the Departments, the Company, the Products and Processes in a Conversation or on the Phone.</p> <p>3.4 Writing: Answer Standard Inquiries, Make Quotations, Write Short Texts with a Familiar Content, Possibly Give Some Explanation and Answer Simple Question</p>	3
Unit-IV	Listening	No of Hours
	<p>4.1 Understand Complex Information Related to the Working Field in Meetings, Discussions and at Presentations.</p> <p>4.2 Reading: Understand Reports and Contracts with a Company-related Content.</p> <p>4.3 Speaking: Describe and Explain Work Processes and Projects. Report on Meetings and Presentations. Explain Concepts and Clarify Misunderstandings.</p>	3
Unit-V	Grammar	No of Hours
	<p>5.1 Future tense, imperfect tense, degrees of comparison, imperative mood. Script, Letters of alphabet, accents, sounds of groups of letters, punctuation marks, articles, nouns, sing./Pl , genders; mas. /fem.</p> <p>5.2 Structure of sentences & types like affirmative, negative interrogative & negative interrogative, Verbs: classes of verbs and conjugation patterns, Pronominal verbs; Present tense,</p> <p>5.3 The idea of auxiliary verb; prepositions; pronouns- subject, interrogative, relative, possessive, emphatic ; adjectives, adverbs</p>	3

** Note: Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Text Books	Relevant Standard Text Books, Videos, Audio CDs.
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Course Name: Managerial Productivity Tool-II	
Course Type: Enrichment Elective	Course Code: EE-07
Credits:1	L:T:P :1:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO EE-7.1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets& Charts using business data
CO EE-7.2	UNDERSTANDING	SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets
CO EE-7.3	APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).
CO EE-7.4	ANALYSING	ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel
CO EE-7.5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
CO EE-7.6	CREATING	CREATE standard Excel Templates for routine business data management and analysis activities.

Unit-I	Overview of Excel	No. of Hours
	1.1 Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Ribbons and Toolbar Selecting Cells, Cell Referencing and Request, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel	3
Unit-II	Using Basics Formulae in Excel	No. of Hours
	2.1 Conditional Formatting, Entering and Formatting data,	5

	Excel Charting, Shortcuts and Tricks in Using Excel, Things that can do easily in Excel, Relative and Absolute references in Formulas, IF and NESTED IF Formulas, COUNTIF Formula, Excel Text Formulas	
Unit-III	Excel Charting	No. of Hours
	3.1 How to-make-right-chart, session , Introduction to Excel Charts, session ,Chart Formatting – 10 Tips, Bar & Column Chart Formatting, Dynamic Charts in Excel, Interactive Charts In Excel	3
Unit-IV	Introduction to Macros	No. of Hours
	4.1 Introduction to Macros	2
Unit-V	Advanced Excel	No. of Hours
	5.1 Advanced Formulas,Pivot Table Tricks, VLOOKUP formula, INDEX, MATCH Formulas,	2

Text Books	<ol style="list-style-type: none"> 1. Excel 2016 Bible, John Walkenbach, John Wiley & Sons 2. Excel: Formulas & Functions, Robert Dinwiddie 3. Excel 2007 for Dummies by Greg Harvey 4. New Perspectives on Microsoft Office Excel 2007 5. Microsoft Excel 2016 Step by Step, Curtis Frye
Reference Books	1.Timothy J.oLeary,Lindal.O’Leary, “Introduction to Information Technology” 2015-16 Edition, McGraw Hill Education(India)Private ltd, , ISBN : 978-93-392-1990-1

Course Name: Employability Enhancement & Corporate Culture	
Course Type: Enrichment Elective	Course Code:EE-08
Credits:1	L:T:P :1:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO EE-08.1	REMEMBERING	Creating awareness about self through usage of psychometrics and about industry environment
CO EE-08.2	UNDERSTANDING	Essentials of Corporate Culture, Expectation of job market from students, Entrepreneurial Canvass, Government support
CO EE-08.3	APPLYING	Campus learning in corporate world, Dos and Don'ts from business perspective
CO EE-08.4	ANALYSING	Analyzing organizations, fields and sectors for employment and entrepreneurship

Unit-I	An introspection on Employability Enhancement and Corporate Culture	No. of Hours
	1.1 Meaning of Employability Enhancement 1.2 Importance of Psychometrics and decoding for self-improvement 1.3 Industry Environment - Various indicators	4
Unit-II	Corporate Culture and Government	No. of Hours
	2.1 Corporate Culture - How great organizations create a winning culture	4

	2.2 Job Market Expectations and how to meet them. Entrepreneurial Scenario in India & Abroad 2.3 Government Schemes and How to leverage upon them	
Unit-III	Campus to Corporate	No. of Hours
	3.1 Campus to Corporate tips and essential habits	4
Unit-IV	Live Cases and Interactions	No. of Hours
	4.1 Case studies of few organizations 4.2 Success stories of Entrepreneurs 4.3 Learning from failures	3

Text Books	<ol style="list-style-type: none"> 1. HR Value Proposition - Ulrich & Brockbank 2. National Skills Development Corporation Reports 3. Campus to Corporate - Ramachandran & Karthick 4. Competitive Advantage of Nations - Michael Porter - Free Press 5. Good to great - Jim Collins - Random house
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Generic Core III & IV Semester

Course Title: Strategic Management

Course Type: Generic Core	Course Code:301
Credits : 3	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO301.1	REMEMBERING	DESCRIBE key concepts of strategic management
CO301.2	UNDERSTANDING	DEMONSTRATE a clear understanding tools & techniques in developing and executing strategies and will appreciate its integrative and interdisciplinary nature
CO301.3	APPLYING	APPLY basic strategy formulation: identify the firm's optimal response to its competitive environment
CO301.4	ANALYSING	ANALYSE an organization's competitive internal and external environment and draw implications for strategy design and implementation
CO301.5	EVALUATING	ASSESS organization's competitive internal and external environment and draw implications for strategy design and implementation
CO301.6	CREATING	FORMULATE and implement organisational strategies taking into account the competitive and contextual environment

Unit-I	Introduction to Strategic Management	No. of Hours
	1.1 Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, 1.2 Scope and Importance of Strategies, Purpose of Business, 1.3 Strategic Intent through Vision and Mission Statements, 1.4. Strategic Management Process,	9
Unit-II	Analyzing the External Environment	No. of Hours
	2.1 PESTEL Framework, 2.2. McKinsey's 7S Framework, 2.3 Porter Five Forces Framework,	9

	2.4 Environment Threat Opportunity Profile	
Unit-III	Analyzing the Internal Environment	No. of Hours
	3.1 Critical Success Factor, Key Performance Indicator, 3.2 Resource Based View, Types of resources, VRIO Framework, 3.3 Value Chain Analysis, 3.4 Strategic Advantage Profile, 3.5 SWOT analysis, Portfolio Analysis BCG Matrix and GE 9 Cell	9
Unit-IV	Corporate and Business Level Strategies	No. of Hours
	4.1 Generic Competitive Strategies, 4.2 Grand Strategies 4.3 Strategic Alliances and Turnaround Strategy 4.4 Grand Strategy Matrix	9
Unit-V	Strategy Implementation and Evaluation	No. of Hours
	5.1 Nature and Barriers ,Structural implementation- Stages of Development of organisation, Types of Organisational Structure, 5.2 Behavioural implementation-Stakeholder and Strategic Management, Corporate Governance and corporate Culture 5.3 Strategic Evaluation and Control: Nature, Importance, participants and requirements of effective control, 5.4 Difference between blue & red ocean strategies, principles of blue ocean strategy 5.5 Strategies in VUCA world	9

Text Books	<ol style="list-style-type: none"> 1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition 2. Strategic Management by Dr. (Mrs.) M. Jeyarathnam, Himalaya Publication
Reference Books	<ol style="list-style-type: none"> 1. Strategic Management by Dr. (Mrs.) M. Jeyarathnam, Himalaya Publication 2. R Srinivasan, Strategic Management - The Indian Context, 3rd Edition, PHI, 2008.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. The Essentials ,Harvard Business Press 2. Blue Ocean Strategy by Kim & Mauborgne 3. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition, 1980 4. Competing for the Future by Gary Hamel & C.K. Prahalad, TMGH.

Course Title: Decision Science	
Course Type: GC-12	Course Code:302
Credits: 3	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO302.1	REMEMBERING	RECALL the Quantitative Techniques in Managerial Decision Making
CO302.2	UNDERSTANDING	IDENTIFY the Role of Quantitative Techniques in Managerial Decision Making
CO302.3	APPLYING	RECORD the process of Decision problem formulation
CO302.4	ANALYSING	PRACTICE the process of Decision problem formulation
CO302.5	EVALUATING	EMPLOY various Quantitative Techniques in Business Situations
CO302.6	CREATING	INTERPRET the applications of various Quantitative Techniques

Unit-I	Transportation & Assignment	No. of Hours
	<p>1.1 Introduction:</p> <p>1.1.1 Importance of Decision Sciences</p> <p>1.1.2 Role of quantitative techniques in decision making.</p> <p>1.2 Linear Programming:</p> <p>1.2.1 Concept, Formulation & Graphical Solution</p> <p>1.3 Markov Chains & Simulation Techniques:</p> <p>1.3.1 Markov chains: Applications related to management functional areas, Implications of Steady state Probabilities.</p> <p>1.3.2 Monte Carlo Simulation, scope and limitations.</p>	9
Unit-II	Linear Programming & Markov Chain	No. of Hours
	<p>2.1 Assignment Models:</p> <p>2.1.1 Concept & Flood's Technique/ Hungarian Method.</p> <p>2.1.2 Practical Considerations in Assignment</p>	9

<p>2.2 Transportation Models: Concept, Formulation & Problem types: Balanced, unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, Optimal Solution using MODI.</p>		
Unit-III	Decision Theory	No. of Hours
<p>3.1 Decision Theory: 3.1.1 Concept, 3.1.2 Decision under risk (EMV) & uncertainty</p> <p>3.2 Game Theory: 3.2.1 Concept, 3.2.2 zero sum game with dominance, 3.2.3 Pure & Mixed Strategy</p>		9
Unit-IV	Network Analysis	No. of Hours
<p>4.1 CPM & PERT: 4.1.1 Concept 4.1.2 Drawing Network 4.1.3 Identifying critical path</p> <p>4.2 Network Calculations: 4.2.1 Calculating EST, LST, EFT, LFT, 4.2.2 Slack 4.2.3 Probability of project completion</p>		9
Unit-V	Probability	No. of Hours
<p>5.1 Probability: 5.1.1 Concept, Addition, Conditional Probability theorem-based decision making, (Numerical based on functional areas of business expected).</p> <p>5.2 Probability Distributions: 5.2.1 Concept: Normal, Binomial. Interval estimation, 5.2.2 Standard errors of estimation.</p>		9

Text Books	<ol style="list-style-type: none"> 1. Statistical Methods by S. P. Gupta TMH Publishing, 2nd Edition 2. Statistical and Quantitative Methods by Ranjit Chitale, Nirali Publication, Vol. IX 3. Quantitative Techniques Clinton Publishing, by L.C. Jhamb Vol. 1 and 2 4. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4th Edition 5. Quantitative Approaches to Management by Levin, Rubin, Stinson & Gardner
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Reference Books	<ol style="list-style-type: none"> 1. An introduction to management science: Quantitative approach for decision making- Cengage Learning-Anderson 2. Introduction to Operations Research by Billey E. Gillett, TMGH 3. Operations Research by Nita Shah, Ravi Gor, HardikSoni, PHI 4. Managerial Decisions Modeling with Spreadsheets by Bal Krishnan, Render, Stair, Jr., Pearson Education. 5. Operations Research by R. Pannerselvam, Prentice Hall India, 2nd Edition.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd., 4th Edition 2. Quantitative techniques & statistics By K L Sehgal Himalaya Publications 3. http://www.floatingdata.com/ 4. http://www.analyticsvidhya.com/ 5. http://www.datasciencecentral.com/ 6. https://onlinelibrary.wiley.com/journal/15405915

Course Title: Summer Internship Programme

Course Type: Generic Core

Course Code: 303

Credits:6

L: T:P: 0:0:3

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

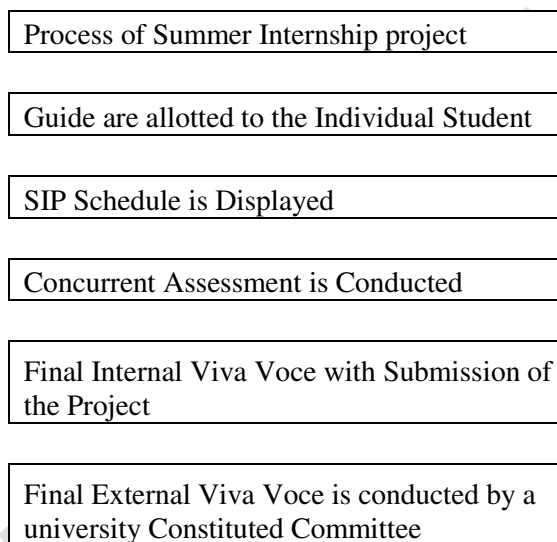
CO Number	Cognitive Abilities	Course Outcome
CO303.1	REMEMBERING	To SHOW real world insights and Real Life Experience and Exposure
CO303.2	UNDERSTANDING	To INFER from experiential learning which should DEMONSTRATE the foundation to their career choices
CO303.3	APPLYING	To DEVELOP valuable and Professional business networks in the organisation
CO303.4	ANALYSING	To DISCOVER Employer-valued skills such as teamwork, communications towards problem-solving and critical thinking skills in Organisation
CO303.5	EVALUATING	To DETERMINE proficiency in Functional Domain and business skills in communication, technology, quantitative reasoning, and teamwork.
CO303.6	CREATING	COMPILE report with identification of Problem with analysis of data collected towards conclusion and suggestions.

An Internship programme course is a structured opportunity to incorporate academic, professional and personal skill development which enables the student to gain a planned and directed learning experience. It enables the student to integrate knowledge gained through their

classroom learning with the competencies made available through actual experience in a professional setting.

At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP. The SIP may or may not have a Functional Focus, i.e. the student may take up a SIP in his/her intended area of specialization or in any other functional area of management. Ideally the SIP should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period on the basis of suggested guidelines and research methodology.

The flow of the Summer internship programme would as Follows:



SIP may be a research project – based on primary/ secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. It is expected that the SIP shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted.

The report should be well documented and supported by:

1. Introduction/ Executive Summary.
2. Objectives of the Study.
3. Company/ Organization profile (including Organization Chart).
4. Research Methodology (Statement of Problem, Hypothesis (if any), Research Design).
5. Data analysis, Data Interpretation & Hypothesis Testing.
6. Relevant activity charts, tables, graphs, diagrams, etc.
7. Suggestions & Recommendations.
8. Conclusions.
9. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

10. Appendix (Questionnaire, Data Sheets etc.)

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 8 weeks of work and justify the same.

Log Dairy:

Students would be required to keep in writing the details of the task done during the project. It also would have various formats in line with statutory body which needs to be completed. The formats are as Under:

Format I. Objectives/ Guidelines/ Agreement: Internship Synopsis (This Will Be Prepared In Consultation With Faculty Mentor)

Format II: Attendance Sheet

Format III: Student's Daily Diary/ Daily Log

Format IV: Relieving Letter Of Student

Format V: Supervisor Evaluation Of Intern

Format VI: Student Feedback Of Internship (To Be Filled By Students After Internship Completion)

Format VII : Proforma For Evaluation Of Internship By Institute

Format VIII: Internship Evaluation Report

Internal Monitoring:

The Process of Monitoring is carried out in 5 Stages

Stage		Contents Monitored
1	Introduction	a. Why topic is so important? b. Brief about company c. Brief about your project d. What you are going to do in the project?
2	Industry Profile	World scenario Indian scenario Number of companies and their performance
	Company Profile	Company Profile 1. History 2. Vision 3. Mission, 4. Milestones 5. Organization Structure
	Product Profile	Brief about products of Company in the areas
3	Research Methodology (Presentation)	Research Methodology : Introduction to Research Methodology
		(i) Primary Data : Definition of Primary data and How you collected Primary Data
		(ii) Secondary Data : Definition of Sec data and How you collected Secondary Data
		(iii) Sampling : Various methods of sampling and which method you used for Sampling Population : Sampling area : Sample Size :

		(iv) Scope of the study : Explain further areas of research and importance of research
		(v) Limitations of the study : Explain the constraints, hurdles and Boundaries
4	Pre Submission Presentation	Theoretical Background of the study : Management Theory related to your title and Review of Literature if any, Data Analysis and, Interpretation ,Findings, Suggestions, Conclusions and Learning from project
5	Final Submission & Viva Voce	Final Submission

External Monitoring:

There shall be an external viva-voce for the SIP for 50 marks. The examiner's panel for the same shall include one external faculty member nominated by the University and one internal faculty member nominated by the Director. The external viva-voce shall be conducted for 15 minutes at least per student.

The Internal & the External viva-voce shall evaluate the project based on:

- Actual work undertaken by the student
- Student's understanding of the organization and business environment
- Outcome of the project
- Utility of the project to the organization
- Basic analytical capabilities

Final Submission:

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th September in Semester III. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

The Institute shall conduct an internal viva-voce for evaluation of the SIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

Copies of SIP report and records of evaluation shall be maintained for a period of 3 academic years.

Credit Distribution throughout Summer Internship Programme:

Particular	Total weeks	Total Hrs
Field Activity	8	384
Report Writing/Presentation	15	45
Total	23	429

Course Title: Indian Ethos and Business Ethics	
Course Type- GC- 14	Course Code- 401
Credits- 3	L:T:P-3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO401.1	REMEMBERING	DEFINE the key terms in Indian Ethos & business ethics.
CO401.2	UNDERSTANDING	EXPLAIN the various concepts in business ethics.
CO401.3	APPLYING	MAKE USE OF the basic concepts of business ethics to solve the business problem.
CO401.4	ANALYSING	ANALYSE the importance of business ethics to run the business effectively.
CO401.5	EVALUATING	COMPARE the sustainable practices followed by Indian firms in modern world
CO401.6	CREATING	DESIGN competition strategies by using the ethics in business to get the competitive advantage.

Unit-I	Introduction to Business Ethics	No. of Hours
	1.1 Introduction to Indian Ethos & Management Practices 1.2 Management Lessons from Scriptures: 1.3 Management Lessons from Ramayana & Mahabharata 1.4 Ethics and Business Ethics, 1.4 Ethical Concepts, 1.5 Ethical Values 1.6 Benefits of business ethics 1.7 Role of Indian Ethos in Managerial Practices 1.8 Practised by Indian Companies	7
Unit-II	Organizational Ethics	No. of Hours
	2.1 Ethical Corporate Behavior, 2.2 Development of Ethical Corporate Behavior, 2.3 Ethical Leadership,	7

	2.4 Corporate code of ethics, 2.5 Framing a code of conduct, 2.6 Managing ethics in an organization.	
Unit-III	Work Ethos and Values	No. of Hours
	3.1 Meaning of work ethos & values, 3.2 Factors Responsible for Poor Work Ethos 3.3 Values for Managers in an organization, 3.4 Relevance of Value Based Management in Global area. 3.5 Impact of Values on Stakeholders: Employees, Customers, Government, Competitors and Society. 3.6 Trans-Cultural Human Values in Management. 3.7 Importance of Value System in Work Culture.	11
Unit-IV	Ethical Issues in the Functional Area & Stress Management	No. of Hours
	4.1 Ethic in Functional Area such as a) Ethics in Marketing, b) Ethics in Finance, c) Ethics in Human Resource 4.2 Meaning & Types of Stress at Work, Causes of Stress, Consequences of Stress 4.3 Meditation : Meaning, Techniques, Advantages, 4.4 Mental Health and its Importance in Management, 4.5 Yoga: Meaning & importance.	9
Unit-V	Environmental Ethics, Corruption and Gender Issues & Indian Systems of Learning	No. of Hours
	5.1 Environmental Ethics, 5.2 Corruption and Gender Issues, 5.3 Gender Ethics, and Gender Harassment and Discrimination & its legal aspects, 5.4 Gurukul System of Learning : Meaning, Advantages, Disadvantages 5.5 Modern System of Learning: Meanings, Advantages, Disadvantages 5.6 Corporate Karma: Meaning, Guidelines for good Corporate Karma	11

Text Books	1. Indian Ethics and Values in Management by R Nandagopal, AjithSankar, Tata McGraw Hill 2. Foundation of Managerial Work-Contributions from Indian Thought by Chakraborty, S.K, Himalaya Publication House, Delhi 1998 3. Corporate governance, business ethics and CSR By Dr. Priyanka K.
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	<p>Sharma, Galgotia Publishing Company</p> <p>4. Business Ethics: Foundation for Corporate Social Responsibility and Governance By P Kamatchi</p> <p>5. Managerial Effectiveness and Quality of Work life – Indian Insights, by Chakraborty, S.K, Tata McGraw Hill Publishing Company, New Delhi – 1987</p>
Reference Books	<p>1. Corporate Ethics, Governance, And Social Responsibility: Precepts And Practices By Fernando</p> <p>2. Business Ethics and Corporate Governance By Prof. K. ViyyannaRao& Dr. G. Naga Raju</p> <p>3. Management by Values by Chakraborty, S.K, Oxford University Press 1991</p> <p>4. An Introduction to Business Ethics by Joseph Des Jardins, Tata McGraw Hill, 2009</p>
Supplementary Reading Material (If Any)	<p>1. http://nptel.ac.in/courses/110105079/ “Business Ethics” Prof. Susmita Mukhopadhyay, Vinod Gupta, School of Management, Indian Institute of Technology, Kharagpur</p> <p>2. http://textofvideo.nptel.ac.in/109104032/lec22/” Ethics in the Indian Tradition” Prof. Vineet Sahu, Department of Humanities and Social Sciences, Indian Institute of Technology, Kanpur.</p>

Course Title: Current Trends in Management

Course Type: GC-15

Course Code: 402

Credits : 3

L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO402.1	REMEMBERING	IDENTIFY and DEFINE the key term in management
CO402.2	UNDERSTANDING	EXPLAIN the various concept of Management with the current trends
CO402.3	APPLYING	APPLY the various trends in the organization for the growth
CO402.4	ANALYSING	ANALYSE the impact of current trends in management in the organization
CO402.5	EVALUATING	EVALUATE the result of implementing the current trends
CO402.6	CREATING	ORGANISE a plan to implement the current trends in management

Unit-I	Introduction to Artificial Intelligence	No. of Hours
	<p>1.1 Artificial Intelligence- Introduction, use of Artificial Intelligence in management, Machine Learning, What is data, The terminology of AI, What makes an AI company, What machine learning can and cannot do, More examples of what machine learning can and cannot do</p> <p>1.2 Knowledge Management: Concept, KM Strategies – Architecture and Tools – KM Practices. Components and Type of Knowledge), Knowledge Building Models, KM Cycle & KM architecture, KM tools, KM approaches</p>	9
Unit-II	Introduction to Internet of Things	No. of Hours
	<p>2.1 Introduction, Relevance of IOT for the future, IOT in Indian Scenario- IOT and Aadhaar, IOT for health services, IOT for financial inclusion, IOT for rural empowerment.</p> <p>2.2 IOT Applications: Lighting as a service (case study) , Intelligent Traffic systems (case study) , Smart Parking (case study) , Smart water management (case study)</p>	9
Unit-III	Introduction to Business Analytics	No. of Hours
	<p>3.1 Business Analytics, Importance of Business Analytics, Evaluation of Business Analytics, History of Business Analytics, Classification of Business Analytics, Application of Business Analytics</p>	9

Unit-IV Introduction to Block chain		No. of Hours
4.1 Introduction to Block chain, Need, Importance of block chain in management, Terms related to Block chain, Block chain applications- Government, Identity management, Auto executing contracts, Three signature escrow, Triple entry accounting, Elections and voting		9
Unit-V Application of current trends current cases		No. of Hours
5.1 Cases would be taken in the case where application of various trends to solve the problem		9

Text Books	<ol style="list-style-type: none"> 1. Gareth Jones and Jennifer George (2017), Essentials of contemporary management, Tata McGraw Hill. 2. Drucker. Management challenges for the 21st century, Harper Collins, 1st ed.,
Reference Books	<ol style="list-style-type: none"> 1. Stephen P. Robbins and Vohar, Organization behavior, Pearson Education, 15th Edition, 2013 2. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha, Marketing management: A South Asian Perspective, Pearson India, 14th Edition, 2012 William J Stevenson, Operations management, Tata McGraw Hill, 12th Edition, 2015 https://www.slideshare.net/haricd/emerging-trends-in-management-compatibility-model
Supplementary Reading Material	<ol style="list-style-type: none"> 1. https://www.ualberta.ca/business/research/publications/consortium-list-of-top-management-journals 2. https://journals.sagepub.com/home/jom 3. http://www.indianjournalofmanagement.com/

Subject Core III & IV Semester

Course Title: Service Marketing

Course Type: Subject Core

Course Code: 307MKT

Credits :3

L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO307MKT.1	REMEMBERING	DEFINE the nature of services, and distinguish between products and services
CO307MKT.2	UNDERSTANDING	EXPLAIN the major elements needed to improve the marketing of services
CO307MKT.3	APPLYING	DEVELOP an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service
CO307MKT.4	ANALYSING	INFER service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
CO307MKT.5	EVALUATING	Appraise the nature and development of a services marketing strategy
CO307MKT.6	CREATING	FORMULATE services marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems

Unit-I	Service Economy and The Nature of Services	No. of Hours
	1.1 Introduction, meaning of services 1.2 Unique Characteristics, Classification of Services, 1.3 Reasons for growth in Services, 1.4 Need of Extended elements of marketing Mix, Strategic Management Trap, Service oriented Approach and Service Triangle	9
Unit-II	Consumer Behaviour in Services	No. of Hours
	2.1 Stages of service Consumption 2.2 Service Encounter: Definition, Classification and process 2.3 Zone of Tolerance and Factors affecting Zone of Tolerance, Perception and 2.4 Process of Perception in Services	9
Unit-III	Service Quality Management	No. of Hours
	3.1 Service Quality- Levels & Dimensions; 3.2 Service Quality Models – RATER Model and its attributes, GAP Model and Kano's model. Recommendations for Improving Service Quality, Reasons for Success/Failure of New Services, 3.3 Consumer Response to Service Failure, Steps of Complaint Handling and	9

	Consumer Grievances Recovery Strategies and different Approaches of Complaint Handling	
Unit-IV	Extended Marketing Mix and Service design and development	No. of Hours
	4.1 People: Internal & Interactive Marketing 4.2 Physical Evidence: Elements, Role and relationship between employer and service consumer, 4.3 Process: Challenges to services design, new service development, developing the service blueprint, quality function deployment, service innovations	9
Unit-V	Paradigm in Marketing of Services	No. of Hours
	5.1 Self Service Technologies, Overview of Different Service Sectors, 5.2 Marketing of Banking Services, Marketing in Insurance Sector, 5.3 Marketing of Education Services, 5.4 Marketing of Tourism 5.5 Airlines marketing, 5.6 Marketing of Hospitality Services, 5.7 Healthcare Marketing	9

Text Books	<ol style="list-style-type: none"> 1. Christopher H. Lovelock, Jochen Wirtz, “Services Marketing”, Pearson Education, New Delhi, 2008 2. Kenneth E Clow, et. Al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2012 3. Services Marketing: People, Technology, Strategy, Seventh Edition by Christopher Lovelock and Jochen Wirtz Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition
Reference Books	<ol style="list-style-type: none"> 1. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008 2. Services Marketing, Zeithaml, Bitner, Gremler & Pandit, TMH Publication 3. Services Marketing, Concepts & Cases, Bhattacharjee, Excel Books.
Supplementary Reading Material	C H Lovelock Journal of Marketing

Course Title: Sales and Distribution Management	
Course Type: SC MKT 04	Course Code: 308 MKT
Credits : 03	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO308 MKT.1	REMEMBERING	DEFINE key concepts of sales and distribution management.
CO308 MKT.2	UNDERSTANDING	UNDERSTAND various functions of Sales and distribution management such as Wholesaling, Retailing, Franchising etc.
CO308 MKT.3	APPLYING	APPLY the knowledge of Sales and distribution to solve complex business problems
CO308 MKT.4	ANALYSING	COMPARE the various channel of distribution and ANALYZE the various levels of channels of distribution
CO308 MKT.5	EVALUATING	EVALUATE sales plan, channel effectiveness, performance of various channel members.
CO308 MKT.6	CREATING	DESIGN most effective sales strategies and channel of Distribution

Unit-I	Sales Planning and Control	No. of Hours
	<p>1.1 Sales Management: Objectives, Nature & Scope, Sales Environment</p> <p>1.2 Sales Planning: Sales Forecasting & Budgeting, Sales Quotas and Targets</p> <p>1.3 Sales Control: Reporting Formats for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales and Coverage Plan, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report.</p> <p>1.4. Recent trends in sales Management- Technology in sales management, Telemarketing, Tele / Mobile Marketing, Online Marketing, E Commerce.</p>	9
Unit-II	Sales Force Management	No. of Hours
	<p>2.1 Sales quota – Sales Territory – Designing – assigning Sales people - managing-Concepts of Sales organization- Specialization – <i>Size of the sales force</i> – recruiting and selecting- sales force – training- motivating-</p>	9

compensating and reading the sales force – controlling sales force.

