

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 2021-22

**Curriculum**



At. Sahajanandnagar, Post. Shingnapur 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 2021-22 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



# **Sanjivani College of Engineering, Department of MBA**

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

## **Curriculum**

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

**Batch :2021-23**

**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 2020-21 for MBA-1<sup>st</sup> year and AY 2021-22 for MBA-2<sup>nd</sup> year.

**1.0 Preamble:** The MBA Curriculum 2020 second 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 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.

**2.1.4 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

**2.1.5 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.

**2.1.6 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.

**2.1.7 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):**

**PEO1:** To equip the students with requisite knowledge, skills & right attitude necessary to provide effective leadership in a global environment.

**PEO2:** To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.

**PEO3:** To develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.

**PEO4:** To harness the entrepreneurial approach and skill-sets.

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

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

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

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

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

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

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

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

#### 4.0 MBA Program Course Types & Evaluation Pattern:

Sr No	Course Type	Credit	Nature	CONTINUOUS Internal Assessment (CIA)	In Sem Examination (ISE)	End Sem Examination (ESE)	Total Marks
<b>BASIC COURSE TYPES</b>							
1	Generic Core (GC)	3	Compulsory	20	30	50	100
2	Subject Core (SC)	3	Compulsory (Specialisation)	20	30	50	100
3	Generic Elective (GE)	2	Elective	50			50
4	Subject Elective (SE)	2	Elective (Specialisation)	50			50
5	Summer Internship Project (SIP)	6	Project Compulsory	50		50	100
<b>ADDITIONAL COURSE TYPE</b>							
1	Alternative Study Credit Courses (ASCC)	2	Elective	50			50
2	Open Electives (OE)	2	Elective	50			50

#### 4.1 Course Types

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

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

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

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

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

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

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

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

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

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

**4.1.10 Continuous 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 In-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							
	<b>18</b>		<b>18</b>		<b>21</b>		<b>15</b>						
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									
	<b>6</b>		<b>6</b>		<b>6</b>		<b>6</b>						
C	ASCC-1	2	ASCC-2	2	ASCC-3	2	ASCC-4	2	8	200	NA	NA	200
	OE-1	2	OE-2	2	OE-3	2	OE-4	2					
	<b>2</b>		<b>2</b>		<b>2</b>		<b>2</b>						
<b>Total Credits per Semester</b>	<b>26</b>		<b>26</b>		<b>29</b>		<b>23</b>		<b>104</b>	<b>1290</b>	<b>660</b>	<b>1150</b>	<b>3100</b>
													<b>Marks</b>

**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 Assessment)

**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.

2021-23	SEMESTER –I			
A	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
	<b>Generic Core</b>			
	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 Behaviour	3
	GC-06	106	Digital Business	3
<b>Block A Total Credits</b>			<b>18</b>	
B	<b>Generic Elective</b>			
	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
	GE-01	107	Business Communication	2
	GE-02	108	Management Fundamentals	2
	GE-03	109	Entrepreneurship Development	2
	GE-04	110	Selling & Negotiation Skills	
	GE-05	111	Legal & Business Environment	
	GE-06	112	Indian Economy	
<b>Block B: Total Credits</b>			<b>6</b>	
C	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
	ASCC-1	ASCC	Approved List from Department	2
	OE-01	OE	Need Based Course	2
<b>Block C: Total Credits</b>			<b>2</b>	
<b>Total Credits Semester-I</b>				<b>26</b>
UMC			Human Rights -I	1
			Introduction to Cyber Security- I	1

2021-23	SEMESTER –II			
A	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
	<b>Generic Core/ Subject Core</b>			
	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	208 MKT	Marketing Research	3
		209 MKT	Consumer Behaviour	3
	SC FIN	208 FIN	Financial Markets	3
		209 FIN	Personal Financial Planning	3
	SC HRM	208 HRM	Manpower Planning	3
		209 HRM	Training and Development	3
	SC OSCM	208 OSCM	Service Operation Management-I	3
		209 OSCM	Supply Chain Management	3
	<b>Block A Total Credits</b>			<b>18</b>
B	<b>Generic Elective/Subject Elective</b>			
	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
	GE Bucket	205	Entrepreneurship Development and New Venture Management	2
		206	Geo-politics and World Economy	2
		207	Computer Applications For Business	2
	SE MKT Bucket-1	210 MKT	Digital Marketing-I	2
		211 MKT	Marketing of Financial Service	2
		212 MKT	Personal Selling Lab	2
		213 MKT	Marketing of Luxury Products	2
	SE FIN Bucket-1	210 FIN	Security Analysis and Portfolio Management	2
		211 FIN	Direct Taxes	2

	SE FIN Bucket-1	212 FIN	Corporate Valuation Merger and Acquisition	2	
		213 FIN	Online Trading of Financial Assets	2	
	SE HRM Bucket-1	210 HRM	Labour Welfare	2	
		211 HRM	Conflict and Negotiation Management	2	
		212 HRM	Public Relations & Corporate Communications	2	
		213 HRM	Lab in Recruitment and Selection	2	
	SE OSCM Bucket-1	210 OSCM	Inventory Management	2	
		211 OSCM	Theory of Constraints	2	
		212 OSCM	Productivity Management	2	
		213 OSCM	Service Value Chain Management	2	
	<b>Block B: Total Credits</b>				<b>6</b>
		<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
	<b>C</b>	ASCC-2	ASCC	Approved List from Department (Advanced Excel)	2
OE-02		OE	Need Based Course	2	
<b>Block C: Total Credits</b>				<b>2</b>	
<b>Total Credits Semester-II</b>				<b>26</b>	
UMC			Human Rights -II		
			Introduction to Cyber Security- II		

2021-23	SEMESTER -III				
A	Course Category	Course Code	Course Title	Credits	
	<b>Generic Core/ Subject Core</b>				
	GC-11	301	Strategic Management	3	
	GC-12	302	Decision Science	3	
	GC-13	303	Summer Internship Program	6	
	GC-14	304	Corporate Governance	3	
	SC MKT	305 MKT	Services Marketing	3	
		306 MKT	Sales & Distribution Management	3	
	SC FIN	305 FIN	Financial Statement Analysis & Value Investing	3	
		306 FIN	Corporate Finance	3	
	SC HRM	305 HRM	HR Operations	3	
		306 HRM	HR Planning, Recruitment and Selection	3	
	SC OSCM	305 OSCM	Services Operations Management - II	3	
		306 OSCM	Logistics Management	3	
	SC ABM	305 ABM	Agro Industries Management-I	3	
<b>Block A Total Credits</b>				<b>21</b>	
B	<b>Subject Elective</b>				
	SE MKT Bucket-2	307 MKT	Integrated Marketing Communication	2	
		308MKT	Product and Brand Management	2	
		309MKT	Advanced Selling Skills	2	
		310MKT	Business to Business Marketing	2	
		311MKT	Digital Marketing - II	2	
		312MKT	Marketing of BFSI	2	
	SE FIN Bucket-2	307 FIN	Financial Modelling-I	2	
		308 FIN	Indirect Taxation	2	
		309 FIN	Fundamental and Technical Analysis	2	

	SE FIN Bucket-2	310 FIN	Financial Derivatives	2	
		311 FIN	Insurance Banking & Finance	2	
	SE HRM Bucket-2	307 HRM	Compensation and Reward Management	2	
		308 HRM	Knowledge Management	2	
		309 HRM	Psychometric Testing and Assessment	2	
		310 HRM	Emotional Intelligence	2	
		311 HRM	Talent Management	2	
		312 HRM	Games People Play – Psychology of HRM	2	
	SE OSCM Bucket-2	307 OSCM	Six Sigma for Operations	2	
		308 OSCM	Toyota Production System	2	
		309 OSCM	Manufacturing Resource Planning	2	
		310 OSCM	Sustainable Supply Chains	2	
		311 OSCM	Business Excellence	2	
	SE ABM	306 ABM	Agriculture Input Product Marketing	2	
	<b>Block B: Total Credits</b>			<b>6</b>	
	C	ASCC-03	ASCC	Approved List from Department	2
		OE-03	OE	Need Based Course May Be announced	2
		<b>Block C: Total Credits</b>			<b>2</b>
	<b>Total Credits Semester-III</b>				<b>29</b>
UMC		Introduction to Cyber Security- III		1	
		Skill Development Courses-I		1	

2021-23	SEMESTER –IV				
A	Course Category	Course Code	Course Title	Credits	
	<b>Generic Core/ Subject Core</b>				
	GC-15	401	Indian Ethos and Business Ethics	3	
	GC-16	402	Current Trends in Management	3	
	GC-17	403	Enterprise Performance Management	3	
	SC MKT	404 MKT	Marketing 4.0 to 5.0	3	
		405 MKT	Marketing Strategy	3	
	SC FIN	404 FIN	Mergers, Acquisitions & Corporate Restructuring	3	
		405 FIN	Advance Financial Management	3	
	SC HRM	404 HRM	Organizational Change & Development	3	
		405 HRM	Industrial Relations & Labour Welfare	3	
	SC OSCM	404 OSCM	Operations Strategy	3	
		405 OSCM	Industry 4.0	3	
	SC ABM	404 ABM	Agro Industries Management - II	3	
<b>Block A Total Credits</b>				<b>15</b>	
B	<b>Subject Elective</b>				
	SE MKT Bucket-3	406 MKT	Rural and Agricultural Marketing	2	
		407 MKT	Retail Marketing	2	
		408 MKT	Tourism and Hospitality Management	2	
		409 MKT	Marketing to Emerging Markets & Bottom of Pyramid	2	
		410 MKT	Marketing Analytics	2	
	SE FIN Bucket-3	406 FIN	International Finance	2	
		407 FIN	Fin Tech	2	
		408 FIN	Financial Laws	2	
		409 FIN	Financial Modelling –II	2	
		410 FIN	Fixed Income Securities	2	
	SE HRM Bucket-3	406 HRM	Human Capital Management & HR Audit	2	
		407 HRM	Performance Management	2	
		408 HRM	HR Analytics	2	

		409 HRM	Employee Empowerment & Engagement	2
		410 HRM	Designing HR Policies	2
	SE OSCM Bucket-4	406 OSCM	Quality Management Standards	2
		407 OSCM	World Class Manufacturing	2
		408 OSCM	Strategic Supply Chain Management	2
		409 OSCM	Purchasing and Supplier Relationship Management	2
	SE ABM	406 ABM	Agriculture Output Product Marketing	2
<b>Block B: Total Credits</b>			<b>6</b>	
C	ASCC-04	ASCC	Approved List from Department	2
	OE-04	OE	Need Based Course May Be announced	2
	<b>Block C: Total Credits</b>			<b>2</b>
<b>Total Credits Semester -IV</b>				<b>23</b>
<b>Introduction to Cyber Security- IV</b>				<b>1</b>
<b>Skill Development Courses-II</b>				<b>1</b>



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
<b>TOTAL (BLOCK A)</b>		<b>Total Credits: 72</b>	<b>23</b>	<b>490</b>	<b>660</b>	<b>1150</b>	<b>2300</b>
B	Generic Elective	2	04	04*50=200	NA	NA	200
	Subject Elective	2	08	08*50=400	NA	NA	400
<b>TOTAL (BLOCK B)</b>		<b>Total Credits: 24</b>	<b>12</b>	<b>600</b>	<b>NA</b>	<b>NA</b>	<b>600</b>
C	Foundation , Enrichment, Open elective	2	04	04*50			200
	ASCC/MOOC/ SAP						
<b>TOTAL (BLOCK C)</b>		<b>Total Credits: 8</b>	<b>04</b>	<b>200</b>	<b>NA</b>	<b>NA</b>	<b>200</b>
<b>TOTAL (BLOCK A+B+C)</b>		<b>104</b>	<b>39</b>	<b>1290</b>	<b>660</b>	<b>1150</b>	<b>3100</b>

**Note:**

- **SAP=** If students enroll themselves for the SAP course in Semester -I and complete 200 hours training (any change of number of hours for training from SAP will be applicable) 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 Semester - 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 08 Credits of Block C
- However, these learners shall skip the Block “C” courses and instead opt for the Milestone based CONTINUOUS 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	08	ELECTIVES
<b>Total</b>		<b>104</b>	

### 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)
4. Operations & Supply Chain Management (OSCM)

The following specializations shall be offered ONLY as MINOR Specializations:

1. Agribusiness Management

#### Note:

1. Dept. of MBA, SCOE, Kopergaon MAY NOT offer a specialization if minimum 20% of students are not registered for a particular combination.
2. Dept. of MBA, SCOE, Kopergaon MAY NOT offer an elective if minimum 20% of students are not registered for a particular elective / combination.

### 5.1 Major Specialization + Minor Specialization Combination:

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

- a) Major Specialization – Courses: Total 10 (4 Subject Core courses and 6 Subject Elective courses)
- b) Minor Specialization – Courses: Total 4(2 Subject Core courses and 2 Subject Elective courses)

<b>Major Specialization</b>					
Course	Semester	II	III	IV	Total
Subject Core	Course	2	1	1	4
	Credit/Course	3	3	3	3
	<b>Total Credits</b>	<b>6</b>	<b>3</b>	<b>3</b>	<b>12</b>
Subject Elective	Course	2	2	2	6
	Credit/Course	2	2	2	2
	<b>Total Credits</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>12</b>

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

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

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

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

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

4. The Major + Minor specialization combination is **OPTIONAL**.

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

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

#### **Options & Guidelines for Choice of Specialization:**

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

## **6.0 Summer Internship Project & Dissertation:**

### **6.1 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 15<sup>th</sup> September to 30<sup>th</sup> September. The Panel shall comprise of two evaluators appointed by the Head of Department. It is encouraged to involve senior alumni, industry experts, and recruiters to conduct the internal viva-voce. The internal viva-voce panel shall provide a detailed assessment of the SIP report and suggest changes required if any. After the internal viva-voce, the student shall finalize the SIP report by incorporating all the suggestions and recommendations of the internal viva-voce panel. The internal guide shall then issue the Institute's Certificate to the student. The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Semester III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

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

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

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

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

## **6.2 Dissertation**

In Semester IV under Open Elective (OE) Dissertation may be offered. The students shall work in a group (04-Students) under the supervision of the Faculty (Mentor) and a Senior Supervisor, and carry out a dissertation and submit a structured report in one hard copy & one soft copy (CD).

Dissertation is a document submitted in support of candidature for a post graduate academic degree and a professional qualification presenting the author's capabilities of real situation related comprehensive management research and findings.

The student group is required to conduct an exploratory/ descriptive/ causal research on a topic related to one of contemporary issues in current management situation often linked to the area of MBA specialization or interest of student. The topic should be chosen in consultation with the student's allotted Faculty (Mentor) and a Senior Supervisor.

### **OBJECTIVES OF DISSERTATION:**

1. To provide means to immerse students in actual supervised professional experiences
2. To gain deeper understanding in specific areas of management research.
3. Testing of students' capability to work independently and think critically.

### **MAJOR STAGES FOR CARRYING OUT DISSERTATION:**

#### **Stage-I: Research Proposal Submission**

The student will prepare a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide and the Head of the department about the topic before commencing the dissertation work.

