

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 2020-21

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 First Year MBA Curriculum Structure and Syllabus for first-year semesters I & II and second-year semesters III & IV w.e.f. from A.Y 2020-21 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

2020-22

MBA Curriculum AY 2020-22



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 :2020-22

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):

1. PEO1: Graduates of the MBA program will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real-world practices and thesector-specific nuance to provide solutions to real-world business, policy, and social issues in a dynamic and complex world.

2. PEO2: Graduates of the MBA program will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.

3. PEO3: Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value-centered leadership.

4. PEO4: Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.

5. PEO5: Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

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

1. Generic and Domain Knowledge - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues

2. Problem Solving & Innovation - Ability to Identify, formulate and provide innovative solution frameworks to real-world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.

3. Critical Thinking - Ability to conduct an investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data-driven decisions

4. Effective Communication - Ability to effectively communicate in cross-cultural settings, in technology-mediated environments, especially in the business context and with society at large

5. Leadership and Teamwork - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.

6. Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross-Cultural aspects of business and management.

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

8. Environment and Sustainability - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.

9. Social Responsiveness and Ethics - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.

10. Lifelong Learning – Ability to operate independently in a new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

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

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

- GA6: Proficiency in ICT & Digital Literacy
- GA7: Entrepreneurship & Intrapreneurship Orientation
- GA8: Cross-functional & Inter-disciplinary Orientation
- GA9: Results Orientation
- GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour
- GA11: Life-Long Learning Orientation

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 Continues Internal Assessment (CIA): Every student will be evaluated by the course teacher with various tools mentioned in point no.7

4.1.11 In Semester Examination (ISE): 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.

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

Sanjivani MBA Programme Structure Batch (2020-22)													
Block	SEM-I	Credits	SEM- II	Credits	SEM- III	Credits	SEM- IV	Credits	Total Credits	CIA	ISE	ESE	Total
A	GC-01	3	GC-07	3	GC-11	3	GC-15	3	72	490	660	1150	2300
	GC-02	3	GC-08	3	GC-12	3	GC-16	3					
	GC-03	3	GC-09	3	GC-13	6	GC-17	3					
	GC-04	3	GC-10	3	GC-14	3	SC-05	3					
	GC-05	3	SC-01	3	SC-03	3	SC-06	3					
	GC-06	3	SC-02	3	SC-04	3							
		18		18		21		15					
B	GE-01	2	GE-07	2	SE-05	2	SE-10	2	24	600	NA	NA	600
	GE-02	2	GE-08	2	SE-06	2	SE-11	2					
	GE-03	2	GE-09	2	SE-07	2	SE-12	2					
	GE-04	2	SE-01	2	SE-08	2	SE-13	2					
	GE-05	2	SE-02	2	SE-09	2							
	GE-06	2	SE-03	2									
		6		6		6		6					
C	ASCC-1	2	ASCC-2	2	ASCC-3	2	ASCC-4	2	8	1290	660	1150	200
	OE-1	2	OE-2	2	OE-3	2	OE-4	2					
		2		2		2		2					
Total Credits per Semester		26		26		29		23	104				3100
Marks													
Total Credits: 104 Total Marks 3100													
BLOCK-A													
*All the courses are Mandatory as it include Generic core and Subject core													
*Each Course is of 3 credits (Evaluated for 100 Marks : 20 CIA+ 30 ISE + 50 ESE)													
*(GC-13) Summer Internship Project (SIP) is of 06 credits evaluated for 100 Marks (50 Marks CIA and 50 Marks ESE External Viva)													
BLOCK-B													
*Semester I- Select any three courses from Generic Elective													
*Semester II- Select any one course from Generic Elective (GE) basket and two courses from Subject Elective basket .													
*Semester III- and IV Select any three courses from the Subject Elective basket .													
*Here each course is of 2 credits (Evaluated for 50 Marks by Course teacher in the form of Concurrent Internal Assesment)													
BLOCK-C													
* Select ASCC[Alternative Study Credit Course] or OE [Open Elective] from Block C to earn 02 credit in each semesters.													
*In Block C all courses evaluated by faculty as per subject requirement with prior approval of evaluation method from Head of Department													
* List of Approved ASCC and Open Electives will be announced by HOD at the beginning of Each Semester.													
* ASCC will allow to earn 2 credits on submission of certificate in the given semester and evaluation by respective faculty.													

SEMESTER-I

2020-22	SEMESTER -I			
	Course Category	Course Code	Course Title	Credits
A	Generic Core			
	GC-01	101	Financial Accounting & Control	3
	GC-02	102	Marketing Management-I	3
	GC-03	103	Managerial Economics	3
	GC-04	104	Business Research & Analytics	3
	GC-05	105	Organizational Behavior	3
	GC-06	106	Digital Business	3
Block A Total Credits				18
B	Generic Elective			
	GE-01	107	Business Communication	2
	GE-02	108	Management Fundamentals	2
	GE-03	109	Entrepreneurship Development	2
	GE-04	110	Selling and Negotiation Skills	2
	GE-05	111	Legal and Business Environment	2
	GE-06	112	Indian Economy	2
Block B Total Credits				6
C	ASCC-1	ASCC	Approved List from Department	2
	OE-01	OE	Need Based Course	2
	Block C Total Credits:02			
Total Credits Semester-I				26