2.2 Sales Audit: Sales Force Productivity Indicators (Value and Volume) – Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio

Unit-III	Marketing Channels	No. of Hours
<p>3.1 Marketing Channels: Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place,</p> <p>3.2 Designing the Market Channel system, Channels for Consumer goods, Industrial goods, Inter Dependency of Sales & Distribution</p> <p>3.3 Managing Marketing Channels: Channel Policies, Choice of the channel, Organizational Pattern in the Channel, Assessing Channel Performance, Causes for Channel Conflict & Techniques to overcome conflict, Channel Information System</p> <p>3.4 Wholesaling – Functions and types</p>		9
Unit-IV	Franchising	No. of Hours
<p>4.1 Franchising: Significance and importance of Franchisee in Channel Decision –Advantages of Franchisee –</p> <p>4.2 Process of appointment of Franchisee- Franchiser Franchisee relationship. RoI calculation at Dealer Level.</p> <p>4.3 Design of Franchisee Model</p> <p>4.4 Case study in Franchisee</p>		9
Unit-V	Retailing	No. of Hours
<p>5.1 Nature and Importance of Retailing , Types of Retailers, Organized & unorganized Retailing Formats, Retail Merchandising, Retail Decision Location and Size ,</p> <p>5.2 Retailer Promotion: Advertising, Sales Promotion and POP Promotion, Shelf Management, Communicating with the retailer customer, Economic cost of retailing, New Trends in Retailing, Role and Significance of Multi-level Marketing.</p>		9

Text Books	<ol style="list-style-type: none"> 1. Sales and Distribution Management by Havaldar&Cavale, TMGH 2. Sales Management by Still, Cundiff&Govani, Pearson Education
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	<p>3. Sales and Distribution Management, SL Gupta, Excel books</p> <p>4. Sales and Distribution Management, M. V. Kulkarni, Everest Publishing House</p>
Reference Books	<p>1. Retailing Management by Michael Levy & Barton Weitz, TMGH</p> <p>2. Retail Management by Gibson Vedamani, Jaico Books</p> <p>3. Retailing Management by Swapna Pradhan, TMGH</p> <p>4. Franchising & Licensing: Two Powerful Ways to Grow Your Business in Any Economy, by Andrew J. Sherman</p> <p>5. Franchise Bible: How to Buy a Franchise or Franchise Your Own Business Paperback – 2017 by Rick Grossmann (Author)</p> <p>6. Retailing Management: Text and Cases Paperback – by Swapna Pradhan</p>
Supplementary Reading Material	<p>1. www.franchiseindia.com/</p> <p>2. www.franchising.com/</p> <p>3. Channel Structure and Strategic Choice in Distribution Channels by Wren, Brent M., Journal of Management Research, Aug 2007, Vol. 7 Issue 2,</p> <p>4. Effects Of Sales Force Automation Use On Sales Force Activities And Customer Relationship Management Processes by Moutot, Jean-Michel; Bascoul, Ganaël., Journal of Personal Selling & Sales Management,</p>

Course Title: Financial Reporting and Analysis

Course Type: SC FIN-03

Course Code: 307 FIN

Credits : 3

L:T:P : 3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO301.1	REMEMBERING	Describe the key concepts of financial reporting and analysis
CO301.2	UNDERSTANDING	Explain the structure and framework and all the concepts of financial reporting and analysis
CO301.3	APPLYING	Perform all the calculations and Identify the constraints of financial statements.
CO301.4	ANALYSING	Analyze and Compare the key elements of financial reporting, financial analysis and standards.
CO301.5	EVALUATING	Evaluate the compliance and quality of financial reporting
CO301.6	CREATING	Justify the problems in financial reporting ³

Unit-I	Introduction to Financial Reporting and Analysis	No. of Hours
	1.1 Introduction of financial reporting and analysis	9
	1.2 Accounting principles	
	1.3 Concepts and conventions	
	1.4 Accounting process, preparation of financial statements, financial reporting, Reporting practices	
Unit-II	Financial Statement Analysis	No. of Hours
	2.1 Introduction to financial statement analysis	9
	2.2 Scope of financial statement analysis	
	2.3 Financial statement and other information.	
	2.4 Financial statement and supplementary information.	
	2.5 Financial statement analysis framework.	
	2.5.1 Articulate the purpose and context of analysis	
	2.5.2 Collect data	
	2.5.3 Process data	
	2.5.4 Analyze/ Interpret the processed data	
	2.5.5 Develop and communicate conclusions / recommendations	
	2.6 Analysis of financial statements with managerial perspectives.	
Unit-III	Financial Reporting Mechanics	No. of Hours
	3.1 Introduction to financial reporting mechanics	9
	3.2 The classification of business activities	
	3.3 Financial Statement elements and accounts	
	3.4 Accounting equation	

- 3.5 The Accounting process.
- 3.6 The Accounting records.
- 3.7 Financial statements
- 3.8 Accruals and valuation adjustments.
- 3.9 Accounting system

Unit-IV	Financial Reporting Standards	No. of Hours
4.1 Introduction to financial reporting standards		9
4.2 Objectives of financial reporting		
4.3 Financial reporting standards		
4.4 Financial Reporting Standard-Setting Bodies and Regulatory Authorities		
4.5. International Accounting Standards Board		
4.6 Convergence of Global Financial Reporting Standards		
4.7 The International Financial Reporting Standards Framework		
4.7.1 Objectives of financial statements		
4.7.2 Qualitative characteristics of financial statements		
4.7.3 Constraints on financial statements		
4.7.4 The Elements of financial statements		
4.7.5 General requirements for financial statements		
4.8 Comparison of IFRS with alternative reporting systems		
4.8.1 U.S.GAAP		
4.8.2 Implication of others reporting systems		
4.8.3 Reconciliation of financials prepared accounting to different standards		
4.9 Effective Financial Reporting		
4.9.1 Effective financial reporting		

4.9.2 Characteristics of an Effective Financial Reporting Framework

4.9.3 Barriers to a single coherent framework

4.9.4 Company disclosures

Unit-V	International Standard Coverage	No. of Hours
5.1 Introduction		9
5.2 The IFRS Framework		
5.2.1 Key aspects of IFRS Framework		
5.2.2 Challenges in Financial Statements Preparation – Timings and Amounts		
5.2.3 The Balance Sheet		
5.2.4 The Income statement		
5.2.5 The cash flow statement		
5.2.6 Standard setter’s agenda for convergence		
5.2.7 Effect of difference between accounting standards		
5.3 Evaluating Financial Reporting Quality		
5.3.1 Discretion in accounting systems		
5.3.2 Financial Reporting Quality : Definitions, Issues, and Aggregate Measures		
5.3.3 A framework for identifying Low quality financial reporting		
5.3.4 A summary of financial reporting quality warning signs		

Reference Books	<ol style="list-style-type: none"> 1. Financial Statement Analysis by John.J.Wild 2. International Financial Statement Analysis by Thomson R.Robinson,CFA / Hennie Van Greuning, CFA, Elaina Henry ,CFA, Michael A. Broihahn, CFA 3. Financial Reporting and Analysis – Using Financial Accounting Information by Charles H.Gibson- The University of Toledo, Emeritus 4. Financial Reporting and Analysis by Lawrence Revsine, Daniel Collins, Bruce Johnson,
Supplementary Reading	<ol style="list-style-type: none"> 1. A research paper on Financial Reporting Quality: A literature review by SiriyamaHerath

Course Title: International Finance

Course Type: SC FIN-04

Course Code:308 FIN

Credits : 3

L:T:P : 3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO308FIN.1	REMEMBERING	Recall and explain the key concepts of international finance.
CO308FIN.2	UNDERSTANDING	Describe international financial environment in the context of international funds flows, international financial markets, foreign exchange markets and international financial agencies and how they affect multinational corporations.
CO308FIN.3	APPLYING	Explain exchange rate determination, Calculate exchange rates using quotations of spot rate, forward rate and cross rates and identify arbitrage opportunities. And demonstrate how firms can manage their exchange rate risk and capitalize on anticipated exchange rate movements. Use the tools for managing foreign exchange risk exposure. Suggest various instruments for raising finance in global capital markets Apply the theories and models covered to the issue of international finance

CO308FIN.4	ANALYSING	Discuss relationship amongst inflation, interest rate and exchange rates using interest rate parity, purchasing power parity and the international fischer effect theories. Analyze the causes of historical exchange rate movements, and some of the contributory factors to a variety of financial crises, with reference to the models covered.
CO308FIN.5	EVALUATING	Interpret Balance of Payments (BOP) data and determine its implications for international competition. Forecast exchange rates based on efficient market approach, fundamental approach and technical approach.
CO308FIN.6	CREATE	Demonstrate critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance theory.

Unit-I	Introduction to International Finance and International Monetary System	No. of Hours
	<p>1.1 Nature & Scope of International Finance, The role of information technology and financial integration in the process of globalization.</p> <p>1.2. Evolution of international monetary system with focus on Bretton Woods System of exchange rate. Types of Exchange rate Regimes and their implications</p> <p>1.3. International Capital Flows & Emerging Markets: Pros and cons of capital flows into emerging markets and understand the pitfalls of embracing international capital markets in presence of weaknesses in domestic economy.</p> <p>1.4. Capital Account Convertibility and Capital Controls: Role of capital controls in emerging markets and to appreciate the preconditions necessary before capital account convertibility is introduced.</p> <p>1.5. International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies and rating criteria. International Financing decision.</p> <p>1.6. Concept of Balance of Payment, and analysis of BOP statements.</p>	9
Unit-II	Foreign Exchange Market	No. of

		Hours
2.1. Overview, Function and Structure of FX market		9
2.2. FX Market Participants		
2.3. Exchange rate quotations , Direct and Indirect Quotes, Spot rate, Forward rate, Cross Rates, Swap Transactions and Forward Premium.		
2.4 Foreign exchange Management Act 1999.		
2.5. Role of Central Banks in Management of foreign exchange.		
Unit-III	International Parity Conditions	No. of Hours
3.1 Parity conditions in International Finance, Parity Conditions and Managerial Implications.		9
3.2. Interest rate parity, Covered Interest Arbitrage, Interest rate parity and exchange rate determinations.		
3.3 Fischer effects		
3.4. Forecasting Exchange rates : Efficient Market approach, Fundamental approach, Technical approach		
Unit-IV	Foreign Exchange Risk Management	No. of Hours
4.1. Types of foreign exchange risk and exposures		9
4.2 FX Risk management tools and techniques		
4.3 Management of transaction Exposure: Hedging transaction risk exposure :Internal & External techniques of hedging		
4.4. Management of Economic Exposure		
4.5. Management of Translation Exposure		
Unit-V	Global Financial Markets	No. of Hours
5.1 Historical perspective and development, participants, issues, investors, intermediaries.		9

5.2. International Banking and Money Markets

5.3 International Bonds Markets:

5.4 International Equity Markets

5.5. China's Exchange rate regimes

5.6 European Monetary union and Greek Debt Crisis

Text Books	<ol style="list-style-type: none"> 1. International Financial Management, Eun and Resnick, McGraw Hill, Fourth edition. (ER) 2. Maurice Levi, International Finance, fourth edition 3. Foreign Exchange, International Finance, Risk Management by A.V. Rajwade 4. International Financial Management by P.G. Apte 2010 Ed. 5. Multinational Finance by Adrian Buckley
Reference Books	<ol style="list-style-type: none"> 1. Eun, C.S. and B.G. Resnick: International Financial Management; Seventh Edition; McGraw-Hill, 2015 2. Stiglitz, Joseph, 2017. Globalization and its Discontents Revisited: Anti-globalization in the Era of Trump. 3. <i>Foundations of Multinational Financial Management</i> Alan C. Shapiro & Atulya Sarin John Wiley & Sons, Inc., 6th Edition, 2009
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Economic times 2. Financial Express

Course Title: Strategic Human Resource Management

Course Type: SC HRM-03

Course Code: 307 HRM

Credits : 3

L:T:P :0:3:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 307 HRM.1	REMEMBERING	DESCRIBE the key concepts of Strategic Human Resource Management and its impact on Organization in perspective Indian and Global.
CO 307 HRM.2	UNDERSTANDING	UNDERSTAND the implications for human resource management of the behavioral sciences, government regulations, and court decisions;
CO 307 HRM.3	APPLYING	APPLY the principles and techniques of human resource management gained to the discussion of major personnel issues and the solution of typical case problems
CO 307 HRM.4	ANALYSING	ANALYSE issues and challenges in Strategic Human Resource Management.
CO 307 HRM.5	EVALUATING	EVALUATE various key issues and challenges and OUTLINE the strategies that managers can use to resolve the challenges.
CO 307 HRM.6	CREATING	CREATE the model of strategic management to manage Team Dynamics, conflict and change management, Stress Management

Unit-I	Introduction to Strategic Human Resource Management	No. of Hours
	<p>1.1 Human Resource Management: Introduction, HRM Defined/SHRM Defined, Strategic HRM Definition , Meaning of SHRM, Aims, approaches, challenge</p> <p>1.2 HR Strategies: Definition, Types of HR strategies, criteria for an effective HR strategy, Formulation of HR Strategies, conducting a strategic review, implementing HR strategies Impact on Organizational Performance, strategic role of top management, strategic role of line management</p> <p>1.3 Strategic role of HRM, Planning and Implementing Strategic HR policies, HR Strategies to increase firm performance.</p>	9
Unit-II	Investment perspectives of HR	No. of Hours

	<p>2.1 Talent Management Career Planning and Succession Planning: Evolution of careers, career planning perspectives organization-centered career planning, Individual- centered career planning Succession Planning: Definition, Elements of Succession planning, Relation between career planning and succession planning, challenges of succession planning</p> <p>2.2 Investment perspectives of HR- investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Nontraditional investment Approaches.</p>	9
Unit-III	Competency and Potential Development	No. of Hours
	<p>3.1 Competency and Potential Development: What are competencies, How do competencies differ from skills and knowledge, Integrated HR practices through competency development, benefits from competency-based on HR practices, Desired outcomes for organizations, competency based HR practices : outcomes for employees, developing a skill matrix Retention strategies</p>	9
Unit-IV	Strategies for Improving organizational effectiveness	No. of Hours
	<p>4.1 Strategies for Improving organizational effectiveness Strategies for improving organizational effectiveness Strategies of organizational transformations-Cross border Mergers & Acquisitions Strategies for culture management, quality in strategies Strategies for learning organization Employee engagement strategy</p>	9
Unit-V	Global Dimensions HR strategy	No. of Hours
	<p>5.1. Global Dimensions HR strategy in International Context, converting global presence into global competitive advantage Developing cross cultural sensitivity Training & development of International staff Compensation issues Performance management issues</p> <p>5.2 Managing Global Human Resources-HR and the internationalization of business, Improving international Assignments through selections, Training and maintaining international Employees, Developing international Staff and Multinational Teams.</p>	9

Text Books	<ol style="list-style-type: none"> 1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003. 2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
Reference Books	<ol style="list-style-type: none"> 1. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001. 2. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. http://www.publishingindia.com/jshrm/ 2. https://journals.indexcopernicus.com/search/details?id=31788

Course Title : Labour Laws	
Course Type- SC- HRM- 04	Course Code -308 HRM
Credits-3	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO308 HRM.1	REMEMBERING	DEFINE the key terms in labour legislation.
CO308 HRM.2	UNDERSTANDING	EXPLAIN the important concept in labour legislation.

CO308 HRM.3	APPLYING	MAKE USE OF the basic concepts in labour legislation to solve the labour problem.
CO308 HRM.4	ANALYSING	ANALYSE importance of labour legislation for maintenance of harmonious relation in an organization.
CO308 HRM.5	EVALUATING	COMPARE different section & its implementation in an organization.
CO308 HRM.6	CREATING	DESIGN legal solution by using various provisions in each act

Unit-I	Introduction to Labour Legislation	No. of Hours
	1.1 Guiding Principles of labour legislation, 1.2 Evaluation of labour legislation in India. 1.3 Fundamental Rights and Directive Principles of State Policy under Indian Constitution 1.4 Factories Act 1948 - object, applicability, obligation, provision under Chapter III, IV, V, VI, VII, VIII.	9
Unit-II	Social Security Laws	No. of Hours
	2.1 Employee's Provident Fund and Miscellaneous provision Act 1952: Objective , 2.2 Applicability, 2.3 Provision & 2.4 Various Schemes 2.5 Employees State Insurance Act 1948: 2.6 Provision, applicability, 2.7 Main benefits	9
Unit-III	Workmen Compensation Act	No. of Hours
	3.1 Workmen Compensation Act 1923 – definition –, Scope, applicability, 3.2 provisions regarding compensation, 3.3 Types of Compensation, 3.4 Rate of Compensation, 3.5 Relevant Factor.	9
Unit-IV	Old age Legislation	No. of Hours
	4.1 Payment of Gratuity Act 1972 Scope, applicability, 4.2 Benefits, 4.3 Procedure to get Gratuity.	9

- 4.4 Payment of Bonus Act 1965: Scope, applicability,
- 4.5 benefits,
- 4.6 Minimum Bonus, Maximum Bonus,
- 4.7 Set On & Set Off Provision.

Unit-V	Wages Legislations	No. of Hours
	<ul style="list-style-type: none"> 5.1 Payments of Wages act 1936- Meaning of wages, 5.2 Authorized deduction. 5.3 Minimum wages act 1948, Concept, 5.4 features, objectives and provisions, 5.5 Fixing & revising minimum rate of wages. 	9

Text Books	<ul style="list-style-type: none"> 1. Industrial & Labour Law By S. P Jain Dhanpatrai Publication 2. Text Book on Labour Law by John Bowers & Simon Honeyball , Blackstone Press Ltd; 5th Revised edition edition 3. Text Book on Labour Law by John Bowers & Simon Honeyball, Oxford University Press, 8th Revised edition 4. Dealing with Problem Employees: A Legal Guide, by Amy DelPo, Lisa Guerin, Nolo publishing, 2005
Reference Books	<ul style="list-style-type: none"> 1. Dynamics of Industrial Relations – By C B Memoria Himalaya Publication 2. Industrial Relation By ArunMonappa by Tata McGraw Hill 3. Employment Law: The Essential HR Desk Reference, by Lisa Guerin, NOLO; First edition (March 25, 2011) 4. Labor Guide to Labor Law by Bruce Feldacker& Michael J. Hayes, ILR Press; Fifth edition (August 12, 2014)
Supplementary Reading Material (If Any)	<ul style="list-style-type: none"> 1. https://www.worldwidejournals.com/indian-journal-of-applied-research-(IJAR)/special_issues_pdf/April_2016_1461058838_11.pdf 2. http://nclcil.in/infobank/act/history_of_labour_laws.pdf

Course Title: Service Operation Management-I

Course Type: Subject Core

Course Code: 307OSCM

Credits :3

L:T:P 3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO307OSCM.1	REMEMBERING	DEFINE AND RECALL fundamentals of Service and Operations Management as management function in general.
CO307OSCM.2	UNDERSTANDING	EXPLAIN the impact Operational Capability has on decision making and options in Business Strategy and the linkage to Operations Strategy
CO307OSCM.3	APPLYING	PRODUCE understanding of the different types of operations process types on which operational capability can be based and the strategic implications of the process choice decision.
CO307OSCM.4	ANALYSING	DISCOVER quality implementation of service-learning within the classroom by being available for consultations
CO307OSCM.5	EVALUATING	EVALUATE role of strategic operations planning and skill in constructing and optimising a strategic operations plan.
CO307OSCM.6	CREATING	FORMULATE relationship between Business Strategy, Operations Strategy, Process Type, Organisation and Control structures the impacts these have on managerial decision making and choices

Unit-I	Services	No. of Hours
	1.1 Characteristics of Services, Importance of Service Sector 1.2 Classification framework 1.3 Service Delivery System – Process Flow Diagrams, Process Simulation,	9
Unit-II	Site Selection for Services	No. of Hours
	2.1 Types of Service Firms – Demand Sensitive Services, Delivered Services, Quasi-manufacturing Services, Site Selection for Demand Sensitive Services – Factor Rating, Regression, GIS, Gravity Model of Demand, 2.2 Site Selection for Delivered Services – Expected Results, Mathematical Solution Methods for delivered services, 2.3 Site Selection for QuasiManufacturing Services – Mixed Linear / Integer Programming for Location Selection	9
Unit-III	Yield Management	No. of Hours
	3.1 Capacity Strategies, Yield Management, Overbooking, Allocating Capacity – Static Methods, Nested Static Methods, Dynamic Methods. 3.2 Pricing, Implementation issues – Alienating Customers	9

	3.3 Customer Class Cheating, Employee Empowerment, Cost and Implementation Time	
Unit-IV	Inventory Management in Services	No. of Hours
	4.1 Services versus Manufacturing Inventory, Set Up and Ordering Costs, Number of Products, Limited Shelf Space, Lost Sales versus Back Orders, Product Substitution 4.2 Demand Variance, Information Accuracy, The Newsvendor Model, Multiple Products and Shelf Space Limitations 4.3 Inventory Inaccuracy – Revenue Sharing, Markdown Money, Phantom Stockouts, Inventory Inaccuracy, Shrinkage	9
Unit-V	Offshoring and Outsourcing	No. of Hours
	5.1 Outsourcing – Contract risk, Outsource Firm Risk and Pricing Risk, Competitive Advantage and Information Privacy Risk, Firm Specific Risks, 5.2 Offshoring, Quantifying Offshoring, Offshoring and Competitive Capabilities – Cost, Non-cost Issues.	9

Text Books	1. Successful Service Operations Management, 2002 By by Richard D Metters , Madeleine Pullman , Kathryn H. King-Metters South-Western Publisher
Reference Books	1. Service Operations Management: Improving Service Delivery (2nd Edition) 2nd Edition by Robert Johnston , Graham Clark -Prentice Hal
Supplementary Reading Material	1. Service Operation (Itil) Paperback by David Cannon , David Wheeldon Stationery Office Books; 1 edition

Course Title: Supply Chain Management	
Course Type: SC OSCM-02	Course Code: 308 OSCM
Credits : 03	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO308OSCM.1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management and the –driving forces in contemporary

		Supply Chain Management.
CO308OSCM.2	UNDERSTANDING	EXPLAIN the structure of modern day supply chains.
CO308OSCM.3	APPLYING	IDENTIFY the various flows in real world supply chains.
CO308OSCM.4	ANALYSING	COMPARE and CONTRAST push and pull strategies in Supply Chain Management.
CO308OSCM.5	EVALUATING	EVALUATE the key Operational Aspects in Supply Chain Management.
CO308OSCM.6	CREATING	FORMULATE the supply chain for various products

Unit-I	Introduction to Supply Chain Management	No. of Hours
	<p>1.1 Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance.</p> <p>1.2 <i>Supply chain strategy</i> - Supply Chain Performance Measures.</p>	9
Unit-II	Structure and Flows in Supply Chain	No. of Hours
	<p>2.1 Supply Chain Structure: Shift from enterprise to network, Structure of a SC, Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC</p> <p>2.2 Flows in SC: Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction</p>	9
Unit-III	Total Supply Chain Management	No. of Hours
	<p>3.1 Total SCM: Changing business landscape – driving forces: Shift from Operations to Services,</p> <p>3.2 Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC-demands for flexibility of partnerships, core competencies, growth in outsourcing, Increased complexity of processes</p>	9
Unit-IV	Building Blocks in Supply Chain Management	No. of Hours
	<p>4.1 SCMBuilding Blocks: Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM.</p> <p>4.2 Key Operational Aspects in SC: Creating the Lean SC–</p>	9

JIT Purchasing, JIT Transportation and JIT Production. Kanban, VMI

Unit-V	Customer Value and IT in Supply Chain	No. of Hours
	<p>5.1 Customer Value: Empowered consumer, Customer focused Marketing & SC service outputs, customer service– availability, operational performance, reliability. Customer satisfaction–customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success achieving customer success, value added services, customer value requirement mapping, CRM</p> <p>5.2 IT in Supply Chain - Agile Supply Chains Reverse Supply chain. Agro Supply Chains.</p>	9

Text Books	<ol style="list-style-type: none"> 1. Supply Chain & Logistics Management, Bowersox, Closs & Cooper, Tata McGraw Hill 2. Designing & Managing the SC – Concepts, Strategies & Case Studies, Levi, Kaminsky et al., Tata McGraw Hill 3. Supply Chain Management: Strategy Planning & Operations, Sunil Chopra, Peter Meindl, Pearson
Reference Books	<ol style="list-style-type: none"> 1. Supply Chain Management Process, System & Practice, N. Chadrasesaran, Oxford 2. Total Supply Chain Management, Basu & Wright, Elsevier 3. Logistics Management & Strategy, Harrison and van Hoek, Prentice Hall 4. Supply Chain Management, Mentzer, Response Books. 5. Logistics Management: The Supply Chain Imperative, Vindo Sople, Pearson Education.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. www.apics.org 2. www.supplychainmanagement.com 3. http://csmp.org/ 4. www.supplychain.org 5. Latest Economic Survey of India – Chapter on Infrastructure and Communications. 6. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan, Jaico Publishing

Course Title: Marketing 4.0	
Course Type: SC MKT-05	Course Code:407MKT
Credits : 03	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO407MKT.1	REMEMBERING	DEFINE the scope and importance of Marketing 4.0 in the digital world
CO407MKT.2	UNDERSTANDING	UNDERSTAND new frameworks for marketing in Digital Economy, DISTINGUISH traditional marketing and Marketing 4.0
CO407MKT.3	APPLYING	APPLY the new trends of marketing to solve business problems
CO407MKT.4	ANALYSING	ANALYSE the various marketing strategies used by corporate world to make marketing program more effective
CO407MKT.5	EVALUATING	EVALUATE innovative Marketing strategies in current era of business world
CO407MKT.6	CREATING	DESIGN Marketing Plan by using various marketing 4.0 tools and techniques.