#### **Stage-II: Report Submission**

A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same.

Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide & approved by the head of department.

#### **Stage-III: Presentation**

A group presentation on completed report shall be taken by the respective Faculty (Mentor) along with Senior Supervisor.

A MS power point presentation covering the key aspects of research dissertation should be created (25-35 slides) and each group (04-Students) is expected to complete presentation in 20-25 minutes of time. The exact schedule of presentation shall be communicated in advance.

**Stage-IV: Publishing Research Paper based on the dissertation work and submitting certificate of acceptance of paper in SCOPUS/UGC-CARE/ CONFERENCE:** The marks for

publication shall be allotted only after submitting necessary evidences of acceptance of research papers in journal/conference on national/international level.

**There will be Continuous evaluation for 50 marks:**

<b>Stages:</b>	<b>Component</b>	<b>Marks</b>
I	Research Proposal	10 Marks
II	Research Report Submission	15 Marks
III	Research Paper presentation	10 Marks
IV	Publications of research paper (Acceptance in Journal / Conference of National/International Level)	15 Marks

### **7.0 Continuous Internal Assessment (CIA)**

1. The course teacher shall prepare the scheme of CONTINUOUS Internal Assessment (CIA)(Formative Assessment) before the commencement of the term. The scheme of CONTINUOUS Internal Assessment (CIA) shall explicitly state the linkages of each CONTINUOUS 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 CONTINUOUS Internal Assessment (CIA) with or without modifications.
3. Each CONTINUOUS INTERNAL ASSESMENT (CIA) item shall be of minimum 10 marks.
4. For Block A courses there shall be a MINIMUM of two CONTINUOUS INTERNAL ASSESMENT (CIA) items. The final scores shall be of 20
5. For Block B courses there shall be a Minimum three to five CONTINUOUS INTERNAL ASSESMENT (CIA) items. The final scores shall be of 50.
6. For Block C the CONTINUOUS INTERNAL ASSESMENT (CIA) 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.
7. CONTINUOUS 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.

8. The assessment outcome of each CONTINUOUS 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.
9. A copy of the duly signed CONTINUOUS INTERNAL ASSESMENT (CIA) outcome shall be displayed on the notice boards, within a week of the assessment and guide the students for betterment.
10. Institute may conduct additional markup / remedial CONTINUOUS INTERNAL ASSESMENT (CIA) items at its discretion of the HOD
11. At the end of the term aggregate CONTINUOUS 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 CONTINUOUS INTERNAL ASSESMENT (CIA) Methods:** Course teachers shall opt for a combination of one or more CONTINUOUS INTERNAL ASSESMENT (CIA) methods listed below.

<b>Group A</b>	Class Test; Open Book Test; Written Home Assignment; In-depth Viva-Voce; Class Participation
<b>Group B</b>	Case Study; Case let; Situation Analysis
<b>Group C</b>	Field Visit / Study tour and report of the same; Small-Group Project & Internal Viva-Voce; Model Development; Role Play; Story Telling; Fishbowls
<b>Group D</b>	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
<b>Group E</b>	Online Exam; Simulation Exercises; Gamification Exercises; Presentation based on Google Alerts; Webinar based assessment; Creating Webpage / Website / Blog; Discussion Boards; Creating podcasts / Newscast Creating info-graphics / infomercial
<b>Group F</b>	Mini Projects, 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

\*\* Suggestive Note - Each faculty should use the maximum one CONTINUOUS INTERNAL ASSESMENT (CIA) Method from each basket. To maximize versatile learning and give opportunity to different aspects of persona, but the autonomy remains with course teacher.



**Rubrics: The course teacher shall design Rubrics for each CONTINUOUS INTERNAL ASSESMENT (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:

1. Linkages of the CONTINUOUS 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 CONTINUOUS INTERNAL ASSESMENT (CIA) Documents:**

Records of CONTINUOUS 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):**

⇒ During First Year of MBA

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 Continuous Internal Assessment (CIA).

For **2 credit** GE and SE there will be No End Semester Examination (ESE), the courses would be evaluated for 50 Marks with Continuous Internal Assessment Components of 10 Marks each.

⇒ During Second Year of MBA

For **3 credit** GC and SC End Semester Examination (ESE) will be of 60 Marks, 40 Marks will be for Continuous Internal Assessment (CIA).

For **2 credit** GE and SE there will be No End Semester Examination (ESE), the courses would be evaluated for 50 Marks with Continuous Internal Assessment Components of 10 Marks each. Class Participation will be a compulsory CIA component.

## **9.0 Programme Flexibility:**

### **9.1 Fast & Slow Learners:**

- **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.

- **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 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 MOOCs:

1. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through **NCFM, SAP, SWAYAM, EdX, Coursera, Udemy etc.** as part of 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 08 credits spread across the I/II/III/IV semesters shall be earned through the Block C
4. Since 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.

5. 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 MOOCs, he/she wishes to pursue.

#### **9.5. Evaluation of MOOCs through SWAYAM:**

1. In case of SWAYAM, the students shall be evaluated as a part of the 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 CONTINUOUS 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 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, Udeemy:**

1. The CONTINUOUS comprehensive evaluation conducted by EdX, Coursera, Udeemy 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 CONTINUOUS comprehensive evaluation of such students who undertake MOOCs through the EdX, Coursera, Udeemy platform.

#### **9.6 Professional Certification Programme:**

1. Learners may opt for Professional Certification Programme as a part of block C. These Professional Certification Programme shall be offered by National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.
2. Not more than 08 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, he/she wishes to pursue.
5. For Professional Certification Programme, 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 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 08 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 CONTINUOUS 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:**

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

**10. 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 104 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 1/3<sup>rd</sup>** 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.**

# SEMESTER – I

2021-23	SEMESTER –I			
A	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
	<b>Generic Core</b>			
	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 Behaviour	3
	GC-06	106	Digital Business	3
	<b>Block A Total Credits</b>			<b>18</b>
B	<b>Generic Elective</b>			
	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
	GE-01	107	Business Communication	2
	GE-02	108	Management Fundamentals	2
	GE-03	109	Entrepreneurship Development	2
	GE-04	110	Selling & Negotiation Skills	
	GE-05	111	Legal & Business Environment	
	GE-06	112	Indian Economy	
	<b>Block B: Total Credits</b>			<b>6</b>
C	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
	ASCC-1	ASCC	Approved List from Department	2
	OE-01	OE	Need Based Course	2
<b>Block C: Total Credits</b>			<b>2</b>	
<b>Total Credits Semester-I</b>				<b>26</b>
UMC			Human Rights -I	1
			Introduction to Cyber Security- I	1

**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:**

<b>CO Number</b>	<b>Cognitive Abilities</b>	<b>Course Outcome</b>
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.

<b>Unit-I</b>	<b>BASIC CONCEPTS</b>	<b>No. of Hours</b>
	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, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance	9
<b>Unit-II</b>	<b>FINANCIAL STATEMENTS</b>	<b>No. of Hours</b>
	Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. Numerical - Final Accounts of Sole Proprietary Firm	9



<b>Unit-III</b>	<b>COST ACCOUNTING</b>	<b>No. of Hours</b>
	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. Numerical - Preparation of Cost Sheet	9
<b>Unit-IV</b>	<b>SHORT TERM BUSINESS DECISION TECHNIQUES – MARGINAL COSTING</b>	<b>No. of Hours</b>
	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. Numerical - Marginal Costing and Short-Term Business Decisions	9
<b>Unit-V</b>	<b>EXERCISING CONTROL – BUDGETARY CONTROL &amp; STANDARD COSTING: BUDGETARY CONTROL</b>	<b>No. of Hours</b>
	Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Functional Budgets–Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget. <i>Standard Costing</i> : 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. Numerical- Raw Material Purchase & Procurement Budget, Cash Budget, Flexible Budget. Material Variances and Labour Variances	9

<b>Text Books</b>	
	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. Shriprakash Soni
	4. Management Accounting, Dr. Mahesh Kulkarni

Reference Books	Suggested Reference Books:
	<ol style="list-style-type: none"> <li>1. Financial Cost and Management Accounting, P.Periasamy</li> <li>2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning</li> <li>3. Accounting For Management, S. N. Maheshwari</li> <li>4. Management Accounting, Madhu Vij</li> <li>5. Fundamentals of Management Accounting, H. V. Jhamb</li> <li>6. Cost and Management Accounting, M. N. Arora</li> <li>7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications</li> <li>8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson</li> <li>9. Accounting For Management, Jawarharlal</li> <li>10. Accounting, Shukla Grewal</li> <li>11. Management Accounting, Ravi Kishore</li> <li>12. Accounting for Managers, Dearden and Bhattacharya</li> </ol>

**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:**

<b>CO Number</b>	<b>Cognitive Abilities</b>	<b>Course Outcome</b>
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

<b>Unit-I</b>	<b>INTRODUCTION TO MARKETING</b>	<b>No. of Hours</b>
	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. 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. 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. Cross functional linkages between marketing and other business functions, Process of Marketing, Selling versus Marketing, Brick and Click Model	9

<b>Unit-II</b>	<b>CONSUMER BEHAVIOUR</b>	<b>No. of Hours</b>
	Introduction to Consumer Behavior: Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior. Buying roles, Five steps of consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth (MOT), Zero Moment of Truth (ZMOT), Changing consumer buying behavior in India	9
<b>Unit-III</b>	<b>DEALING WITH COMPETITION</b>	<b>No. of Hours</b>
	Identification and Analysis of Competitors, Concept of Environment, need for analyzing the Marketing Environment. Macro Environment & Micro Environment – Components and characteristics, Need, trends and factors affecting on Macro and Micro Environment. Demographics, Political, Economic, Socio-cultural, Technical and Legal, Environment	9
<b>Unit-IV</b>	<b>MARKETING SEGMENTATION, TARGETING AND POSITIONING</b>	<b>No. of Hours</b>
	Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Mass Marketing, Long Tail Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets. Concept of Target Market and Concept of positioning–Value Proposition & USP, positioning errors, Market Potential & Market Share.	9
<b>Unit-V</b>	<b>MARKETING MIX</b>	<b>No. of Hours</b>
	Four Ps and Seven Ps of Marketing Mix. 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. Case study and real world examples	9

<b>Text Books</b>	
	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.

<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1) Marketing: An Introduction - Rosalind Masterson &amp; David Pickton, 2/e, Sage Publications,2014.</li> <li>2) Marketing Management- Karunakaran, HPH.</li> <li>3) Marketing in India: Neelamegham, 4/e, Vikas publications.</li> <li>4) Marketing: Lamb, Hair, McDaniel, CengageLearning2014</li> <li>5) Marketing Management – Arun Kumar &amp; Meenakshi N, 2/e, Vikaspublications,2013</li> <li>6) Consumer Behaviour Schiffman Leon G.; Kumar, Ramesh S.- Pearson</li> <li>7) Marketing Strategy A Decision Focused Approach, Walker Mullins; Boyd Larreche</li> <li>8) Case Studies In Marketing The Indian Context :R Srinivasan</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. Marketing Whitebook (Latest Edition)</li> <li>2. Brand Equity Supplement of the Economic Times</li> <li>3. Brand Wagon Supplement of the Financial Express</li> <li>4. Strategist Supplement of Business Standard</li> <li>5. NCAER - <a href="http://www.ncaer.org/">http://www.ncaer.org/</a></li> <li>6. 2011 Census of India Reports - <a href="http://www.censusindia.gov.in/">http://www.censusindia.gov.in/</a></li> <li>7. <a href="http://www.marketingpower.com/Pages/default.aspx">http://www.marketingpower.com/Pages/default.aspx</a> (American Marketing Association)</li> <li>8. <a href="http://www.12manage.com">www.12manage.com</a></li> <li>9. <a href="http://www.marketingteacher.com">www.marketingteacher.com</a></li> <li>10. Journal of Marketing</li> <li>11. IIMB Management Review</li> <li>12. Vikalpa</li> <li>13. Advertising Express- IUP Magazine</li> </ol>

**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
	Basic Economic Concepts: Concept of Economy, Economics, Microeconomics, Macroeconomics. Basic Economic Problem, Circular flow of Economy, Market forces in solving economic Problems. Introduction to Managerial economics: Managerial Economics-Nature, Scope &significance, Role of Managerial Economist in decision making.	9
Unit-II	UTILITY, DEMAND AND SUPPLY ANALYSIS	No. of Hours
	Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer’s equilibrium - Budget line and Consumer surplus. 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	9

	Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numerical not expected). Definition, determinants, Law of supply, elasticity of supply. Market equilibrium	
<b>Unit-III</b>	<b>PRODUCTION AND COST ANALYSIS</b>	<b>No. of Hours</b>
	Concept of Production, Types of Production ( Short run and Long run), Scale of Production( Small Scale and large Scale), Economies and Diseconomies of scale. 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. 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.	9
<b>Unit-IV</b>	<b>MARKET STRUCTURES, REVENUE ANALYSIS, AND PRICING</b>	<b>No. of Hours</b>
	Market structures: Perfect Competition, Monopoly, Monopolistic competition and oligopoly. Revenue concepts, TR, AR and MR, the equilibrium of firm and industry. Pricing Under various market conditions ( Short run and Long run)	9
<b>Unit-V</b>	<b>MACROECONOMIC ENVIRONMENT</b>	<b>No. of Hours</b>
	Macroeconomics Issues: Monetary policy, fiscal policy, foreign trade policy, GDP, Inflation, Calculation of National Income. 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	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.</li> <li>2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.</li> <li>3. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.</li> <li>4. Microeconomics – David Besanko and Ronal R. Braeutigam, Wiley 4<sup>th</sup> Edition</li> </ol>
<b>Reference Books</b>	1. Managerial Economics – Pearson and Lewis, Prentice-Hall, New Delhi

	<p>2. Managerial Economics – G.S. Gupta, T M H, New Delhi.</p> <p>3. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi.</p> <p>4. Managerial Economics –Joel Dean, Prentice Hall, USA. 8. Managerial Economics –HL Ahuja, S Chand &amp; Co. New Delhi.</p>
<b>Supplementary Reading Material</b>	Economic Times Daily



<b>Course Name: BUSINESS RESEARCH AND ANALYTICS</b>	
<b>Course Type: Generic Core</b>	<b>Course Code: 104</b>
<b>Credits: 3</b>	<b>L:T:P :3:0:0</b>

**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
	Understanding Research: Concept & Definition, Situations in Business Research, Qualities of Good Research, Understanding ESS, Artificial Intelligence, Business Analytics, DSS in the context of Business Research, Machine Learning & Cognitive intelligence, Research applications in Business Context, Recent Trends in Business Research. Scientific Research: Concept & Characteristics, Understanding Scientific Research Practically. Steps in Research Process: Concept, Steps in Research Process, Interrelationship between Research Problem, Management Question, Research Question and Investigation Question. Research Proposal: Concept & Elements of a Research Proposal, Developing a Research Proposal, Evaluating a research proposal, Development of Real-Life Research Proposal and its evaluation.	<b>9</b>