SEMESTER-II

2020-22	SEMESTER -II				
A	Course Category	Course Code	Course Title	Credits	
	Generic Core/ Subject Core				
	GC-07	201	Financial Management	3	
	GC-08	202	Marketing Management-II	3	
	GC-09	203	Operations Management	3	
	GC-10	204	Human Resource Management	3	
	SC MKT-01	208 MKT	Marketing Research	3	
	SC MKT-02	209 MKT	Consumer Behavior	3	
	SC FIN-01	208 FIN	Financial Markets and Banking Operations	3	
	SC FIN-02	209 FIN	Personal Financial Planning	3	
	SC HRM-01	208 HRM	Manpower Planning	3	
	SC HRM-02	209 HRM	Training and Development	3	
	Block A Total Credits				18
B	Generic Elective/Subject Elective				
	GE-07	205	Startup and New Venture Management	2	
	GE-08	206	Geo-politics and World Economy	2	
	GE-09	207	Computer Applications For Business	2	
	SE MKT-01	210 MKT	Digital Marketing	2	
	SE MKT-02	211 MKT	Introduction to Financial Services	2	
	SE MKT-03	212 MKT	Personal Selling Lab	2	
	SE MKT-04	213 MKT	Marketing of Luxury Products	2	
	SE FIN-01	210 FIN	Security Analysis and Portfolio Management	2	
	SE FIN -02	211 FIN	Direct Taxes	2	
	SE FIN -03	212 FIN	Corporate Valuation Merger and Acquisition	2	
	SE FIN -04	213 FIN	Online Trading of Financial Assets	2	
	SE HRM-01	210 HRM	Labour Welfare	2	
	SE HRM-02	211 HRM	Conflict and Negotiation Management	2	
	SE HRM-03	212 HRM	Public Relations & Corporate Communications	2	
SE HRM -04	213 HRM	Performance Management System	2		
Block B: Total Credits				6	
C	ASCC-2	ASCC	Approved List from Department	2	
	OE-02	OE	Need Based Course	2	
	Block C: Total Credits				2
Total Credits Semester-II				26	

[Date]

BLOCK NO	Title	Credit/Course	No of courses	TA	ISE	ESE	TOTAL
A	Generic Core	3	16	16*20=320	16*30=480	16*50=800	1600
	SIP	6	1	1*50=50	-	1*50=50	100
	Subject Core	3	6	6*20=120	6*30=180	6*50=300	600
TOTAL (BLOCK A)		Total Credits: 72	23	490	660	1150	2300
B	Generic Elective	2	04	04*50=200	NA	NA	200
	Subject Elective	2	08	08*50=400	NA	NA	400
TOTAL (BLOCK B)		Total Credits: 24	12	600	NA	NA	600
C	Foundation , Enrichment, Open elective	2	04	04*50			200
	ASCC/MOOC/ PCC/SAP						
TOTAL (BLOCK C)		Total Credits: 8	04	200	NA	NA	200
TOTAL (BLOCK A+B+C)		104	39	1290	660	1150	3100

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)	48	COMPULSORY
2	SUBJECT CORE (SC)	18	COMPULSORY
3	GENERIC ELECTIVE (GE)	08	ELECTIVES
4	SUBJECT ELECTIVE (SE)	16	ELECTIVES
5	SIP	6	COMPULSORY
6	FOUNDATION/ENRICHMENT/OPEN ELECTIVE/MOOC/SAP/PCC	08	ELECTIVES
	Total	104	

[Date]

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)
2. Agribusiness Management
3. Tourism and Hospitality Management

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) Major Specialization – Courses: Total 12 (6 Subject Core courses and 6 Subject Elective courses)
- b) Minor Specialization – Courses: Total 5 (2 Subject Core courses and 3 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	2	2	6
	Credit/Course	2	2	2	
	Total Credits	4	4	4	12

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		2	1	3
	Credit/Course		2	2	
	Total Credits		4	2	6

[Date]

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

a) Major Specialization – Credits: Total 18 (12 Credits from Subject Core + Minimum 06 Credits from Subject Electives)

b) Minor Specialization – Credits: Total 12 (6 Credits from Subject Core + Minimum 6 Credits from Subject Electives)

3. The 12 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 -30credits)
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 6 Subject Elective courses (2, 2, 2 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 4 Subject Elective courses of Major specialization and 2 Subject Core courses and 3 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, 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 Continues Internal Assessment (CIA)

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

3. Each CONCURRENT INTERNAL ASSESMENT (CIA) item shall be of minimum 10 marks for Generic Elective and Subject Elective
4. Each CONCURRENT INTERNAL ASSESMENT (CIA) item shall be of minimum 20 marks for Generic Core and subject Core
5. For Generic Core and Subject core Courses there shall be a MINIMUM of two CONCURRENT INTERNAL ASSESMENT (CIA) items. The final scores shall be converted to 20, using best one
6. For Generic Core and Subject core Courses there shall be a five CONCURRENT INTERNAL ASSESMENT (CIA) items. CONCURRENT INTERNAL ASSESMENT (CIA) item shall be of minimum 10 The final scores shall be converted to 50
7. For all courses the CONCURRENT INTERNAL ASSESMENT (CIA) items 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.
8. CONCURRENT INTERNAL ASSESMENT (CIA) 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.
9. The assessment outcome of each CONCURRENT INTERNAL ASSESMENT (CIA) 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.
10. A copy of the duly signed CONCURRENT INTERNAL ASSESMENT (CIA) outcome shall be displayed on the notice boards, within a week of the assessment and guide the students for betterment.
11. Institute may conduct additional markup / remedial CONCURRENT INTERNAL ASSESMENT (CIA)) items at its discretion of the HOD
12. At the end of the term aggregate CONCURRENT INTERNAL ASSESMENT (CIA), 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 Concurrent Internal Assessment (CIA) Methods: Course teachers shall opt for a combination of one or more CONCURRENT INTERNAL ASSESSMENT (CIA) 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 Caselet 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 ScrapBook / 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/Biography Creating Brochures / Bumper Stickers / Fliers Creating and Presenting Posters Creating Crossword Puzzles Peer assessment	Online Exam Simulation Exercises Gamification 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 CONCURRENT INTERNAL ASSESSMENT (CIA) Method from each basket.