Unit-I	Fundamental Trends Shaping In Marketing	No. of Hours
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| <ul style="list-style-type: none"> 1.1 From Marketing 3.0 To Marketing 4.0 1.2 Power Shifts to the Connected Customers, The Paradoxes of Marketing to Connected Customers, The Influential Digital Subcultures, 1.3 Marketing 4.0 in the Digital Economy | 9 |
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Unit-II	New Frameworks For Marketing In The Digital Economy	No. of Hours
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|--|---|
| <ul style="list-style-type: none"> 2.1 The New Customer Path : Understanding How People Buy: From Four A's to Five A's, Driving from Awareness to Advocacy: The O Zone (O3) 2.2 Marketing Productivity Metrics: Introducing PAR and BAR, Decomposing PAR and BAR, Driving Up Productivity 2.3 Industry Archetypes and Best Practices : Four Major Industry Archetypes , Four Marketing Best Practices | 9 |
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Unit-III	Human-Centric Marketing	No. of Hours
	3.1 Human-Centric Marketing for Brand Attraction 3.2 Understanding Humans Using Digital Anthropology 3.3 Building the Six Attributes of Human-Centric Brands	9
Unit-IV	Content Marketing and Omni channel Marketing	No. of Hours
	4.1 Content Marketing for Brand Curiosity: Content Is the New Ad, #Hashtag Is the New Tagline, Step-by-Step Content Marketing 4.2 Omni channel Marketing for Brand Commitment: The Rise of Omni channel Marketing, Step-by-Step Omni channel Marketing 4.3. Case study on Content Marketing and Omni channel Marketing to analyse and evaluate marketing strategies 4.0	9
Unit-V	Engagement Marketing and WOW Experience	No. of Hours
	5.1 Engagement Marketing for Brand Affinity: Enhancing Digital Experiences with Mobile Apps, Providing Solutions with Social CRM, Driving Desired Behavior with Gamification, 5.2 Getting to WOW, What Is a “WOW”?, Enjoy, Experience, Engage: WOW!, Are You Ready to WOW? 5.3 Design Marketing Plan by Using Marketing 4.0 tools and Techniques	9

Text Books	<ol style="list-style-type: none"> 1. Marketing 4.0: Moving from Traditional to Digital Kindle Edition by Philip Kotler, HermawanKartajaya, IwanSetiawan 2. <i>Marketing 3.0: From Products to Customers to the Human Spirit</i> by Philip Kotler , HermawanKartajaya,
Reference Books	<ol style="list-style-type: none"> 1. <i>MASTERING ONLINE MARKETING -</i> by Magnus Unemyr 2. <i>Content Marketing Made Easy: Why You Need It / How To Do It</i> by Susan Crossman 3. <i>Fast, Cheap and Viral: How to Create Game-Changing Content on a Shoestring Budget</i> by Aashish Chopra 4. <u><i>Engagement Marketing: How Small Business Wins in a Socially Connected World</i></u> by Gail F. Goodman 5. <i>Omni Channel Marketing: The Roadmap to Create and Implement Omnichannel Strategy For Your Business</i> by Shady Ramadan 6. <i>Human Minded Care: The Pathway to Your Customer’s</i>

	<p><i>Heartby CemOzguven</i></p> <p>7. <i>When Digital Becomes Human: The Transformation of Customer Relationships</i> by Steven Van Belleghem</p>
Supplementary Reading Material	<ol style="list-style-type: none"> https://www.marketingjournal.org/marketing-4-0-when-online-meets-offline-style-meets-substance-and-machine-to-machine-meets-human-to-human-philip-kotler-hermawan-kartajaya-iwan-setiawan/ https://contentmarketinginstitute.com/ https://neilpatel.com/what-is-content-marketing/

Course Title: Marketing Strategy	
Course Type: Subject Core	Course Code: 408 MKT
Credits :3	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO408MKT.1	REMEMBERING	DEFINE fundamental principles underlying marketing strategy.
CO408MKT.2	UNDERSTANDING	EXPLAIN marketing and strategy concepts and ideas in their own words
CO408MKT.3	APPLYING	IDENTIFY issues in strategic marketing decision making and planning
CO408MKT.4	ANALYSING	EXAMINE opportunity to evaluate strategy options in a systematic fashion.
CO408MKT.5	EVALUATING	SUPPORT theories, frameworks and examples relating to the management of critical aspects of strategic marketing activity
CO408MKT.6	CREATING	MAKE UP relevant strategy options to multiple marketing challenges, and recognise trade-offs.

Unit-I	Marketing Strategy from the Outside In	No. of Hours
	1.1 Introduction purpose and function of marketing strategy, 1.2 Relationship to competitive advantage. 1.3 Relationship with Corporate Vision, Mission and Objectives. 1.4 Market-led strategic management.	9
Unit-II	Segmentation, Targeting and Positioning Principles	No. of Hours
	2.1 The process of market definition - Determining alternative market or segment	9

	attractiveness 2.2 Making market and segment choices 2.3 Alternative targeting strategies 2.4 Principles of competitive positioning - Communicating the competitive position	
Unit-III	Offensive and Defensive Competitive Strategies	No. of Hours
	4.1 Market Entry Strategies for Pioneers & Followers 4.2 Components of strategic marketing programmes for Mass market penetration & niche market penetration 4.3 Growth Market Strategies for Market Leaders 4.4 Growth Market Strategies for Followers 4.5 Marketing Strategies for Mature & Declining Markets	9
Unit-IV	Paradigm Shift in Marketing	No. of Hours
	4.1 Transactional marketing approach to relationship marketing philosophy – competitive advantage through Relationship Marketing 4.2 Key concepts in relationship marketing	9
Unit-V	Customer Value Leadership	No. of Hours
	5.1 Customer life cycle – attracting – retaining and growing customers 5.2 Lifetime customer value (LCV) 5.3 Customer equity – Recency-Frequency Monetary value (RFM) model. 5.4 Customer – product profitability analysis – value profit chain –differences between customer retention and acquisition orientation of a firm.	9

Text Books	<ol style="list-style-type: none"> 1. Marketing Management: A Strategic Decision-Making Approach 5th Edition by John Mullins , Orville Walker , Harper Boyd, Jr. , Jean-Claude Larreche, McGraw-Hill 2. Marketing Strategy and Competitive Positioning (6th Edition) by Graham Hooley , Nigel Piercy , Brigitte Nicoulaud , John Rudd Pearson 3. Strategic Marketing Planning by Colin Gilligan , Richard M.S. Wilson ,A Butterworth-Heinemann Title
Reference Books	<ol style="list-style-type: none"> 1. Strategic Management And Marketing by Shri Narendra Singh, Himalaya Publishing House 2. Relationship Marketing: Concepts, Theories and Cases by Supriya Biswas, PHI Learning
Supplementary	1. Strategic Marketing by Nag Laxmi Publications; Second edition

Reading Material	
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Course Title: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	
Course Type: SC FIN-05	Course Code: 407 FIN
Credits : 3	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO407 FIN.1	REMEMBERING	DESCRIBE the issues and concepts of mergers and acquisition
CO407 FIN.2	UNDERSTANDING	EXPLAIN the major strategies that underlie most M & A transactions
CO407 FIN.3	APPLYING	LIST down the advantages of Mergers, Acquisitions and corporate restructuring
CO407 FIN.4	ANALYSING	ANALYZE the necessary conditions required for creating value of company.
CO407 FIN.5	EVALUATING	SUMMARIZE various acts and policies of Mergers, Acquisition and corporate restructuring
CO407 FIN.6	CREATING	EVALUATE the impact of taxation and pre and post mergers issues and challenges.

Unit-I	Basics of Corporate Re-structuring, Mergers and Acquisitions	No. of Hours
	Meaning of Corporate Restructuring, various forms of Corporate Restructuring, Objectives of mergers, types of mergers, Horizontal, Vertical, Conglomerate. The Merger and Acquisition Process, Theories of Merger, Success and failure of Merger & Acquisition. De-merger, spin offs, split ups, split offs, Reverse Merger. Difference between De-merger and Reverse Merger. Takeover Tactics and Takeover Defences.	9
Unit-II	Negotiation, Deal Structuring and Methods of Payment in Mergers and Acquisitions	No. of Hours
	Introduction, structuring of transactions, regulatory approval, deal making in India, methods of payment in M&A, distinction between stock and cash transactions, types of exchange of shares.	9

Unit-III	Introduction to Acts and policies	No. of Hours
	Amalgamation as per AS-14 and IFRS. Merger Aspects under Competition Law, Competition Bill 2002. SEBI regulations on Takeovers in India (Takeover Code), Role of Merchant Bankers in Mergers & Acquisition.	9
Unit-IV	Valuation of Target Companies	No. of Hours
	Concept of Value of a Company, Firm Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Comparable Company, (c) Book Value, (d) Adjusted Book Value (e) Enterprise Value, (f) Three Stage growth model, Swap Ratio, Valuation Practices in India, LBO, MBO.	9
Unit-V	Taxation Aspects in M&A	No. of Hours
	Tax Implications: Tax Concession to amalgamated company, tax concession to amalgamating company in case of Merger & Acquisition. Tax aspects related to demergers. Post Merger Issues and Challenges.	9

Text Books	1. J. Fred Weston, Kwang S. Chung, Susan E. Hoag, PHI, Mergers, Restructuring and Corporate Control
Reference Books	<ol style="list-style-type: none"> 1. Rajeshwer C H, 2004, Merger and Acquisition-New Perspectives ICFAI Press 2. SudiSudarsanam: Creating Value from Mergers and Acquisitions: The Challenge, Pearson Publications 3. Prasad G. Godbole: Mergers Acquisitions and Corporate Restructuring, Vikas Publications. 4. B Rajesh Kumar: Mergers and Acquisitions, Text and Cases, Tata McGraw Hill 5. A. Ramaiya : Guide to Companies Act, LexisNexis Butterworths, Wadhwa, Nagpur 6. M.C. Bhandari : Guide to Company Law Procedures, LexisNexis Butterworths Wadhwa Nagpur 7. K. R. Sampath : Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, Snow White Publications 8. S. Ramanujam : Mergers et al, LexisNexis Butterworths Wadhwa Nagpur 9. Ray : Mergers and Acquisitions Strategy, Valuation and Integration, PHI
Supplementary Reading	<ol style="list-style-type: none"> 1. www.sebi.gov.in 2. www.rbi.org.in 3. www.finmin.nic.in

Material	4. www.dipp.nic.in 5. www.mca.gov.in 6. www.incometaxindia.gov.in 7. www.indiataxes.com
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Course Title: Advanced Financial Management	
Course Type: SC FIN-06	Course Code:408 FIN
Credits: 3	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO408 FIN.1	REMEMBERING	RECALL various concepts in Advanced Financial Management.
CO408 FIN.2	UNDERSTANDING	UNDERSTAND various Capital Structure Theories & Dividend Distribution Theories.
CO408 FIN.3	APPLYING	APPLY techniques of Working Capital Management for Management of Short-Term Business Finance.
CO408 FIN.4	ANALYSING	ANALYSE Capital Budgeting Proposals under realistic Business Situations.
CO408 FIN.5	EVALUATING	EVALUATE the performance of Business Enterprise by doing Financial Analysis using various Techniques of Advanced Financial Management.
CO408 FIN.6	CREATING	CREATE a canvas for measuring the success of Financial Management in an Organization.

Unit-I	Accounting Standards	No. of Hours
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1. Understanding Accounting Standards:

9

1.1 Role of ASB.

1.2 Introduction to IAS.

1.3 Introduction to AS14

1.4 Accounting Policy Disclosure- Related to Inventory,

1.5 Accounting Policy Disclosure- Related to Depreciation,

- 1.6 Accounting Policy Disclosure- Related to Investment,
 1.7 Accounting Policy Disclosure- Related to Fixed Assets,
 1.8 Accounting Policy Disclosure- Related to Amalgamation,
 1.9 Accounting Policy Disclosure- Related to EPS.

Unit-II	Capital Structure	No. of Hours
	2.1 Capital Structure Theories:	9
	2.1.1 NI Approach.	
	2.1.2 NOI Approach.	
	2.1.3 MM Approach.	
	2.2 Dividend Distribution Theories:	
	2.2.1 Dividend: Introduction & Types	
	2.2.2 Dividend Policy Determinants	
	2.2.3 Theories of Dividend Distribution:	
	2.2.3.1 Gordon Growth Model	
	2.2.3.2 Walters Valuation Model	
	2.2.3.3 MM-Irrelevance Theory	
Unit-III	Working Capital Management	No. of Hours
	3.1 W. C. M. Introduction & Basics	9
	3.2 Overtrading	
	3.3 Symptoms of Poor W. C. M.	
	3.4 W. C. M. Strategies	
	3.5 Tandon committee Recommendations on W. C. M.	
	3.6 Chore Committee Recommendations on W. C. M.	
	3.7 Recent Trends in W. C. Finance	
	3.8 R. B. I Guidelines on W. C. Finance	
Unit-IV	Capital Budgeting in Complex Situations	No. of Hours

4.1 Capital Budgeting Basics	9
4.2 Capital Rationing	
4.3 Capital Budgeting during Inflation	
4.4 Capital Budgeting under risk and uncertainty	
4.4.1 VPI & EMVPI	
4.4.2 Risk Adjusted Discounting Rate Method	
4.4.3 CE Approach	
4.4.4 Simulation Decision Tree	
4.4.5 Sensitivity Analysis	
4.5 CAPM.	

Unit-V	Economic Value Added	No. of Hours
5.1 EVA: Basics		9
5.1 EVA Calculation		
5.1 Adjustments for calculation of EVA		
5.1 Superiority of EVA		
5.1 Complex Numerals on EVA		

Text Books	<ol style="list-style-type: none"> 1. Financial Management- Van Horne 2. Financial Management: Theory & Practice- Brigham & Ehrhardt (Cengage Learning) 3. Financial Management- Prasanna Chandra 4. Financial Management- I. M. Pandey 5. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication) 6. Basics of Financial Management, V.K. Saxena and C. D. Vashist (Sultan Chand & Sons)
Reference Books	<ol style="list-style-type: none"> 1. Financial Management- Ravi M. Kishore. 2. Financial Management- R.P. Rustagi 3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)

Supplementary Reading Material	<ol style="list-style-type: none"> 1. Financial Management, Jonathan Berk, Peter De Marzo and Ashok Thampy (Pearson Publication) 2. Financial Management, Dr. Mahesh Abale&Dr. ShriprakashSoni (Himalaya Publishing House Pvt. Ltd.) 3. http://www.indianjournaloffinance.co.in/
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Course Title: Organizational Change & Development	
Course Type: SC HRM-05	Course Code: 407 HRM
Credits : 3	L:T:P 3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO407 HRM.1	REMEMBERING	DEFINE the various terms of organizational change and development
CO407 HRM .2	UNDERSTANDING	DEMONSTRATE a clear understanding tools & techniques for organizational change and development
CO407 HRM .3	APPLYING	APPLY basic strategy formulation for bringing organizational change and development
CO407 HRM.4	ANALYSING	ANALYSE the designing Interventions which lead to organizational development
CO407 HRM.5	EVALUATING	EVALUATE the various development taking place in surrounding environment
CO407 HRM.6	CREATING	PLAN a technique to bring a development in an organization

Unit-I	Introduction to Organizational Change	No. of Hours
	1.1 Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change	10
	1.2 Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual	

Behaviour Changes and Organizational Performance Changes.

1.3 Implementing Change : Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization

Unit-II	Introduction to Organisational development	No. of Hours
	2.1 Organisational development-An introduction: Organisational Development – Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Characteristics of OD, Assumptions of OD	8
	2.2 Process of OD: Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure	
Unit-III	Designing Interventions	No. of Hours
	3.1 Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions	9
	3.2 Human Process Interventions: Introduction, Team Development Interventions, Interpersonal Development Interventions	
Unit-IV	HR and Technological change	No. of Hours
	4.1 HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress	9
	4.2 Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD	
Unit-V	Organisational Learning & Future of Organizational Development	No. of Hours

5.1 Organisational Learning: Learning Organisation, Senge's Approach Nonaka & Takeuchi's Approach, Executive View on Organisational Learning, Reality Checklist, Seven Steps of Initiating Organisational Learning

9

5.2 Future of OD: Organisational Development and Globalization, Emerging Trends in OD - Expanding the use of OD, Combining traditional "hard" business competencies and OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation

Text Books	<ol style="list-style-type: none"> 1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi . 2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass 3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York . 4. Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi . 5. Venkataratnam C.S., Varma, Anil (ed) : Challenge of Change : Industrial Relations in Indian Industry : Allied Pub. Ltd., New Delhi . 6. Kavitha Singh Organisational change and Development , Excel Books New Delhi,2010
Reference Books	<ol style="list-style-type: none"> 1. Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York . 2. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass 3. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi . 4. Morgan, Gareth, Imagination, Response Books, New Delhi . 5. MadhukarShukla, Competing Through knowledge, Response Books, New Delhi .
Supplementary Reading	<ol style="list-style-type: none"> 1. https://www.tandfonline.com/loi/rjcm20 2. https://www.researchgate.net/journal/14697017_Journal_of_Change_Management

Course Title: Employment Relation- Recent Trends	
Course Type: SC-HRM-06	Course Code :408 HRM
Credits:3	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

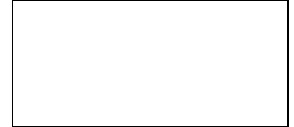
CO Number	Cognitive Abilities	Course Outcome
CO408 HRM.1	REMEMBERING	DEFINE the key terms in employment relation
CO408 HRM .2	UNDERSTANDING	EXPLAIN the various approaches of employment relation
CO408 HRM .3	APPLYING	MAKE USE OF the basic laws for the maintenance of healthy employment relation.
CO408 HRM.4	ANALYSING	OUTLINE the role of government, society and trade union in ER.
CO408 HRM.5	EVALUATING	EVALUATE aspects of collective bargaining and grievance handling.
CO408 HRM.6	CREATEING	DESIGN the legal solution by using relevant provisions of various Labour Legislations.

Unit-I	Industrial Relations- Introduction	No. of Hours
	1.1 Meaning relevance – Evolution of IR 1.2 forms of disputes –causes, Prevention and 1.3 settlement of disputes in industrial unrest, 1.4 Approaches of ER, 1.5 Theories of IR	5
Unit-II	Collective bargaining & WPM	No. of Hours
	2.1 Meaning – objectives – benefits.	11

- 2.2 Conditions and essentials for successful collective bargaining
- 2.3 Process of Collective Bargaining
- 2.4 Negotiation.
- 2.5 Workers participation in Management – meaning – objectives
- 2.6 factors influencing participation.
- 2.7 Works committee,
- 2.8 Forms of WPM,
- 2.9 Levels of WPM

Unit-III	Productivity and labour welfare	No. of Hours
	<ul style="list-style-type: none"> 3.1 Productivity and labour welfare- 3.2 concept of productivity- Measurement 3.3 factors affecting productivity. 3.4 Industrial Dispute act 1947: 3.5 Dispute Settlement Machinery, 3.6 Provision of Layoff & Retrenchment 3.7 provision of Strike & Lockout 3.8 Meaning of Labour Welfare 3.9 Statutory & Non Statutory Labour welfare Facilities 3.10 Role of Society & Government in labour welfare. 3.11 Impact of Labour Welfare on employee. 3.12 Relationship between labour welfare & Productivity. 	11
Unit-IV	Trade Union & Contract Labour	No. of Hours
	<ul style="list-style-type: none"> 4.1 Trade Union- Trade Union Act 1926 – 4.2 Important provisions, 4.3 A brief study of trade unions at national level. 4.4 Registration of Trade union, 4.5 Benefits of Registered Trade Union 4.6 Rights & Liabilities of Registered Trade Union 4.7 Contract Labour Act 1970. Object, applicability, Important provisions. 4.8 Industrial Employment Standing Order act 1947- Entire Act 4.9 Certification of Standing Order 	10
Unit-V	Emerging Trends in Employment Relation	No. of Hours
	<ul style="list-style-type: none"> 5.1 Strategic Employee Relation – Emerging Trends, 	8

5.2 Cultural Aspect of employee relation- Emerging Trends
 5.3 Importance of Culture & development of Culture in employment relation



Text Books	1.Labour welfare Trade union & Industrial relation By S. D. Punekar, Himalaya Publication 2. Industrial Relation by ArunMonappa, Tata McGrawHill Edition
Reference Books	1. Essential of HRM & Industrial relation by P. Subbarao, Himalaya Publication. 2. Dynamics of Industrial relation by Mamoria&Gankar, Himalaya Publication
Supplementary Reading Material (If Any)	1. file:///C:/Users/OmSai/Downloads/2578-1-2560-1-10-20181129.pdf 2. http://krepublishers.com/02-Journals/JE/JE-05-0-000-14-Web/JE-05-3-000-14-Abst-PDF/JE-5-3-313-14-140-Xesha-D/JE-5-3-313-14-140-Xesha-D-Tx[8].pdf 3. https://www.emerald.com/insight/publication/issn/0142-5455(Journal)

Course Title: Six Sigma	
Course Type: SC OSCM -03	Course Code:407 OSCM
Credits : 3	L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO407 OSCM.1	REMEMBERING	DESCRIBE the concepts of Six Sigma
CO407 OSCM.2	UNDERSTANDING	EXPLAIN the concepts of process
CO407 OSCM.3	APPLYING	APPLY the five-step DMAIC model as a framework to organize process improvement activity
CO407 OSCM.4	ANALYSING	ANALYZE the wide range of process improvement techniques,

		including design of experiments, within the DMAIC model.
CO407 OSCM.5	EVALUATING	DETERMINE the organizational factors that are necessary groundwork for a successful Six Sigma effort.
CO407 OSCM.6	CREATING	DESIGN your Six Sigma skills to lead a successful process improvement project and deliver meaningful results to the organization.

Unit-I	Introduction to Six Sigma	No. of Hours
	1.1 Introduction •What is Six Sigma? Input/Output (X and Y) Relationship • Six Sigma and Lean Enterprise • Defects Per Million Opportunities Metric (DPMO) • Success Stories • Six Sigma History • DMAIC Process • Thought Process Mapping • Six Sigma 1.2 Process Thinking • Process Mapping • Flow Charts, Value-Added Flow Charts, Deployment Flow Charts • Spaghetti Diagrams • Value Stream Mapping (Takt Time, Line Balancing) • Balanced Scorecard • Pareto Chart • Project Selection • Project Charter • Project Tracking – Gantt Chart • Stakeholder Analysis	9
Unit-II	Voice of the Customer	No. of Hours
	2.1 Define II – Voice of the Customer • Customer Satisfaction & Kano Model • Sample Surveys • Survey Construction • Margin of Error • Affinity Diagrams • CTQC Tree Diagrams, Critical to Quality Characteristics (CTQCs) • Setting Specifications • Quality Function Deployment • Operational Definition. 2.2 Measure I • Variable and Attribute Data • Sampling Plan • Measurement System Analysis • Data Collection – Check Sheet • Benchmarking • Baseline DPMO & Sigma Conversion • Rolled Throughput Yield	9
Unit-III	Measure II	No. of Hours
	3.1 Trend Chart • Histograms • Measuring Process Variability • Statistical Process Control • Rational Sub grouping • X and Moving Range Control Charts • Attribute Control Charts • X-bar and R Control Charts • Process Capability. 3.2 Analyze I – Potential Root Cause • Cause and Effect Diagrams (Fishbone Charts) • Five-Why, One-How • FMEA • Scatter Plots • Regression and Correlation Analysis • Multiple Regression • Logistic Regression	9
Unit-IV	Analyse II – Hypothesis Testing	No. of Hours
	4.1 Introduction to Hypothesis Testing • Confidence Intervals and Hypothesis Testing • Comparison of Two Treatments: Z-test, F-Test, t-test • Comparison of Multiple Treatments – ANOVA, Chi-Square for Multiple Proportions • Comparison of	9

	Variances – Chi-Square Test • Non-parametric Testing • Hy-Court TV TM Learning Lab 4.2 Analyze III – Design of Experiments • Introduction to Design of Experiments • Single Factor Experiments • Full Factorial Experiments • Fractional Factorial Experiments • General Factorial Experiments • Experiment Simulations • Advanced Topics	
Unit-V	Improve	No. of Hours
	5.1 Design for Manufacturability/ Serviceability/Reparability (DFSS) • Brainstorming • Continuous Flow (Little’s Law) • Quick Changeovers • Implementing Work Cells • Theory of Constraints • Pull Scheduling • Narrowing the List of Ideas • FMEA • Error-proofing • Corrective Action Matrix • Piloting a Solution • System Dynamics. 5.2 Control Plan • SPC Revisited • FMEA Revisited • Visual Control – 5-S • CHECK Process • Total Productive Maintenance	9

Text Books	<ol style="list-style-type: none"> 3. The Six Sigma Black Belt Handbook by MacCarty, Daniels, Bremer and Gupta, TMGH, 2010 Edition 4. Juran Institute’s Six Sigma Breakthrough and Beyond by De Feo and Barnard, TMGH. 5. What is Six Sigma? by Peter Pande, TMGH 6. Six Sigma Management by Blashka, TMGH 7. All about Six Sigma by Warren Brussee, TMGH.
Reference Books	<ol style="list-style-type: none"> 3. TPS-Lean Six Sigma by Hubert Ramprasad, Sara Books Pvt.Ltd.
Supplementary Reading Material	<ol style="list-style-type: none"> 14. The Certified Six Sigma Black Belt Hand Book, Donald Benbow, Pearson Publication 15. Achieving Business Excellence by Pravin Rajpal, Om Books International, India

Course Title: Logistics Management

Course Type: SC OSCM-04

Course Code:408 OSCM

Credits: 3

L:T:P :3:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO408 OSCM.1	REMEMBERING	Recall the role and importance of logistics management.
CO408 OSCM.2	UNDERSTANDING	UNDERSTAND the role and importance of logistics in modern day economy.
CO408 OSCM.3	APPLYING	APPLY the knowledge to establish the relationship between logistics and other functional areas.
CO408 OSCM.4	ANALYSING	ANALYSE the logistics systems from different perspectives to meet desired corporate objectives.
CO408 OSCM.5	EVALUATING	EVALUATE the logistics systems from different perspectives to meet desired corporate objectives.
CO408 OSCM.6	CREATING	DESIGN the logistics systems to meet the corporate objectives and get competitive advantage.