<b>Unit-II</b>	<b>RESEARCH DESIGN</b>	<b>No. of Hours</b>
	Concept, Features & Usage of Research Design, Research Approaches: Quantitative v/s Qualitative. Research Designs: Exploratory Research Design: Concept & Types, Qualitative techniques like Projective Techniques, Depth Interview, Experience Survey, Focus Groups and Observation. Descriptive Research Designs: Concept & Types, Concept of Cross-sectional Studies, Concept of Longitudinal Research	9
<b>Unit-III</b>	<b>DATA MEASUREMENT</b>	<b>No. of Hours</b>
	Measurement Basics: Concept & Problems in Measurement, Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval & Ratio etc. Scaling Basics: Concept & Types, Understanding various Rating Scales like Likert Scale, Semantic Differential Scales, Constant Sum Scales, and Graphic Rating Scales. Understanding various Ranking Scales likes Paired Comparison & Forced Ranking - Concept and Application. Data Basics: Concept & Types of Data, Secondary Data: Definition, Sources, Characteristics, Online Data Searching, Issues to be considered for secondary data, sufficiency, adequacy, reliability, consistency. Data Collection v/s Data Mining. Primary Data: Definition, Sources, Characteristics, Online Data Collection, Primary Data Collection via Questionnaire, Personal Interviews, Online Survey. Strategic Literature Review. Artificial Intelligence in Data Measurement.	9
<b>Unit-IV</b>	<b>SAMPLING</b>	<b>No. of Hours</b>
	Basics: Concepts like Universe, Statistical Population, Sample, Characteristics of a Good Sample. Practical Approaches in Sampling Frame, Sampling & Non-Sampling Errors and its Minimization, Sample Size Constraints. Probability Sampling: Simple Random Sampling, Systematic Sampling, Stratified Random Sampling, Area Sampling, Cluster Sampling. Non-Probability Sampling: Judgmental Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling, Snowball Sampling. Practical Considerations in Sample Size Determination: Sample Size determination, Morgan Stanley Sample Table, Practical Numerals on Sample Size Determination.	9
<b>Unit-V</b>	<b>DATA ANALYSIS &amp; REPORT WRITING</b>	<b>No. of Hours</b>
	Data Analysis Basics: Editing, Coding & Classification of Data etc. Univariate Analysis, Tabular representation of Data, Construction of Frequency Distributions, Measures of Central Tendency – Mean, Median and Mode, Graphical Representation of Data (Use of MS Excel, SPSS, Tableau etc.): Bar charts, Pie charts, Histogram, Leaf and stem, Candle	9

	<p>stick, Box plots. Bivariate Analysis: Cross Tabulations, Percentages Analysis, Bivariate Correlation Analysis - Karl Person's Coefficient of Correlation and Spearman's Rank Correlation; Scatter plots, Chi-Square Test (Testing hypothesis), Association of Attributes. (Only Interpretation). Linear Regression Analysis: Meaning and Two lines of regression; Relationship between Correlation and Regression Co-efficient (Calculation &amp; Interpretation). Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Parametric &amp; Non-parametric tests: Binomial test of proportion, Randomness test; ANOVA, MANOVA, ANCOVA, MANCOVA (Introduction). Research Reports: Structure of Research Report, Report Writing and Presentation. <b>Note:</b> Extensive use of MS Excel/SPSS/Tableau is expected in learning unit no. 5</p>	
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<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Business Research Methods by Donald Cooper &amp; Pamela Schindler, TMGH, 9<sup>th</sup> Edition.</li> <li>2. Research Methodology by C.R. Kothari, New Age International Publication, 2nd Edition</li> <li>3. Research Methods for Social Work by Allen, Earl R. Babbie, Cengage, 7<sup>th</sup> Edition</li> <li>4. Business Research Methods by Sachdeva Himalaya Publication</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning, 8<sup>th</sup> Edition</li> <li>2. Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2<sup>nd</sup> Edition</li> <li>3. Handbook of Research Design and Social Measurement by Delbert Charles Miller, Neil J. Salkind, Sage Publication, 6<sup>th</sup> Edition</li> <li>4. Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman, Routledge, 1<sup>st</sup> Edition</li> <li>5. SPSS Handbook by Himalaya Publications</li> </ol>

**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
	Meaning of Organizational behavior, Nature, Scope, and fundamental concepts connected with Organizational behaviour. 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
	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. Emotional Intelligence- Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ	9

<b>Unit-III</b>	<b>GROUP AND TEAM DYNAMICS</b>	<b>No. of Hours</b>
	The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories	9
<b>Unit-IV</b>	<b>CONFLICT AND STRESS MANAGEMENT</b>	<b>No. of Hours</b>
	Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality.	9
<b>Unit-V</b>	<b>ORGANIZATION CULTURE &amp; CHANGE MANAGEMENT</b>	<b>No. of Hours</b>
	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. 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	9

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

**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:**

<b>CO Number</b>	<b>Cognitive Abilities</b>	<b>Course Outcome</b>
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.

<b>Unit-I</b>	<b>INTRODUCTION TO DIGITALIZATION</b>	<b>No. of Hours</b>
	How digital challenges traditional management strategy. 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. 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. Remote servicing, procurement, and online marketing and advertising Ecommerce, resources and infrastructure planning.	9

Unit-II	EMERGING TOOLS AND TECHNOLOGIES	No. of Hours
	<p>Overview of concepts such as ERP, SCM, CRM, Data Base Management, Data warehousing, Business Intelligent, Knowledge Management, cloud Computing. 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. Mobile Technology - Concept of mobile web, mobile apps, mobile marketing and payments. Cyber Security for Digital Business Introduction to Cybercrimes, Difference between Hacking and Cracking, Types of Hackers. Internet of Things: Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets. Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models.</p>	9
Unit-III	DIGITAL BUSINESS ECOSYSTEM	No. of Hours
	<p>What is Digital business ecosystem: Paradigm shift and Digital business ecosystem concept, Elements of the digital ecosystem: Architecting Ecosystems, The Ecosystems Challenges, Networking and Connectivity in Digital Business ecosystem. Key Opportunities and Imperatives of Digital Ecosystems Working from The Outside In - Strategies for Leveraging Digital Business Ecosystems. A New Platform for Building Digital Business Ecosystems. Visualizing Entire Ecosystems. The Ecosystems Benefits</p>	9
Unit-IV	DIGITAL TRANSFORMATION	No. of Hours
	<p>Digital Transformation: What is Digital Transformation, Concept of Digital Maturity and Digital Life cycle, Organizing &amp; Adapting Corporate Innovation Process for Digital Transformation: The five critical pillars of innovation management capability, Adapting innovation programs for digital transformation, The Digital Economy: The new economy A new enterprise, Themes for the new economy, Digital ecosystem: Vertical and horizontal value chains Human –Machine interface, Definition and design of digital workplaces, Digital Business Models: Digital retail business model, Digital financial service business model, Digital hospitality business model, Digital health business model, Digital Government and cities, Monetizing the Digital Enterprise: Operating model practices, Mechanisms for monetization and digital enterprise pay back, 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
	Enhancing the Digital Customer Experience: Strategic levers for the digital customer experience, Bringing it all together: The Digital Customer Experience Bill of Rights, Transforming the Digital Workplace: Instrumenting the human and socializing the machine, Gaining Insights from Analytics: Board-level use cases for big data analytics, Data strategies Data architecture, Optimizing Digital Infrastructure and Simplifying Management: Emerging requirements for the future data center, Implementing the future data center, Online Travel and Tourism Services: Characteristics of Online Travel, Benefits, Limitations, and Competition in Online Travel Services. 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	9

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



<b>Course Name: BUSINESS COMMUNICATION</b>	
<b>Course Type: Generic Elective</b>	<b>Course Code 107</b>
<b>Credits: 2</b>	<b>L:P:T:1:1:0</b>

**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
	Introduction, Understanding to Communication Process of Communication, Barrier to communication, Importance of communication in the workplace. Type of Communication, Classification of Communication channel.	6
Unit-II	NATURE OF BUSINESS COMMUNICATION	No. of Hours
	Introduction, Type of Business Communication, Communication network in the organization. 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
	Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting,	6

	During the Meeting, After the Meeting, and Common Mistakes made at Meetings, Writing Memos, Circulars, and Notices: Introduction to Memo, Circulars and Notices. Communicating through Email.	
<b>Unit-IV</b>	<b>EXTERNAL BUSINESS COMMUNICATION</b>	<b>No. of Hours</b>
	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. 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, Writing Business Reports: Introduction, Types of Business Reports, Format for Business Reports, Steps in Report Preparation	6
<b>Unit-V</b>	<b>RECRUITMENT AND EMPLOYMENT CORRESPONDENCE</b>	<b>No. of Hours</b>
	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, 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	6

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

<b>Course Name: MANAGEMENT FUNDAMENTALS</b>	
<b>Course Type: Generic Elective</b>	<b>Course Code -108</b>
<b>Credits:2</b>	<b>L:T:P :2:0:0</b>

**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
	Concept of Management, Nature of Management, efficiency and effectiveness, Mintzberg Managerial Role, Origin of the Contemporary Management Concepts, Different Approaches to Management, Managerial Competencies: Communication, teamwork, planning and administrative, strategic and global competencies	6
Unit-II	PLANNING	No. of Hours
	Nature, Importance, Steps, Types, Management by Objective, Introduction to SWOT, Barriers and Measures to overcome	6

<b>Unit-III</b>	<b>ORGANISING</b>	<b>No. of Hours</b>
	Organizational Structures, Organisation Design, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Elements, Line and Staff Authority, Factors Affecting Structural Choice, Types Of Departmentation, Learning Organisation, Virtual Organizations	6
<b>Unit-IV</b>	<b>DECISION MAKING</b>	<b>No. of Hours</b>
	Concept of Decision and Decision Making-Types of Decision, Decision-Making process, Individual Vs Group Decision Making, Rationality in DM	6
<b>Unit-V</b>	<b>CONTROLLING</b>	<b>No. of Hours</b>
	Definition & Types, Process, Techniques	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. L M Prasad, "Principles and Practices of Management", Sultan Chand and Sons, 2013, ISBN : 978-81-8054-695-2 (60481)</li> <li>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)</li> <li>3. P C Tripathy, P N Reddy "Principles of Management", Tata McGraw Hill Publishing Company Limited, 2013, (25886)</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Stephen P Robbins, David A Decenzo, Sanghamitra Bhattacharya "Fundamentals of Management-Essential Concepts and Application", Pearson, , ISBN : 978-81-317-2146-9(49422)</li> <li>2. Harold Koontz, Heinz Wehrich, "Essentials of Management-An International Perspective", Tata Mac Graw Hill, , ISBN : 0-07-058339-0 (28305)</li> <li>3. James A F Stoner, R Edward Freeman, Daniel R Gilbert "Management", Pearson, , ISBN: 978-81-317-0704 (61159)</li> </ol>

<b>Course Name: ENTREPRENEURSHIP DEVELOPMENT</b>	
<b>Course Type: Generic Elective</b>	<b>Course Code :109</b>
<b>Credits:2</b>	<b>L:T:P: 2:0:0</b>

**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
	Concept of Entrepreneur, Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, 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, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution-Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India.	6
Unit-II	THEORIES OF ENTREPRENEURSHIP	No. of Hours
	Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen.	6

Unit-III	<b>ENTREPRENEURSHIP DEVELOPMENT</b>	<b>No. of Hours</b>
	<p>Entrepreneurial Competencies, Developing Competencies, Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI, EDII, NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process, Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility.</p>	6
Unit-IV	<b>Role of Central Government and State Government in promoting Entrepreneurship</b>	<b>No. of Hours</b>
	<p>Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Women Entrepreneurs - Role, Problems and Prospects, Reasons for low women Entrepreneurs, Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes, and Preventive Measures – Turnaround Strategies. Future of Entrepreneurship Development and Government, Start-Up India, Make in India.</p>	6
Unit-V	<b>ENTERPRISE PROMOTION</b>	<b>No. of Hours</b>
	<p>Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins, 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 &amp; Management, Ownership - Franchising, networking, and alliances, Buying existing business, Critical risk contingencies of the proposal, Scheduling and milestones.</p>	6

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

<b>Course Name: SELLING AND NEGOTIATION SKILLS</b>	
<b>Course Type: Generic Elective</b>	<b>Course Code: 110</b>
<b>Credits : 2</b>	<b>L:T:P :2:0:0</b>

**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
	Importance of Selling. Role in the context of organization – survival and growth. Types of Selling - Different in selling situations, New business versus service selling, 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.	6
Unit-II	PRE-SELLING WORK	No. of Hours
	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, Managing Sales, Documents and collaterals management. Fear	6



	Factor in Sales, Maximizing 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.	
<b>Unit-III</b>	<b>SELLING IN ACTION</b>	<b>No. of Hours</b>
	Identifying Key Individuals – Prospecting, Influencers and Decision Makers, Talking to the Right Individuals, Making that Good First Impression, How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship, What’s In It For Me?, Honesty and Integrity.	6
<b>Unit-IV</b>	<b>OBJECTION HANDLING</b>	<b>No. of Hours</b>
	Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (LPA), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities, Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity, Exceeding Customer Expectations, Giving Recognition.	6
<b>Unit-V</b>	<b>SALES CONVERSATION, NEGOTIATION &amp; CLOSURE</b>	<b>No. of Hours</b>
	Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Problems with Positional Bargaining, Opening Up the Negotiation, Approaches to Better Negotiation, You Have Alternatives, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together.	6

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

<b>Course Name: LEGAL &amp; BUSINESS ENVIRONMENT</b>	
<b>Course Type: Generic Core</b>	<b>Course Code- 111</b>
<b>Credits:2</b>	<b>L:T:P :2:0:0</b>

**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: Classification of law Establishing the contract, Essential element of contract: Offer and Acceptance, Consideration, Free consent, Competency of Parties, Void agreements, Contingent Contracts, Performance and Discharge of Contract, Remedies for Breach of Contract, Contract of Indemnity and Guarantee, Agency.	6
Unit-II	SALE OF GOODS ACT	No. of Hours
	The Sales of Goods Act 1930: Nature of Contract of Sale; Conditions and Warranties; Transfer of Ownership and Delivery; Rights of Unpaid Seller and Rights of Buyer.	6

<b>Unit-III</b>	<b>NEGOTIABLE INSTRUMENTS ACT</b>	<b>No. of Hours</b>
	The Negotiable Instruments Act 1881: Meaning and Definition of Negotiable Instruments; Classification, Competence and Liability of Parties to Negotiable Instruments, Negotiation and Assignment; Dishonour Of NI.	6
<b>Unit-IV</b>	<b>COMPANY LAW</b>	<b>No. of Hours</b>
	The Companies Amendment Act 2013 (Companies Act 1956): Kinds of Companies as per amendments, MOA, AOA, Winding Up of a company, Prospectus.	6
<b>Unit-V</b>	<b>CONSUMER PROTECTION ACT</b>	<b>No. of Hours</b>
	Consumer Protection Act: The Consumer Protection Act 1986- Unfair trade practices, Consumer dispute redressal agencies.	6