Rubrics: The course teacher shall design Rubrics for each CONCURRENT INTERNAL ASSESSMENT (CIA). 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:

[Date]

1. Linkages of the CONCURRENT INTERNAL ASSESMENT (CIA) 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 CONCURRENT INTERNAL ASSESMENT (CIA) Documents: Records of CONCURRENT INTERNAL ASSESMENT (CIA)) shall be retained for 3 years from the completion of the academic year. i.e., **Current Academic Year (CAY) + 3 years.**

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

1. The In Semester examination (ISE) for **3 credit** GC and SC will be of 30 Marks and End Semester Examination (ESE) will be of 50 Marks, 20 Marks will be for Teacher Assessment (TA)
2. 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, Udemy** 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 Programme's:

1. Learners may opt for Professional Certification Programme as a part of block C. These Professional Certification programme's 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 seek permission for seeking credit transfer for the proposed Professional Certification programme's, he/she wishes to pursue.
5. For Professional Certification programme's, 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 programme's 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.**

SEM-I

Semester-I

2020-22	SEMESTER -I			
	Course Category	Course Code	Course Title	Credits
A	Generic Core			
	GC-01	101	Financial Accounting & Control	3
	GC-02	102	Marketing Management-I	3
	GC-03	103	Managerial Economics	3
	GC-04	104	Business Research & Analytics	3
	GC-05	105	Organizational Behavior	3
	GC-06	106	Digital Business	3
Block A Total Credits				18
B	Generic Elective			
	GE-01	107	Business Communication	2
	GE-02	108	Management Fundamentals	2
	GE-03	109	Entrepreneurship Development	2
	GE-04	110	Selling and Negotiation Skills	2
	GE-05	111	Legal and Business Environment	2
	GE-06	112	Indian Economy	2
Block B Total Credits				6
C	ASCC-1	ASCC	Approved List from Department	2
	OE-01	OE	Need Based Course	2
	Block C Total Credits:02			
Total Credits Semester-I				26

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
CO101.6	CREATING	CREAT management accounting reports using financial accounting and cost accounting.

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, 1.2 Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, 1.3 Ledger and Trial Balance	6
Unit-II	Financial Statements	No. of Hours
	2.1 Meaning of Financial Statements, Importance and Objectives of Financial	9

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	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

Text Books	<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
Reference Books	<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, JawarharLal 10. Accounting, ShuklaGrewal 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	RECOLLECT and RETRIVE the key terms, concepts, theories, functions, roles, and purpose of Marketing Management.
CO102.2	UNDERSTANDING	ASSIMILATE the application of Sales and Marketing, Buying Behaviour, Marketing Environment, Segmentation, and Marketing Mix for every organization in real world scenario
CO102.3	APPLYING	APPLY the knowledge, concepts, principles and theories necessary to overcome challenges, of marketing in a changing technological landscape and in decision making situations.
CO102.4	ANALYSING	ANALYSE the complex marketing issues, business need, marketing strategies, pertaining to the segmentation, target marketing and positioning, consumer buying behavior, marketing mix and product life cycle.
CO102.5	EVALUATING	ASSESSMENT of Consumer buying behaviour, interrelationships between segmentation and the role of market information, integrate product and service decisions with pricing, distribution and promotion
CO102.6	CREATING	DEVELOP creative solutions to solve the marketing problems with the real world examples

Unit-I	Introduction To Marketing	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, Role and functions of Marketing Manager, Marketing challenges in the globalized economic scenario, Impact of technology and Social Responsibility. 1.4 Cross functional linkages between marketing and other business functions,	9

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	Process of Marketing, Selling verses Marketing, Brick and Click Model	
Unit-II	Consumer Behaviour	No. of Hours
	<p>2.1 Introduction to Consumer Behavior: Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior,</p> <p>2.2 Buying roles, Five steps of consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior.</p> <p>2.3 Moment of Truth (MOT), Zero Moment of Truth (ZMOT), Changing consumer buying behavior in India</p>	9
Unit-III	Dealing with competition	No. of Hours
	<p>3.1 Identification and Analysis of Competitors, Concept of Environment, need for analyzing the Marketing Environment</p> <p>3.2 Macro Environment & Micro Environment – Components and characteristics, Need, trends and factors affecting on Macro and Micro Environment.</p> <p>3.3 Demographics, Political, Economic, Socio-cultural, Technical and Legal, Environment</p>	9
Unit-IV	Marketing Segmentation, Targeting and Positioning	No. of Hours
	<p>4.1 Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services.</p> <p>4.2 Segment, Niche & Local Marketing, Mass Marketing, Long Tail Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets,</p> <p>4.3 Concept of Target Market and Concept of positioning–Value Proposition & USP, positioning errors, Market Potential & Market Share.</p>	9
Unit-V	Marketing Mix	No. of Hours
	<p>5.1 Four Ps and Seven Ps of Marketing Mix</p> <p>5.2 Product Life Cycle: Concept, characteristics, relevance and application of PLC, 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</p> <p>5.3 Case study and real world examples</p>	9