Unit-I	Logistics Management: Basics	No. of Hours
	1.1 Context of Logistics: Introduction & definitions, 1.2 Logistics in the economy a macro perspective, 1.3 Aim of logistics, 1.4 Activities of logistics, 1.5 Value added role of logistics	9
Unit-II	Logistics in the firm	No. of Hours
	2.1 Logistics in the firm: 2.1.1 Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, 2.1.2 Problems with fragmented logistics 2.2 Integrating logistics within an organization, 2.3 Integrating logistics along the SC	9
Unit-III	Approaches towards logistics systems	No. of Hours
	3.1 Approaches to analyzing logistics systems: 3.1.1 Materials Management v/s physical distribution, 3.1.2 Cost centers, nodes v/s links, logistics channel, 3.2 Cost perspective & level of optimality,	9

	3.3 Short run or static analysis, 3.4 Long run or dynamic analysis	
Unit-IV	Logistics Relationships	No. of Hours
	4.1 Logistics Relationships: 4.1.1 Types of relationships, 4.1.2 Competitive relationship, 4.1.3 Product relationship, 4.1.4 Spatial relationship 4.2 Intensity of involvement 4.3 Logistics outsourcing activities – concept & types of 3PL, 4PL 4.4 Need for collaborative relationships	9
Unit-V	Service Response Logistics	No. of Hours
	5.1 Service Response Logistics: 5.1.1 Overview of service Operations 5.1.2 Service productivity, 5.1.3 Global service issues, 5.1.4 Service strategy development, 5.1.5 Service delivery systems, 5.1.7 Service location & layout 5.2 Primary concerns of service response logistics: 5.2.1 Service capacity, 5.2.2 Waiting times, 5.2.3 Distribution channels, 5.2.4 Service quality.	9

Text Books	1. The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning Inc 7th Edition. 2. Logistics – An introduction to SCM by Donald Waters, Palgrave Macmillan, 1st Edition
Reference Books	1. Logistics and Supply Chain Management: Cases and Concepts by Raghuraman and Ramakrishna, Palgrave Macmillan Business Books 2. Business Logistics: Management of Physical Supply and Distribution, Heskett, Ivie and Glaskowsky, Ronald Press, New York.
Supplementary Reading Material	1. Principles of SCM – A Balanced Approach by Wisner, Leong, Tan, Cengage Learning Inc 1st Edition 2. http://web.iitd.ac.in/~ravi1/4a_White%20Paper%20Logistics%20Research%20in%20India%202019.pdf

Generic Elective III & IV Semester

Course Title: Corporate Governance

Course Type: GE-10

Course Code:304

Credits : 2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO304.1	REMEMBERING	DEFINE the Key terms in Corporate Governance
CO304.2	UNDERSTANDING	UNDERSTAND the multiple paradoxes related to corporate governance.
CO304.3	APPLYING	EXPLAIN the model & mechanism of corporate governance
CO304.4	ANALYSING	ANALYSE problems associated with the interaction of the board, CEO and other layers of management, shareholders and various stakeholders of a corporation
CO304.5	EVALUATING	EVALUATE the governance of a company from the perspective of an investor.
CO304.6	CREATING	DEVELOP the technical skills required for leadership positions in organizations such as entrepreneurs, senior managers, future directors and CEOs.

Unit-I	Overview to Corporate Governance	No. of Hours
	1.1 Objectives 1.2 Introduction 1.3 What is Corporate Governance 1.4 Definitions and Importance of Corporate Governance 1.5 Reputation, Competition and Corporate Governance 1.6 Corporate Ethics 1.7 Corporate Governance and Corporate Responsibility 1.8 Globalization and Corporate Governance	6
Unit-II	Models and Mechanisms, Shareholder, Stakeholder	No. of Hours

2.1 Objectives	6
2.2 Introduction	
2.3 Models of Corporate Governance	
2.4 Mechanisms of Corporate Governance	
2.5 Shareholder Right	
2.6 Equitable Treatment	
2.7 Responsibilities of Shareholders	
2.8 Minority Shareholders' Protection	
2.9 Stakeholder Protection	
Unit-III	Board of Directors& Audit Committee
	No. of Hours
3.1 Objectives	6
3.2 Introduction	
3.3 Structure and Independence of the Board	
3.4 Responsibilities and Duties of the Board	
3.5 Selection, Remuneration and Evaluation of the Board	
3.6 Board Committees	
3.7 The Board and the Management	
3.8 Organization of Audit Committee	
3.9 Responsibilities of the Audit Committee	
3.10 Working with Auditors and Management	
3.11 Blue Ribbon Committee	
Unit-IV	Banking Corporate Governance
	No. of Hours
4.1 Objectives	6
4.2 Introduction	
4.3 Sound Corporate Governance Practices in Banking	
4.4 The Role of Public Disclosure	
4.5 Supervisors and Transparency	
4.6 Recommendations for Enhancing Bank Transparency	
4.7 Supportive Environment to Corporate Governance	

Unit-V	Corporate Scandals, Best Practices& CSR	No. of Hours
5.1 Objectives	5.2 Introduction	6
5.3 General Motors	5.4 American Express	
5.5 Bad Corporate Practices	5.6 Infosys Technologies Best Practices	
5.7 Sony	5.8 CSR Meaning & CSR By different leading companies	

Text Books	<ol style="list-style-type: none"> 1. Corporate Governance (IICA) By TAXMANN Publication 2. A Hand Book on Corporate Governance By Institute of Directors India, paperback, 2nd Edition 3. Corporate Governance By SandeepGoel, Mcgraw 1st Edition
Reference Books	<ol style="list-style-type: none"> 1. Governance in India, By M Laxminath, Mcgraw hill Publication 2nd Edition. 2. Corporate Governance, Principle, Policy & Practices by A. C. Fernando, Pearson Publication. 3. The Essential Book of Corporate Governance by G. N. Bajpai, SAGE Publication
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Report of the Committee on the Financial Aspects of Corporate Governance (Cadbury Report) 1992 http://www.ecgi.org/codes/documents/cadbury.pdf 2. Report of the NYSE Commission on Corporate Governance, September 23,2010 http://www.nyx.com/sites/www.nyx.com/files/final_ccg_report_09-23-10.pdf

Course Title: Quality Management**Course Type: GE-11****Course Code:305****Credits : 3****L:T:P : 3: 0 : 0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO305.1	REMEMBERING	Recall the basic terminologies in quality management
CO305.2	UNDERSTANDING	Explain the process and tools in quality management
CO305.3	APPLYING	Use various tools for managing business processes
CO305.4	ANALYSING	Analyse quality management system
CO305.5	EVALUATING	Evaluate the system for quality improvement tasks
CO305.6	CREATING	Design quality management system for organizations

Unit-I	Introduction to Quality Management	No. of Hours
	1.1 Introduction: History of Total quality management, Principles of TQM, Features of TQM	9
	1.2 Tool and techniques of TQM, TQM implementation, Barriers to TQM implementation	
Unit-II	Components of TQM	No. of Hours
	2.1 : Customer supplies relationship, Management leaders and leadership in TQM system, Values vision mission and goals in TQM	9
	2.2 Cultural change for TQM, Continuous improvement and learning in TQM, Creativity and innovation, Communication	
Unit-III	Quality certifications	No. of Hours
	3.1 Evolution of ISO 9000 standard, Principles and objectives of ISO 9000 standard	9
	3.2 Procedure for registration and certification of ISO 9000 Standards, ISO 9000 standard versus QS 9000	

Unit-IV	5S for Quality Ambience	No. of Hours
4.1	5S for Quality Ambience	9
4.2.	Definition and implementation of 5s ambience	
Unit-V	Tools for Continuous Improvements	No. of Hours
5.1	PDCA process, Just in Time, Poka Yoke .	9
5.2	Kaizen, Six Sigma	

Text Books	<ol style="list-style-type: none"> 1. Total Quality Management Principles and Practices by S.K Mandal 2. Total Quality Management by N. Srinivasa Gupta, B. Valarmathi 3. Total Quality Management by I. Suganthu, Anand Samuel
Reference Books	<ol style="list-style-type: none"> 1. Quality control & Total Quality Management by P.L. Jain, TMGH 2. An Executive Handbook- World Class Quality by Suresh Lulla, TMGH

Course Title: Advanced Computational Skills	
Course Type: GE-12	Course Code: 306
Credits : 2	L:T:P :0:2:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO306.1	REMEMBERING	DEFINE the various terms of computational skills required for smooth flow of operation
CO306.2	UNDERSTANDING	EXPLAIN the various concept and theories associated with the advance computational skills
CO306.3	APPLYING	APPLY the skill in the flow of operation
CO306.4	ANALYSING	ANALYSE the impact of skills on the operation
CO306.5	EVALUATING	EVULATE the results to see impact of computational skills in operation
CO306.6	CREATING	PLAN a advance computational skills for the organization growth

Unit-I	Introduction to E – Commerce	No. of Hours
	1.1 Overview of an E – Commerce Internet, Intranet, Extranet, Definition, Goals of E- Commerce Difference between E-Commerce and E- Business Models of E- Commerce Limitations and Advantages of E-Commerce	6
Unit-II	Introduction to E-Banking	No. of Hours
	2.1 E-Banking: Transactions: Inter Banking, Intra Banking, Electronic Payments, (Payment – Gateway Example) Securities in E-banking (SSL, Digital Signatures – Examples) Services Provided: -ATM, Smart Card 99 ECS (Electronic Clearing System) e.g. Telephone, Electricity Bills	6
Unit-III	Introduction to E- Security	No. of Hours
	3.1 E- Security Firewalls, Electronic Market / e- shop Introduction to security, Types of Securities Security Tools, Network Security 3.2 E – Governance: E –Governance Models: (G2B, G2C, C2G, G2G), Challenges to E – Governance, Strategies and tactics for implementation of E – Governance Case Study	6
Unit-IV	Introduction to E – Logistics	No. of Hours
	4.1 CRM: Sales, Marketing and Service Management, What is BPO/BCP, Why it is required, Guidelines, Merits/De-Merits, Call Center – brief perspective technology wise, Functioning, Ethics, Disaster Recovery	6

Management, Case Study

4.2 E – Logistics: Logistics & Supplier Chain Management, Warehousing Management, Transportation/Distribution Management

Unit-V	Content Management and Disseminations	No. of Hours
	<p>5.1 Content Management and Disseminations: E-learning – Models WBT, CBT, Virtual Campus, LMS & LCMS, Video Conferencing, Chatting Bulletin, Building Online Community, Asynchronous/ Synchronous Learning, Case Study</p> <p>5.2 GIS/GPS: What is GIS?, Nature of Geographic data, Spatial Objects & Data Models, Getting map on Computers, GIS standards & Standardization Process of GIS development, Implementation and Deployment phases</p>	6

Text Books	<ol style="list-style-type: none"> 1. Management Information System: Jawadekar 2. Management Information System: Laudon&Laudon 3. 3. The Essential Guide to Knowledge management: AmritTiwana
Reference Books	<ol style="list-style-type: none"> 1. The GIS Book: George B. Karte. 2. Internet (Use of Search Engines Google & yahoo etc) 3. E – Commerce: Milind Oka 4. E – Commerce: C.V.S. Murty 5. Fire Wall and Internet Security: William Cheswick, Stevens, Aviel Rubin 6. E-Governance Case Studies – Ashok Agarwal
Supplementary Reading Material	<ol style="list-style-type: none"> 1. https://www.tandfonline.com/loi/mjec20 2. https://www.ijcsmc.com/

Course Title: Competing in Global Markets	
Course Type: GE-13	Course Code: 403
Credits : 2	L:T:P 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO403.1	REMEMBERING	IDENTIFY fundamentals and major issues related to Global marketing
CO403.2	UNDERSTANDING	EXPLAIN trends in global markets and in modern marketing practice
CO403.3	APPLYING	DEMONSTRATE the understanding of organization's ability to enter and compete in Global markets.
CO403.4	ANALYSING	POINT OUT corporate problems/opportunities in an international environment
CO403.5	EVALUATING	APPRAISE special characteristics of an international knowledge-intensive environment and innovations and their role in marketing decision-making.
CO403.6	CREATING	FORMULATE Marketing decisions by apply different marketing tools and strategies in technology and knowledge-intensive markets

Unit-I	Introduction	No. of Hours
	1.1 Nature, importance and scope of international marketing 1.2 International market orientation and involvement, 1.3 International marketing management process – an overview. 1.4 Scanning and monitoring global marketing environment	6
Unit-II	Global Market Segmentation and Positioning	No. of Hours
	2.1 Screening and selection of markets; International market entry strategies - Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad. 2.2 Major Product decisions-Product features and quality, Product design, labeling,	6

	packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.	
Unit-III	Pricing for Global Markets	No. of Hours
	3.1 Factors affecting international price determination; environment factors affecting international prices; 3.2 International pricing process and policies; Delivery terms and currency for export 3.3 Price quotations; Transfer pricing. International dumping; financing marketing transactions	6
Unit-IV	Global Distribution Decisions	No. of Hours
	4.1 The structure of international distribution systems; Distribution channel strategy- International distribution channels, their roles and functions; 4.2 Selection and management of overseas agents; Aspects of international supply chain management; International distribution logistics inventory management transportation, warehousing and insurance. International direct marketing; leveraging international distribution for competitive advantage.	6
Unit-V	Global Promotion Strategies	No. of Hours
	5.1 International promotion mix; push and pull strategies; 5.2 Communications across countries-complexities and issues; 5.3 International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; challenges of international advertising; global	6

Text Books	<ol style="list-style-type: none"> 1. International Marketing : Analysis And Strategy by Onkvisit Sak , Shaw John J. Phi Learning 2. International Marketing by Rakesh Mohan Joshi Oxford University Press; 2 edition 3. International Marketing by Rajagopal ,Vikas Publishing
Reference Books	<ol style="list-style-type: none"> 1. Doole Isobel and Robin Lawe, International Marketing Strategy, Cengage Learning 2. Keegan Warren J, Global Marketing Management, Pearson Education, New Delh

Course Title: CSR & Sustainability	
Course Type- GE-14	Course Code- 404
Credits- 2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO404.1	REMEMBERING	DEFINE the key terms in Corporate social responsibility.
CO404.2	UNDERSTANDING	UNDERSTAND the political, social, and economic drivers behind CSR.
CO404.3	APPLYING	PREPARE the strategic significance of CSR for business.
CO404.4	ANALYSING	ANALYSE how CSR is being practiced in various organisations
CO404.5	EVALUATING	COMPARE the CSR practices followed by Indian firms in modern world
CO404.6	CREATING	DESIGN a CSR activity for small scale organization.

Unit-I	Introduction to CSR	No. of Hours
	1.1 Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, 1.2 Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. 1.3 CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; 1.4 environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India 1.5 Drivers of CSR; 1.6 Major codes on CSR; Initiatives in India.	6

Unit-II	CSR at International Level	No. of Hours
	2.1 International framework for corporate social Responsibility, 2.2 Millennium Development goals, 2.3 Sustainable development goals, 2.4 Relationship between CSR and MDGs. 2.5 UN guiding principles on business and human rights. 2.6 ILO tri-partite declaration of principles on multinational enterprises and social policy	6
Unit-III	CSR in India	No. of Hours
	3.1 CSR-Legislation In India & the world. 3.2 Section 135 of Companies Act 2013. 3.3 Scope for CSR Activities under Schedule VII, 3.4 Appointment of Independent Directors on the Board, and 3.5 Computation of Net Profit's Implementing Process in India. 3.6 The Drivers of CSR in India, 3.7 Market based pressure and incentives civil society pressure, 3.8 The regulatory environment in India Counter trends.	6
Unit-IV	CSR & Stakeholders	No. of Hours
	4.1 Identifying key stakeholders of CSR & their roles. 4.2 Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. 4.3 Role of Non-profit & Local Self- Governance in implementing CSR; 4.4 Contemporary issues in CSR. 4.5 Global Compact Self- Assessment Tool, 4.6 National Voluntary Guidelines by Govt. of India. 4.7 Understanding roles and responsibilities of corporate foundations.	7
Unit-V	CSR & Sustainable Development	No. of Hours
	5.1 Review current trends and opportunities in CSR. 5.2 CSR as a Strategic Business tool for Sustainable development. 5.3 Review of successful corporate initiatives & challenges of CSR. 5.4 Case Studies of Major CSR Initiatives.	5

Text Books	1. Corporate Social Responsibility: An Ethical Approach by Mark S. Schwartz 2. The World Guide to CSR by Wayne Visser and Nick Tolhurst 3. Corporate Social Responsibility in India by Sanjay K Agarwal 4. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools by
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	M. A. Quaddus, Muhammed Abu B. Siddique. 5. Growth, Sustainability, and India's Economic Reforms by Srinivasan
Reference Books	1. Corporate Social Responsibility: Concepts and Cases: The Indian by C. V. Baxi, Ajit Prasad 2. Corporate Responsibility by Blowfield, Michael, and Alan Murray, Oxford University Press. 3. Corporate Governance, Business Ethics & CSR by Sharma, J.P. Ane Books Pvt Ltd, New Delhi. 4. Developing Corporate Social Responsibility-A European Perspective, By Francesco Perrini, Stefano, and Antonio Tencati, Edward Elgar. University of Delhi
Supplementary Reading Material (If Any)	1. https://jcsr.springeropen.com/articles/10.1186/s40991-016-0003-7 2. https://jcsr.springeropen.com/articles (Journal) 3. https://shodhgangotri.inflibnet.ac.in/bitstream/123456789/2123/1/synopsis.pdf 4. http://granthaalayah.com/Articles/Vol4Iss5/06_IJRG16_B05_81.pdf

Course Title: Project Management**Course Type: GE-15****Course Code: 405****Credits : 2****L:T:P :2:0:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO405.1	REMEMBERING	RECALL the concept of Project Management and basic concepts pertaining to project management
CO405.2	UNDERSTANDING	NARRATE Roles and responsibilities of Project Manager and DESCRIBE the components of Project Management
CO405.3	APPLYING	ESTIMATE Project time and cost
CO405.4	ANALYSING	EXAMINE the various issues in context of project

		management
CO405.5	EVALUATING	EVALUATE project performance
CO405.6	CREATING	DEVELOP a project plan

Unit-I	Overview of Project Management	No. of Hours
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1.1 Basics of Project Management: Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. 6

1.2 Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices

Unit-II	Project Planning	No. of Hours
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2.1 Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds. 6

2.2 Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Node Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques.

Unit-III	Project Scheduling & Risk Management	No. of Hours
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3.1 Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and

construction of a Project Cost – Duration Graph, Practical considerations.

3.2 Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management

Unit-IV	Project Organization	No. of Hours
<p>4.1 The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change.</p> <p>4.2 Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls.</p>	6	
Unit-V	Project Evaluation	No. of Hours
<p>5.1 Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a status report and index to monitor progress, Forecasting final project cost, Other control issues.</p> <p>5.2 Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.</p>	6	

Text Books	<ol style="list-style-type: none"> 1. Project Management – The Managerial Process, Clifford Gray and Erik Larson, TMGH, 3rd Edition. 2. Effective Project Management, Clements and Gido, Cengage – India Edition, 1st Indian Reprint
Reference Books	<ol style="list-style-type: none"> 1. The Practice of Project Management – A guide to business focused approach, Frigenti and Comminos, Kogan Page, 1st South Asian Edition

Supplementary Reading Material	<ol style="list-style-type: none"> 1. Project Management by Mantel, Meredith, Shafer, Sutton and Gopalan, Wiley India, 1st Edition 2. http://www.pmi.org.in/ 3. http://www.infogoal.com/pmc/pmchome.htm
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Course Title: Rural Immersion Programme	
Course Type: GE-16	Course Code: 406
Credits:2	L: T:P: 0:0:2

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO406.1	REMEMBERING	UNDERSTAND and absorb the village culture and imbibe their simplicity and values of life.
CO406.2	UNDERSTANDING	STUDY the administrative and political hierarchy of the village
CO406.3	APPLYING	EXAMINE and EXPLAIN the economic aspects such as income generation, skill developments and innovative methods of Income generation
CO406.4	ANALYSING	EXAMINE the allied farming activities such as livestock study, e.g. Goat Farming, Poultry Farming and Dairy Farming
CO406.5	EVALUATING	APPRAISE responsible leaders by providing values-based education and to make a meaningful contribution to the region
CO406.6	CREATING	COMPILE a report Identifying and Solving Business Problems that Maximize Value and to appreciate on-the-ground realities and challenges faced by those at the bottom of the pyramid

Rural Immersion Programme : At the end of Third Semester each student shall undertake a Rural Immersion Programme for 1 week(45-50 Hrs). The rural immersion program would allow students to develop sensitivity to rural issues through direct experiential learning. Students have pre-defined assignments designed for them which they execute in groups. One important part of these assignments is to develop an understanding of the socio-economic status and resources of a village through participatory rural appraisal methods. Students can conduct door to door surveys, focus group discussions and informal discussions. Assessing the opportunity gap that exists for village youth; understanding financial and digital inclusion in rural India; and assessing the daily workload of rural women and analyzing how it affects their health. Each year, this program is

redesigned to meet the new requirements of the rural areas. The programme would spread over a week Participants would be divided into groups of 5.They would visit two Gram Panchyats in a week.

It is mandatory for the student to seek advance written approval from the faculty guide and the Director/HOD of the Institute about the topic commencing the RIP. The student shall submit a written structured report based on work done during this period on the basis of suggested guidelines

It should reflect the nature and quantum of work undertaken by the student. The report must reflect 1 weeks of work and justify the same.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th January in Semester IV. One hard copy is to be returned to the student by the Institute after the External Viva-Voce.

The Institute shall conduct an internal viva-voce for evaluation of the RIP for 50 marks. The Panel shall comprise of the Internal Faculty Guide & One additional faculty nominated by the Director.

There shall be an external viva-voce for the RIP of 50 marks. The examiner’s panel for the same shall include one external faculty member nominated by the Institute and one internal faculty member nominated by the Director/HOD. The external viva-voce shall be conducted for 15 minutes at least per student.

The Internal & the External viva-voce shall evaluate the project based on:

- Actual work undertaken by the student
- Student’s understanding of the administrative and political hierarchy of the village
- Outcome of the RIP

Copies of RIP report and records of evaluation shall be maintained for a period of 3 academic years.

Subject Elective III & IV Semester

Course Title: Integrated Marketing Communication

Course Type: SE 05 MKT

Course Code: 309 MKT

Credits : 2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
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CO309MKT.1	REMEMBERING	Define the concept of Marketing Communication.
CO309MKT.2	UNDERSTANDING	Explain the concept of Public relation.
CO309MKT.3	APPLYING	Apply the skills of developing IMC Plan.
CO309MKT.4	ANALYSING	Analyze the Managerial capabilities for effective and efficient promotion strategies.
CO309MKT.5	EVALUATING	Evaluate the roll of IMC in marketing.
CO309MKT.6	CREATING	Design the IMC plan for business organizations.