<b>Text Books</b>	<p>1. Elements of Mercantile Law. By N. D. Kapoor, Sultan Chand &amp; Sons, 2014</p> <p>2. Business Law for manager, Goel P.K, Biztantra, 2014</p>
<b>Reference Books</b>	<p>1. Business Law for Management -: K. R. Bulchandani K.R, HPH</p> <p>2. Business Law- Gulshan Kapoor</p> <p>3. Consumer Protection Act in India -: Niraj Kumar, HPH</p> <p>4. Business Law Including Company Law by Gulshan, S S and G K Kapoor, New Age International.</p>

**Course Name: INDIAN ECONOMY****Course Type: Generic Elective****Course Code : 112****Credits:2****L:T:P: 2:0:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

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

Unit-I	PERSPECTIVE OF INDIAN ECONOMY	No of Hours
	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. Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure	6

<b>Unit-II</b>	<b>HUMAN RESOURCES AND ECONOMIC DEVELOPMENT</b>	<b>No of Hours</b>
	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. 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
<b>Unit-III</b>	<b>SECTORAL COMPOSITION OF INDIAN ECONOMY</b>	<b>No of Hours</b>
	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 NITI Aayog, Public Versus Private Sector Debate, Unorganised Sector and India's Informal Economy	6
<b>Unit-IV</b>	<b>INEQUALITY AND ECONOMIC POWER IN INDIA</b>	<b>No of Hours</b>
	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
<b>Unit-V</b>	<b>THE FOREIGN TRADE OF INDIA</b>	<b>No of Hours</b>
	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 1991,India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones(SEZs)	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Indian Economy, Dutt R and Sundharam K.P.M, S. Chand, Delhi</li> <li>2. Indian Economy, Agarwal A.N., Vikas Publishing House, Delhi</li> <li>3. IndianEconomy,MisraS.K.andPuryV.K.,HimalayaPublishingHouse,NewDelhi</li> <li>4. Economic Reforms in India-A Critique, Dutt Ruddar, S.Chand, NewDelhi.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Economic Environment of Business, Adhikary, Sultan Chandand Sons</li> <li>2. Business, Government and Society, George A and Steiner GA, Macmillan</li> <li>3. Economic Environment of Business, Ghosh, Vikas</li> <li>4. BusinessEnvironment,FrancisCherunilam,HimalayaPublishingHouse,Bombay</li> <li>5. IndustrialEconomyofIndia,KuchhalS.C.,ChaitanyaPublishingHouse,Allahabad</li> </ol>

## DETAILED SYLLABUS of SEMESTER-II

2020-22	SEMESTER-II				
<b>A</b>	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>	
	<b>Generic Core/ Subject Core</b>				
	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 Behaviour	3	
	SC FIN-01	208 FIN	Financial Markets	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	
	SC OSCM-01	208 OSCM	Service Operation Management-I	3	
	SC OSCM-02	209 OSCM	Supply Chain Management	3	
	<b>Block A Total Credits</b>				<b>18</b>
<b>B</b>	<b>Generic Elective( Choose one Course)/Subject Elective ( Choose two Courses)</b>				
	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>	
	GE-07	205	Entrepreneur Development 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-I	2	
	SE MKT-02	211 MKT	Marketing of Financial Service	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	2	



			Communications	
	SE HRM -04	213 HRM	Lab in Recruitment and Selection	2
	SE OSCM-01	210 OSCM	Inventory Management	2
	SE OSCM-02	211 OSCM	Theory of Constraints	2
	SE OSCM-03	212 OSCM	Productivity Management	2
	SE OSCM-04	213 OSCM	Service Value Chain Management	2
	<b>Block B: Total Credits</b>			<b>6</b>
	<b>Course Category</b>	<b>Course Code</b>	<b>Course Title</b>	<b>Credits</b>
<b>C</b>	ASCC-2	ASCC	Approved List from Department	2
	OE-02	OE	Need Based Course( Advanced Excel)	2
	<b>Block C: Total Credits</b>			<b>2</b>
				<b>26</b>
UMC			Human Rights -II	1
			Introduction to Cyber Security- II	1

**Course Name: FINANCIAL MANAGEMENT****Course Type: Generic Core****Course Code: 201****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
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 finance function, working capital management, capital budgeting, financial statement analysis & Leverage
CO201.3	APPLYING	PERFORM the calculations in Capital Budgeting, Working Capital Management, Capital Structure & Fund Flow Analysis.
CO201.4	ANALYSING	ANALYZE the situation to comment on financial position of the firm estimate working capital required decide ideal capital structure evaluate various project proposals
CO201.5	EVALUATING	EVALUATE the impact onto financial decisions due to Financial Statement Analysis, Working Capital Management, Capital Structure and Capital Budgeting
CO201.6	CREATING	CREATE Financial Management Plan of a Business Enterprise

Unit-I	BUSINESS FINANCE	No. of Hours
	Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager, Recent Trends in Business Finance	9
Unit-II	TECHNIQUES OF FINANCIAL STATEMENT ANALYSIS	No. of Hours
	Introduction & Objectives of financial statement analysis, Common Size Statements Analysis, Comparative Statements Analysis, Economic Analysis, Industry Analysis, Company Analysis, Trend Analysis, Ratio Analysis (Numerals), Funds Flow Statement & Cash Flow Statement Analysis (Numerals), A case study on Financial Statement Analysis of Reliance Industry Limited.	9

<b>Unit-III</b>	<b>WORKING CAPITAL MANAGEMENT</b>	<b>No. of Hours</b>
	Meaning of Working Capital, its components & types, Sources of Working Capital Finance, Working Capital Cycle & Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. Total Cost Method & Cash Cost Method) (Numerals)	9
<b>Unit-IV</b>	<b>CAPITAL STRUCTURE</b>	<b>No. of Hours</b>
	Meaning and Factors affecting Capital Structure, Different sources of finance, Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types. (Numerals)	9
<b>Unit-V</b>	<b>CAPITAL BUDGETING</b>	<b>No. of Hours</b>
	Meaning, Definition of Capital Budgeting, Time value of money(Numerals), Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR (Numerals), Introduction to Capital Budgeting under Risk & Uncertainty.	9

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

**Course Name: MARKETING MANAGEMENT-II**

**Course Type: Generic Core**

**Course Code: 202**

**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
CO202.1	REMEMBERING	DESCRIBE the key terms associated with the marketing mix, planning & Control
CO202.2	UNDERSTANDING	SUMMARIZE concepts, types, approaches related to Product, Price, Place, Promotion, planning & control
CO202.3	APPLYING	DEMONSTRATE of various channel options for a real-world marketing offering
CO202.4	ANALYSING	ANALYSE various Marketing Mix strategies for Marketing Decision
CO202.5	EVALUATING	EVALUATE marketing communication program for business profitability.
CO202.6	CREATING	DESIGN Marketing mix and Marketing Plan for a real-world marketing offering (Products and Services)

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

<b>Unit-II</b>	<b>PRICING</b>	<b>No. of Hours</b>
	Pricing Basics: Meaning, The Role of Pricing, Importance, and Factors influencing pricing decisions, Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, Selecting final price. Types of Pricing Strategies- Competition-Based Pricing, Cost-Plus Pricing, Dynamic Pricing, Freemium Pricing, High-Low Pricing, Hourly Pricing, Skimming Pricing, Penetration Pricing, Premium Pricing, Project-Based Pricing, Value-Based Pricing, Bundle Pricing, Psychological Pricing, Geographic Pricing Pricing Models Based on Industry or Business, Steps of Pricing Analysis Price Change: Initiating & responding to price changes.	9
<b>Unit-III</b>	<b>PLACE</b>	<b>No. of Hours</b>
	The Role of Marketing Channels: Channel functions & flows, channel levels. Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives, 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, Channel Switching, Customer Fulfillment Center, Disintermediation	9
<b>Unit-IV</b>	<b>PROMOTION</b>	<b>No. of Hours</b>
	Introduction: The role of marketing communications, Meaning of Integrated Marketing Communication (IMC). Promotion Mix Elements: Advertising- 5 Ms of Advertising, Sales Promotion- Tools of promotion, Personal Selling, Public Relations, Direct Marketing. Developing Effective Communication: Communication Process, Steps in developing effective communication Identifying target audience, determining communication objectives, designing a message, choosing media, selecting message source, collecting feedback, shaping the overall promotion mix, promotional mix strategy, push and pull strategies, Attention, Interest, Desire, Action (AIDA) to 4A(Aware, Appeal, Ask, Act, and Advocate Tools of promotion- Traditional to digital, Low cost tools of promotion for small business	9
<b>Unit-V</b>	<b>MARKETING PLANNING AND CONTROL</b>	<b>No. of Hours</b>
	Meaning, nature, Scope and importance of Marketing Planning, Need of	9

	Marketing Planning, Elements of Marketing Planning, Types of Marketing Planning, Approaches of Marketing Planning, Marketing Planning System, Implementation of Marketing Planning, Benefits of Marketing Planning, Barriers to Marketing Planning, Contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit.- Meaning, Importance and benefits of Marketing Audit, Components of Marketing Audit, Procedure of Audit	
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<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Marketing Management: A South Asian Perspective-Kotler, Keller, Koshy &amp; Jha, 13/e, Pearson Education,2015.</li> <li>2. Marketing Management – Ramaswamy V. S. &amp; Namakumar S, 4/e, Macmillan Publishers, 2014.</li> <li>3. Marketing Management – Tapan Panda, 2/e, Excel Publication,2012.</li> <li>4. Fundamentals of Marketing Management - EtzelM. J, B J Walker &amp; William J.Stanton, 14/e, TMH, 2014.</li> <li>5. Marketing Management: S.A. Sherlekar, HPH.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Marketing: An Introduction - Rosalind Masterson &amp; David Pickton, 2/e, Sage Publications,2014.</li> <li>2. Marketing Management- Karunakaran, HPH.</li> <li>3. Marketing in India: Neelamegham, 4/e, Vikas publications.</li> <li>4. Marketing: Lamb, Hair, McDaniel, CengageLearning2014</li> <li>5. Marketing Management – Arun Kumar &amp; Meenakshi N, 2/e, Vikas publications, 2013</li> <li>6. Modern Marketing Management Principles &amp; Techniques, Jain J N; Singh P</li> <li>7. Integrated Advertising Promotion &amp;Marketing Communications- Kenneth Clow, Donald Baack</li> <li>8. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Seiwan</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1 Marketing Whitebook (Latest Edition)</li> <li>2 Brand Equity Supplement of The Economic Times</li> <li>3 Brand Wagon Supplement of The Financial Express</li> <li>4 Strategist Supplement of Business Standard</li> <li>5 NCAER - <a href="http://www.ncaer.org/">http://www.ncaer.org/</a></li> <li>6 2011 Census of India Reports - <a href="http://www.censusindia.gov.in/">http://www.censusindia.gov.in/</a></li> <li>7 <a href="http://www.marketingpower.com/Pages/default.aspx">http://www.marketingpower.com/Pages/default.aspx</a> (American</li> </ol>

	Marketing Association)
8	<a href="http://www.12manage.com">www.12manage.com</a>
9	<a href="http://www.marketingteacher.com">www.marketingteacher.com</a>
10	Journal of Marketing
11	IIMB Management Review
12	Vikalpa
13	Advertising Express- IUP Magazine
14	<a href="https://blog.hubspot.com/sales/pricing-strategy">https://blog.hubspot.com/sales/pricing-strategy</a>
15	<a href="https://www.economicdiscussion.net/marketing-2/marketing-planning-meaning-scope-importance-elements-barriers/31605">https://www.economicdiscussion.net/marketing-2/marketing-planning-meaning-scope-importance-elements-barriers/31605</a>

**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:**

<b>CO Number</b>	<b>Cognitive Abilities</b>	<b>Course Outcome</b>
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

<b>Unit-I</b>	<b>INTRODUCTION TO OPERATIONS AND SUPPLY CHAIN MANAGEMENT</b>	<b>No. of Hours</b>
	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, Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions, Automation Efficiency: Introduction, Need, Importance, advantage & Disadvantages	9
<b>Unit-II</b>	<b>OPERATIONS PROCESSES</b>	<b>No. of Hours</b>
	Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. Service System Design Matrix: Design of Service Systems, Service Blueprinting, Computer Aided Design & Manufacturing: Introduction, Need, Importance, advantage & Disadvantages	9



<b>Unit-III</b>	<b>PRODUCTION PLANNING &amp; CONTROL (PPC)</b>	<b>No. of Hours</b>
	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. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP , MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts, Demand Responsiveness Improvement: Introduction, Need, Importance, advantage & Disadvantages	9
<b>Unit-IV</b>	<b>INVENTORY PLANNING AND CONTROL</b>	<b>No. of Hours</b>
	Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, cyclic, pipeline, safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behaviour of ordering cost, carrying cost, and shortage cost. EOQ – definition, basic EOQ Model, EOQ with discounts. 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	9
<b>Unit-V</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>No. of Hours</b>
	Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion. 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. Green Manufacturing: Introduction, Need, Importance, Advantages & disadvantages, industry usage	9

<b>Text Books</b>	1. Chase, R. B., Shankar, R. and Jacobs, F.R., 2014, Operations and Supply Management, 14th edition, McGraw-Hill Education, New Delhi. (CSJ)
<b>Reference Books</b>	1. Operations Management Theory & Practice by B. Mahadevan Pearson 2. Gerard. C and Christian. T, (2011), Matching Supply with Demand: An Introduction to Operations Management, McGraw Hill 3. Supply Chain Logistics Management by Donald Bowersox, David Closs,

	M Bixby Cooper, Tata McGraw Hill, 2nd Edition 60789
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. Krajewski, L. J., Ritzman, L. R., Malhotra, M. K. and Srivastava, S. K., 2010, Operations Management - Processes and supply chain, 9th edition, Pearson</li> <li>2. Stevenson, W. J., 2014, Operations Management, 9th edition, McGraw-Hill Education</li> <li>3. Heizer, J., Render, B., and Rajashekhar, J., 2009, Operations Management, 9th edition, Pearson</li> <li>4. Nahmias, S., 1997, Production and Operations Analysis, 3rd Edition, Irwin</li> </ol>

**Course Name: HUMAN RESOURCE MANAGEMENT**

**(Course Type) Generic Core**

**(Course Code) GC-10-204**

**(Credits) 3**

**(L:T:P ) :2:1:0**

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

<b>CO Number</b>	<b>Cognitive Abilities</b>	<b>Course Outcome</b>
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 contemporary entry level roles in real world organizations.
CO204.6	CREATEING	DESIGN a training programme for employee in an organization.