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 - RamaswamyV. S. & Namakumar S, 4/e, Macmillan Publishers, 2014. 3) Marketing Management – Tapan Panda, 2/e, Excel Publication,2012. 4) Fundamentals of Marketing Management - EtzelM. 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, Vikaspublications. 4) Marketing: Lamb, Hair, McDaniel, CengageLearning2014 5) Marketing Management –ArunKumar & Meenakshi N, 2/e, Vikaspublications,2013 6) Consumer Behaviour Schiffman Leon G.; Kumar, Ramesh S.- Pearosn 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 1.2. Introduction to Managerial economics: Managerial Economics-Nature, Scope &significance, Role of Managerial Economist in decision making.	7
Unit-II	Utility, Demand and Supply Analysis	No. of Hours
	2.1. Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer’s equilibrium - Budget line and Consumer surplus.	11

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	<p>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).</p> <p>2.3. Definition, determinants, Law of supply, elasticity of supply. Market equilibrium</p>	
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
	5.1. Macroeconomics Issues: Monetary policy, fiscal policy, foreign trade policy, GDP, Inflation, Calculation of National Income.	9

[Date]

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

Text Books	<ol style="list-style-type: none"> 1. Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. 2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi. 3. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi. 4. Microeconomics – David Besanko and Ronal R. Braeutigam, Wiley 4th Edition
Reference Books	<ol style="list-style-type: none"> 1. Managerial Economics – Pearson and Lewis, Prentice-Hall, New Delhi 2. Managerial Economics – G.S. Gupta, T M H, New Delhi. 3. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi. 4. Managerial Economics –Joel Dean, Prentice Hall, USA. 8. Managerial Economics –HL Ahuja, S Chand & Co. New Delhi.
Supplementary Reading Material	Economic Times Daily

Course Name: Business Research and Analytics

Course Type: Generic Core

Course Code: 104

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
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: 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: 1.2.1 Concept & Characteristics, 1.2.2 Understanding Scientific Research Practically</p> <p>1.3 Steps in Research Process: 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: 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: 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: 2.3.2.1 Concept & Types 2.3.2.2 Concept of Cross-sectional Studies, 2.3.2.3 Concept of Longitudinal Research</p>	9

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, 4.2.4 Area Sampling 4.2.5 Cluster Sampling.</p>	9

	<p>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.</p> <p>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.</p>	
Unit-V	Data Analysis & Report Writing:	No. of Hours
	<p>5.1 Data Analysis Basics: 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> <p>5.2 Graphical Representation of Data (Use of MS Excel, SPSS, Tableau etc.): 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> <p>5.3 Bivariate Analysis: 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> <p>5.4 Linear Regression Analysis: 5.4.1 Meaning and Two lines of regression; 5.4.2 Relationship between Correlation and Regression Co-efficient (Calculation & Interpretation)</p> <p>5.5 Test of Significance:</p>	9

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, 7th Edition 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, 1st Edition 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 1.2 Models of Organizational Behaviour, Key forces affecting organizations and continuing challenges Importance of Organizational behaviour for the managers.	9
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 2.2 Emotional Intelligence- Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ	9

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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 And Stress Management	No. of Hours
	<p>4.1 Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches.</p> <p>4.2 Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality.</p>	9
Unit-V	Organization culture & Change Management	No. of Hours
	<p>5.1 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> <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: Digital Business

Course Type: Generic Core

Course Code-106

Credits : 3

L:T:P :2:1:1

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

CO Number	Cognitive Abilities	Course Outcome
CO106.1	REMEMBERING	Understand and critically assess the strengths and limitations of the main digital business concepts and ideas.
CO106.2	UNDERSTANDING	Understand the main issues surrounding digital technologies, including an awareness of how these have evolved and continue to evolve over recent years.
CO106.3	APPLYING	The skills and understanding in how to critically assess emerging technology landscapes as well as sources of information about those landscapes.
CO106.4	ANALYSING	To demonstrate analytical thinking and independent judgment, and the ability to reflect on self and others in a business environment.
CO106.5	EVALUATING	An ability to critical evaluate the main tools and information sources used by technology decision makers and users.
CO106.6	CREATING	To demonstrate critical skills in assessing the potential of new digital technologies and their value/relevance for organisations.