Unit-I	Introduction to IMC	No. of Hours
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6

- 1.1 An Introduction to Integrated Marketing Communication (IMC):
 1.2 Meaning and role of IMC in Marketing process, one voice communication V/s IMC.
 1.3 Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship;
 1.4 The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour

Unit-II	Design IMC Program	No. of Hours
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- 2.1 Role of IMC in marketing process, IMC planning model, 2.2 Marketing and promotion process model. Communication process,
 2.3 steps involved in developing IMC programme, Effectiveness of marketing communications Purpose, Role,
 2.4 Functions, Types, Advertising Vs Marketing mix,
 2.5 Advertising appeal in various stages of PLC

6

Unit-III	Advertising Agencies	No. of Hours
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- 3.1 Advertising Agency:
 3.2 Type of agencies,

6

	3.4 Services offered by various agencies,	
	3.5 Criteria for selecting the agencies and evaluation	
Unit-IV	Advertising Budget	No. of Hours
	4.1 Advertising objectives and Budgeting:	6
	4.2 Goal setting – DAGMAR approach,	
	4.3 Various budgeting methods used.	
Unit-V	Direct Marketing	No. of Hours
	5.1 Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing	6
	5.2 Strategies .Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies,	
	5.3 Co-operative advertising, Integration with advertising and publicity	
	Public relation/ Publicity:- Meaning, Objectives, tools of public relations,	
	5.4 Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity	

Text Books	<ol style="list-style-type: none"> Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning
Reference Books	<ol style="list-style-type: none"> Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill Advertising Management, Aakar, Batra and Myers, Prentice Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
Supplementary	<ol style="list-style-type: none"> https://www.imcbusiness.com/ http://ddb mudragroup.com/

Reading Material	
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Course Title: Product and Brand Management	
Course Type: Subject Elective	Course Code: 310MKT
Credits :2	L:T:P 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO310MKT.1	REMEMBERING	DEFINE Fundamentals of branding and brand management
CO310MKT.2	UNDERSTANDING	EXPLAIN the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas.
CO310MKT.3	APPLYING	IDENTIFY the key issues in managing a brand portfolio and making strategic brand decisions.
CO310MKT.4	ANALYSING	POINT OUT effective branding strategies for both consumer and business products/services
CO310MKT.5	EVALUATING	DEDUCT and discuss contemporary brand related problems and develop appropriate strategies and initiatives. utilize practical tools to interpret, relate and evaluate product and brand strategies in an array of customer contexts and competitive contexts
CO310MKT.6	CREATING	FORMULATE and justify brand development decisions

Unit-I	Product Management	No. of Hours
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	1.1 Product Development, Product focused organization; Market focused organization, 1.2 Factors influencing design of the product, 1.3 Changes affecting product management. 1.4 Role of product manager, skills required for product management	6
Unit-II	Brand & Brand Management	No. of Hours
	2.1 Commodities Vs Brands, The role of brands, The brand equity concept, 2.2 Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. 2.3 Building Brand Equity, Brand Identity and Brand image.	6
Unit-III	Brand Leveraging & Brand Performance	No. of Hours
	3.1 Establishing brand equity management system 3.2 Measuring sources of brand equity and consumer mindset, 3.3 Co-branding, Celebrity Endorsement.	6
Unit-IV	Brand Positioning & Brand Building	No. of Hours
	4.1 Brand knowledge, Brand portfolios and market segmentation, 4.2 Steps of brand building, Identifying and establishing brand positioning, 4.3 Defining and establishing brand values	6
Unit-V	Designing & Sustaining Branding Strategies	No. of Hours
	5.1 Brand hierarchy, Branding strategy, Brand extension and brand transfer, 5.2 Managing brand over time, Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. 5.3 Brand Reinforcement, Brand Revitalization, Brand Crisis.	6

Text Books	<ol style="list-style-type: none"> 1. Kevin Lane Keller (2012), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 4th Edition 2. BRANDING: Concepts and Process by DebashisPati, Publisher :Macmillan India, 3. Marketing Management: An Asian Perspective by Philip Kotler, Kevin Lane Keller, SweeHoon Ang, Chin Tiong Tan, Siew Meng Leong, Pearson Education Limited, 2017
Reference Books	<ol style="list-style-type: none"> 1. Gary L Lilien, Arvind Rangaswamy, New Product and Brand Management Prentice Halls. 2009 2. Product Management 3rd Edition by Donald R. Lehmann (Author), Russell S Winer (Author), Donald Lehmann (Author), Russell Winer

	(Author) 3. Strategic Brand Management, 3/E By Kevin Lane Keller by PEI. 4. Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications
Reading material	https://hbr.org/2015/06/a-better-way-to-map-brand-strategy https://hbr.org/2004/09/customer-centered-brand-management https://sloanreview.mit.edu/article/brand-management-prognostications/

Course Name: Advanced Selling Skills

Course Type: SE MKT-07

Course Code: 311 MKT

Credits : 02

L:T:P : 1:0:1

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO311MKT.1	REMEMBERING	REMEMBER essentials of selling, sales techniques, selling process, etiquettes and manners of selling
CO311MKT.2	UNDERSTANDING	UNDERSTAND various terminologies, concepts, processes, technologies and strategies of selling
CO311 MKT.3	APPLYING	APPLY knowledge of advanced selling into actual practice to achieve organisational goals
CO311MKT.4	ANALYSING	ANALYSE various selling strategies and its effects on sales.
CO311MKT.5	EVALUATING	EVALUTE current sales strategies and techniques for better results and planning of effective selling strategies.
CO311MKT.6	CREATING	DESIGN selling strategies to achieve sales target

Unit-I Building a strong Sales Attitude

**No. of
Hours**

- 1.1 Fundamentals of selling process: Role of selling in the context of an organization –survival and growth 6
- 1.2 Preparing the mind for selling , Concept: “The Seven Habits Paradigm” Principles Governing Sales Effectiveness
- 1.3 Sales Process & Planning : Understanding the sales process, importance of planning, the challenges and implementation

Unit-II	Advanced Skills for Understanding the needs of Customer	No. of Hours
	2.1 Active Listening : importance of active listening to get everything right with the customer and the methodology of acquiring this skill. 2.2 Communication skills : The art & science of making the customer talk by questioning techniques to build the rapport, body language and presentation skills, NLP Techniques 2.3 High impact interpersonal skills: Persuade/ influence the customer	6
Unit-III	Objections Handling, Negotiation and Closing Skills	No. of Hours
	3.1 Objection Handling skills : Customer objections is a welcome opportunity to win the deal, spoken and unspoken objections with the genuine intention to help customer in order to make him realize the value being provided to the customer is a skill. 3.2 Negotiation Skills : Elements of Negotiation, Buyer behavior and psychology, Dealing with Difficult Negotiators and Cross-Cultural Negotiations	6
Unit-IV	Sales Account Management & Sales Leadership	No. of Hours
	4.1 Sales Account Management : Major account selling, Financial Scorecard-Planning, account planning, account Maintenance, Major Account Management., gaining commitment, and handling objections 4.2 SPIN Selling 4.3 Sales leadership in creating a great selling environment	6
Unit-V	Technology in Sales Management	No. of Hours
	5.1 Technology tools such as CRM, social media, and other web-based sales and marketing information tools in production of data used for selling, Artificial Intelligence(AI) and Big Data in Sales Management 5.2 Sales force automation (SFA) and use of technology	6

<p>Text Books</p>	<ol style="list-style-type: none"> 1. Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10th Edition 2. A B C' s of Selling by Charles M. Futrell, AITBS, New Delhi, 3. World Class Selling by Roy Chitwood, JAICO Publishing House 4. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd.
<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Achieve Sales Excellence, Howard Stevens and Theodore Kinni Avon, MA: Platinum Press 2. Be A Sales Super Star by Brian Tracy 3. Customer Centered Selling Robert Jolles New York, NY: Simon & Schuster 4. Don't Sell, Make them Buy –R Mukund, Kindle version 5. Getting to Yes: Negotiating Agreement Without Giving In Roger Fisher, Bruce M. Patton, and William L. Ury New York, NY: Penguin Books 6. How Winners Sell Dave Stein Chicago, IL: Dearborn Trade; 7. Selling: The Profession David Lill Antioch, TN: DM Bass 8. SPIN Selling by Neil Rackham Neil Rackham New York, NY: McGraw-Hill 9. The 7 Habits of Highly Effective People Stephen R. Covey New York, NY: Simon & Schuster 10. The Greatest Salesman in the world –OgMandino 11. Value-Added Selling Tom Reilly New York, NY: McGraw-Hill
<p>Supplementary Reading Material</p>	<ol style="list-style-type: none"> 1. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin Books, 1983. 2. Brent Adamson, Matthew Dixon, Nicholas Toman, "The End of Solution Sales", HBR Jul 2012 3. An Interview with Robert Cialdini by Sarah Cliffe, "The Uses (and Abuses) of Influence", HBR July-August 2013 4. Lyle Sussman, "How to frame your message-The Art of Persuasion and Negotiation", HBR Jul 1999 5. Jay Conger, "The Necessary Art of Persuasion", HBR May 1998 6. Danny Ertel, "Getting Past Yes", HBR, Sep 2004 7. Wheeler, Michael A. "Negotiation Analysis: An Introduction." HBS Aug 2000

Course Title: Business to Business Marketing**Course Type: SE MKT-08****Course Code: 312MKT****Credits :2****L:T:P 2:0:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO 312MKT.1	REMEMBERING	DEFINE Fundamentals of Business to Business Marketing
CO 312MKT.2	UNDERSTANDING	ILLUSTRATE the Expanded analytical capability to capitalise on business opportunities
CO 312MKT.3	APPLYING	DEVELOP domain of strategic planning, decision-making, problem-solving, and general management.
CO 312MKT.4	ANALYSING	DISCOVER self-belief to navigate successfully across clients, partners, and colleagues
CO 312MKT.5	EVALUATING	ASSESS ability to develop and/or strengthen relationship with your customer and supplier.
CO 312MKT.6	CREATING	ORIGINATE industrial-organisational psychology and B2B marketing concepts and tools in a stable as well as a tumultuous environment.

Unit-I	Overview of Business-to-Business Marketing	No. of Hours
	1.1 Introduction to Business-to-Business Marketing: Business, Organizational & Government Markets, Organizational Buying Behavior, Concept of the Business-to-Business (B2B) Marketing, Comparison of Business-to-Business & Business-to-Consumer Marketing. 1.2 Buying Situations, Buy grid Framework, Role of Buying Centre , 1.3 Models of B2B Marketing – Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making	6
Unit-II	Segmentation, Targeting & Positioning for B2B Markets	No. of Hours
	2.1 Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics. 2.2 Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market. 2.3 Positioning	6
Unit-III	Product Pricing Strategy for B2B Markets	No. of Hours

	<p>3.1 Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. Marketing of – Projects, Industrial Services, High technology products.</p> <p>3.2 Pricing: Factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction.</p> <p>3.3 Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing</p>	6
Unit-IV	Personal Selling & Promotions for B2B Markets	No. of Hours
	<p>4.1 Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers.</p> <p>4.2 Promotions: Developing Industrial Communication Programme, Trade Shows, Exhibitions, Catalogues, Samples, Public Relations, Advertising,</p>	6
Unit-V	Industrial Distribution Channels	No. of Hours
	<p>5.1 Distinctive Nature of Industrial Distribution Channels,</p> <p>5.2 Types of Industrial Middlemen, Channel Flow Design,</p> <p>5.3 Formulating Distribution Strategies and Cost Benefit Analysis</p>	6

Text Books	1. Industrial Marketing By Krishna Havaladar Mcgraw Hill Higher Education
Reference Books	<p>1. Industrial Marketing by Richard M. Hill, Ralph S. Alexander Edition 4 Publisher Irwin, 1975</p> <p>2. Industrial Marketing by Hory Sankar Mukerjee Published by Excel Books, 2008</p>
Supplementary Reading Material	1. Marketing White Book Latest edition

Course Title: Marketing of High Technology Products	
Course Type: SE MKT-09	Course Code:313MKT
Credits : 02	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO313MKT.1	REMEMBERING	REMEMBER various tools and techniques to market high technology products
CO313MKT.2	UNDERSTANDING	UNDERSTAND scope, importance and marketing mix tools for high technology products, DISTINGUISH between marketing of other products and high Technology products
CO313MKT.3	APPLYING	APPLY the knowledge of Marketing of high technology products to solve the marketing related business problems
CO313MKT.4	ANALYSING	ANALYSE various marketing mix strategies of high technology products
CO313MKT.5	EVALUATING	EVALUATE marketing mix strategies of high technology products in the context of global, economical, social, technological business environment.
CO313MKT.6	CREATING	DESIGN Marketing mix for High Technology products.

Unit-I	Introduction to High Technology	No. of Hours
	1.1 Introduction and Common Characteristics of High Technology products	6
	1.2 Continuum of Innovations - Radical/Breakthrough Innovations - Incremental Innovations - Implications of Different Types of Innovations - Contingency Model for High-Tech Marketing	
	1.3 Does Marketing Need to Be Different for High-Technology Products and Innovations? - Framework for Making High-Technology Marketing Decisions.	

Unit-II	Product Development and Management Issues in High-Tech Markets	No. of Hours
	2.1 Market Orientation, R&D–Marketing Interaction, High-Tech Marketing Research Tools - Concept Testing - Conjoint Analysis - Customer Visit Programs - Empathic Design - Lead Users - Quality Function Deployment - Prototype Testing - Beta Version Testing, Technology Development - The “What to Sell” Decision,	6
	2.2 Product Architecture: Modularity, Platforms and Derivatives, New Product Development Teams - Developing Services as Part of the High-Technology Product Strategy, Implications for High-Tech Marketing –	
	2.3 Protection of Intellectual Property - Understanding Gray Markets - Black Markets, Piracy, and Restricted Exports - Managing Intellectual Property. Categories of Adopters - Crossing the Chasm. The Choice of Customer, Customer Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers’ Migration Options	

Unit-III	Pricing Considerations in High-Tech Markets	No. of Hours
	<p>3.1 The High-Tech Pricing Environment, Customer Oriented Pricing- Steps and Implications.</p> <p>3.2 Pricing of After-Sales Service - The Technology Paradox- Solutions to the Technology (Pricing) Paradox - From Free to Fee.</p> <p>3.3 The Effect of the Internet on Pricing Decisions - Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements - Licensing Restrictions - Pay-Per-Use versus Subscription Pricing - Price Bundling – Leasing.</p>	6
Unit-IV	Distribution Channels in High-Tech Markets	No. of Hours
	<p>4.1 Channel Considerations in High-Tech Markets - Blurring of Distinctions Between Members in the Supply Chain –</p> <p>4.2 Need for Indirect Channels to Provide Value for Manufacturers –</p> <p>4.3 Evolution of High-Tech Channels.</p>	6
Unit-V	Advertising and Promotion in High-Tech Markets	No. of Hours
	<p>5.1 Tools to Build and Maintain Customer Relationships:</p> <p>5.2 The Importance of Branding in High-Tech Markets, Developing a Strong Brand - Ingredient Branding - Branding for Small Business.</p> <p>5.3 New-Product Pre-announcements - Advantages and Objectives of Pre-announcements -Disadvantages of Pre-announcements - Tactical Considerations in the Pre-announcement Decision.</p>	6

Text Books	Marketing of High-Technology Products and Innovations by Jakki Mohr, SanjitSengupta, Stanley Slater, 2nd Edition
Reference Books	<ol style="list-style-type: none"> 1 Marketing High Technology by William H. Davidow 2 Product Marketing for Technology Companies by Mark Butje 3 Crossing the chasm: Marketing and Selling High Tech Products to Mainstream Customers by Geoffrey Moore 4 Product Strategy for High Technology Companies by Michael E. McGrath. 5 Next Generation Product Development : How to Increase Productivity, Cut Costs, and Reduce Cycle Times by Michael E. McGrath 6 The Innovator’s Dilemma by Clayton M. Christensen
Supplementary Reading Material	<ol style="list-style-type: none"> 1 http://marketinghightech.net/ 2 Drucker's Insights on Market Orientation and Innovation: Implications for Emerging Areas in High-technology Marketing by Mohr, Jakki J.; Sarin, Shikhar. Journal of the Academy of Marketing Science. Spring2009, Vol. 37 Issue 1, p85-96.

	<p>3 High Technology Marketing: Conceptualization and Case Study by Yadav, Naveen; Swami, Sanjeev; Pal, Prosanto. Vikalpa: The Journal for Decision Makers. Apr-Jun2006, Vol. 31 Issue 2, p57-74.</p> <p>4 The Marketing of Innovations in High-technology Companies: A Network Approach by Borg, Erik A. European Journal of Marketing. 2009, Vol. 43 Issue 3/4, p364-370.</p> <p>5 Sales Forecasting in High-Technology Markets: A Utility-Based Approach by Decker, Reinhold; Gribba-Yukawa, Kumiko. Journal of Product Innovation Management, Jan2010, Vol. 27 Issue 1</p>
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Course Title: Financial Modeling –I	
Course Type: SE FIN -05	Course Code: 309 FIN
Credits : 2	L:T:P : 0: 0 : 2

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO309FIN.1	RECOLLECTING	Recollecting the linkages between Profit and Loss account, Balance Sheet and Cash Flow statement
CO309FIN.2	UNDERSTANDING	Understanding the differences between standalone and consolidated statements of accounts
CO309FIN.3	APPLYING	Starting with the foundational concepts, the candidate should be able to make projections and prepare the basic 3 statements of accounts
CO309FIN.4	CREATING	Create the DCF valuation sheet
CO309FIN.5	ANAYZING	Perform scenario and sensitivity analysis
CO309FIN.6	CREATING	Create the valuation sheet for the method of comparables

Unit-I	Introduction to Financial Modelling	No. of Hours
	1.1 Financial Modeling Best Practices Modeling as a Discipline , Model Attributes	6
	1.2. Differences between standalone and consolidated statement of	

accounts

- 1.3. Explanation of minority interest
- 1.4. How to read financial statements and look up the notes to accounts
- 1.5. Explanation of non-cash charges and the effect of the same on profit and loss account and balance sheet (depreciation/amortization/amortization of intangibles)
- 1.6. Explanation of the various methods of calculating depreciation and the effect of the same on profitability

Unit-II	The Income Statement	No. of Hours	
2.1. Start with the income statement	2.2. Understand the drivers of revenue	6	
2.3. Understand the drivers of costs	2.4. Prepare assumption sheet		
2.5. Find out historical trends of items of revenue and costs	2.6. Read Management Discussion & Analysis section of annual reports and quarterly earnings releases / Industry projections from CMIE / reports released by RBI		
2.6. Project P/L account into the future			
Unit-III	Balance Sheet and Cash Flow Statement		No. of Hours
3.1. Capture historical balance sheet and trends in gearing/ gross and net fixed assets/ working capital	3.2. Project the key items of balance sheet such as share capital and reserves, long-term debt, gross and net fixed assets according to management commentary/trends already captured.		6
3.4. Construct cash flow statement by the indirect method (starting from net profit) and project into the future.			
Unit-IV	Valuation and Sensitivity Analysis	No. of	

		Hours
4.1. Introduction to DCF valuation		6
4.2. Introduction to valuation by price multiples		
4.3. Preparing Stress Cases (Sensitivity Analysis)		
4.4 Capture operating matrices and leverage		
Unit-V	Case Study	No. of Hours
5.1. Develop the financial model of a non-financial company from scratch.		6
5.2. Build valuation models and matrices for the same.		

Text Books	
	<ol style="list-style-type: none"> Building financial Models. McGraw Hill, Title Building Financial Models (McGraw-Hill Finance & Investing) 2nd Edition Excel 2016 Bible 1st Edition, John Walkenbach (Wiley) Using Excel for Business and Financial Modelling: A Practical Guide (Wiley Finance) 3rd Edition, Author, Danielle Stein Fairhurst Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports 2nd Edition, Thomas Ittelson

Course Title: Indirect Taxation	
Course Type: SE FIN -06	Course Code: 310 FIN
Credits : 2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO310.FIN.1	REMEMBERING	DESCRIBE the framework of GST
CO310.FIN.2	UNDERSTANDING	EXPLAIN various concepts of GST.
CO310.FIN.3	APPLYING	ILLUSTRATE the concept and process of supply under

		GST
CO310.FIN.4	ANALYSING	ANALYZE various process of GST.
CO310.FIN.5	EVALUATING	COMPUTE the tax under GST
CO310.FIN.6	CREATING	ASSESS the GST Returns and GST audit reports.

Unit-I	Overview of GST	No. of Hours
	1.1 Overview of GST ACT 1.2 Meaning and scope of GST 1.3 GST Council 1.4 Taxes under GST 1.5 Role of GST	9
Unit-II	Registration of GST	No. of Hours
	2.1 Process of registration 2.2 Threshold limit of GST registration 2.3 Levy and collection of GST 2.4 Types of tax payers under GST 2.5 Unique identification number under GST 2.6 Registration number format	9
Unit-III	Supply of GST	No. of Hours
	3.1 Taxable events in GST- Meaning of supply and scope of goods and services 3.2 GST Invoice- Debit and credit note of GST and other mandatory documents 3.3 Input tax credit in GST- 3.4 Time of supply provision for goods and services 3.5 Place of supply of goods and services with Export and Import of Goods and services 3.6 Valuation of Goods and Services	9
Unit-IV	GST Returns	No. of Hours

- 4.1 Various returns under GST
4.2 Various refunds under GST
4.3 Job work transactions under GST

9

Unit-V**Assessments and Audits****No. of Hours**

9

- 5.1 Assessments and Audits under GST
5.2 Demands , recoveries , offences and penalties under GST
5.3 Prosecutions and compounding of offenses and appeals under GST

Text Books	<ol style="list-style-type: none"> 1. Systematic Approach to Indirect Tax- Kumar, Sanjeev 2. Text Book of Indirect Tax – Sinha P.K 3. Dr. VinodSinghania, Taxman Publication, New Delhi 4. GirishAhuja& Ravi Gupta, Bharat Law House, New Delhi
Reference Books	<ol style="list-style-type: none"> 1. Indirect Taxes : V. S. Datey – Taxman Publication 2. M Vat Subramanian Snow White Publication 3. Systematic Approach to Taxation – Dr. GirishAhuja& Dr. Ravi Gupta
Supplementary Reading Material	<ol style="list-style-type: none"> 1. The Chartered Accountant 2. The Management Accountant

Course Title: Equity Research**Course Type: SE FIN 07****Course Code:311FIN****Credits: 2****L:T:P :2:0:0**

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO311 FIN.1	FORMATIVE IDEA	Introduction to the scope of equity research
CO311 FIN.2	UNDERSTANDING	UNDERSTAND the inter-relation between equity research and portfolio/asset management
CO311 FIN.3	APPLYING	Introduction to valuation models and their applications.
CO311 FIN.4	ANALYSING	Conduct fundamental analysis from the perspectives of the economy, industry and company.
CO311 FIN.5	EVALUATING	EVALUATE the value of the equity asset class by various models.
CO311 FIN.6	CREATING	Develop the ability to create and populate the valuation model of a corporate/financial institution

Unit-I	Equity Research Basics	No. of Hours
	1.1 Equity Research: Concept & Definition 1.2 Meaning and Scope of Equity Research, 1.3 Understanding the business 1.4 Forecasting company performance 1.5 Selecting appropriate valuation model 1.6 Research Report – contents and format	5
Unit-II	Discounted Dividend Valuation	No. of Hours
	2.1 The expression for single holding period 2.2 The expression for multiple holding periods 2.3 The Gordon Growth model, 2.4 The implied dividend growth rate 2.5 Multi-stage dividend discount models	5
Unit-III	Free cash flow valuation	No. of Hours
	3.1 Introduction to free cash flows 3.2 Present value of free cash flows 3.3 Single Stage FCFF and FCFE growth models 3.4 Computing FCFF from net income 3.5 Computing FCFE from FCFF 3.6 Single-stage and two-stage free cash flow models	8
Unit-IV	Market based valuation and Residual income valuation	No. of Hours
	4.1 Construction of a peer group 4.2 Introduction to price multiples 4.3 P/E, P/S, P/B, EV/EBITDA, P/CF 4.4 The General Residual Income Model 4.5 Fundamental determinants of Residual Income	6

Unit-V	Case Studies	No. of Hours
	5.1 Writing equity research report of a non-financial company 5.2 Writing equity research report of a bank	6

Text Books	<ol style="list-style-type: none"> 1. Equity Valuation for Analysts and Investors- Jim Kelleher, CFA 2. Business Data Analysis using excel – David Whigham 3. Practical Financial Modeling – Jonathan Swan 4. Financial Modeling and Valuation- Paul Pignataro 5. Banking Strategy, Credit Appraisal, and Lending Decisions – Hrishike Bhattacharya – Oxford University Press 6. Shekar and Shekar “Banking Theory and Practice
Reference Books	<ol style="list-style-type: none"> 1. Best Practices for Equity Research Analysts – James J Valentine, CFA 2. Understanding and analyzing balance sheets using excel worksheet – Rube. J Bodhanwal 3. Industrial Finance by Vishwanathan R. Macmillan, New Delhi 4. Banking and Financial System by Prasad K, Nirmala and Chandradas
Supplementary Reading Material	<ol style="list-style-type: none"> 1. W. Koch Scott, Timothy. “Bank Management” 2. Research report of various broking firms can be referred. 3. Crisil Database, Thomson Reuters database, Bloomberg Capital Markets Magazine

Course Title: Derivatives

Course Type: SE FIN-08

Course Code:312 FIN

Credits : 2

L:T:P :1: 0 : 1

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO312FIN.1	REMEMBERING	Understand specifications, terminologies and market

		quotes of derivatives
CO312FIN.2	UNDERSTANDING	Explain the concept and role of derivatives in financial system
CO312FIN.3	APPLYING	Perform valuation of futures and options
CO312FIN.4	ANALYSING	Analyze various trading strategies
CO312FIN.5	EVALUATING	Assess risk management framework
CO312FIN.6	CREATING	Create Option trading strategies

Unit-I	Introduction to Derivative Markets and Instruments	No. of Hours
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| <p>1.1 Definition of Derivative, Differentiate between exchange-traded and over-the-counter derivatives.</p> <p>1.2 Definition of a forward commitment and contingent claim, describe basic characteristics of forward contracts, futures contracts, options and swaps</p> <p>1.3. Discussion of the purpose and criticism of derivative markets</p> <p>1.4 Explanation of arbitrage and the role it plays in determining prices and promoting market efficiency.</p> | 6 |
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Unit-II	Forward markets and contracts	No. of Hours
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|---|---|
| <p>2.1 Long and short parties to a forward contract in terms of delivery/settlement and risk of default</p> <p>2.2 Describe procedure for settlement of a forward contract and discuss the credit risk arising out of termination of the contract prior to expiration.</p> <p>2.3 Describe the characteristics of equity forward contracts and forward contracts on zero-coupon and coupon bonds.</p> <p>2.4 Describe the characteristics of forward rate agreements.</p> <p>2.5 Describe currency forward contracts.</p> <p>2.6 Pricing and valuation of forward contracts-equity forward contract and fixed-income forward contracts.</p> | 6 |
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Unit-III	Futures markets and contracts	No. of Hours
<p>3.1 Distinguish between futures and forward contracts. Describe the requirements for initial margin, maintenance margin, variation margin and settlement price.</p> <p>3.2 Describe how a futures contract can be terminated by a close-out (offset), delivery, equivalent cash settlement or an exchange of physical assets.</p> <p>3.3 Pricing of futures contracts</p> <p>3.4 Backwardation and Contango</p> <p>3.5 Pricing of Eurodollar futures</p> <p>3.6 Pricing of treasury note and bond futures</p> <p>3.7 Pricing of stock index futures</p>	6	
Unit-IV	Options and Swaps	No. of Hours
<p>4.1 Definition of American and European Options, interest rate caps, floors, collars.</p> <p>4.2 Compute and interpret option payoffs</p> <p>4.3 Define intrinsic value and time value and explain their relationship; determine the minimum and maximum values of European options and American options</p> <p>4.4 Calculate the lowest prices of European and American calls and puts</p> <p>4.5 Explain put-call parity for European Options and relate it to arbitrage and construction of synthetic options.</p> <p>4.6 Describe the characteristics of swap contracts and explain how they are terminated.</p> <p>4.7 Calculate and interpret payments on plain vanilla interest rate swaps and equity swaps</p>	6	
Unit-V	Risk management applications of Option strategies	No. of Hours

5.1 Determine the value at expiration, profit, maximum profit, maximum loss, breakeven underlying price at expiration, general shape of graphs relating to strategies of buying and selling calls and puts

6

5.2 Determine the value at expiration, profit, maximum profit, maximum loss, breakeven underlying price at expiration, general shape of graphs of covered call and protective put strategies and explain the risk management application of each strategy.