<b>Unit-I</b>	<b>HUMAN RESOURCE MANAGEMENT: CONCEPT AND CHALLENGES</b>	<b>No. of Hours</b>
	Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM ,Challenges of HRM. Introduction to SHRM: Define SHRM, importance and nature. SHRM “Matching model.	9
<b>Unit-II</b>	<b>HR ACQUISITION &amp; RETENTION</b>	<b>No. of Hours</b>
	Human Resource Planning: Definition, Process, Job Analysis Process. Contents of Job Description & Job Specification, Job description vs. job specification, Job design Job enrichment vs. job enlargement. Recruitment& Selection: Difference between recruitment and selection, Sources of Recruitment, Recruitment & Selection Process. Career Planning-Process of career planning, Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention.	9

<b>Unit-III</b>	<b>MANAGING EMPLOYEE PERFORMANCE AND TRAINING</b>	<b>No. of Hours</b>
	Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods, Performance Appraisal Vs. Performance Management. Training and Development - Definition, Training, Development, Difference between training and development, Training Need Assessment, Conceptual framework of Training and development of Employees, Role of Training in Organizations, The Training Process, Types of training, Benefits of training.	9
<b>Unit-IV</b>	<b>COMPENSATION MANAGEMENT &amp; EMPLOYEE SEPARATION</b>	<b>No. of Hours</b>
	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. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension.	9
<b>Unit-V</b>	<b>EMERGING TRENDS IN HRM</b>	<b>No. of Hours</b>
	HR Accounting - Concepts, Objective, Advantage, Limitation & Method. HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services & HRIS-Overview	9

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

**Journals**

1. International Journal on HRM  
<https://www.tandfonline.com/toc/rijh20/current>
2. Journal on HRM  
<http://www.publishingindia.com/human-resource-journal/3/>

**Course Name: Marketing Research****Course Type: Subject Elective****Course Code -208 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
CO208MKT.1	REMEMBERING	IDENTIFY and DESCRIBE the key steps involved in the marketing research process
CO208MKT.2	UNDERSTANDING	EXPLAIN and DESCRIBE research designs, data sources, data collection instruments sampling methods and analytical tools and SUMMARIZE them Strengths & weaknesses.
CO208MKT.3	APPLYING	APPLY an understanding of the ethical frame work that market research needs to operate within.
CO208MKT.4	ANALYSING	ANALYSE quantitative data and draw appropriate Inferences to address a real-life marketing issue.
CO208MKT.5	EVALUATING	EVALUATE a market research proposal for a real-life marketing research problem and EVALUATE a market research proposal.
CO208MKT.6	CREATING	CREATE qualitative or quantitative Market Research and demonstrate the ability to appropriately analyze data to resolve a real life marketing issue.

Unit-I	INTRODUCTION TO MARKETING RESEARCH	No. of Hours
	Definition, Purpose, Market Research in Practice, Participants in Market Research, Scope, Advantages and Disadvantages, Types of research, Research Process, Research Applications in Business Decisions and Marketing Research in India, Features of Good Research. Application of Longitudinal Studies in Marketing research, Evaluating utility of Marketing Research, Online Marketing Research, Recent Trends in Marketing Research, Marketing Research Industry in India. Career in Marketing Research	9
Unit-II	RESEARCH PROPOSAL	No. of Hours
	Formulation of Research Problem: Define the Research Problem, Problem Definition Process, Research Design: Nature, Process, Classification of Research design, Experimental Design-Introduction, Classification, Preparing & Evaluating Marketing Research proposal.	9

<b>Unit-III</b>	<b>DATA COLLECTION, MEASUREMENT AND SCALING</b>	<b>No. of Hours</b>
	Secondary Data Collection Methods: Classification of Data, Research application, Classification of Secondary Data, Qualitative Methods of Data Collection: Distinguishing between Qualitative and Quantitative, Methods of Qualitative Research, Overview of Qualitative Research methodologies, Attitude Measurement and Scaling: Introduction, Types of Measurement Scaling, Classification of Scale, Criteria for Good Measurement, Sampling: Concepts, Probability and Non-Probability Sampling Design, Determination of Sample Size, Chi-Square Test	9
<b>Unit-IV</b>	<b>ADVANCED ANALYTICAL TOOLS</b>	<b>No. of Hours</b>
	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). Factor Analysis, Conceptual basis, type of data required, procedure, PCA, interpreting factor matrix (factor loadings, communalities, Eigen value), determining number of factors using latent root criteria & scree test, interpreting & naming factors, applications in consumer behavior studies (Question on interpretation of output is expected). 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)	9
<b>Unit-V</b>	<b>MARKETING RESEARCH APPLICATIONS</b>	<b>No. of Hours</b>
	Brand Research: brand concepts, brand names, brand power research, brand equity survey measurements, Brand tracking studies. Advertising Research: Concept testing research – evaluating advertising concepts, ad theme concepts and appeals, ad recall surveys, message and theme salience, impact measures, buying motivation and association measures, media research like readership surveys, Media audience tracking studies, TRP, Limitations of advertising research. International Marketing Research: Marketing research in international context - importance, complexities and issues, International secondary data sources, Primary data collection methods and complexities of data collection in international marketing research, Online data sources and research, Issues in multi-country data analysis – Data comparability and validity problems, major sources of errors, Report preparation and presentation. Overview of advanced data analytical tools / software's	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Marketing Research, G C Beri, TMGH</li> <li>2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.</li> <li>3. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson.</li> <li>4. Marketing Research, Zikmund, Babin, Cengage Learning</li> <li>5. Marketing Research, Boyd, H.P., R. Westfall and S. F. Stasch, Delhi: A.I.T.B.S.</li> <li>6. Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Marketing Research, Green, P.E., Tull, D.S. and G. Albaum, New Delhi: Prentice Hall of India.</li> <li>2. Marketing Research, Suja Nair</li> <li>3. Marketing Research, Luck, D.J. and R.S. Rubin, New Delhi: Prentice Hall of India.</li> <li>4. Marketing Research, Tull, D.S. and D.I. Hawkins, New Delhi: Prentice Hall of India.</li> </ol>



**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	IDENTIFY and RECALL the theoretical and conceptual concepts of buyer behaviour.
CO 209 MKT.2	UNDERSTANDING	EXPLAIN the Psychological And Sociological elements and their impact on consumer decision making.
CO 209 MKT.3	APPLYING	ANALYSE the knowledge of various models and frameworks to understand buyer behaviour.
CO 209 MKT.4	ANALYSING	COMPARE between the Consumer, Business and Family Decision Making
CO 209 MKT.5	EVALUATING	EVALUATE the concepts and its relevance to real life marketing situations and practices
CO 209 MKT.6	CREATING	CREATE appropriate marketing strategies through understanding of the theoretical and conceptual concepts of buyer behaviour

Unit-I	INTRODUCTION TO CONSUMER BEHAVIOUR	No. of Hours
	Defining Consumer Behavior, Nature, Scope and Application of Consumer Behavior, Application of Consumer Behavior, Why Study Consumer Behavior? Evolution of Consumer Behavior as a Field Of Study and its relationship with Marketing Behavioral Dimension, The Interdisciplinary Nature of Consumer Behavior, De-marketing	9
Unit-II	THE CONSUMER DECISION MAKING PROCESS	No. of Hours
	Decision Making- Buying Motives, Buying Roles , Definition, Types of decisions, Consumer Decision Making, Implications for a Marketer, Compensatory and Non-compensatory decision rules, Levels of Decision making - (i) Extensive problem solving (EPS) (ii) Limited problem solving (LPS) (iii) Routinized problem solving (RPS) or routinized response behavior.	9
Unit-III	Models Of Consumer Behaviour	No. of Hours
	General Models-Economic model, Psychological model, Psychoanalytic model and Sociological model, Marketing Implications Of Models, Basic Models-	9

	Model of Consumer Buying, Model of Industrial Buying, Specific Models-Howard and Sheth's model and Nicosia's model, Bettman's Model and the Engel, Blackwell and Kollat's Model (Engel-Blackwell-Miniard) Model.	
<b>Unit-IV</b>	<b>SOCIOLOGICAL INFLUENCES ON CONSUMER DECISION MAKING</b>	<b>No. of Hours</b>
	Consumer groups: Types, Consumer reference groups: Factors that affect the influence of Reference Groups, Bearden's and Etzel's model, Family and Life cycle: Relevance of the Family for a Marketer, Family and Buying Decision Process, Modifications to the FLC, Social class and mobility, lifestyle analysis: Frameworks for Lifestyle Analysis, Culture; Sub-Culture, Cross Culture, Application of Cross Culture Consumer Analysis: Relevance for Marketers, Strategies for Multinational Companies, Relevance of Culture for a Marketer, Interpersonal Communication and influence: Relevance of Interpersonal Communication and Influence for a Marketer, Opinion Leadership; Relevance of Opinion Leadership for a Marketer	9
<b>Unit-V</b>	<b>PSYCHOLOGICAL INFLUENCES ON CONSUMER DECISION MAKING</b>	<b>No. of Hours</b>
	Consumers Needs & Motivation, Emotions and Mood, Consumer Involvement: Definition and Meaning of Consumer Emotions and Moods, Emotions and Moods and Implications for Marketers, Mechanism underlying the Consumer Involvement Process, Consumer involvement models and implications for marketers, Consumer Learning: Learning Theories their Implication for Marketers. Personality, Self-concept and Self-image, Consumer Perception, Risk and Imagery, Consumer Attitude: Attitude change, consumer attitude and implications for marketers, Consumer Behavior in era of Marketing 4.0	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>Schiffman, L.G. and Kanuk, L.L., Consumer Behavior, Eight Edition, 2004, Prentice Hall, India.</li> <li>Peter, P.J. and Olson, J.C., Consumer Behavior and Marketing Strategy, Seventh Edition, 2005, McGraw-Hill Higher Education.</li> <li>Wells W.D. and Prenskey, D., Consumer Behavior, 1996, John Wiley &amp; sons, Inc.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>We are like that only by Rama Bijapurkar, Penguin</li> <li>The Marketing White Book, Business World</li> <li>Economic Times, Business Standard, Mint, Business world. (Brand equity &amp; Brand wagon),</li> </ol>

**Course Name: FINANCIAL MARKETS****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	Recognize the components, participants, instruments and services in financial markets
CO208FIN.2	UNDERSTANDING	Explain Meaning, importance, mechanism, role, structure and components of Indian financial System.
CO208FIN.3	APPLYING	Apply concepts relevant to financial markets such as valuation of securities, computation of indexes, classification of financial instruments and services
CO208FIN.4	ANALYSING	Analyze the appropriate measures of risk and return for various financial instruments and examine role of financial market participants on finance operations.
CO208FIN.5	EVALUATING	Interpret the Financial News and formulate an opinion thereon in context of financial markets, institutions and services.
CO208FIN.6	CREATING	Performing electronic research, and creating documents, presentations as an essential business task for a trainee finance professional.

Unit-I	INTRODUCTION TO INDIAN FINANCIAL SYSTEM	No. of Hours
	Structure and Components of financial system in India, Role of financial system in economic development. Regulators of Indian Financial System: RBI, SEBI, IRDAI, PFRDA. Quasi Regulators: NABARD, SIDBI, NHB. Introduction to Financial Markets, Functions and Classification. Money Market, Capital markets, Bond markets, Commodity markets, Money markets, Derivatives markets, Futures markets, Foreign exchange markets, Crypto currency market	9
Unit-II	MONEY MARKETS	No. of Hours
	Meaning , features and objectives of money market, Structure, components and Participants in Indian Money Market, Money Market Instruments ( Call Money Market, T-bills, Commercial papers, Bill of Exchange, Repos and reverse repos, MMMFs, DFHI etc.), Recent Developments in Money Markets	9

<b>Unit-III</b>	<b>CAPITAL MARKETS</b>	<b>No. of Hours</b>
	Meaning features and Objectives of Capital Markets, Components & Functions of Capital Markets, Capital Market Instruments – Equity Securities, Fixed Income Securities, Pooled Investments, Alternative Investments, Derivatives, Security Market Indexes. Recent Developments in Capital Market.	9
<b>Unit-IV</b>	<b>PRIMARY MARKETS</b>	<b>No. of Hours</b>
	Functions of New Issue Market, Methods of New Issue – IPO – FPO – ASBA- Green Shoe Option- Public Issue – Bonus Issue- Right Issue- Private Placement-Book Building – ESOP-Indian Depository Receipts, Intermediaries in the New Issue Market-Registrars to the Issue-Brokers to the Issue Bankers to the Issue – Underwriters - Qualified Institutional Placement and Qualified Institutional Buyers	9
<b>Unit-V</b>	<b>SECONDARY MARKETS</b>	<b>No. of Hours</b>
	Secondary market – Role and Functions of Stock Exchanges, Listing of Securities, Stock Exchanges in India, Methods of trading in stock exchanges, Intermediaries in stock exchanges: Brokers, dealers, Arbitrators, Custodians, Depositories, Insurance companies etc. Stock Market Indices – Methodology for Calculating Index	9

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

**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	EVALUATE financial plan and perform necessary calculations required.
CO209 FIN.6	EVALUATING	DESIGN a financial plan for a variety of individuals.

Unit-I	INTRODUCTION TO FINANCIAL PLANNING	No. of Hours
	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, Client interaction, Assets acquisition, Ethics and business aspects of financial planning.	9
Unit-II	INVESTMENT PLANNING	No. of Hours
	Introduction to Investment Planning, Investment Criteria- liquidity, safety, Profitability, Investment vehicles (Gold, Bonds, Equity, FD, Insurance, Mutual Fund and types of Mutual Fund, ETFs, Post Office Savings, Real Estate etc.), Risk and Return associated with these investments, 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, Commodities, Derivatives and F&Os, Crypto Trading in currency, Creating an Investment Portfolio, Awareness of mis-selling in investment products. Portfolio construction and management, Regulations of an Investment Advisor	9

<b>Unit-III</b>	<b>RISK ANALYSIS, INSURANCE PLANNING AND DEBT</b>	<b>No. of Hours</b>
	Risk analysis, Concept of long term risk, Insurance decisions impersonal financial planning, Types of insurance cover- mortality, health, disability, property and liability, ULIPs and Term, Life and Health Insurance Rule. Plans, Credit Card Financing, Types of Consumer and Home Loans- cost and risk, Credit Score. Cash flow and debt management. Regulations of Insurance Industry.	9
<b>Unit-IV</b>	<b>TAX PLANNING AND PERSONAL FINANCE RULES</b>	<b>No. of Hours</b>
	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). Taxation impact on different investment options, Personal tax planning, Filing IT Returns. Tax management techniques. Personal Finance Rules- A thread – Rule of 72 (Double your money) , Rule of 114 ( Triple your money), Rule of 144, Rule of 70 (Inflation). 4 % Withdrawal rule, 100 – Minus age rule, 10-5-3 Rule, 50-30-20 Rule, 3 X Emergency rule, 40 % EMI rule.	9
<b>Unit-V</b>	<b>RETIREMENT PLANNING , ESTATE PLANNING AND ADVANCED FINANCIAL PLANNING</b>	<b>No. of Hours</b>
	Wealth creation, retirement planning for an individual, pension plans, Provident Fund, Gratuity, Life Insurance Plans., General Insurance Plans, Reverse Mortgage Plans, Senior Citizen. Schemes, What is Estate? Who needs Estate Planning? Transferring assets during life time, Power of Attorney, Transferring assets post-death – e.g., Nominations, Will, and Creating Trusts. Establishing client planner relationship- Analyze client objectives, needs & financial situation. Developing the financial plan. Implementing the financial plan. Monitoring the financial plan.	9