Unit-I	Introduction to Digitalization:	No. of Hours
	<p>1.1 How digital challenges traditional management strategy</p> <p>1.2 Digital – properties that facilitate business growth strategy and competitive advantage, role in business of incremental and disruptive technologies, value configurations, benefits and limitations. Digital and traditional business - similarities and differences in managing them</p> <p>1.3 Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce</p> <p>1.4 Remote servicing, procurement, and online marketing and advertising Ecommerce, resources and infrastructure planning.</p>	9
Unit-II	Emerging Tools and Technologies	No. of Hours
	<p>2.1 Overview of concepts such as ERP, SCM, CRM, Data Base Management, , Data warehousing, Business Intelligent, Knowledge Management, cloud Computing.</p> <p>2.2 Social Media - Why Social Media, Building Relationship via FB, LinkedIn, Twitter and YouTube Heading comments, Social media content base creation, Application of social media in different areas of business, Face Recognition tools</p> <p>2.3 Mobile Technology - Concept of mobile web, mobile apps, mobile marketing and payments.</p> <p>2.4 Cyber Security for Digital Business Introduction to Cybercrimes, Difference between Hacking and Cracking, Types of Hackers.</p> <p>2.5 Internet of Things: Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets.</p> <p>2.6 Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models.</p>	9

Unit-III	Digital Business Ecosystem	No. of Hours
	<p>3.1 What is Digital business ecosystem: Paradigm shift and Digital business ecosystem concept</p> <p>3.2 Elements of the digital ecosystem: Architecting Ecosystems, The Ecosystems Challenges, Networking and Connectivity in Digital Business ecosystem</p> <p>3.3 Key Opportunities and Imperatives of Digital Ecosystems Working from The Outside In - Strategies for Leveraging Digital Business Ecosystems</p> <p>3.4 A New Platform for Building Digital Business Ecosystems</p> <p>3.5 Visualizing Entire Ecosystems</p> <p>3.6 The Ecosystems Benefits</p>	9
Unit-IV	Digital Transformation	No. of Hours
	<p>4.1 Digital Transformation: What is Digital Transformation, Concept of Digital Maturity and Digital Life cycle</p> <p>4.2 Organizing & Adapting Corporate Innovation Process for Digital Transformation: The five critical pillars of innovation management capability, Adapting innovation programs for digital transformation</p> <p>4.3 The Digital Economy: The new economy A new enterprise, Themes for the new economy</p> <p>4.4 Digital ecosystem: Vertical and horizontal value chains Human –Machine interface, Definition and design of digital workplaces</p> <p>4.5 Digital Business Models: Digital retail business model, Digital financial service business model, Digital hospitality business model, Digital health business model, Digital Government and cities.</p> <p>4.6 Monetizing the Digital Enterprise: Operating model practices, Mechanisms for monetization and digital enterprise pay back</p> <p>4.7 Distinctive Features of Digital Transformation: How is Digital Transformation Different to Previous IT-Enabled Transformations</p>	9

Unit-V	Digital Transformation Strategies for Specific Target Business Outcomes	No. of Hours
	<p>5.1 Enhancing the Digital Customer Experience: Strategic levers for the digital customer experience, Bringing it all together: The Digital Customer Experience Bill of Rights</p> <p>5.2 Transforming the Digital Workplace: Instrumenting the human and socializing the machine</p> <p>5.3 Gaining Insights from Analytics: Board-level use cases for big data analytics, Data strategies Data architecture</p> <p>5.4 Optimizing Digital Infrastructure and Simplifying Management: Emerging requirements for the future data center, Implementing the future data center</p> <p>5.5 Online Travel and Tourism Services: Characteristics of Online Travel, Benefits, Limitations, and Competition in Online Travel Services.</p> <p>5.6 E-Employment: Online Job Market, Social Networks Based Job, Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market</p>	9

Text Books	<ol style="list-style-type: none"> 1. Mark Skilton, (2015), Building the Digital Enterprise, Palgrave Macmillan. 2. Don Tapscot,(1995),The Digital Economy, Mc Graw- Hill Publication
Reference Books	<ol style="list-style-type: none"> 1. Electronic commerce – A managerial perspectives Efraim Turban , David King , Jae lee 2. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland J Springer 3. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education. 4. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Technology Forecast- Price Waterhouse Coopers 2. McKinsey Quarterly- www.mckinseyquarterly.com

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
	2.1 Introduction, Type of Business Communication, Communication network in the organization. 2.2 Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context, Profile of an effective listener	6
Unit-III	Internal Business Communication	No. of Hours
	3.1 Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting,	6

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	and Common Mistakes made at Meetings	
	3.2 Writing Memos, Circulars, and Notices: Introduction to Memo, Circulars and Notices. Communicating through Email	
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 preparation, Attending Job Interview</p>	6

Text Books	<p>1 K. K Shinde, “ Business Communication”, 2018, ISBN:9789387957633</p> <p>2. Business Communication Today, BoveeCLet.al., Pearson Education</p>
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	<p>3. Business Communication, P.D. Chaturvedi, Pearson Education</p> <p>4. Business Communication, T N Chhabra, BhanuRanjan, Sun India</p> <p>5. Verbal and Non Verbal Reasoning, Prakash, P, Macmillan India Ltd. ,NewDelhi</p> <p>6.ObjectiveEnglish,Thorpe,E,andThorpe,S,PearsonEducation,NewDelhi</p>
Reference Books	<p>1. C. S. G. KrishnamacharyuluR. Lalitha,” Business Communication”, Himalaya Publishing House,2009, ISBN:9788184885675, 8184885679</p> <p>2. UrmilaRai, S.M Rai,” Business Communication”, Himalaya Publishing House, 2013, ISBN: 9788183186572</p>

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

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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 4.3 Rationality 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 Bhivpathaki “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,HeinzWehrich, “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)

[Date]

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,	6

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	1.7 Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India.	
Unit-II	Theories of entrepreneurship	No. of Hours
	2.1 Innovation Theory by Schumpeter & Imitating, 2.2 Theory of High Achievement byMcClelland, 2.3 X-Efficiency Theory by Leibenstein, 2.4 Theory of Profit by Knight, 2.5 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 variousincentives, 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,	6