Text Books	<ol style="list-style-type: none"> 1. Futures & Options – A.N. Sridhar 2. Financial Derivatives – S.L. Gupta 3. Financial Derivatives – S.S. Kumar 4. Options, Futures & Other Derivatives – John C. Hull 5. Option Volatility & Pricing – Sheldon Naten Berg 6. The New Options Market – Max Ansbacher
Reference Books	<ol style="list-style-type: none"> 1. Futures & Options – ND Vohra, B.R. Bagr 2. Derivatives & Risk Management Basics – Don. M. chance, Robert Brooks. 3. Derivatives & Risk Management – Jayanth Rama Varma
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Derivative Module of NCFM

Course Title: Fundamentals of Insurance- Products and Underwriting

Course Type: SE FIN -09

Course Code: 313 FIN

Credits: 2

L:T:P: 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO313FIN.1	REMEMBERING	LIST down various operations involved in Insurance Management.
CO313FIN.2	UNDERSTANDING	UNDERSTAND various operations in Insurance Management.
CO313FIN.3	APPLYING	APPLY the knowledge to Solve various issues in Insurance Management.
CO313FIN.4	ANALYSING	ANALYSE the pricing strategies of Insurance Companies.
CO313FIN.5	EVALUATING	EVALUATE the Financing strategies of Insurance Companies.
CO313FIN.6	CREATING	DEVELOP ability to Identify Risk Diversification of Insurance Companies.

Unit-I	Insurance: Introduction	No. of Hours
	1.1 Fundamentals of Insurance 1.2 Functions and Organization of Insurance 1.3 Types of Organization 1.4 Organization Structure 1.5 Function of Insurers	6
Unit-II	Underwriting & Claims Management	No. of Hours
	<p>2.1 Underwriting, Claims, Intermediaries:</p> <p>2.1.1 Underwriting - Objectives and Principles 2.1.2 Underwriting in Life Insurance 2.1.3 Underwriting in Non- Life Insurance.</p> <p>2.2 Claims Management:</p> <p>2.2.1 Principles 2.2.2 Claim Settlement in Life Insurance 2.2.3 Claim Settlement in General Insurance 2.2.4 Repudiation of Claims.</p> <p>2.3 Insurance Intermediaries Distribution of Insurance products - Role of Intermediaries 2.4 Surveyors and Loss Assessors 2.5 Third Party Administrators 2.6 Agents – Brokers - Corporate Agents 2.7 Ombudsman 2.8 Lok-Adalat</p>	6
Unit-III	Insurance Pricing & Finance	No. of Hours

<p>3.1 Pricing and Finance: 3.6.1 Insurance Pricing 3.6.2 Pricing Objectives</p> <p>3.2 Types of Rating: 3.2.1 Rating Considerations 3.2.2 Rating in Life Insurance 3.2.3 Rate Making Entities – Rate Making in General Insurance 3.2.4 De tariffing and its impact in India</p> <p>3.3 Financial Aspects of Insurance Companies: 3.3.1 Balance Sheet, 3.3.2 Profit and Loss Account of Insurance Companies 3.3.3 Ratio Analysis in Insurance Companies 3.3.4 Risk Return Trade off 3.3.5 Measuring Financial Performance</p>	6
Unit-IV	No. of Hours
Marketing of Insurance	6
<p>4.1 Marketing of Insurance Products 4.2 Marketing Practices 4.3 Critical success Factors for Insurance Marketers 4.4 Distribution Channels 4.5 e-Commerce in Insurance Industry 4.6 Case studies of Indian Companies</p>	
Unit-V	No. of Hours
Reinsurance & Risk Management	6
<p>5.1 Reinsurance: 5.1.1 Principles, Role, Nature and Techniques of Reinsurance 5.1.2 Reinsurance in Indian Perspective 5.1.3 Global Reinsurance Market 5.1.4 Reinsurance Trading.</p> <p>5.2 Risk Management in Insurance Companies: 5.2.1 Evaluation of Risk in Insurance Services 5.2.2 Risk Management Systems 5.2.3 Management of Systematic Risk 5.2.4 IRDA Framework for Risk Management</p> <p>5.3 Catastrophe (CAT) Bonds</p>	

Text Books	1. Insurance and Risk Management, 2nd Edition, P. K. Gupta, Himalaya Publishing House
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	<ol style="list-style-type: none"> 2. Insurance, Principles and Practice, S. N. Mishra, S. B. Mishra, S Chand 3. Principles of Insurance Management, Neelam Gulati, Excel Books 4. Legal & Regulatory Aspects of Insurance by NIA 5. Elements of Actuarial Science by NIA
Reference Books	<ol style="list-style-type: none"> 1. Principles of Risk Management and Insurance, 9th Edition, George Rejda, Pearson Books 2. Risk Management and Insurance by Trieschmann
Supplementary Reading Material	<ol style="list-style-type: none"> 1 Insurance Business Environment & Insurance Company Operations by NIA 2 Financial Management & Insurance Accounting by NIA

Course Title: Talent Management

Course Type- SE-HRM-05

Course Code – 309 HRM

Credits 2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO309 HRM.1	REMEMBERING	DEFINE the key terms in talent management.
CO309 HRM.2	UNDERSTANDING	EXPLAIN the conceptual framework of talent management.
CO309 HRM.3	APPLYING	DEMONSTRATE the process of career planning & succession Planning in an organization.
CO309 HRM.4	ANALYSING	OUTLINE the competencies for different position in an organization
CO309 HRM.5	EVALUATING	EVALUATE the process of career planning & succession Planning in an organization
CO309 HRM.6	CREATING	DESIGN a skill matrix for the key positions in an organization.

Unit-I	Introduction to Talent Management	No. of Hours
	1.1 What is Talent management, 1.2 Origin of Talent Management, 1.3 Objectives of Talent Management, 1.4 Importance, Scope, and 1.5 Advantage of Talent Management?	6
Unit-II	Career Planning	No. of Hours
	2.1 Evolution of careers, 2.2 Career planning perspectives, 2.3 Career planning process, 2.4 Organization-cantered career planning, 2.5 Individual- cantered career planning	6
Unit-III	Succession Planning	No. of Hours
	3.1 Definition, 3.2 Elements of Succession planning, 3.3 Process of Succession planning, 3.4 Relation between career planning and succession planning, 3.5 challenges of succession planning	6
Unit-IV	Competency and Potential Development	No. of Hours
	4.1 Meaning of Competency, 4.2 Difference of competencies from skills and knowledge, 4.3 Integrated HR practices through competency development 4.4 benefits from competency-based on HR practices	6
Unit-V	Outcomes for organizations	No. of Hours
	5.1 Desired outcomes for organizations, 5.2 competency based HR practices, 5.3 outcomes for employees, 5.4 developing a skill matrix, 5.5 Retention strategies	6

Text Books	<p>1. Strategic Human Resource Management by Jeffrey Mello, Thomson South Western</p> <p>2. Talent management By Gauri Joshi & Veena Vohra, CENgage Publication, 1st Edition</p> <p>3. The Talent Management Handbook by Lance Berger & Dorothy Berger, McGraw Hill Publication, 3rd Edition</p>
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Reference Books	<p>1. International HRM by Peter Dowling, Denice Welch, Thomson Learning, 4th Edition.</p> <p>2. HRM in Global Scenario by S.K. Bhatia, Deep & Deep Publications Pvt. Ltd, 2010</p> <p>3. Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent, By Marshal Goldsmith & Louis Carter, Pfeiffer publication; 1 edition</p>
Supplementary Reading Material (If Any)	<p>1. http://www.iosrjournals.org/iosr-jbm/papers/Vol18-issue12/Version-3/J1812036673.pdf</p> <p>2. file:///C:/Users/OmSai/Downloads/Talent%20Management-605.pdf</p> <p>3. https://www.frontiersin.org/articles/10.3389/fpsyg.2018.01750/full</p> <p>4. http://www.dypatil.edu/schools/management/wp-content/uploads/2015/11/IMPACT-OF-TALENT-MANAGEMENT-ON-THE-PERFORMANCE-OF-AN-ORGANIZATION-WITH-SPECIAL-REFERENCE-TO-ABG-PIPAPAV-BHARATI-SHIPBUILDING-INDUSTRIES-Shruti-Naik.pdf</p>

Course Title: Compensation & Reward Management

Course Type: SE HRM-06

Course Code: 310 HRM

Credits : 2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 310 HRM.1	REMEMBERING	LIST the various terms related to Compensation & Reward Management
CO 310 HRM.2	UNDERSTANDING	EXPLAIN the various theories related to Compensation & Reward Management
CO 310	APPLYING	APPLY the various theories related to Compensation &

HRM.3		Reward Management
CO 310 HRM.4	ANALYSING	ANALYSE the effect Compensation & Reward Management on the performance of the employee
CO 310 HRM.5	EVALUATING	EVALUATE the methods of Compensation & Reward Management
CO 310 HRM.6	CREATING	DEVELOPE a Compensation & Reward system in the organization

Unit-I	Introduction to Compensation	No. of Hours
Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches		6
Unit-II	Compensation Classification	No. of Hours
Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy		6
Unit-III	Theories of Wages	No. of Hours
Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.		6
Unit-IV	Methods of Rewarding	No. of Hours
Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems		6

Unit-V	Wage Boards	No. of Hours
	Wage Boards - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages	6

Text Books	<ol style="list-style-type: none"> 1. DewakarGoel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, PHI Learning, New Delhi. 2. Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, Prentice Hall India, New Delhi.
Reference Books	<ol style="list-style-type: none"> 1. Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, Prentice Hall India, New Delhi. 2. 4. Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, Crust Publishing House.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. https://www.arcjournals.org/ 2. http://www.iosrjournals.org/

Course Title: Coaching & Mentoring	
Course Type SE-HRM-07	Course Code-311 HRM
Credits- 2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO311 HRM.1	REMEMBERING	DEFINE the key terms in Coaching & Mentoring.

CO311 HRM.2	UNDERSTANDING	EXPLAIN the important concept in coaching & mentoring
CO311 HRM.3	APPLYING	MAKE USE OF coaching & counseling for maintaining work life balance.
CO311 HRM.4	ANALYSING	ANALYSE the situation which required the implementation of coaching & mentoring.
CO311 HRM.5	EVALUATING	COMPARE coaching & mentoring programme from two different organizations.
CO311 HRM.6	CREATING	DESIGN the Coaching & Mentoring practices for small scale organization.

Unit-I	Introduction to Coaching & Mentoring	No. of Hours
	1.1 Introduction to the concept of coaching & mentoring. 1.2 Importance of Coaching & Mentoring. 1.3 Making the transition from Manager to Coach/ Mentor	5
Unit-II	Coaching & Mentoring to Work	No. of Hours
	2.1 Dos and don'ts of Coaching & Mentoring, 2.2 Putting it to work vis-à-vis Organizational Context, 2.3 Selecting & Allotting Coaches and Mentors, 2.4 Records, 2.5 Feedback & Follow-up	5
Unit-III	Counselling at a glance	No. of Hours
	3.1 What is Counselling? 3.2 Why & how it is so important attending to? 3.3 Performance Counselling, 3.4 Personal and Family Wellbeing, 3.5 Work- life balance to health problems	6
Unit-IV	Dos and Don'ts of Counselling	No. of Hours
	4.1 Understanding Psychometrics, 4.2 Helping the individual to understand and help himself, 4.3 Understand the situations and look at them with a new perspective and positive outlook, 4.4 Helping in better decision making, 4.5 Alternate solutions to problems, 4.6 Coping with the situation and the stress.	8

Unit-V	Field Study/ Desk Research	No. of Hours
	5.1 Students are expected to study Mentoring, Coaching & Counselling practiced by the organizations in the area & 5.2 Prepare a report.	6

Text Books	1. Coaching & Mentoring by Jane Renton, Profile Books Ltd. 2. Techniques for Coaching and Mentoring, By Natalie Lancer, & David Cutter buck,Rout ledge Publication; 2 edition 3. Trillion Dollar Coach: The Leadership Handbook of Silicon Valley's Bill Campbell, By Eric Schmidt, John Murray Publisher
Reference Books	1. Making Mentoring Happen by Kathy Lace, Business & Professional Publishing Pvt. Ltd. 2.Coaching and Mentoring, Harvard Business School Press 3. Coaching, Counseling & Mentoring by Florence M. Stone, AMACOM, 1601 Broadway, New York..
Supplementary Reading Material (If Any)	1. https://coachcampus.com/coach-portfolios/research-papers/emily-ann-lombos-coaching-as-a-development-intervention-in-organizations/ 2. https://www.nfer.ac.uk/media/2003/mcm01.pdf 3. https://www.vitae.ac.uk/doing-research/leadership-development-for-principal-investigators-pis/developing-individual-researchers/mentoring-and-coaching-researchers. 4. http://globalbizresearch.org/Las_Vegas_Conference2/docs/doc/LM707.pdf

Course Title: Cross Culture Business Management

Course Type: SE HRM -08

Course Code:312 HRM

Credits : 2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 312 HRM. 1	REMEMBERING	DEFINE the key terms of Cross Culture Business

		Management
CO 312 HRM. 2	UNDERSTANDING	EXPLAIN the various concepts of Cross Culture Business Management
CO 312 HRM. 3	APPLYING	USE the various concepts of Cross Culture Business Management in organization
CO 312 HRM. 4	ANALYSING	ANALYSE the various factors affecting Cross Culture Business Management
CO 312 HRM. 5	EVALUATING	EVALUATE the various factors affecting Cross Culture Business Management
CO 312 HRM. 6	CREATING	PLAN a layout of Cross Culture Business

Unit-I	Introduction to Culture for a Business	No. of Hours
	1.1 Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work	6
Unit-II	Culture and Global Management	No. of Hours
	2.1 Culture and Global Management - Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building	6
Unit-III	Cross Culture – Negotiation & Decision Making	No. of Hours
	3.1 Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context	6
Unit-IV	Global Human Resources Management	No. of Hours
	4.1 Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre..	6

Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies

Unit-V	Corporate Culture	No. of Hours
	5.1 Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement	6

Text Books	<ol style="list-style-type: none"> 1. Cashby Franklin, REVITALIZE YOUR CORPORATE CULTURE: PHI, Delhi 2. Deresky Helen, INTERNATIONAL MANAGEMENT: MANAGING ACROSS BORDERS AND CULTURES, PHI, Delhi
Reference Books	<ol style="list-style-type: none"> 1. EsennDrlarry, Rchildress John, THE SECRET OF A WINNING CULTURE: PHI, Delhi
Supplementary Reading Material	<ol style="list-style-type: none"> 1. https://journals.sagepub.com/ 2. https://cmj.seaopenresearch.eu/

Course Title: Knowledge Management	
Course Type: SE HRM-09	Course Code:313 HRM
Credits : 2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 313 HRM.1	REMEMBERING	LIST the various terms related to Knowledge Management
CO 313 HRM.2	UNDERSTANDING	EXPLAIN the various theories for Managing Knowledge for organizational effectiveness
CO 313	APPLYING	APPLY the various theories for Managing Knowledge for organizational effectiveness

HRM.3		
CO 313 HRM.4	ANALYSING	ANALYSE the ICT in Knowledge based organization
CO 313 HRM.5	EVALUATING	EVALUATE the various ICT tools in Knowledge based organization
CO 313 HRM.6	CREATING	DEVELOPE the knowledge based Organization

Unit-I	Introduction to Knowledge Management	No. of Hours
	Introduction to Knowledge Management - Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.	6
Unit-II	Managing Knowledge for organizational effectiveness	No. of Hours
	Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).	6
Unit-III	Managing Knowledge and Personnel & Organizational Health	No. of Hours
	Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge - Management of Retention.	6
Unit-IV	ICTs in KBOs	No. of Hours
	ICTs in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation - Performance Management – Mechanisms.	6
Unit-V	Technologies to Manage Knowledge	No. of Hours
	Technologies to Manage Knowledge – Artificial Intelligence – Digital Libraries – Repositories – Knowledge Discovery – Creating Systems that	6

Utilize Knowledge - Knowledge Process Outsourcing - Innovation Clusters.

Text Books	<ol style="list-style-type: none"> 1. Frances Horibe, MANAGING KNOWLEDGE WORKERS, John Wiley & Sons 2. Fernandez & Leidner, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008
Reference Books	<ol style="list-style-type: none"> 1. Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGrawHill, New Delhi 2. Mruthyunjaya, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011
Supplementary Reading Material	<ol style="list-style-type: none"> 1. https://journals.sagepub.com/ 2. https://cmj.seaopenresearch.eu/ 3. https://www.inderscience.com/

Course Title: Planning & Control of Operation**Course Type: SE OSCM-01****Course Code: 309 OSCM****Credits : 2****L:T:P :2:0:0**

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 309 OSCM.1	REMEMBERING	LIST the various terms related to planning & controlling of operation
CO 309 OSCM.2	UNDERSTANDING	EXPLAIN the various concept of production forecasting, process planning, Production planning
CO 309 OSCM.3	APPLYING	APPLY the various concept of production forecasting, process planning, Production planning in an organization
CO 309 OSCM.4	ANALYSING	ANALYSE the effect of planning and controlling of operation

CO 309 OSCM.5	EVALUATING	EVALUATE the impact of planning and controlling of operation in organization
CO 309 OSCM.6	CREATING	PLAN a control system for an organization

Unit-I	Production forecasting:	No. of Hours
	1.1 Production forecasting: Use of forecast, types of forecasts, statistical forecasting, time series analysis models, effects of trend, seasonal and irregular movements in the model, uncertainty of forecast, monitoring forecast, need for planning and market research.	6
Unit-II	Process planning	No. of Hours
	2.1 Process planning: Prerequisites of process planning, steps in process planning, break even analysis- analysis- new designs, product mix machine or process selection and make & buy decisions, study of route sheet preparation, economics order quantity of manufacture.	6
Unit-III	Production planning	No. of Hours
	3.1 Production planning: Benefits and basic functions for production planning, project planning various production planning, types of production and their basic characteristics, identification of different production activities, capacity level of each activity, determination of standard hours available, master schedule	6
Unit-IV	Aggregate planning	No. of Hours
	4.1 Aggregate planning: Pure and mixed strategies, Choice of APP, Examples 4.2 Master Production Schedule: Concept, Strategies, Chase sales, Lot-for-lot 4.3 Materials Requirement Planning: Inputs to MRP, Structure of MRP, Examples of MRP	6
Unit-V	Routing, Production Control & Line Balancing	No. of Hours
	5.1 Routing : routing and scheduling in job, lot and mass production, jobs sequencing and machine loading line of balance technique. 5.2 Production control: Functions of production control, effects of	6

production control, dispatching and follow up in job, lot and mass production, evaluating a production control system, designing the production control organization.

5.3 Line Balancing : Operation sequencing and assembly line balancing, minimum number of theoretical workstations, efficiency of assembly line using heuristic approach.



Text Books	<ol style="list-style-type: none"> 1. MartandTelsang, “Industrial Engineering and Production Management”, First edition, S. Chand and Company, 2000. 2. James.B.Dilworth,”Operations management – Design, Planning and Control for manufacturing and services” Mcgraw Hill International edition 1992.
Reference Books	<ol style="list-style-type: none"> 1. Samson Eilon, “Elements of Production Planning and Control”, Universal Book Corpn.1984 2. Elwood S.Buffa, and RakeshK.Sarin, “Modern Production / Operations Management”, 8th Edition, John Wiley and Sons, 2000. 3. KanishkaBedi, “ Production and Operations management”, 2nd Edition, Oxford university press, 2007. 4. Melynk, Denzler, “ Operations management – A value driven approach” Irwin Mcgraw hill. 5. Norman Gaither, G. Frazier, “Operations Management”, 9th edition, Thomson learning IE, 2007 6. Jain. K.C & L.N. Aggarwal, “Production Planning Control and Industrial Management”, Khanna Publishers, 1990. 7. Chary. S.N. “Theory and Problems in Production & Operations Management”, Tata McGraw Hill, 1995. 8. UpendraKachru, “Production and Operations Management – Text and cases”, 1st Edition, Excel books 2007
Supplementary Reading	<ol style="list-style-type: none"> 1. https://onlinelibrary.wiley.com/ 2. https://www.sciencedirect.com/

Material	
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Course Title: Productivity Management	
Course Type: SE OSCM-02	Course Code:310 OSCM
Credits: 2	L:T:P : 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO310OSCM.1	REMEMBERING	REMEMBER the significance of productivity management
CO310OSCM.2	UNDERSTANDING	APPRECIATE significance of productivity management
CO310OSCM.3	APPLYING	APPLY various productivity management methods
CO310OSCM.4	ANALYSING	ANALYSE the effectiveness of various productivity management methods
CO310OSCM.5	EVALUATING	EVALUATE the applicability of popular productivity management tools
CO310 OSCM.6	CREATING	CREATE the performance matrix of popular productivity management tools

Unit-I	Productivity Management: Basics	No. of Hours
	1.1 Introduction: 1.2 Importance and significance of productivity, 1.3 Productivity concepts – Macro and Micro 1.4 Factors of productivity, 1.5 Productivity from product and service perspective, 1.6 Different inputs and productivity measures, 1.7 Various ratios related to finance, material and service.	6
Unit-II	Value Analysis and Value Engineering	No. of Hours
	2.1 Value Analysis and Value Engineering 2.2 Concept of Cost, Price and Value, 2.3 Role in Productivity, Procedure 2.4 Application and productivity benefit model.	6
Unit-III	Work Study & Method Study	No. of Hours

3.1 Work Study: Importance of work study	6
3.2 Method Study and Work Measurement	
3.3 Pioneers of Performance Measurement	
3.4 Method Study:	
3.4.1 Need for Method Study	
3.4.2 Procedure of Method Study –Process Flow charts, Man machine diagrams, Principles of Motion Economy	

Unit-IV	Work Measurement	No. of Hours
4.1 Work Measurement		6
4.2 Techniques of Work Measurement including Estimating, Stopwatch Time Study,		
4.3 Predetermined Time Standards,		
4.4 Synthetic Estimates of Work, Times, Activity Sampling.		
4.5 Computation of Standard Time – Elements – Types of Elements – Performance Rating		
4.6 Allowances – Need for Allowances – Types of Allowances		
Unit-V	Advanced Methods of Productivity Management	No. of Hours
5.1 Advanced Methods of Productivity and service level enhancements:		6
5.1.1 Overview of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing,		
5.2 Use of Technology in productivity and service enhancements:		
5.2.1 ITeS,		
5.2.2 CAD,		
5.2.3 CAM,		
5.2.4 CIM,		
5.2.5 CMMI.		

Text Books	<ol style="list-style-type: none"> 1. Text Books Productivity Measurement for Business Excellence by PremVrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House. 2. Operations Management for Competitive Advantage by Richard B Chase,
Reference Books	<ol style="list-style-type: none"> 1. Introduction to Work Study Edited by GeirgeKanawaty, Universal Publishing, 4th Edition. 2. Supplementary Reading Material 3. Production and Operations Management by S.N.Chary, TMGH, 4th Edition

Supplementary Reading Material	<ol style="list-style-type: none">1 Jacobs, Aquilano, Agarwal, TMGH, 11thEdition.2 https://www.researchgate.net/publication/265175596_Productivity_and_performance_management - Managerial practices in the construction industry
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SCOPE - MBA - CURRICULUM

Course Title: Inventory Management	
Course Type: SE OSCM -03	Course Code:311 OSCM
Credits : 2	L:T:P : 2: 0 : 0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO311OSCM.1	REMEMBERING	Recall the concepts and types of inventory
CO311OSCM.2	UNDERSTANDING	Explain the tools of inventory control
CO311OSCM.3	APPLYING	Calculate the optimum level of inventory required for the organization
CO311OSCM.4	ANALYSING	Classify and analyse the inventory management system of organizations
CO311OSCM.5	EVALUATING	Evaluate the performance of inventory management
CO311OSCM.6	CREATING	Design the inventory management system

Unit-I	Introduction to Inventory Management	No. of Hours
	1.1 Elements of Inventory Management: Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations.	6
	1.2 Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.	
Unit-II	Inventory Control system	No. of Hours
	2.1 Continuous Review (Q) systems, Periodic Review (P) systems.	6
	2.2 ABC Classification system, Issues in the P and Q systems of inventory control.	
Unit-III	Economic Order Quantity Models	No. of Hours
	3.1 The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model with MS Excel, Quantity Discounts, Computer Solution of Quantity Discounts model with MS Excel, Reorder Point, Safety Stocks,	6

Service Level, Reorder point with variable demand.

3.2 Computer Solution of Reorder point with MS Excel, Order quantity for periodic inventory system, Order quantity with variable demand, Computer Solution of fixed period model with MS Excel.

Unit-IV	Just in Time	No. of Hours
4.1 Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, Other effects of JIT, Benefits and disadvantages of JIT.	4.2 Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory.	6
Unit-V	Make or Buy decisions	No. of Hours
5.1 Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore, management strategy. Evaluation of performance of Materials function: cost, delivery, quality, inventory turnover ratio methodology of evaluation.	5.2 Use of ratios and analysis like FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment.	6
5.3.	Material Requirement Planning and Reverse Logistics	

Text Books	<ol style="list-style-type: none"> 1. Inventory Control and Management by Donald Waters, Wiley Student Edition, 2nd Ed. 2. Just-in-Time Manufacturing by Korgaonker, Macmillan 3. Essentials of Inventory Management by Max Muller, JAICO Publishing, 1st Edition.
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Reference Books	<ol style="list-style-type: none">1. Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition.2. Operations Management-Process and Value Chains by Krajewski, Ritzman, Malhotra, Pearson, 8th Edition.
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SCOPE - MBA - CURRICULUM

Course Title: Purchasing and Supplier Relationship Management**Course Type: SE OSCM 04****Course Code: 312 OSCM****Credits : 2****L:T:P :2:0:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO312OSCM.1	REMEMBERING	Define the concept of purchase management.
CO312OSCM.2	UNDERSTANDING	Explain the concept of Supply planning.
CO312OSCM.3	APPLYING	Apply the skills of physical distribution principals.
CO312OSCM.4	ANALYSING	Analyse the marketing channel functions.
CO312OSCM.5	EVALUATING	Evaluate the supplier relationship management.
CO312OSCM.6	CREATING	Design the model for supply relationship management.