<b>Text Books</b>	1. Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss, Cengage Delmar Learning India Pvt. Ltd.
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Introduction to Financial Planning , Indian Institute of Banking &amp; Finance</li> <li>2. Personal Financial Planning Theory and Practice, Kaplan Schweser</li> <li>3. Personal Finance, E. Thomas Gorman and Raymond E. Fogue, Southwest-Western Cengage Learning.</li> <li>4. Fundamentals of Financial Planning, Michael Dalton, Joseph Gillice, James Dalton and Thomas Langdon, Money Education</li> <li>5. Personal Financial Planning, Benedict Koh Wai Mun Fong, Pearson</li> <li>6. Personal Financial Planning, Lawrence J. Gitman, Michael D. Joehnk, Cengage NOW.</li> </ol>

**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	CORE BASICS OF MPP	No. of Hours
	Introduction, Steps in Manpower planning, Obstacles in Manpower Planning. Strategic Staffing, HR Planning Process – Job Analysis and Job Description; Talent Engagement Vs Performance & Retention; Cost & Benefits of Employee Turnover; Environmental Cost in hiring fresh talent	9
Unit-II	COMPETENCY MAPPING FOR MPP	No. of Hours
	Developing a manpower plan, Sample Manpower Plan Procedure and Steps of Competence Mapping; Methods of Data Collection for Mapping; Developing Competency models from Raw Data; Eco friendly methods to map competency; Employee Exit Process; Importance of Managing Organizational Release	9



<b>Unit-III</b>	<b>RECRUITMENT &amp; SELECTION: PLANNING &amp; EXECUTION</b>	<b>No. of Hours</b>
	Online Recruitment; Offline Recruitment; Insider Recruitment; Outsider Recruitment; Employee Referrals; Recruitment Process Outsourcing; Head Hunting; Recruitment Calling; Recruitment Pipeline; Campus Recruitment – Benefits & Drawbacks; Testing Process for Selection of Employees; Use of Psychological Test; Selection Process; Interviewing Skills, Error in Selection; Employer Branding; Role of Line & Functional Managers; Including others in process.	9
<b>Unit-IV</b>	<b>TALENT ENGAGEMENT AND FORECASTING</b>	<b>No. of Hours</b>
	Talent Engagement and fully engaged talent, Importance of talent engagement, Driving factors of talent engagement, Engagement Level, Talent Engagement Model, Process for improving talent engagement, Forecasting staffing needs, Forecasting Internal & External Supply, Covering shortage or surplus, Short-term and Long-term forecasting, Group Estimation Model; Balancing Supply and Demand, Impact of strategic decisions and environmental uncertainties on MPP	9
<b>Unit-V</b>	<b>MPP IN VARIOUS INDUSTRIES</b>	<b>No. of Hours</b>
	MPP in following Sectors: IT Sector; EdTech; Telecom; Education Institutes; Retail; Healthcare; Infrastructure; Warehousing; Service Industry, Variation in MPP of Products Vs Services	9

<b>Text Books</b>	1. Dr. V. P. Michael, Human Resource Management and Human Relations, Himalaya Publishing House, 1998 2. Edwin B. Flippo, Principles of Personnel Management, Me Graw Hill Publication 3. Eric Gamer of KSA Training Ltd and founder of ManageTrainLearn "Recruitment and Selection"
<b>Reference Books</b>	1. A. M. Sharma "Personnel & HRM", Himalaya Publishing House 2005. 2. C. B. Gupta, Personnel Management, Sultan Chand and Company Limited, New Delhi – 2007. 3. C. S. Ventataraman and B. K. Srivastave, Tata Me. Graw Hill, Personnel Management.

**Course Name: TRAINING & DEVELOPMENT**

**Course Type: Subject Core**

**Course Code: 209HRM**

**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	DESCRIBE the key concepts associated with Training & Development
CO209. HRM 2	UNDERSTANDING	EXPLAIN the training process and the various methods of training for various categories of employees in a variety of organizational contexts.
CO209. HRM 3	APPLYING	IDENTIFY training needs of various categories of employees in a variety of organizational contexts.
CO209. HRM 4	ANALYSING	EXAMINE the impact of training on various organizational and HR aspects.
CO209. HRM 5	EVALUATING	EVALUATE the training process of various categories of employees in a variety of organizational contexts.
CO209. HRM 6	CREATEING	DESIGN a training programme for various categories of employees in a variety of organizational contexts

Unit-I	Conceptual Framework of Training- & Development	No. of Hours
	Introduction to Training Development and Education, Objectives of training, Impact of Training, Areas of training, Drawbacks and Problem of training, Significance of Training, Learning and Learning Styles. Management Development, factors affecting MDP, methods, process, delivery, costing & pricing in MDP.	9
Unit-II	APPROACHES TO TRAINING & DEVELOPMENT	No. of Hours
	Approaches to Employee Development, Development Planning Process, Strategies for Providing Development. Approaches to Training, Training Procedure, Training Need Assessment, Training for Performance, Training Design, Role and Responsibilities of HRD and Training specialist	9

<b>Unit-III</b>	<b>DESIGNING TRAINING PLAN</b>	<b>No. of Hours</b>
	Objectives of Designing Training Plan, Competency Based HRM/Training, New Employee Training, Budgeting, Training, Trainer and Trainee Identification, E-Learning, Multimedia Training, Methods and Styles of Training, Introduction to Training Methods and Techniques, Sensitivity Training, On the Job/Off the job Training, Technology – Based Training Methods, Basic Teaching and Presentation Skills, Criteria for Method Selection	9
<b>Unit-IV</b>	<b>EVALUATION OF TRAINING &amp; RECENT TRENDS</b>	<b>No. of Hours</b>
	Introduction to Evaluation of Training, Reasons for Evaluating Training, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Evaluating Training and Results, Kirkpatrick Model of Evaluation, CIRO of Training, Cost-Benefit analysis. Recants Trends: Technology's Influence on Training, Online, Blended, and Distance Learning, Outward bound learning (OBL) methods.	9
<b>Unit-V</b>	<b>FUTURE PROSPECTS OF TRAINING AND DEVELOPMENT</b>	<b>No. of Hours</b>
	New Technologies for Training Delivery, Training for Virtual Work Arrangements, Speed in Design, Focus in Content, Multiple Delivery Methods, Performance Analysis, Training Partnerships and Outsourcing, Key Issues in Implementing new technology	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Human Resource Management by K. Ashwa Thapa, Publisher: Himalaya Publishing House</li> <li>2. Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House.</li> <li>3. Art of Training and Development in Management by Leslie Rae, Publisher: Crest Publication</li> </ol>
<b>Reference Books</b>	Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House
<b>Websites</b>	<ol style="list-style-type: none"> <li>1. American Society of Training &amp; Development (ASTD).</li> <li>2. International Society of Performance Improvement (ISPI).</li> <li>3. Articulate e-Learning Hero's.</li> <li>4. Training Industry.</li> </ol>

**Course Name: SERVICE OPERATIONS MANAGEMENT – I**

**Course Type: Subject Core (SC) Course**

**Course Code: 208 OSCM**

**Credits:3**

**L:P:T: 2:1:1**

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

CO Number	Cognitive Abilities	Course Outcome
CO208OSCM.1	REMEMBERING	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
CO208OSCM.2	UNDERSTANDING	DESCRIBE the service design elements of variety of services.
CO208OSCM.3	APPLYING	USE service blueprinting for mapping variety of real life service Processes.
CO208OSCM.4	ANALYSING	ANALYSE alternative locations and sites for variety of service facilities.
CO208OSCM.5	EVALUTING	JUDGE and EXPLAIN the service orientation at variety of service Facilities / organizations.
CO208OSCM.6	CREATING	CREATE flow process layouts for variety of services.

Unit-I	UNDERSTANDING SERVICES	No. of Hours
	The Service Economy, Service Definitions, Facilitating Role of Services in an Economy, Economic Evolution. Stages of Economic Development, Nature of the Service Sector, The Experience Economy, Consumer Service Experience, Business Service Experience, Service-Dominant Logic, Distinctive Characteristics of Service Operations Customer Participation, Simultaneity, Intangibility, Heterogeneity, Non-transferrable Ownership. The Service Package, Grouping Services by Delivery Process, Open-Systems View of Service Operations Management. Emerging service sector in India. Transformation in service sector after Covid- 19 Pandemic.	9
Unit-II	DESIGNING THE SERVICE ENTERPRISE	No. of Hours
	New Service Development, Sources of Service Sector Growth, Information Technology, The Internet as a Service Enabler, Innovation, Changing Demographics, Innovation in Services, New Service Development, Technology in Service Innovation, Challenges of Adopting New Technology in Services, Readiness to Embrace New	9

	Technology, Service Design Elements, Customer Value Equation, Strategic Positioning through Process Structure, Service Blueprinting, Taxonomy for Service Process design, Degree of Divergence, Object of the Service Process, Type of Customer Contact, Generic Approaches to Service System Design, Production-Line Approach, Customer as Coproducer, Customer Contact Approach, Information Empowerment, Intellectual Property. Future designing of service enterprise after Covid-19 Pandemic.	
<b>Unit-III</b>	<b>THE SERVICE ENCOUNTER</b>	<b>No. of Hours</b>
	Concept of the Service Encounter, Role of Technology , The Emergence of Self-Service, The Service Encounter Triad, Encounter Dominated by the Service Organization, Contact Personnel-Dominated Encounter, Customer-Dominated Encounter, The Service Organization, Culture, Empowerment, Control Systems, Customer Relationship Management, Contact Personnel - Selection & Training , Creating an Ethical Climate. The Customer Expectations and Attitudes, The Role of Scripts in Coproduction, Creating a Customer Service Orientation, Service Profit Chain.	9
<b>Unit-IV</b>	<b>SERVICE FACILITY LOCATION</b>	<b>No. of Hours</b>
	Strategic Location Considerations, Competitive Clustering, Saturation Marketing, Marketing Intermediaries, Substitution of Communication for Travel, Separation of Front from Back Office, Impact of the Internet on Service Location, Site Considerations, Geographic Information Systems, Facility Location Modeling Considerations, Geographic Representation, Number of Facilities, Optimization Criteria, Facility Location Techniques, Cross-Median Approach for a Single Facility, Huff Model for a Retail Outlet, Location Set Covering for Multiple Facilities, Regression Analysis in Location Decisions. Implementation of new technology in service facility location. Use of GPS in Service Facility Location.	9
<b>Unit-V</b>	<b>SERVICE FACILITY AND PROCESS FLOWS</b>	<b>No. of Hours</b>
	Environmental Psychology and Orientation, Servicescapes , Behaviors in Servicescapes, Environmental Dimensions of Servicescapes, Facility Design, Nature and Objectives of Service Organizations, Land Availability and Space Requirements, Flexibility, Security, Aesthetic Factors, The Community and Environment. Process Analysis. Types of Processes, Flowcharting, Gantt Chart, Process Terminology, Facility Layout, Flow Process Layout and the Work Allocation Problem, Job Shop Process Layout and the Relative Location Problem. Role of Layout in industry facility & Rules of Layout display.	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Successful Service Operations Management, Metter, King–Mettters, Pulliman &amp; Walton, Thomson India</li> <li>2. Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill</li> <li>3. Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta, Oxford University Press</li> <li>4. Services Sector Management An Indian Perspective, C. Bhattacharjee</li> <li>5. Services Business Management, Dr. Abhay Kulkarni, Himalaya Publication.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Service operations management - Improving service delivery, Robert Johnston, Graham Clark, Pearson Publication</li> <li>2. Baldrige – Just What the Doctor Ordered, Quality Progress, Nelson</li> </ol>

**Course Name: SUPPLY CHAIN MANAGEMENT****Course Type: Subject Core****Course Code: 209 OSCM****Credits: 03****L:P:T: 2:1:1****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO209OSCM.1	REMEMBERING	DESCRIBE the key concepts of Supply Chain Management.
CO209OSCM.2	UNDERSTANDING	EXPLAIN transformation of supply chain over a period of time with real life examples.
CO209OSCM.3	APPLYING	ILLUSTRATE the end to end Supply Chain cycle for various products and services.
CO209OSCM.4	ANALYSING	ANALYZE sustainable Supply Chain Management strategies used by industries.
CO209OSCM.5	EVALUATING	ACCESS supply chain practices used by industries to create supply chain value.
CO209OSCM.6	CREATING	FORMULATE the supply chain for various products

Unit-I	INTRODUCTION TO SUPPLY CHAIN MANAGEMENT	No. of Hours
	Supply Chain –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Flows in Supply Chain : Forward & Reverse SC, Product, Services, Information, Funds, Demand, Forecast flows in Upstream & Downstream direction	9
Unit-II	SUPPLY CHAIN STRATEGY	No. of Hours
	Supply Chain Strategy: Overview and changing Paradigm of Supply chain. Supply Chain Structure: Overview of Supply chain Structure , Push based SC, Pull based SC, Tradeoff between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC, Challenges in Supply Chain Performance	9

<b>Unit-III</b>	<b>SUPPLY CHAIN INTEGRATED FRAMEWORK</b>	<b>No. of Hours</b>
	Introduction :Components of Supply Chain Integrated framework, ,Driving forces for Supply Chain Integrated framework: Changing business landscape - Shift from Operations to Services, Impact of globalization & technological revolution, Shift from linear SC to collaborative networks, power shifts in the SC-demands for flexibility of partnerships, core competencies, growth in outsourcing. Network Design and Planning: Integration of Logistics, transportation, Store and warehousing, Enterprise Facility network, Warehousing Essentials, Transportation Frameworks.	9
<b>Unit-IV</b>	<b>ROLE OF SUPPLY CHAIN IN CREATING CUSTOMER VALUE</b>	<b>No. of Hours</b>
	Customer Value: Overview of customer focus & demand, Empowered consumer, Customer focused Marketing & SC service outputs, Customer Service– availability, operational performance, reliability. Customer satisfaction–customer expectations, enhancing customer satisfactions, limitations of customer satisfaction. Customer success achieving customer success, value added services, customer value requirement mapping, CRM. Procurement and capacity management: procurement & supplier focus, inventory management, operations management, distribution management in SCM for creating customer value. Enabling holistic SC: Overview of Lean and Six Sigma, JIT Purchasing, JIT Transportation, JIT Production , Kanban and performance based logistics .	9
<b>Unit-V</b>	<b>SUSTAINABLE LOGISTICS AND IT IN SUPPLY CHAIN</b>	<b>No. of Hours</b>
	Sustainable logistics: Current trends and practices followed in green and Sustainable Logistics. IT in Supply Chain- Internet Technologies and Electronic Commerce in Supply chain design and planning.	9

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

**Course Name:** ENTREPRENEURSHIP DEVELOPMENT AND NEW VENTURE MANAGEMENT

**Course Type:** Generic Elective

**Course Code:** GE-07 205

**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 entrepreneurship, entrepreneurship development, start-up & strategic decisions involved in establishing a start-up.
CO205.2	UNDERSTANDING	EXPLAIN the decision-making matrix of entrepreneur in establishing a start-up.
CO205.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a start-up
CO205.4	ANALYSING	FORMULATE a go to market strategy for a start-up.
CO205.5	EVALUATING	DESIGN a workable funding model for a proposed start-up.
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 ENTREPRENEUR	No. of Hours
	Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, 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, The entrepreneurial ecosystem, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India and world.	6
Unit-II	ENTREPRENEURIAL COMPETENCY & CUSTOMER DISCOVERY	No. of Hours
	Entrepreneurial Competencies, Developing Competencies; Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Business Canvas, Product Development, Product launch goals, Go-to-Market Strategy, The role of selling in a startup, Sales forecasting for startups, Social media Promotion tools.	6