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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 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

[Date]

	<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 Isenhart, 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; Prashant Chaudhary
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: Legal & Business Environment

Course Type: Generic Core

Course Code- 111

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
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
	The Indian Contract Act 1872: 1.1 Classification of law Establishing the contract, 1.2 Essential element of contract: 1.3 Offer and Acceptance, 1.4 Consideration, Free consent, Competency of Parties, 1.5 Void agreements, Contingent Contracts, 1.6 Performance and Discharge of Contract, 1.7 Remedies for Breach of Contract, 1.8 Contract of Indemnity and Guarantee, Agency.	10
Unit-II	Sale of Goods Act	No. of Hours
	The Sales of Goods Act 1930; 2.1 Nature of Contract of Sale; 2.2 Conditions and Warranties;	5

[Date]

	2.3 Transfer of Ownership and Delivery; 2.4 Rights of Unpaid Seller and Rights of Buyer.	
Unit-III	Negotiable Instruments Act	No. of Hours
	The Negotiable Instruments Act 1881: 3.1 Meaning and Definition of Negotiable Instruments; 3.2 Classification, 3.3 Competence and Liability of Parties to Negotiable Instruments, 3.4 Negotiation and Assignment; 3.5 Dishonour Of NI.	5
Unit-IV	Company Law	No. of Hours
	4.1 The Companies Amendment Act 2013 (Companies Act 1956): 4.1 Kinds of Companies as per amendments, 4.2 MOA, AOA, 4.3 Winding Up of a company, 4.4 Prospectus.	5
Unit-V	Consumer Protection Act	No. of Hours
	Consumer Protection Act: The Consumer Protection Act 1986- 5.1 Unfair trade practices, 5.2 Consumer dispute redressal agencies.	5

Text Books	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	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: 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	Perspective of Indian Economy	No of Hours
-I		
	<p>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.</p> <p>1.2 Concept of Hard &Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solidwastemanagement, Earthmonitoringandmeasuringnetworks. Soft Infrastructure-Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure</p>	6

[Date]

Unit -II	Human Resources and Economic Development	No of Hours
	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. 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	6
Unit -III	Sectoral composition of Indian Economy	No of Hours
	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	6
Unit -IV	Inequality and Economic Power in India	No of Hours
	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	6
Unit -V	The Foreign Trade of India	No of Hours
	5.1 Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of 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	6

[Date]

1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)

Text Books	<ol style="list-style-type: none">1. Indian Economy, Dutt R and Sundharam K.P.M, S.Chand, Delhi2. Indian Economy, Agarwal A.N., Vikas Publishing House, Delhi3. Indian Economy, Misra S.K. and Puri V.K., Himalaya Publishing House, New Delhi4. Economic Reforms in India-A Critique, Dutt Ruddar, S.Chand, New Delhi.
Reference Books	<ol style="list-style-type: none">1. Economic Environment of Business, Adhikary, Sultan Chand and Sons2. Business, Government and Society, George A and Steiner GA, Macmillan3. Economic Environment of Business, Ghosh, Vikas4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

2020-22	SEMESTER -II				
A	Course Category	Course Code	Course Title	Credits	
	Generic Core/ Subject Core				
	GC-07	201	Financial Management	3	
	GC-08	202	Marketing Management-II	3	
	GC-09	203	Operations Management	3	
	GC-10	204	Human Resource Management	3	
	SC MKT-01	208 MKT	Marketing Research	3	
	SC MKT-02	209 MKT	Consumer Behavior	3	
	SC FIN-01	208 FIN	Financial Markets and Banking Operations	3	
	SC FIN-02	209 FIN	Personal Financial Planning	3	
	SC HRM-01	208 HRM	Manpower Planning	3	
	SC HRM-02	209 HRM	Training and Development	3	
	Block A Total Credits				18
	B	Generic Elective/Subject Elective			
GE-07		205	Startup and New Venture Management	2	
GE-08		206	Geo-politics and World Economy	2	
GE-09		207	Computer Applications For Business	2	
SE MKT-01		210 MKT	Digital Marketing	2	
SE MKT-02		211 MKT	Marketing of Financial Services	2	
SE MKT-03		212 MKT	Personal Selling Lab	2	
SE MKT-04		213 MKT	Marketing of Luxury Products	2	
SE FIN-01		210 FIN	Security Analysis and Portfolio Management	2	
SE FIN -02		211 FIN	Direct Taxes	2	
SE FIN -03		212 FIN	Corporate Valuation Merger and Acquisition	2	
SE FIN -04		213 FIN	Online Trading of Financial Assets	2	
SE HRM-01		210 HRM	Labour Welfare	2	
SE HRM-02		211 HRM	Conflict and Negotiation Management	2	
SE HRM-03		212 HRM	Public Relations & Corporate Communications	2	
SE HRM -04	213 HRM	Performance Management System	2		
Block B: Total Credits				6	
C	ASCC-2	ASCC	Approved List from Department	2	
	OE-02	OE	Need Based Course	2	
	Block C: Total Credits				2
Total Credits Semester-II				26	
UMC			Human Rights -II		
			Introduction to Cyber Security- II		

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

[Date]

	2.5 Ratio Analysis, 2.6 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.

[Date]

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

[Date]

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

[Date]

	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
	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. 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,	9

[Date]

	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

[Date]

<p>5.1. Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion.</p> <p>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.</p>	8
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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

[Date]

	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.