Unit-I	Introduction to Purchase Management	No. of Hours
	1.1 Purchasing Concepts 1.2 Specifications and Standards 1.3 Supply Planning 1.4 Procurement Process 1.5 Logistics and Warehousing 1.6 IT tools for Purchasing	6

Unit-II	Physical distribution	No. of Hours
	2.1 Definition, Importance, participants in physical distribution process. 2.2 Marketing Channels – Definition and Importance 2.3 Different forms of channels - Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi channel 2.4 Functions of Marketing Channels 2.5 Channel Management – Channel Selection Process & criteria	6

2.6 Performance appraisal of Channel Members - Channel Conflicts & Techniques to resolve channel conflicts

Unit-III	Procurement	No. of Hours
	3.1 Procurement - Supplier Management, Management Supplier Selection, Tendering, E-Tendering, Negotiation 3.2 Warehouse and Dispatch Management - Types of Warehousing, Warehouse Layout Docking and Marshalling, Warehouse Safety Management.	6
Unit-IV	Inventory	No. of Hours
	4.1 Need and Types of Inventory - 4.2 Costs associated with Inventory– Basic EOQ Model - EOQ with discounts; ABC Analysis - (Numericals expected on Basic EOQ, EOQ with discounts & ABC) 4.3 Stacking and Racking Systems. LIFO , FIFO	6
Unit-V	Current trends in Supply chain management	No. of Hours
	5.1 Green Supply Chain Management 8 2 5.2 Role and Future of IT in the Supply Chain 5.3 Customer Relationship Management 5.4 Supplier Relationship Management 5.5 E-Business and the Supply Chain; E-Business in Practice	6

Text Books	<ol style="list-style-type: none"> 1. Supply Chain Management by Sunil Chopra, Peter Meindl & D.V. Kalra 2. Inventory Management by L.C. Jhamb 3. Principles and Practices of Costing by Sunita Pokharna, Success Publications, Pune
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Reference Books	<ol style="list-style-type: none"> 1. Sales and Distribution Management by Krishna K. Havaldar & Vasant M Cavale 2. Purchasing and Supply Management by Dobler and Burt 3. Supply Chain Management Best Practices by David Blanchard 4. Channel Management & Retail Management by Meenal
Supplementary Reading Material	<ol style="list-style-type: none"> 1. https://www.purchasecontrol.com/blog/supplier-relationship-management/ 2. https://www.procurement-academy.com/procurement-competences/supplier-relationship-management/

Course Title: Manufacturing Resource Planning	
Course Type: SE OSCM -05	Course Code: 313 OSCM
Credits : 2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO313.OSCM.1	REMEMBERING	DEFINE the key terms in Resource Planning
CO313.OSCM.2	UNDERSTANDING	CLASSIFY different processes of the material requirement planning
CO313.OSCM.3	APPLYING	EXPLAIN the Generic Model of capacity management
CO313.OSCM.4	ANALYSING	ANALYZE the manufacturing resource planning
CO313.OSCM.5	EVALUATING	EVALUATE various master production scheduling process
CO313.OSCM.6	CREATING	DESIGN the master production schedule.

Unit-I	Master Production Scheduling (MPS):	No. of Hours
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Introduction to MPS, Need, objectives & functions of MPS, Role of MPS in management- as a “Link between strategic and tactical planning”, Logical flow of materials in different manufacturing scenarios (VAT Analysis), Planning horizons and Time periods (Buckets) of MPS, Order management in MPS, Safety and hedges, Projected Available Balance (PAB) and Available To Promise (ATP), Time Fences & effect of changing MPS decisions on time fences, Final Assembly Schedule (FAS). 6

Unit-II	Material Requirements Planning (MRP-I):	No. of Hours
	Material Requirements Planning (MRP-I): Introduction to MRP-I, Roles & functions of MRP-I, Independent & Dependent Demand, Bill of Materials (BOM), Types of BOM, Numerical Problems on BOM, Lot-sizing, MRP-I as Input & Output Process, MRP-I Spreadsheet problem, Pegging reports & where-used files.	6
Unit-III	Capacity Management:	No. of Hours
	Introduction to ‘Capacity’ and ‘Capacity management’, Capacity Expansion Strategies, Capacity Planning levels vis-à-vis Manufacturing planning levels, Capacity measurement, Rough Cut Capacity Planning (RCCP), Capacity Requirement Planning (CRP), Shop Calendar, Scheduling strategies- Backward & Forward scheduling, Infinite & Finite loading, Production smoothing policies.	6
Unit-IV	Manufacturing Resource Planning (MRP-II)- (Module-I)	No. of Hours
	Introduction to MRP-II, Roles & functions of MRP-II, MRP-II framework, Information flow in MRP-II, Relation of MRP-II with Demand management and Capacity management, Manufacturing calendar.	9
Unit-V	Manufacturing Resource Planning (MRP-II)- (Module-II)	No. of Hours
	Transition from MRP-I to MRP-II, Closed loop MRP, Comparison between MRP-I and MRP-II, Plant & supplier scheduling, Problems associated with MRP-II, Benefits and prospects of MRP-II, Compatibility between MRP-II & Just-in-Time (JIT).	6

Text Books	<ol style="list-style-type: none"> 1. Manufacturing Resource Planning (MRP II) with introduction to ERP, SCM and CRM by Khalid Sheikh, TMGH, 1st Edition 2. Operations Management – Theory & Practice by B. Mahadevan , Pearson Pub., 2nd Edition
Reference Books	<ol style="list-style-type: none"> 1. Plossl, George, Orlicky's Material Requirement Planning, McGraw-Hill, Inc, 2nd Edition, 1994
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Operations management by William J, Stevenson, Tata McGraw Hill Companies – 9th Edition

Course Title: Rural and Agricultural Marketing

Course Type: SE-10

Course Code:409 MKT

Credits : 2

L:T:P : 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 409 MKT.1	REMEMBERING	Define the concept of Rural and Agricultural marketing.
CO 409 MKT.2	UNDERSTANDING	Explain the rural segmentation and agriculture management.
CO 409 MKT.3	APPLYING	Apply the knowledge of rural marketing strategies.
CO 409 MKT.4	ANALYSING	Analyze the importance of agricultural marketing.
CO 409 MKT.5	EVALUATING	Evaluate the potential of rural market in India.
CO 409 MKT.6	CREATING	Plan rural and agricultural marketing strategies for business organizations.

Unit-I	Introduction to Rural Marketing	No. of Hours
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- 1.1. Introduction to Rural Market, Definition & Scope of Rural Marketing. 5
 1.2. Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview)

Unit-II	Emerging Profile of Rural Marketing	No. of Hours
2.1. Emerging Profile of Rural Markets in India, 2.2. Problems of Rural Market 2.3. Constraints in Rural Marketing and Strategies to overcome constraints	5	
Unit-III	Urban and Rural Consumer	No. of Hours
3.1 Rural Consumer Vs Urban Consumers – a comparison. Characteristics of Rural Consumers. 3.2.Rural Market Environment: a)Demographics – Population, Occupation Pattern, Literacy Level; b) Economic Factors – Income Generation, Expenditure Pattern, Rural Demand and Consumption Pattern, Rural Market Index; Land Use Pattern, c) Rural Infrastructure – Rural Housing, Electrification, Roads 3.3. Rural Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour- Social factors, Cultural factors, Technological factors,Lifestyle, Personality	6	
Unit-IV	Rural Distribution Strategies	No. of Hours
4.1. Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC, etc. Distribution networks, Ideal distribution model for rural markets. 4.2. Communication Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media- Mass media, Non-Conventional Media, Personalized media;	7	

Unit-V Rural Marketing Mix	No. of Hours
5.1. Relevance of Marketing mix for Rural market/Consumers. 5.2. Product Strategies, Rural Product Categories – FMCG, Consumer Durable, Agriculture Goods & Services; Importance of Branding, Packaging and Labeling. 5.3. Nature of Competition in Rural Markets, the problem of Fake Brands 5.4. Pricing Strategies & objectives 5.5. Promotional Strategies. Segmentation, Targeting & Positioning for rural market, Rural.	7

Text Books	1. Badi&Badi : Rural Marketing 2. Mamoria, C.B. &Badri Vishal : Agriculture problems in India
Reference Books	1.Arora, R.C. : Integrated Rural Development 2.Rajgopal : Managing Rural Business 3.Gopaldaswamy, T.P. : Rural Marketing
Supplementary Reading Material	1. https://ruralmarketing.in/ 2. https://rural.nic.in/

Course Title: Retail Marketing	
Course Type: SE MKT-11	Course Code: 410 MKT
Credits : 2	L:T:P :0:2:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive	Course Outcome
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	Abilities	
CO410 MKT.1	REMEMBERING	DEFINE the various terms of Retail Marketing
CO410 MKT.2	UNDERSTANDING	EXPLAIN the concept of Retail Marketing
CO410 MKT.3	APPLYING	USE the various concepts and theories in Retail Marketing of product
CO410 MKT.4	ANALYSING	ANALYSE the various Strategies of Retail Marketing
CO410 MKT.5	EVALUATING	EVALUATE various strategies of Retail Marketing
CO410 MKT.6	CREATING	PLAN & DESIGN the layout for the modern retail Marketing

Unit-I	Store Location	No. of Hours
	1.1 Store Location – Importance of Store Location – Types of Store Location – Isolated or Freestanding location – Unplanned Shopping Centers – Planned Shopping Centers – Store Location and Retail Strategy – Selecting the Store Location – Market Area Analysis – Effect of demographic, economic, cultural, demand, competition and infrastructural factors	6
Unit-II	Trade Area Analysis	No. of Hours
	2.1 Trade Area Analysis – Size and shape of trading areas – Defining the trade area – Reilly’s law Huff’s Probability Model – Index of Retail Saturation Theory – Site Evaluation and Selection – Estimating the potential – Selecting the Specific Site. Objectives of a good store design – Creating a Store image – Creating a buying environment – Store Exteriors – Store Interiors – Store Layout Design – Types Grid – Racetrack – Free Form – Feature areas – Space planning – Location of department – Location of merchandise within departments : Use of Plano grams.	6
Unit-III	Planning merchandise	No. of Hours
	Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.	6
Unit-IV	Visual Merchandising	No. of Hours
	4.1 Visual Merchandising – concept – role and influence as a communication tool – Merchandise presentation techniques – idea oriented presentation –	6

Style / item presentation – colour presentation – Price Lining – vertical Merchandising – Tonnage merchandising – Frontage presentation – Store Fixtures/ Furniture. Store Atmospherics – Visual communication – Lighting – Colour, Music and Scent – Displays and POPs

Unit-V	Store Management	No. of Hours
	5.1 Store Management, Responsibilities of Store Manager, Store Security and Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Mall Management, Factor Influencing Mall establishments	6

Text Books	<ol style="list-style-type: none"> 1. Tata McGraw Hill, New Delhi Dravind Gilbert, RETAIL MARKETING 2. Bajaj, Tuli&Srivastava, RETAIL MANAGEMENT
Reference Books	<ol style="list-style-type: none"> 1. Oxford University Press, New Delhi Dunne, RETAIL MANAGEMENT 2. Cengage Learning Pvt. Ltd, New Delhi Michael Levy and Barton A.Weitz, RETAIL MANAGEMENT 3. Tata McGraw Hill, New Delhi SwapnaPradhan, RETAILING MANAGEMENT
Supplementary Reading Material	<ol style="list-style-type: none"> 1. https://www.journals.elsevier.com/journal-of-retailing 2. https://www.jbrmr.com/ 3. https://www.emerald.com/insight

Course Title: Tourism and Hospitality Management

Course Type: Subject Elective

Course Code: 411 MKT

Credits :2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO411 MKT.1	REMEMBERING	IDENTIFY the fundamental principles of essential hospitality and tourism business functions,
CO411 MKT.2	UNDERSTANDING	ILLUSTRATE the utility of various tools and technology to solve problems,

CO411 MKT.3	APPLYING	IDENTIFY the process of delivery
CO411 MKT.4	ANALYSING	DISCOVER, apply, and evaluate marketing strategies for tourism destinations and organizations.
CO411 MKT.5	EVALUATING	EVALUATE tourism practices for their implications locally and globally
CO411 MKT.6	CREATING	ELABORATE tourism within broader cultural, environmental, political and economic dimensions of society

Unit-I	Introduction	No. of Hours
	1.5 Understanding Tourism, 1.6 Tourism as an Industry, 1.7 E-Commerce and Online Communication in Tourism,	6
Unit-II	Tourism and its Product	No. of Hours
	2.1 Tourism Products and its Characteristics, 2.2 Tourism: The Cultural Heritage	6
Unit-III	Tourism Services	No. of Hours
	3.1 Tourism Services: Role of Travel Agencies, 3.2 Tourism Services: Role of Tour Operators, 3.3 Role of Various Agencies in Tourism, 3.4. Tourism Linking The World,	6
Unit-IV	Hospitality and its Evolution	No. of Hours
	4.1 Hospitality Industry: Origin, Nature, 4.2 Importance and Its Organizational Structure, 4.3 Star Categorization of Hotel, 4.4. Hotel Revenue Centres	6
Unit-V	MANAGING HOSPITALITY OPERATIONS	No. of Hours
	5.1 Hotel: Coordination Between Departments, 5.2 Classification of Hotels, 5.3 Hospitality Etiquettes and Guest Handling 5.4 Policy Formulation and Strategies and Financial Management 5.5 Product Design and Marketing Management and Organisation of a Hotel	6

Text Books	<ol style="list-style-type: none"> 1. Hospitality Strategic Management: Concepts and Cases by Cathy A. Enz, Publisher Wiley; 2nd edition 2. Introduction to Hospitality Management, by Walker (Author), Pearson Education India; 2 edition 3. Hospitality and Tourism, by Rajat Gupta, Nishant Singh, Ishita Kirar & Mahesh Kumar Bairwa, Vikas Publishing
Reference Books	<ol style="list-style-type: none"> 1. Strategic Management for Tourism, Hospitality and Events by Evans Nigel and Publisher: Taylor & Francis Ltd

Course Title: Marketing to Emerging Markets & Bottom of the Pyramid

Course Type: SE MKT-13

Course Code: 412 MKT

Credits : 02

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO412 MKT.1	REMEMBERING	IDENTIFY opportunities & challenges in Emerging Markets in general & Bottom Of the Pyramid (BOP) segment in particular
CO412 MKT.2	UNDERSTANDING	UNDERSTAND difference between emerging & developed markets
CO412 MKT.3	APPLYING	APPLY knowledge of BOP and Emerging market for Business opportunities
CO412 MKT.4	ANALYSING	ANALYSE the profitable Emerging markets and BOP markets
CO412 MKT.5	EVALUATING	EVALUATE opportunities & challenges in Emerging Markets in general & Bottom Of the Pyramid (BOP) segment in particular
CO412 MKT.6	CREATING	DESIGN framework for marketing to BOP markets

Unit-I	Overview of Emerging Markets	No. of Hours
	Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & economic scenario of emerging market countries. Emerging market size for different business sectors	6
Unit-II	Emerging Markets - Perspectives & Practices	No. of Hours
	2.1 Characteristics of Emerging Markets: Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. 2.2 Comparative Advantage of Emerging Markets: Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	6
Unit-III	Bottom of the Pyramid Markets	No. of Hours
	3.1 Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, 3.2 Characteristics of BOP markets, need for segmenting BOP markets	6
Unit-IV	Marketing Strategies for BOP Markets	No. of Hours
	4.1 Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. 4.2 C K Prahalad's 12 principles, BOP Protocol	6
Unit-V	The new fortune at the bottom of the pyramid	No. of Hours
	5.1 Rapid Changes at Bottom of Pyramid, Bottom of the Pyramid Converging with Other Tiers 5.2 Criticism of Marketing to BOP & Alternate Perspectives, 5.3 The new ways to win in emerging markets	6

Text Books	The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.
Reference Books	We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.

Supplementary Reading Material	<ol style="list-style-type: none"> 1. Prahalad, C.K., and A. Hammond. (2002), “Serving the World’s Poor, Profitably”, Harvard Business Review, 80(September), pp. 48-57. 2. World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: http://www.wbcd.org/DocRoot/uCxCGeiOhrCEXcsN5sIo/sl-field-guide-reprint.pdf 3. United Nations Development Programme (UNDP). (2008), “Creating Value For All: Strategies For Doing Business With Poor”, The Growing Inclusive Markets Initiative,(July). [Online] Available: http://www.undp.org/gimlaunch/download.shtml. 4. Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf. 5. https://www.strategy-business.com/article/The-New-Fortune-at-the-Bottom-of-the-Pyramid?gko=c5f11 6. https://www.strategy-business.com/article/The-New-Ways-to-Win-in-Emerging-Markets
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Course Title: Corporate Finance

Course Type: SE FIN -10

Course Code: 409 FIN

Credits : 2

L:T:P : 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO409.FIN.1	REMEMBERING	DEFINE the goals of corporation and evaluate the investment and financial decision of the firm
CO.409.FIN.2	UNDERSTANDING	EXPLAIN business valuation concept and identify the best valuation technique to calculate the performance of company
CO.409.FIN.3	APPLYING	ILLUSTRATE corporate value based management system and analyse the criteria for good corporate governance system
CO.409.FIN.4	ANALYSING	WRITE corporate value based management system and analyse the criteria for good corporate governance system
CO.409.FIN.5	EVALUATING	EXPLAIN the reasons for corporate restructuring and discuss the advantages of corporate restructuring
CO.409.FIN.6	CREATING	EVALUATE financial decision to achieve goals of

	corporation
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Unit-I	Goals and Governance of firm	No. of Hours
	Goals and governance of the firm: Corporate Investment and Financial Decisions (Investment decisions and financing decisions), Goals of the corporations.	6
Unit-II	Business Valuation	No. of Hours
	Business Valuation: Concept of Valuation, Different Concept of Value - Book Value, Market Value, Intrinsic Value, Liquidation Value, Replacement Value, Salvage Value and Fair Value. Major approaches to valuation of business – Asset based, Earning based, Market value based, Fair value based. EVA and MVA.	6
Unit-III	Corporate Value Based Management	No. of Hours
	Corporate Value based Management System: Shareholders value, Concept and features of value based management, Need for value based management, Need, benefits and approaches of value based management system, Concept of Corporate Governance, Criteria for good Corporate Governance, Corporate Governance in India, Corporate governance (Clause 49 Listing Agreement), Models of Corporate Governance.	6
Unit-IV	Dividend Policy	No. of Hours
	Dividend Decisions: Meaning, Types of Dividend, Important Considerations in Dividend Policy, Theories on Dividend Policies (Walter's Approach, Gordon's Approach and Modigliani-Miller's Approach).	6
Unit-V	Corporate Restructuring	No. of Hours
	Corporate Restructuring: Concept of restructuring, Reasons for restructuring, broad areas of restructuring, Techniques of corporate restructuring – Expansion technique, divestment technique, other techniques, Strategies for restructuring.	6

Text Books	<ol style="list-style-type: none"> 1. Financial Management by Khan & Jain (TATA McGraw Hill) 2. Contemporary Financial Management by Rajesh Kothari (Macmillan Publication) 3. Financial Management by I. M. Pande (Vikas Publication) Corporate Finance, Theory and Practice, AswathDamodaran (Wiley Publication)
Reference Books	<ol style="list-style-type: none"> 1. Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication) 2. Principles of Corporate Finance by Richard A Brealey, Stewart C Myers, Franklin Allen, PitabasMohanty (Tata McGraw Hill) 3. Financial Management by Mr. Ravi Kishore (Taxman)
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Material Strategic Corporate Finance by Weaver 2. Principles of Corporate Finance by Megginson /Smart Reading Corporate Finance: A Focused Approach by Ehrhardt

Course Title: Introduction to Fin Tech	
Course Type: SE FIN-11	Course Code:410 FIN
Credits : 2	L:T:P : 1:0: 1

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO410 FIN.1	REMEMBERING	Define and recall basic terminologies in Fin tech
CO410 FIN.2	UNDERSTANDING	Explain Major technological trends in Fin tech
CO410 FIN.3	APPLYING	Apply Business and regulatory implications of technology for the financial industry
CO410 FIN.4	ANALYSING	Analyze forces that are driving technology innovation in Finance
CO410 FIN.5	EVALUATING	Evaluate new technology impacts economies, markets, companies, and individuals

Unit-I	Introduction to FinTech	No. of Hours
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1.1 FinTech Transformation, FinTech Evolution 1.0: Infrastructure, FinTech Evolution 2.0: Banks, FinTech Evolution 3.0 & 3.5: Startups and Emerging Markets 6

1.2 Industry Showcase: Collaboration between Financial Institutions and Startups, FinTech Typology, Emerging Economics: Opportunities and Challenges

1.3 From too-Small-To-Care to Too-Big-To-Fail, Introduction to Regulation, Industry Showcase: The Future of RegTech and 6 Technologies Impacting It

Unit-II	Payments, Cryptocurrencies and Blockchain	No. of Hours
	2.1 Individual Payments, Developing Countries and DFS: The Story of Mobile Money, Developing Countries and DFS: Regulation of Mobile Money, RTGS Systems, The ABCDs of Alternative Finance, Building a New stack	6
	2.2 Cryptocurrencies, Industry Showcase : Legal and Regulatory Implications of Cryptocurrencies	
	2.3 Blockchain basics , Industry Showcase: The Benefits from New Payment Stacks (Applications of Ripple)	
Unit-III	Digital Finance and Alternative Finance	No. of Hours
	3.1 A Brief History of Financial Innovation, Digitization of Financial Services, FinTech& Funds	6
	3.2 Industry Showcase: How AI is Transforming the Future of FinTech, Industry Showcase: Ensuring Compliance from the Start: Suitability and Funds, Crowd funding - Regards, Charity and Equity	
	3.3 P2P and Marketplace Lending, The Rise of Chinese TechFins - New Models and New Products, ICO.	
Unit-IV	Fin Tech Regulation and Reg Tech	No. of Hours
	4.1 Fin Tech Regulations, Evolution of Reg Tech	6
	4.2 Reg Tech Ecosystem: Financial Institutions, Reg Tech Ecosystem: Startups, Reg Tech Startups: Challenges, Reg Tech Ecosystem: Regulators	
	4.3 Industry Showcase: Use Case of AI in Smart Regulation and Fraud Detection, Regulatory Sandboxes, Smart Regulation, Redesigning Better	

Financial Infrastructure

Unit-V	Data & TechFin	No. of Hours
	<p>5.1 History of Data Regulation, Data in Financial Services Industry Showcase : Application of Data Analytics in Finance, European Big-Bang: PSD2 / GDPR / Mifid2, Industry Showcase : PSD2: Open Banking API Will Help Startups, Industry Showcase : Methods of Data Protection: GDPR Compliance and Personal Privacy</p> <p>5.2 Digital Identity Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD) AI & Governance New Challenges of AI and Machine Learning</p> <p>5.3 Data, Metadata and Differential Privacy Data is the New Oil: Risk of Breach Industry Showcase : Cybersecurity Industry Update</p>	6

Text Books	<ol style="list-style-type: none"> 1. Inclusive FinTech: Blockchain, Cryptocurrencies and ICO: <i>David KuoChuen Lee and Linda Low</i> 2. The Wealthtech Book: Fintech handbook for investors, entrepreneurs and finance visionaries, <i>Thomas Puschmann</i>
Reference Books	<ol style="list-style-type: none"> 1. <i>Advances in Financial Machine learning Marcos Lopez de Prado</i>

Course Title: Technical Analysis of Financial Markets

Course Type: SE FIN-12

Course Code:411FIN

Credits: 2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO411FIN.1	REMEMBERING	Recall the various concepts in Technical Analysis.
CO411FIN.2	UNDERSTANDING	Understand the Implications of various Technical Analysis Tools.
CO411FIN.3	APPLYING	Apply the knowledge to identify the buying and selling points of Securities.
CO411FIN.4	ANALYSING	Analyse the various Technical Analysis Chart Patterns.
CO411FIN.5	EVALUATING	Evaluate the relevance of various Chart Patterns under Technical Analysis.
CO411FIN.6	CREATING	Develop an ability to Interpret Chart Patterns for making Investment related Decisions.