Unit-III	THE FINANCIAL ROAD MAP	No. of Hours
	Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, Sources of Finances for Start-ups, How to budget for start-up success, Bootstrapping and alternative sources of funding, Informal capital– Friends & Family, Seed Funding, Venture Capital Funding, Incubation Funding; Various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR, MUDRA LOAN. Crowd funding, Venture capital, Private Equity, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch.	6
Unit-IV	ENTREPRENEURIAL LEADERSHIP	No. of Hours
	Building and managing the founder team, Attracting and retaining the HR Asset, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form– partnerships, sole proprietorship, LLP, Pvt. Ltd, Public Ltd, Trusts., Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Hiring the first employee.	6
Unit-V	BUSINESS PLAN	No. of Hours
	Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, 7P's of Marketing, 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, Risk analysis and possible exit strategies (Issues related to IPR also needs to be addressed), Conclusion and appendixes: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, building a strong presentation, innovative methods of presenting a business plan – mind map, animated videos, etc. Develop your own Business Plan, Introduction to Registration procedures like Udyam, FSSAI, DIPP, GST etc.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li data-bbox="440 1602 1404 1707">1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson</li> <li data-bbox="440 1749 1437 1854">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.</li> </ol>
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	<ol style="list-style-type: none"> <li>3. Managing New Ventures, AnjanRaichoudhuri, Prentice-Hall of India Pvt.Ltd</li> <li>4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates &amp; Resources for Exploring New Business Ventures, K. N. Kukoyi</li> <li>5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.</li> <li>6. Entrepreneurship: New Venture Creation by David H. Holt</li> <li>7. The Dynamics of Entrepreneurial Development &amp; Management by Desai, Vasant , Himalaya Publishing House, Delhi</li> <li>8. Entrepreneurship and Small Business Management by Siropolis</li> <li>9. Lead like an Entrepreneur by Neal Thornberry</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Fundamentals of Entrepreneurship, Nandan H, PHI</li> <li>2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.</li> <li>3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.</li> <li>4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.</li> <li>5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. &amp;Hodgetts, R.M. Thomson Press.</li> <li>6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P., Pearson.</li> <li>7. A Guide to Entrepreneurship by David, Otes, Jaico Books Publishing House, Delhi.</li> <li>Indian Entrepreneurial Culture by A Gupta, New Age International.</li> </ol>
<b>Supplementary Reading Material (If Any)</b>	<ol style="list-style-type: none"> <li>1. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, RajatKhare</li> </ol>

<b>Course Name: GEOPOLITICS AND WORLD ECONOMIC</b>	
<b>Course Type: Generic Elective</b>	<b>Course Code : 206</b>
<b>Credits:2</b>	<b>L:T:P :2:0:0</b>

**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
	Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy.	6
Unit-II	THE TRADING SYSTEM	No. of Hours
	Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy.	6
Unit-III	INTERNATIONAL TRADE LAWS	No. of Hours
	International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights.	6

	Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labor Laws.	
<b>Unit-IV</b>	<b>INTERNATIONAL MONETARY SYSTEM</b>	<b>No. of Hours</b>
	The International Financial System - Reform of International, Monetary Affairs- The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies.	6
<b>Unit-V</b>	<b>Contemporary Issues and Challenges in Global Economic Environment - Indian perspective</b>	<b>No. of Hours</b>
	Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Eurozone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc.	6

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

**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
	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, 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
	Data Base Management Systems: Concept – Relational Model Applications – DBMS Architecture	6
Unit-III	DECISION SUPPORT SYSTEM	No. Of Hours
	Data Warehousing and Data Mining -Business Intelligence and Analytics - Group Decision Support Systems – Executive Information Systems -	6

	Executive Support Systems – Geographical Information Systems - Expert Systems and Knowledge-Based Expert Systems – Artificial Intelligence	
<b>Unit-IV</b>	<b>DIGITAL FIRM PERSPECTIVE</b>	<b>No. of Hours</b>
	MIS Model for a digital firm – Organization Structure for the digital firm – e-Business Models and Applications – Mobile computing, Call Centers, BPO, 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
<b>Unit-V</b>	<b>APPLICATIONS OF MIS</b>	<b>No. of Hours</b>
	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

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



**Course Name: DIGITAL MARKETING- I****Course Type: Subject Elective****Course Code: 210 MKT****Credits: 02****L:P:T: 2.0.0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 210 MKT. 1	REMEMBERING	DEFINE various concepts related to Digital Marketing
CO 210 MKT. 2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, Youtube in digital marketing.
CO 210 MKT. 3	APPLYING	MAKE USE OF Facebook, Google Ad words, Youtube for carrying out digital marketing of real life products.
CO 210 MKT. 4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, Youtube in various contexts of Digital Marketing.
CO 210 MKT. 5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube.
CO 210 MKT. 6	CREATING	CREATE basic website, Facebook page, Youtube channel for running campaigns.

Unit-I	INTRODUCTION TO DIGITAL MARKETING	No. of Hours
	Meaning & Definition of Digital Marketing, History & Growth of Digital Marketing, Benefits of Digital Marketing, Digital Marketing V/s Traditional Marketing, Advantages & disadvantages of Digital Marketing, Tools & techniques of Digital Marketing.	5+1
Unit-II	REQUIREMENTS OF DIGITAL MARKETING	No. of Hours
	Domain registration, designing of website by using different tools; YouTube channel creation; Blog creation & blog writing techniques; Development of Business existence on social platform, Designing Creative; Tools and techniques of poster/flyer making.	5+1
Unit-III	FACEBOOK MARKETING	No. of Hours
	Profiles and Pages, Business Categories, Getting Assets Ready, Creating; Facebook Pages, Page Info and Settings, Facebook Page Custom URL, Invite Page Likes, Featured Video, Pin Post and Highlights, Scheduling Posts, Facebook Events, Reply and Message, Facebook Insights Reports, Competitor's Facebook Page, Ban User on Facebook Page, Connect with Twitter. Facebook Ad Campaigns: Organic v/s Paid, Defining Ad Objective, Performance Matrix, Ad	5+1

	Components, Designing Creative Image, Facebook Ad Structure, Setting Up Facebook Ad Account, Create Ad –Targeting, Create Ad – Budgeting, Create Ad –Creative, Content and CTA, Boosting Page Posts, Page Promotion, Video Promotion, Similar Ads and Audiences, Tracking Pixels Code, Remarketing -Website Visitors, Custom Audiences -Look Alike, Custom Audience -Saved Group, Managing and Editing Ads, Ad Reports and Ad Insights, 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	
<b>Unit-IV</b>	<b>GOOGLE AD WORDS</b>	<b>No. of Hours</b>
	Google Adwords: Understanding Adwords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Billing and Payments, Adwords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating Text Ads, Creating Ad Groups, Bidding Strategy for CPC, Case Studies. PPC, CPM, CPA, Other Measuring Tools, Bidding Strategy on Location, Bidding Strategy on Schedule, Bidding Strategy on Devices, Conversion Tracking Code, Designing Image Ads, Creating Animated Ads, Examples on Animated Ads, Creating Video Ads, Youtube Video Promotion, Hi-Jack Competitor’s Video Audience, Case Studies. Remarketing Strategies, Remarketing Rules, Remarketing Tracking Code, Linking Google Analytics, Designing Remarketing Images, Shared Budget, GWD Software, Case Studies.	5+1
<b>Unit-V</b>	<b>YOU-TUBE MARKETING</b>	<b>No. of Hours</b>
	YouTube Marketing- Overview, Video Flow, Google Pages for YouTube Channel, Verify Channel. Webmaster Tool –Adding Asset, Associated Website Linking, Custom Channel URL, Channel ART, Channel Links, Channel Keywords, Branding Watermark, Featured Contents on Channel, Channel Main Trailer, Uploading Videos, Uploading Defaults, Creator Library, Case Studies. Channel Navigation, Video Thumbnail, CTA –Annotation, CTA –Extro, CTA – Cards for Mobile, Redirect Traffic to Website, Post Upload Enhancements, Live Broadcasting, Managing Playlists, Managing Comments, Managing Messages, Monetization with Adsense, Paid Youtube Channel, Channel Analytics, Real Time Analytics, Case Studies.	5+1

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky,</li> <li>2. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah</li> <li>3. Digital Marketing for Dummies- By Ryan Deiss, Russ Henneberry.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson, Wiley; 1st edition (2016)</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. <a href="https://youtu.be/hiEb1m7CXH4">https://youtu.be/hiEb1m7CXH4</a></li> <li>2. <a href="https://youtu.be/nU-IIXBWIS4">https://youtu.be/nU-IIXBWIS4</a></li> </ol>
<b>Online course</b>	<ol style="list-style-type: none"> <li>1. <b>Swayam:</b> Digital Marketing – 15 Weeks Course By Dr. Tejinderpal Singh   Panjab University, Chandigarh</li> <li>2. <a href="https://www.udemy.com/course/learn-digital-marketing-course/">https://www.udemy.com/course/learn-digital-marketing-course/</a></li> <li>3. <a href="https://www.coursera.org/learn/marketing-digital?specialization=digital-marketing">https://www.coursera.org/learn/marketing-digital?specialization=digital-marketing</a></li> <li>4. <a href="https://www.udemy.com/course/wordpress-website-mastery-course-full-expert-level-with-elementor/">https://www.udemy.com/course/wordpress-website-mastery-course-full-expert-level-with-elementor/</a></li> <li>5. <a href="https://www.udemy.com/course/how-to-brand-your-facebook-business-page/">https://www.udemy.com/course/how-to-brand-your-facebook-business-page/</a></li> <li>6. <a href="https://www.udemy.com/course/youtube-marketing-course/">https://www.udemy.com/course/youtube-marketing-course/</a></li> <li>7. <a href="https://www.udemy.com/course/google-ads-masterclass/">https://www.udemy.com/course/google-ads-masterclass/</a></li> </ol>

**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	Create a Financial /investment plan on the basis of knowledge of financial Products /Services

Unit-I	INDIAN FINANCIAL MARKET AND ITS PARTICIPANTS	No. of Hours
	Introduction to Indian financial market and its key features, Structure of financial market; Key players in the financial market; Role of various regulators and participants in Indian; financial market	6
Unit-II	MUTUAL FUND: KEY CONCEPTS AND CATEGORIES	No. of Hours
	Concept and structure of mutual funds in India; Role of custodian; Registrar and transfer agent; AMC; New fund offer's & procedure for investing in NFO; Investors rights and obligations. 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. Steps to select Mutual fund, Quantitative and Qualitative Mutual Fund – Transaction and Taxation: SIP, STP and SWP-concept, benefits and illustration Brief on mutual fund taxation	6

<b>Unit-III</b>	<b>PROTECTION RELATED PRODUCTS</b>	<b>No. of Hours</b>
	Principles of Insurance, Types of insurance, Life Insurance, why you should buy Life Insurance, who needs Life Insurance, how much Life Insurance is needed, Types of Life Insurance Policies, Difference between ULIP and Mutual Funds; Health Insurance: Key benefits of Health Insurance, Top 10 Things to Know Before Buying a Health Insurance Policy, FAQ on Health insurance, Competitor Analysis; Motor Insurance: Definition, Types of Motor Insurance, Basis of Sum Insured, Dos and Don'ts for Motor Insurance, General Advice for Motor Insurance, Competitor Analysis; Property & Travel Insurance: Types of Property Insurance, Dos and Don'ts for Property Insurance, Travel Insurance, What Travel Insurance to buy? Accidental Insurance (VRM), Critical evaluation of product, features & exclusions Regulatory role of IRDAI. (Caselet related to Claim rejections would be discussed)(VMT)	6
<b>Unit-IV</b>	<b>OTHER FINANCIAL SERVICES</b>	<b>No. of Hours</b>
	Company Fixed Deposits: Which companies can accept Deposit, what is the period of the Company deposit, Tips for choosing a Corporate FD, Key Benefits, six things Not to miss, Bank FDS Or Company Deposits; Leasing and Hire Purchase: Definition, Types of Leasing; Advantages to lessee, Advantages to lessor; Housing Finance: Types of Home Loan, Things to Know Before Applying for A Home Loan, Home Loan Tax Benefit; Securitization: Definition, Stages, Assets Used, Merits of Securitization; Credit Rating: Types, Importance, Credit Rating Agencies in India; Reverse Mortgage, Microfinance (VRM)	6
<b>Unit-V</b>	<b>DIGITAL BANKING</b>	<b>No. of Hours</b>
	Mode of Transfer and Key Features: National Electronic Fund Transfer, Real Time Gross Settlement, Immediate Payment Service, Unified Payment Interface; New Categories of Banks and Business Correspondents: Payment Bank, Small Finance Bank, Business Correspondent; Digital Payments -Do's and Don'ts; Credit card and a Debit card; Customer Liability for unauthorized banking transactions	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Financial Services, M Y Khan, Tata McGraw-Hill</li> <li>2. Financial Services &amp; Markets, Dr. Punithavathy Pandian, Vikas Publication</li> <li>3. Marketing of Financial Services, V.A. Avadhani, Himalaya Publishing House</li> <li>4. Financial Services Marketing, Christine Ennew , Nigel Waite</li> <li>5. Financial Services, NaliniPravaTripathy, Prentice Hall of India Private Limited</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Management of Financial Services C. Rama Gopal, Vikas Publishing</li> </ol>

**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
	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. 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	6

Unit-II	<b>PERSONAL SELLING PROCESS-I</b>	<b>No. of Hours</b>
	Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre approach-step toward sales planning-elements of sales call planning, 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, Strategic Understanding of Company, Products, Competition, and Markets Strategic Understanding of Company, Strategic Understanding of Products	6
Unit-III	<b>OBJECTION HANDLING &amp; SERVICE ASSURANCE</b>	<b>No. of Hours</b>
	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; 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	6
Unit-IV	<b>NEGOTIATION IS AN ART</b>	<b>No. of Hours</b>
	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 Effective Sales Letters and e- mails, Positive Mental Attitude, Goal Setting, Effective; 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	6



Unit-V	APPLYING PERSONAL SELLING TO REAL SECTORS & SITUATIONS	No. of Hours
	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; 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.	6

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

**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
	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	6
Unit-II	METHODOLOGICAL APPROACHES TO UNDERSTANDING LUXURY	No. of Hours
	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

<b>Unit-III</b>	<b>LUXURY SEGMENTATION, TARGETING, POSITIONING &amp; MARKETING MIX</b>	<b>No. of Hours</b>
	Pursuing long term profitability through sound marketing strategies. Market segmentation beyond the socioeconomic. Positioning – (a) Identity management - Communication policy, managing creativity, corporate image and volatility, (b) Channel management. Luxury marketing mix: product policy, price policy, distribution policy, Craftsmanship: How are things made and why it matters, Communicating & Distributing Luxury	6
<b>Unit-IV</b>	<b>INTERNATIONAL LUXURY MARKETS</b>	<b>No. of Hours</b>
	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	6
<b>Unit-V</b>	<b>LUXURY RETAIL</b>	<b>No. of Hours</b>
	The beauty & fragrance industries, Fine Jewelry & timepieces; Accessories; Art, Beauty products, Hospitality, Automotive, Fashion	6