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 incorporate.	6
Unit-II	Customer Discovery	No. of Hours

[Date]

	<p>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.</p>	6
Unit-III	The Financial Road Map	No. of Hours
	<p>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.</p>	6
Unit-IV	Entrepreneurial Leadership	No. of Hours
	<p>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, 4.3 How to assemble a board of advisors, separating leadership from management, 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, 4.6 Recruiting, selection and hiring, Hiring the first employee.</p>	6
Unit-V	Business Plan	No. of Hours
	<p>5.1 Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary</p>	6

[Date]

5.2 Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission

5.3 Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company?

5.4 Description of the business model, the marketing and sales strategy

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,

5.6 Risk analysis and possible exit strategies.

5.7 Conclusion and appendixes: Résumés, literature, technical descriptions.

5.8 Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc.

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 and Palich, Cengage Learning, India Edition. 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.

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	<ol style="list-style-type: none"> 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, 1.3Differences among National Economies, 1.4Market 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

[Date]

	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

[Date]

	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 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	6
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 1.2 Types of research, Research Process, Research Applications in Business Decisions and Marketing Research in India, Features of Good Research	6

[Date]

	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 2.2 Research Design: Nature ,Process, Classification of Research design 2.3 Experimental Design-Introduction, Classification 2.4 Preparing & Evaluating Marketing Research proposal.	6
Unit-III	Data Collection, Measurement and Scaling	No. of Hours
	3.1 Secondary Data Collection Methods:Classification of Data,Researchapplication,Classification of Secondary Data 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	6
Unit-IV	Respondent Selection and Data Preparation	No. of Hours
	4.1 Sampling: Concepts, Probability and Non-Probability Sampling Design, Determination of Sample Size 4.2 Data Processing: Fieldwork Validation, Data Editing,Coding ,Classification 4.3 Chi-Square Test	6
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 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	6

[Date]

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)

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

[Date]

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

[Date]

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

[Date]

	<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
	<p>4.1 YouTube Marketing: Video Flow, Google Pages for YouTube Channel, Verify Channel, Webmaster Tool –Adding</p> <p>4.2 Asset, Associated Website Linking, Custom Channel URL, Channel ART, Channel Links, Channel Keywords, Branding</p> <p>4.3 Watermark, Featured Contents on Channel, Channel Main Trailer, Uploading Videos, Uploading Defaults, Creator</p> <p>4.4 Library, Case Studies. Channel Navigation, Video Thumbnail, CTA –Annotation, CTA –Extro, CTA –Cards for Mobile</p> <p>4.5 Redirect Traffic to Website, Post Upload Enhancements, Live Broadcasting, Managing Playlists, Managing Comments</p> <p>4.6 Managing Messages, Monetization with Adsense, Paid YouTubeChannel, Channel Analytics, Real Time Analytics, CaseStudies.</p>	6
Unit-V	Email Marketing - Content Writing	No. of Hours
	<p>5.1 Email Marketing - Content Writing: Email Machine –The Strategy, Email Frequency, Why People Don’t Buy</p>	6

[Date]

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 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	6
Unit-II	Mutual Fund	No. of Hours
	2.1Concept and structure of mutual funds in India; Role of custodian;	6

[Date]

	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	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

[Date]

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
	<p>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</p>	7

[Date]

	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

[Date]

	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.,

[Date]

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	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.
CO208FIN.2	UNDERSTANDING	UNDERSTAND the concepts of financial markets, their working and importance.
CO208FIN.3	APPLYING	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
CO208FIN.4	ANALYSING	ANALYZE the linkages in the Financial Markets.
CO208FIN.5	EVALUATING	EXPLAIN the various banking and accounting transactions.
CO208FIN.6	CREATING	DEVELOP necessary competencies expected of a finance professional.

Unit-I	Introduction to Indian Financial System	No. of Hours
	1.1 Structure and Components: Indian financial system in India, Role of financial system in economic development. 1.2 Introduction to financial Institutions – Banking – Non Banking Institutions. Role and Functions of Banks and their Contribution to Indian Economy. 1.3 Introduction to Financial Markets, Functions and Classification. Money Market, Capital markets, Bond markets, Commodity markets, Money markets, Derivatives	9

[Date]

	markets, Futures markets, Foreign exchange markets, Crypto currency market	
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 - Preference Shares, Equity Shares, Non-voting Shares, Convertible Cumulative Debentures (CCD), Fixed Deposits, Debentures and Bonds, Global Depository receipts, American Depository receipts, Global Debt Instruments</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, Investment Banking, Corporate Banking, Private Banking, Development Banking.</p>	9
Unit-V	Concepts in Banking and Accounting of transactions	No. of Hours
	<p>5.1. Accounting in banks</p> <p>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.</p>	9

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Text Books	<ol style="list-style-type: none">1. Indian Financial Services, M Y Khan2. 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 Hill2. Financial Institutions and Markets, Mudra.3. Financial Markets, NaliniTripathy.
Supplementary Reading Material	<ol style="list-style-type: none">1. Capital Markets & Financial Services, Anil Agashe2. 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 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,	12

[Date]

	<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	1. Introduction to Financial Planning , Indian Institute of Banking & Finance 2. Personal Financial Planning Theory and Practice, Kaplan Schweser 3. Personal Finance, E. Thomas Gorman and Raymond E. Forgue, Southwest-Western Cengage Learning. 4. Fundamentals of Financial Planning, Michael Dalton, Joseph Gillice, James Dalton and Thomas Langdon, Money Education 5. Personal Financial Planning, Benedict KohWaiMun Fong, Pearson 6. Personal Financial Planning, Lawrence J. Gitman , Michael D. Joehnk, Cengage NOW.