Unit-I	Introduction of Technical Analysis	No. of Hours
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- 1.8 Technical Analysis:
- 1.8.1 Definition and concept, Price discounts everything, Price movements are not totally random,
 - 1.8.2 Technical Analysis: the basic assumptions,
 - 1.8.3 Strengths and weakness of technical analysis,
 - 1.8.4 Importance of technical analysis,
- 1.9 Constructing and Interpreting Charts and the significance of volume while using patterns,

6

Unit-II	Chart Patterns	No. of Hours
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- 2.9 Chart patterns (bar chart, line chart, point & figure chart & candle stick chart),
- 2.10 Understanding the psychology behind a pattern and its formation,
- 2.11 Evolving a Trading strategy based on patterns,
- 2.12 Candlestick analysis

6

Unit-III	Understanding Charts	No. of Hours
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- 3.4 What to look for on charts – Trends, Support & Resistance levels, Moving Average, P Gaps, Volume, Comparative Relative Strength, Head and shoulders top reversal, Inverted head and shoulders, Head and shoulders bottom, Double top and double bottom, Rounded top and bottom,

6

3.5 Gap theory, Common gaps, Breakaway gaps, Runaway/continuation gap, Exhaustion gap, Island cluster.

3.6 Indicators and Oscillators: Indicators - Covering the set of classical as well as unconventional indicators and focus on their application towards investments / positions / day trading,

Unit-IV	Moving Average & Momentum	No. of Hours
<p>4.1 Moving Averages: An in-depth study of Moving Averages and the role it plays in determining a trade,</p> <p>4.2 Multiple uses of Moving Averages for different time horizons of trades, Oscillators,</p> <p>4.3 Relative strength index,</p> <p>4.4 What is momentum?</p>	6	
Unit-V	Trading Strategies	No. of Hours
<p>5.1 Trading Strategies: Day trading, Advantages of day trading, Risks associated with risk day trading, Strategies for day trading, Momentum trading strategies.</p> <p>5.2 Technical Theories: 5.2.1 Dow Theory- Introduction, Principles of Dow Theory, Significance of Dow Theory, Problems with Dow Theory, 5.2.2 Elliot Wave Theory- Introduction, Fundamental Concept, After Elliott Trading Psychology & Risk Management: Introduction, Risk Management, Components of risk management, stop loss, analyse reward risk ratio, Trail stop loss, Booking Profit, Uses of stop loss,</p> <p>5.3 Qualities of successful trader,</p> <p>5.4 Golden rules of traders,</p> <p>5.5 Do's and don'ts in trading,</p> <p>5.6 Rules to stop losing money,</p> <p>5.7 Choosing the right market to trade,</p> <p>5.8 Importance of discipline in trading.</p>	6	

Text Books	<p>1. Technical analysis of financial markets – a comprehensive guide to trading methods and applications – John J. Murphy</p> <p>2. Technical Analysis Explained: The Successful Investor's Guide to Spotting.</p> <p>3. Investment Trends and Turning Points - Martin J. Pring.</p> <p>4. Technical Analysis of Stock Trends, 8th Edition - Robert D. Edwards, John Magee, W. H. C. Bassetti.</p> <p>5. Valuation, Risk Management and Portfolio Strategies (The Wiley Finance Series) – Lionel Martelline, Philippe Priaulet, Stephane Priaulet.</p>
Reference Books	<p>1. Encyclopaedia of Chart Patterns (Wiley Trading) - Thomas N. Bulkowski</p> <p>2. Supplementary NCFM Modules on Technical analysis</p>
Supplementary Reading Material	The Handbook of Fixed Income Securities - Frank J. Fabozzi, Steven V. Mann

Course Title: Financial Modeling -II

Course Type: SE FIN -13

Course Code: 412 FIN

Credits : 2

L:T:P : 0: 0 : 2

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO412FIN.1	REMEMBERING	REMEMBER Short cuts on Key board for Model construction
CO412FIN.2	UNDERSTANDING	Explain logical operations in Excel for model preparation
CO412FIN.3	APPLYING	Perform all the excel operations for model creation, use various styles and extract the assumptions
CO412FIN.4	ANALYSING	Identify the errors in the excel function while building models
CO412FIN.5	EVALUATE	EVALUATE the given data and extract assumptions for the respective model schedule
CO412 FIN.6	CREATING	Build Tab Structure and Scenario sheets and Create Financial Model

Unit-I

Logical Operations in Excel for Model preparation

No. of

		Hours
1.1 Logical Operators in Excel, Using IF, IFS, AND, OR, XOR, SWITCH logical functions		6
1.2 Practical use of MASKS and FLAGS to build a loan approval model, Hands on excel for model construction		
Unit-II	Key Board Short cuts	No. of Hours
2.1. Navigating shortcuts, Selecting Cells, Function Keys, Function Shortcuts		6
2.2. Formatting Shortcuts, Editing Shortcuts ALT Navigation Key Shortcuts (on a PC)		
Unit-III	Building the Tab Structure and Scenario Sheet	No. of Hours
3.1. Read and Mark-up the Case Study, Creating a Cover Sheet, Building the Template Sheet ,Automating Printer Settings, Replicating the Template Sheet, Creating useful Styles		6
3.2. Extracting Scenario Assumptions ▪ Building the Scenario Structure ▪ Replicating Scenario Blocks		
Unit-IV	Extracting Assumptions	No. of Hours
4.1. Creating useful Styles, Extracting Revenue Assumptions, Extracting Cost Assumptions, Extracting Capex Assumptions, Building Working Capital Assumptions		6
4.2. Extracting Taxation Assumptions, Extracting Debt Assumptions, Building Equity Assumptions, Documenting Other Assumption		
Unit-V	Create the Model Sheet	No. of Hours
5.1. Preparing for the Model Build, Linking Historical Financials, Building the Revenue Schedule, Building Cost of Sales Schedule		6
5.2. Building the Capex& Depreciation Schedule, Updating P&L Line Items , Completing Tax Computations , Building the Working Capital Schedule		

Text Books	<ol style="list-style-type: none"> 1. Building financial Models. McGraw Hill, Title Building Financial Models (McGraw-Hill Finance & Investing) 2nd Edition 2. Excel 2016 Bible 1st Edition, John Walkenbach (Wiley) 3. Using Excel for Business and Financial Modelling: A Practical Guide (Wiley Finance) 3rd Edition, Author, Danielle Stein Fairhurst 4. Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports 2nd Edition, Thomas Ittelson
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Course Title: Human Capital Management & HR Accounting	
Course Type –SE-HRM-10	Course Code -409 HRM
Credits: 2	L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO409HR M. 1	REMEMBERING	DEFINE the key terms in Human capital & HR Audit.
CO409HR M. 2	UNDERSTANDING	ELOBRATE the concept of Human capital & HR Audit.
CO409HR M. 3	APPLYING	APPLY the knowledge of Human capital & HR Audit to solve the workplace issue.
CO409HR M. 4	ANALYSING	COMPARE human capital & HR audit in details.
CO409HR M. 5	EVALUATING	DESIGN the balance score card for employee in an organization.
CO409HR M. 6	CREATE	DESIGN the balance scorecard for employee in an organization.

Unit-I	Introduction to Human Capital	No. of Hours
	1.1 Concept of Human capital-Intellectual capital-Social capital-Organisation capital- 1.2 Practical Implications of intellectual capital theory. 1.3 Concept of HCM- Rationale for HCM- 1.4 HCM and HRM- concept of human capital 1.5 Advantage and resource-based strategy- 1.6 Process of HCM-HCM Drivers, 1.7 HCM Journey, Developing HCM 1.8 Measuring HR.	7
Unit-II	Practices of HCM	No. of Hours
	2.1 Practice of HCM: Human Capital Data- 2.2 Measuring human capital-Measurement Issues, 2.3 Classification of measures, 2.4 Developing Measures-Human Capital Measurement Models- 2.5 Human Resource Accounting, 2,6 Balanced scorecard, HR Scorecard, 2.7 Human Capital Monitor, 2.8 Organisational Performance Model, 2.9 Human Capital Index, 2.10 Engagement Model, 2.11 People and Performance Model – 2.12 Human capital reporting-applications of HCM	7
Unit-III	HCM & Its Linkage	No. of Hours
	3.1 The link between HCM & business strategy, 3.2 HCM & strategic HRM, HCM and talent management, 3.3 learning & development, knowledge management, 3.4 Performance management and Reward Management. 3.5 Role of HR in HCM-The business partner concept and HCM- 3.6 The skills HR specialists need for HCM-Future of HCM	6
Unit-IV	ROI on Human Capital	No. of Hours
	4.1 ROI of Human Capital- Measurement of Human capital's 4.2 contribution to enterprise goals- 4.3 Human capital value circle, Enterprise-level Metrics, 4.4 Foundation Trait Metrics, 4.5 Structural trait Metrics- 4.6 Leverage of Human capital ROI.	6
Unit-V	Human Resource Accounting	No. of Hours
	5.1 Human Resource Accounting-Concept, Development & State of the Art,	4

- 5.2 Role of HR Accounting,
 5.3 HR Accounting Models, Applications & Implementation.
 5.4 HR Audit-Concept, Types, Process, Approaches.
 5.5 Human Resource Audit-Information gathering, evaluation, analysis and action planning.



Text Books	<p>1. Human Capital Management- Achieving Added Value Through People by Angela Baron & Michael Armstrong, Kogan Page Publication.</p> <p>2. Human Resource Accounting-advances in concepts, Methods, and Applications, by Eric G. Flamholtz, Kluwer Academic Publishers.</p> <p>3. The ROI of Human Capital-Measuring The economic Value of Employee Performance by Jac Fitz-enz, Amacom</p>
Reference Books	<p>1. Human Resource Accounting by M K Kolay, ICWAI</p> <p>2. Auditing your Human Resources by John McConnell</p> <p>3. HRD Audit by T V Rao</p>
Supplementary Reading Material (If Any)	<p>1. https://www.journalcra.com/article/human-capital-and-economic-growth-india</p> <p>2. http://www.sosyalarastirmalar.com/cilt2/sayi8pdf/marimuthu_arokiasamy_ismail.pdf</p> <p>3. https://www.ijitee.org/wp-content/uploads/papers/v8i7c2/G10710587C219.pdf</p> <p>4. https://www.ripublication.com/ijbamsp117/ijbamv7n2spl_18.pdf</p> <p>5. http://ijmsrr.com/downloads/3009201412.pdf</p>

Course Title: Performance Management

Course Type: SE HRM-11

Course Code: 410 HRM

Credits : 2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 410 HRM.1	REMEMBERING	DEFINE the various terms of Performance Management
CO 410 HRM.2	UNDERSTANDING	EXPLAIN the various concepts of Performance Management
CO 410 HRM.3	APPLYING	USE various strategy of Performance Management
CO 410 HRM.4	ANALYSING	ANALYSE the Performance Management system
CO 410 HRM.5	EVALUATING	EVALUATE the Performance Management system
CO 410 HRM.6	CREATING	DESIGN the Performance Management system

Unit-I	Quality Performance Management	No. of Hours
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1.1 Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis	6
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Unit-II	Work Place and Its Improvement Through 5S	No. of Hours
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2.1 Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.	6
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Unit-III	Organizational Structure and Employee Motivation and Morale	No. of Hours
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3.1 Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process	6
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Unit-IV	Industrial Restructuring	No. of Hours
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4.1 Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation -Performance Management in Multi NationalCorporations.

6

Unit-V	Indian and Western Thoughts	No. of Hours
5.1 Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.		6

Text Books	<ol style="list-style-type: none"> 1. DewakarGoel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, Prentice Hall India, NewDelhi, 2008 2. Robert Cardy, PERFORMANCE MANAGEMENT, Prentice Hall India, NewDelhi, 2004
Reference Books	<ol style="list-style-type: none"> 1. SrinivasKandula, PERFORMANCE MANAGEMENT, Prentice Hall India, NewDelhi, 2006 2. S.K. Chakravarthy, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, Tata-McGraw Hill, New Delhi

Course Title: HR Analytics

Course Type: SE HRM-12

Course Code:411 HRM

Credits: 2

L:T:P : 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO411 HRM.1	REMEMBERING	UNDERSTAND How HR function adds value and demonstrates the value in business terms
CO411 HRM.2	UNDERSTANDING	MEASURE the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.

CO411 HRM.3	APPLYING	CONVERT soft factors in a people management context into measurable variables across various domains.
CO411 HRM.4	ANALYSING	ANALYSE a study on employees or any other related to the HR context in an organization.
CO411 HRM.5	EVALUATING	EVALUATE a study on employees or any other related to the HR context in an organization.
CO411 HRM.6	CREATING	PLAN Implication of HR Analytics in organization

Unit-I	Introduction to HR Analytics & Index Designing & Tab Designing	No. of Hours
	1.1 Introduction to Creation of HR Dashboard and Analytics	6
	1.2 Data Introduction	
	1.3 Index Designing	
	1.4 Tab Designing	
Unit-II	Employee Front face & Pivot Data List	No. of Hours
	2.1 Employee Front face Continues	6
	2.2 Employee Database view	
	2.3 Pivot data list	
	2.4 Change Pivot data table source	
Unit-III	MOM Headcount & Departmental & Location Analysis	No. of Hours
	3.1 MOM Headcount	6
	3.2 MOM Attrite & MOM Hire	
	3.3 Departmental & Location analysis	
	3.4 Attrition Percentage	
Unit-IV	Tenure Wise Analysis	No. of Hours

4.1 Tenure wise Analysis	6
4.2 Employee Demographic	
4.3 Agewise Analysis	
4.4 Data Analysis Toolpak	

Unit-V	Agewise Analysis & Quality Circle	No. of Hours
5.1 Agewise Analysis of Employee		6
5.2 Employee Demo		
5.3 Quality Circle		
5.4 Leave Analysis		

Text Books	<ol style="list-style-type: none"> 1. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001. 2. HR Analytics: The What, Why and How, by Tracey Smith 3. The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.
Reference Books	<ol style="list-style-type: none"> 1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008. 2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014. 3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

Course Title: Employee Empowerment & Engagement

Course Type–SE-HRM-13

Course Code -412 HRM

Credits- 2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO412 HRM.1	REMEMBERING	DEFINE the key terms of Employee Empowerment & Engagement
CO412 HRM.2	UNDERSTANDING	ELOBRATE the concept of Employee Empowerment & Engagement
CO412 HRM.3	APPLYING	MAKE USE OF the basic concepts of Employee Empowerment & Engagement to solve the business problem.
CO412 HRM.4	ANALYSING	ANALYSE the importance of Employee Empowerment & Engagement to retain the employee.
CO412 HRM.5	EVALUATING	COMPARE the Employee Empowerment & Engagement practices followed by firms.
CO412 HRM.6	CREATING	DESIGN the Employee Empowerment & Engagement practices for the employee.

Unit-I	Employee Empowerment-Introduction	No. of Hours
	1.1 Empowerment-Concept- 1.2 Employee Empowerment-Basic issues and concerns- 1.3 Best practices- 1.4 Legal framework 1.5 Employee empowerment- 1.6 creating a vision and support building- 1.7 Balancing Autonomy and Dependence	7
Unit-II	Employee Engagement- Introduction	No. of Hours
	2.1 Employee Engagement- Conceptual issues 2.2 Consequences of Engagement 2.3 Keys to Engagement 2.4 Levels of Engagement 2.5 Building Engagement-Engagement culture 2.6 Engagement Equation, 2.7 Workplace frustration and strategies to put an end to it	7
Unit-III	Initiation for Empowerment &Engagement	No. of Hours
	3.1 Designing Organization,	6

- 3.2 Work and Reward for Employee empowerment and employee engagement
 3.3 Information channels
 3.4 Role of Unions and their involvement
 3.5 High Involvement management Practices

Unit-IV**No. of Hours**

- 4.1 Evaluation of Empowerment and Engagement-
 4.2 Basic Considerations-Steps in Evaluation-
 4.3 Critical Issues in Evaluation of Employee empowerment and engagement and its
 4.4 Difference with other evaluation approaches.

6

Unit-V**Report Preparation****No. of Hours**

- 5.1 Students are expected to study employee Engagement & Empowerment practiced by the organizations in the area &
 5.2 Prepare a report for submission

4

Text Books	<ol style="list-style-type: none"> 1. The Empowered Manager by Jossy Boss, P. Block publication 2. The Ultimate Advantage: Creating High Involvement Organisation by Jossy Boss, E E Lawler, 3rd Edition 3. Organising for Power and Empowerment by J B Mondros and S M Wilson, Columbia University Press 4. Foundation of Empowerment Evaluation by DBM Fetterman, SAGE publication
Reference Books	<ol style="list-style-type: none"> 1. Employee Engagement for Everyone: 4 Keys to Happiness and Fulfilment at Work by Kevin Kruse 2. Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage by William H. Macey, Benjamin Schneide, Karen M. Barbera, Wiley-Blackwell publication 3. Handbook of Employee Engagement: Perspectives, Issues, Research and Practice by Simon L. Albrecht 4. The Engagement Equation: Leadership Strategies for an Inspired Workforce by Christopher Rice & Fraser Marlow.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. https://apps.aima.in/ejournal_new/articlesPDF/Soni-Agrawal.pdf

(If Any)	<p>2. https://shodhgangotri.inflibnet.ac.in/bitstream/123456789/5765/1/pdf.pdf</p> <p>3. http://www.iosrjournals.org/iosr-jbm/papers/Vol18-issue4/Version-1/G1804015257.pdf</p> <p>4. https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expertviews/Documents/Research%20Overview%20Employee%20Engagement.pdf</p> <p>5. https://globaljournals.org/GJMBR_Volume17/5-Employee-Empowerment.pdf</p> <p>6. http://oaji.net/articles/2015/352-1436090261.pdf</p> <p>7. https://shodhganga.inflibnet.ac.in/bitstream/10603/121391/2/thesis%20(1).pdf</p>
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Course Title: Total Quality Management

Course Type: SE OSCM -06

Course Code: 409 OSCM

Credits : 2

L:T:P :2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO409 OSCM.1	REMEMBERING	DEFINE the various terms of strategy quality management and quality cost concept
CO409 OSCM.2	UNDERSTANDING	UNDERSTAND various perspectives on Quality and various contributors to Quality.
CO409 OSCM.3	APPLYING	EXPLAIN in-depth understanding of the various QC tools.
CO409 OSCM.4	ANALYSING	POINT OUT the uses and need of various QC tools
CO409 OSCM.5	EVALUATING	EVULATE and COMPARE the statistical quality control tools
CO409 OSCM.6	CREATING	PLAN the frameworks of Global Quality Awards

Unit-I

Quality Concepts

**No. of
Hours**

- 1.1 Defined, Quality Cost perspective ,Cost of Quality 6
- 1.2 Quality Function, Spiral of Progress in quality, Little q and Big Q, Juran Trilogy, 1.3 Internal and external quality perspective. Goods and service quality. 1.4 Cost of poor quality, internal failure cost and external failure cost, appraisal cost, 1.4 Prevention cost, Analysis of quality cost, hidden quality cost, 1.5 Discovering the optimum, economic models of quality of conformance-Zone of improvement, zone of high appraisal, zone of indifference.
- 1.6 Strategic Quality management:** Companywide quality culture, Organizational vision, Mission and quality policy, formulation of quality goals, competitive benchmarking, Steps in implementing Total quality-Decide, Prepare, Start,Expand and Integrate. Quality Circle

Unit-II	Quality Gurus:	No. of Hours
	2.1 Demings' 14 point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.	6
Unit-III	QC Tools:	No. of Hours
	3.1 Problem Solving Methodology - Check list, Flow Chart, Tally charts and Histograms, Graphs, Pareto Analysis, 3.2 Cause and Effect Diagram, Brainstorming, Scatter diagram and regression analysis. 3.3 Quality Function Deployment - Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements, 3.4 Central relationship matrix-What's versus the How's , relative weights of importance. 3.5 Design features interactions, target values, Technical comparison ,service information and special requirements-Difficulties associated with QFD, Implementation of QFD	6
Unit-IV	Statistical Quality Control	No. of Hours
	4.1 Necessity and Importance of SQC, Process capability, Six Sigma quality, 4.2 Process control, Process control for attributes, p charts and c charts, Process control for variables, X bar R chart, acceptance sampling, OC curves, 4.3 Average Outgoing Quality Limit (AOQL),Sampling plans	6
Unit-V	Quality Management Awards and frameworks	No. of Hours
	5.1 Malcolm Baldrige National quality award, Deming prize, ISO 9000-2000,CII, 5.2 Ramakrishna Bajaj Awards, 5.3 Tata Business Excellence	6

Model (TBEM)



Text Books	<ol style="list-style-type: none"> 1. Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition 2. Production and Operations Management by RB Khanna, PHI 3. Managing Quality by Dale, Blackwell Publication. 4. Quality Management by Howard Gitlow, Alan Oppenheim, Rosa Oppenheim and David Levine, TMGH, 3rd Edition 5. Total Quality Management - SenthilArasu et.al. 2nd EdnSci-tech Publications
Reference Books	<ol style="list-style-type: none"> 1. Operations Management: An Integrated Approach by Danny Samson and Prakash Singh, Cambridge University Press.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Managing Quality Edited by Barrie G Dale, Ton van der Wiele and Jos van Iwaarden, Blackwell Publishing, 5th Edition.

Course Title: Toyota Production System

Course Type: SE OSCM-07

Course Code:410 OSCM

Credits : 2

L:T:P : 2: 0 : 0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO410OSCM.1	REMEMBERING	Recall and define tools and concepts of TPS
CO410OSCM.2	UNDERSTANDING	Explain tools and concepts of TPS
CO410OSCM.3	APPLYING	Apply tools of TPS for quality improvement of business organizations
CO410OSCM.4	ANALYSING	Analyse the quality management processes
CO410OSCM.5	EVALUATING	Evaluate performance of the quality management systems of business organizations
CO410OSCM.6	CREATING	Design toyata production system for organizations

Unit-I	Introduction to TPS	No. of Hours
	1.1 Operational Excellence as a Strategic Weapon: 4 P model of the Toyota Way. Toyota Production System (TPS) and Lean Production.	6
	1.2 Development of TPS & One Piece Flow. Waste Elimination. Traditional Process Improvement v/s Lean Improvement. TPS House	
Unit-II	Toyota Way Principles	No. of Hours
	2.1 Base Your Management Decisions on Long Term Philosophy, Create Continuous Process Flow	6
	2.2 Use ‘Pull’ Systems to avoid Overproduction, Level out the Workload (Heijunka)	
Unit-III	TPS-1	No. of Hours
	3.1 Build a Culture of Stopping the Process to Build in Quality Right the First Time, Standardized Tasks for Continuous Improvement and Employee Empowerment	6
	3.2 Use Visual Control so No Problems are hidden, Use only Reliable, Thoroughly Tested Technology	
Unit-IV	TPS-2	No. of Hours
	4.1 Grow Leaders who thoroughly understand the Work Develop Exceptional People and Teams	6
	4.2 Respect Your Extended Network of Partners and Suppliers	
Unit-V	TPS-3	No. of Hours
	5.1 Go and See for yourself to thoroughly understand the Situation (Genchi Genbutsu)	6
	5.2 Consensus based slow decision making but rapid implementation Become a learning organization through relentless reflection (Hansei) and	

Continuous Improvement (Kaizen)



Text Books	1. The Toyota Way by Jeffrey Liker, Tata McGraw Hill, 2004 Edition.
Reference Books	1. The Toyota Way Fieldbook by Jeffrey Liker, David Meier, TMH, 2008 Reprint

Course Title: Operations Strategy**Course Type: SE OSCM-08****Course Code: 411 OSCM****Credits: 2****L:T:P : 2:0:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO411 OSCM.1	REMEMBERING	Remember ideas, concepts and principles in operations strategy.
CO411 OSCM.2	UNDERSTANDING	Understand the key role of operations in bringing about the growth and profitability of organizations.
CO411 OSCM.3	APPLYING	Apply quantitative tools in solving typical Operations Domain Problems.
CO411 OSCM.4	ANALYSING	Analyse the effectiveness of various quantitative tools in Operations Management.
CO411 OSCM.5	EVALUATING	Evaluate the utility and significance of various principles in operations strategy.
CO411 OSCM.6	CREATING	Create the performance matrix of quantitative tools in solving typical Operations Domain Problems.

Unit-I**Operations Strategy: Basics****No. of
Hours**

1.10 Introduction:

6

- 1.10.1 Importance and Linkage with Corporate strategy,
- 1.10.2 Strategies and values,
- 1.10.3 Competing through operations.

1.11 Operation strategy in global economy:

- 1.11.1 Strategic alliances and production sharing,
- 1.11.2 Fluctuations of international financial conditions and international companies.
- 1.11.3 Changing nature of world business.

- 1.12 Quality, Customer service and cost challenges and social responsibility

- 1.13 Current perspective-Strategic fit

Unit-II	Developing Operations Strategy	No. of Hours
2.1 Methodology for Developing Operations Strategy: 2.1.1 Value as business concept 2.1.2 Strategic issues in manufacturing 2.1.3 Value Chain concept Focus, 2.1.4 Core competence and distinctive capabilities 2.1.5 Stake holders & strategy, 2.1.6 Checking markets, Outcome of Market debate 2.1.7 Linking manufacturing to Markets 2.1.8 Strategic integration 2.1.9 Why products sell in the markets 2.1.10 Order Winners & Order Qualifiers. 2.2 Lean systems: 2.2.1 Eliminating waste.		6
Unit-III	Operation Strategy Execution	No. of Hours
3.1 Operation Strategy Implementation: 3.1.1 Technology strategy Issues in New Product development Time to market 3.1.2 Strategic nature of process 3.1.3 Business implication of Process choice 3.1.4 Hybrid Process. 3.2 Change management and Sustainability Procedure: 3.2.1 Company or plant based profiles 3.2.2 Decisions for product reallocation Downsizing		6

3.2.3 Capacity decisions Progression & Regression.

3.3 Evaluating various tradeoffs alternatives

3.4 Focused manufacturing

3.5 Product or process focus

3.6 Make or Buy

3.7 Merits /demerits

3.8 Value chain approach

3.9 Just in time

3.10 Lean manufacturing.

Unit-IV	Linear Programing	No. of Hours
<p>4.1 Linear Programming: 4.1.1 Formulation of LPP, 4.1.2 Simplex method, 4.1.3 Duality 4.1.4 Sensitivity Analysis</p> <p>4.2 Goal Programming (Numerical is expected on simplex method)</p>		6
Unit-V	Decision Tree	No. of Hours
	<p>5.1 Decision trees: 5.2 Concept of decision making & decision trees; 5.3 Application of decision trees in making manufacturing decisions like expansion of present plant, build new plant or sub-contract. (Numerical is expected on decision tree)</p>	6

Text Books	<ol style="list-style-type: none"> 1. Operations Research- by Nita Shah, Ravi Gor, HardikSoni- Prentice Hall India 2. Operations Management by Terry Hill, Palgrave, 2nd Edition. 3. Operations Now by Byron Finch, TMGH, 3rd Edition. 4. Operations Management by Norman Gaither, Greg Frazier, Cengage Learning, India Ed.
Reference Books	<ol style="list-style-type: none"> 1. Managerial Decision Modelling with Spreadsheets by NagrajBalakrishnan, Barry Render, Ralph M. Stair Jr.- Pearson 2. Introduction to Operations Research-by Billey E. Gillett- Tata McGraw Hill 3. Operations Management – An Integrated Approach by Samson and Singh, Cambridge. 4. Operations Management for Competitive Advantage by Chase, Jacobs, Aquilano and Agarwal, TMGH, 11th Edition.

Supplementary Reading Material	1. Operations Research- HariPrakash et.al.-Scitech Publications
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Course Title: Service Strategy	
Course Type: SE OSCM-09	Course Code:412 OSCM
Credits: 2	L:T:P : 2:0:0

COURSE OUTCOMES: On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO412 OSCM.1	REMEMBERING	REMEMBER ideas, concepts and principles in Service strategy.
CO412 OSCM.2	UNDERSTANDING	UNDERSTAND the key role of service in bringing about the growth and profitability of organizations.
CO412 OSCM.3	APPLYING	APPLY the techniques of service management in organization
CO412 OSCM.4	ANALYSING	ANALYSE the effectiveness of various technique in service management.
CO412 OSCM.5	EVALUATING	EVALUATE the utility and significance of various technique in service management.
CO412 OSCM.6	CREATING	PLAN a service strategy for organization.

Unit-I	Introduction to service strategy	No. of Hours
	1.1 Purpose and objectives of service strategy, Scope of service strategy, Value to business, Fundamental aspects of service strategy,	6
Unit-II	Service strategy principles	No. of Hours
	2.1 Basic approach to deciding a strategy, Strategy and opposing dynamics, Outperforming competitors, The four P's of service strategy Services, Value, Utility and warranty, Assets – customer, service and strategic, Service Providers – types, Defining services, Strategies for customer	6

satisfaction		
Unit-III	Service strategy processes	No. of Hours
3.1 Purpose and objectives, Scope, Value to Business, Policies, principles and basic concepts, Process activities, methods and techniques		6
Unit-IV	Governance	No. of Hours
4.1 Governance, Setting the strategy for governance, Evaluate, direct, monitor, Governance framework, What is IT governance, How service strategy relates to governance		6
Unit-V	Organizing for service strategy	No. of Hours
5.1 Organizational development, Organizational departmentalization, Organizational design, The role of service owner and business relationship manager		6

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