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	REMEMBER various concepts taught in the syllabus.
CO210FIN.2	UNDERSTANDING	EXPLAIN various theories of Investment Analysis and Portfolio Management
CO210FIN.3	APPLYING	CALCULATE risk and return on investment using various concepts covered in the syllabus.
CO210FIN.4	ANALYSING	ANALYZE and DISCOVER intrinsic value of a security.
CO210FIN.5	EVALUATE	DESIGN/ CREATE 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 1.2 Portfolio Management: Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and his role.	6
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 2.2 Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. Technical Analysis: Meaning, Tools of technical	6

[Date]

	analysis, Technical Analysis vs. Fundamental Analysis. Efficient Market Theory: Meaning. Forms of Market Efficiency, Efficient Market Hypothesis vs. Fundamental & Technical Analysis	
Unit-III	Valuation of bonds and shares	No. of Hours
	3.1 Bond Valuation: Meaning, Types, Bond Prices, Bond Return, Risks in Bonds. 3.2. Equity Valuation: Meaning, Concept of Present Value, Share Valuation Models, Multiplier Approach to Share Valuation	6
Unit-IV	Portfolio Analysis & Selection	No. of Hours
	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. 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	8
Unit-V	Portfolio Revision & Evaluation	No. of Hours
	5.1. Portfolio Revision: Meaning and need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies 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	4

Text Books	<ol style="list-style-type: none"> 1. Security Analysis and Portfolio Management by Donald E. Fischer Ronald J. Jordan, Publisher: Prentice-Hall of India 2. Security Analysis And Portfolio Management by V. Gangadhar, Publisher: Anmol Publications.
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	3.Security Analysis And Portfolio Management by S Kevin Publisher: Prentice hall of India
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	1.Security Analysis and Portfolio Management, A.P. Dash,I.K. International

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

[Date]

	<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
	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	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
	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	6

Text Books	Suggested Text Books:
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	<ol style="list-style-type: none"> 1. Direct Taxes, Ravi Kishore 2. Direct Taxes, J.P. Jakhotiya 3. Direct Taxes, Dr. GirishAhuja& Dr. Ravi Gupta 4. 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: 1.1.1 An understanding of ‘Value’ 1.1.2 The nature and scope of Valuation 1.1.3 Objectives of Valuation 1.1.4 Importance of Business Valuation 1.1.5 Misconceptions about Valuation</p> <p>1.2 Principle and Techniques of Valuation: 1.2 Elements of Business Valuation 1.2.1 Conceptual Overview 1.2.2 Valuation Approaches 1.2.3 Choice of Approach 1.2.4 Fair Market Value 1.2.5 Adjustments for Valuation Purposes</p> <p>1.3 Discounted Cash Flow Valuation: 1.3.1 Definition and description of DCF analysis 1.3.2 Assumptions in DCF Model 1.3.3 Importance of DCF approach 1.3.4 Advantages and Limitations of DCF approach 1.3.5 Application of DCF Valuation 1.3.6 Value drivers 1.3.7 Steps in DCF Valuation</p>	6
Unit-II	Unit 2: Types of Valuation	No. of Hours
	<p>2.1 Relative Valuation: 2.1.1 Definition and description of Relative Valuation 2.1.2 Steps in Relative Valuation 2.1.3 Market Value</p>	6

[Date]

	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

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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

[Date]

	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. 1.2 Effective decision Making , meeting organization goals and objectives	9
Unit-II	Role of Human Resource in Manpower Planning and Developing a Manpower Plan	No. of Hours

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	<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 ManageTrainLearn "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>

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3. C. S. Ventataraman and B. K. Srivastave, Tata Me. Graw Hill, Personnel Management.

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 2.2 Room Design, Role and responsibilities of HRD and	9

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	Training specialist	
Unit-III	Designing Training Plan	No. of Hours
	3.1 Objectives of Designing Training Plan, Competency Based HRM/Training, New Employee Training 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	9
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

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	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

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	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
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	<p>2. The Negotiation Field book Simple Strategies to Help you negating everything, Grande, Lum. New Delhi : TATA MCGRAW HILL Publishing Company Limited</p> <p>3. Negotiation / Harvard Business Essentials. U S A, Harvard Business Publishing Corporation</p> <p>4. How to Conduct Effective Negotiations, Forsyth, Patrick Jaico Publishing House</p> <p>5. Managing Workplace Conflicts, Subbulakshmi,V., Hyderabad : ICFAI University Press</p> <p>6. 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.</p>
Reference Books	<p>1. Getting to Yes: Negotiating Agreement without Giving In, Roger Fisher, WilliamUry, Bruce Patton</p> <p>2. Bargaining for Advantage: Negotiation Strategies for Reasonable People, G. Richard Shell</p> <p>3. Secrets of Power Negotiating: Inside Secrets from a Master Negotiator, Roger Dawson</p>

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

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	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

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	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