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

**Course Name:** SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**Course Type:** Subject Elective

**Course Code:** 210FIN

**Credits:**2

**L:T:P:**1:0:0

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

CO Number	Cognitive Abilities	Course Outcome
CO210FIN.1	REMEMBERING	Recall various concepts of security analysis and portfolio management.
CO210FIN.2	UNDERSTANDING	EXPLAIN various theories of Investment Analysis and Portfolio Management
CO210FIN.3	APPLYING	Apply Various theories of investment analysis and portfolio management.
CO210FIN.4	ANALYSING	DISCOVER value of a given security.
CO210FIN.5	EVALUATE	Evaluate the Portfolio
CO210FIN.6	CREATE	DESIGN/ CREATE optimal portfolio for a given situation

Unit-I	INTRODUCTION SAPM	No. of Hours
	Investment: Meaning, nature & objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment avenues: Marketable & Non marketable financial assets; Portfolio Management: Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and his role. Common mistakes made in investment management	6
Unit-II	RISK & RETURN ANALYSIS	No. of Hours
	Meaning and Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return; Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. Technical Analysis: Meaning, Tools of technical analysis, Technical Analysis vs. Fundamental Analysis. Efficient Market Theory: Meaning. Forms of Market Efficiency, Efficient Market Hypothesis vs. Fundamental & Technical Analysis; Behavioral Finance: Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions	6

<b>Unit-III</b>	<b>VALUATION OF BONDS AND SHARES</b>	<b>No. of Hours</b>
	Bond Valuation: Meaning, Types, Bond Prices, Bond Return, Risks in Bonds. Equity Valuation: Meaning, Concept of Present Value, Share Valuation Models, Multiplier Approach to Share Valuation	6
<b>Unit-IV</b>	<b>PORTFOLIO ANALYSIS &amp; SELECTION</b>	<b>No. of Hours</b>
	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. Capital Asset Pricing Model (CAPM): Meaning, Assumptions & Limitations of CAPM. Capital Market Theory, Security Market Line and Capital Market Line, Zero Beta Model Returns generating Models and Beta: 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.	6
<b>Unit-V</b>	<b>PORTFOLIO REVISION &amp; EVALUATION</b>	<b>No. of Hours</b>
	Portfolio Revision: Meaning and need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies; Portfolio Evaluation: Meaning and need of Portfolio Evaluation, Evaluation Perspectives. Measuring Portfolio Returns & Risk Adjusted Returns, Treynor, Sharpe, Jensen and Fama Net Selectivity; Assumption of portfolio evaluation, concept of risk aversion. Utility and indifference curves	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Security Analysis and Portfolio Management by Donald E. Fischer Ronald J. Jordan, Publisher: Prentice-Hall of India</li> <li>2. Security Analysis And Portfolio Management by V. Gangadhar, Publisher: Anmol Publications.</li> <li>3. Security Analysis And Portfolio Management by S Kevin Publisher: Prentice hall of India</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Investment Analysis and Portfolio Management, Chandra, Prasanna (Tata McGraw Hill Publishing Co. Ltd.)</li> <li>2. Securities Analysis &amp; Portfolio Mgmt., V A Avadhani ,vHimalaya Publications</li> <li>3. Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R ,Tata McGraw Hill Publishing Co. Ltd.</li> </ol>

	<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</p> <p>6. Investment Management, V.K. Bhalla, S.Chand&amp; Co</p>
<b>Supplementary Reading Material</b>	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	DESCRIBE the various basic concepts of Direct Taxation
CO211FIN.2	UNDERSTANDING	EXPLAIN tax relating terminologies in detail
CO211FIN.3	APPLYING	ILLUSTRATE filling process of various forms ,returns and taxation process.
CO211FIN.4	ANALYSING	CALCULATE Gross Total Income and Income Tax Liability of an individual assesses.
CO211FIN.5	ANALYSING	ANALYZE tax management techniques for tax savings.
CO211FIN.6	EVALUATING	CREATE tax saving plan.

Unit-I	Introduction	No. of Hours
	Introduction of Income Tax Act, 1961, Basic definitions and concepts – Direct Tax, Indirect Tax, Person, Assesses, Deemed Assesses, Assessment Year, Previous Year, Income, Heads of Income, Residential Status of an individual assesses and company, rules regarding residential status, company, tax liability, Income exempt from Tax– Gratuity, Leave Travel Concession, Encashment of Unutilized Earned Leave, Gross total income; Retirement, Pension, Voluntary Retirement Receipts, Retrenchment Compensation, Receipts from Life Insurance; Corporation, HRA, Payment from NPS Trust to an assesses on closure of his account/Opting out of the pension scheme and Payment from NPS Trust to an employee on partial withdrawal, Agriculture Income.	6
Unit-II	INCOME UNDER THE HEAD “SALARIES” & “INCOME FROM HOUSE PROPERTY”	No. of Hours
	Meaning of salary, Basis of charge of salary income, different forms of salary, Gratuity, computation of pension, payment on voluntary retirement, fees, commission, Bonus, profit in lieu of salary. Computation of income from salary; 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; Perquisites- Tax free and taxable perquisites, valuation of perquisites; Deductions- Standard deductions , Entertainment allowance, professional tax	6

<b>Unit-III</b>	<b>INCOME UNDER THE HEAD “PROFITS AND GAINS OF BUSINESS AND PROFESSION”</b>	<b>No. of Hours</b>
	Business, Profession and Vocation; 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; Formats of computation of income from Business or Profession	<b>6</b>
<b>Unit-IV</b>	<b>INCOME UNDER THE HEAD “CAPITAL GAIN” AND “OTHER SOURCES”</b>	<b>No. of Hours</b>
	Meaning- Capital Gain, Basis of charge, important definitions like Capital Asset, Short Term Capital Asset, Long Term Capital Asset, Transfer of Capital, Cost Inflation index; Asset, Short Term Capital Gain and Long term Capital Gain and their computation. Deduction allowed for capital gains; Income from Other Sources– Incomes Chargeable Under the head “Other Sources” (Section 56), Deductions Allowable (Sec. 57), Deductions Not Allowable (Sec 58), Interest on various securities.	<b>6</b>
<b>Unit-V</b>	<b>NET TAXABLE INCOME AND CERTAIN OTHER POINTS</b>	<b>No. of Hours</b>
	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; Deductions to be made in computing total income.- Deductions in respect of certain payments and Deductions in respect of certain incomes	<b>6</b>

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Direct Taxes, Ravi Kishore</li> <li>2. Direct Taxes, J.P. Jakhotiya</li> <li>3. Direct Taxes, Dr. Girish Ahuja &amp; Dr. Ravi Gupta</li> <li>4. Direct Taxation, Dr. Pradip Kumar Sinha</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Students Guide to Income Tax, Dr. Vinod Singhania (Taxmann)</li> <li>2. Income Tax Law and Practices, V.P. Gaur, D.B. Narang, Puja Ghai &amp; Rajiv Puri (Kalyani Publication)</li> <li>3. Students’ Hand Book on Income Tax, T.N. Manoharan &amp; G.R. Hari</li> </ol>



**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:

<b>CO Number</b>	<b>Cognitive Abilities</b>	<b>Course Outcome</b>
CO212FIN.1	REMEMBERING	DEFINE the concept of Business Valuation.
CO212FIN.2	UNDERSTANDING	LIST the various steps in Business Valuation.
CO212FIN.3	APPLYING	DEMONSTRATE the ability to use various techniques of Business Valuation.
CO212FIN.4	ANALYSING	ANALYZE the Business Valuation for Mergers and Acquisitions.
CO212FIN.5	EVALUATING	EXTRACT the decision basis from Business Valuation under Mergers and Acquisitions.
CO212FIN.6	CREATING	DEVELOP Business Valuation Models under various systems.

<b>Unit-I</b>	<b>VALUATION BASICS</b>	<b>No. of Hours</b>
	Concept of Value: An understanding of 'Value'; The nature and scope of Valuation; Objectives of Valuation; Importance of Business Valuation; Misconceptions about Valuation. Principle and Techniques of Valuation: Elements of Business Valuation; Conceptual Overview; Valuation Approaches; Choice of Approach; Fair Market Value; Adjustments for Valuation Purposes. Discounted Cash Flow Valuation: Definition and description of DCF analysis; Assumptions in DCF Model; Importance of DCF approach; Advantages and Limitations of DCF approach; Application of DCF Valuation; Value drivers; Steps in DCF Valuation	6
<b>Unit-II</b>	<b>TYPES OF VALUATION</b>	<b>No. of Hours</b>
	Relative Valuation: Definition and description of Relative Valuation; Steps in Relative Valuation; Market Value; Market Multiples; Wide application of Relative Valuation; Advantages and Limitations of Relative Valuation; When to use Relative Valuation. Contingent Claim Valuation: Definition and description of Real Option; Enterprise Value in Real Options Valuation; Examples of Real Options; Disadvantages of Real Option model	6

<b>Unit-III</b>	<b>BUSINESS VALUATION</b>	<b>No. of Hours</b>
	Asset Valuation: Determining Book Value; Adjusting Book Value; Factors in Asset Valuation. Related Concepts in Business Valuation: Efficient Market Hypothesis; The Impact of Changing Capital Structure on the Market Value of the Company; Priorities of Different Stakeholders in terms of Business Valuation	6
<b>Unit-IV</b>	<b>BASICS OF MERGERS &amp; ACQUISITION</b>	<b>No. of Hours</b>
	Business Strategy: Strategy for entering a new business; Strategic Vision & Strategy Formulation; Cost of Entry Test. Basic Concepts in M&A: Forces driving M&A; Industry Characteristics; Type of Mergers	6
<b>Unit-V</b>	<b>VALUATION IN MERGERS &amp; ACQUISITION</b>	<b>No. of Hours</b>
	Theories of M&A: Synergy Theory; Hubris Theory; Agency Theory; Sensible Reasons for M&A: Valuation of M&A; Importance of Valuation; Estimating Merger Gains & Costs. The Merger Process: Legal Aspects; Tax Aspects	6

<b>Text Books</b>	Corporate Valuation- ICWA Publishers
<b>Reference Books</b>	Mergers & Acquisitions- TMH

**Course Name:** ONLINE TRADING OF FINANCIAL ASSETS

**Course Type:** Subject Elective

**Course Code** 213 FIN

**Credits:**2

**L:T:P :0:1:1**

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

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

Unit-I	OVERVIEW OF CAPITAL MARKETS	No. of Hours
	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
	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
	Pre-requirements and documentation, Online trading and mobile applications, Verifying trades, contract notes, bills, demands. Verifying margin requirements and balance in trading account	6
Unit-IV	ANALYSIS USING ONLINE INFORMATION	No. of Hours
	Using online reports and charts for analysis and decision making (daily, monthly) creating data base for your portfolio, Understanding Trading,	6

	Clearing & settlement and Risk Management related to each product in Capital Market	
<b>Unit-V</b>	<b>PROFIT MANAGEMENT</b>	<b>No. of Hours</b>
	Managing online 3 portfolios and related customized market watch (e.g. My NSE) along with related detailed MIS in excel	<b>6</b>

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

**Course Name: LABOUR WELFARE****Course Type: Subject Elective****Course Code 210HRM****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
CO210HRM.1	REMEMBERING	IDENTIFY the key terms in Labour Welfare
CO210HRM.2	UNDERSTANDING	EXPLAIN the various concepts in Labour Welfare
CO210HRM.3	APPLYING	APPLY different Labour Welfare facilities in an organization
CO210HRM.4	ANALYSING	ANALYZE the different Labour Welfare facilities for an organization.
CO210HRM.5	EVALUATING	EVALUATE Statutory & NonStatutory Welfare facilities.
CO210HRM.6	CREATING	DESIGN competition Welfare strategies for an organization to stand apart in competition

Unit-I	INTRODUCTION TO LABOUR WELFARE	No. of Hours
	Introduction & origin of Labour Welfare, Welfare from Indian perspective; Objectives of Labour welfare, Principle of Labour welfare; approaches & classification of welfare	6
Unit-II	LABOUR LEGISLATIONS IN INDIA	No. of Hours
	Statutory Welfare Amenities – as per Factories Act, 1948, Plantation Act, 1951, Motor Act 1952, Motor Transport Act. Non-statutory welfare Agencies – Role of Trade Unions, NGOs and Local-self Govt. National Commission on Labour and Labour Welfare, Labour Laws of the Elimination of Child Labour	6
Unit-III	INDUSTRIAL HYGIENE & OCCUPATIONAL HEALTH	No. of Hours
	Working condition and benefits, Working conditions in the factory safety and accident prevention, Health and hygiene, Canteen organization and management, Organization of credit and consumer co-operative societies-recreational and educational activities-worker's education in India,	6

	Functions of Labour welfare officers India	
<b>Unit-IV</b>	<b>ROLE OF VARIOUS AGENCIES IN LABOUR WELFARE</b>	<b>No. of Hours</b>
	Role of Employer, Government, Trade Union, & NGO; Labour Welfare Officer: Role, Qualifications, Functions, Duties; Labour Administration in India	6
<b>Unit-V</b>	<b>FIELD STUDY/ DESK RESEARCH</b>	<b>No. of Hours</b>
	Problems of Indian labour: Problems of Women Labour, Problems of Unorganized labour; Problems of Workers education; Students have to study the different labor welfare facilities provided by different organization in an around the area & have to submit the report.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Aspects of Labour welfare &amp; social security by A.M.Sharma</li> <li>2. Labour Problem and Social Welfare in India, Memoria, C. B., Kitab Mahal Allahabad</li> <li>3. Labour Welfare, Trade Unionism and Industrial Relation, Punekar, S. D. , Himalaya Publishing House, Bombay.</li> <li>4. Labour Welfare and Social security, Kohli, A. S. and Sarma S. R., Anmol Publications Pvt. Ltd., New Delhi.</li> <li>5. Child Labour in India, Misra, L., Oxford University Press, New Delhi.</li> <li>6. Personnel Problems and Labour Welfare, Mathur D. C., Mittal Publication. New Delhi.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Labour Welfare &amp; Trade Union is m by S.D.Punekar</li> <li>2.Labour Problem &amp; social security By R.C.Tyagi</li> </ol>

**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
	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
	Perception & Preparation for the negotiations, goal setting for the negotiation, options and criteria for negotiation, role of Communication & Influence in the negotiation process, Identifying BATNA (Best alternative to a negotiated agreement) and ZOPA (zone of possible agreement) in the	6

	negotiation process, Ethics in negotiation, Agreement; <b>WATNA</b>	
<b>Unit-III</b>	<b>NEGOTIATION STYLES</b>	<b>No. of Hours</b>
	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
<b>Unit-IV</b>	<b>CONFLICT MANAGEMENT</b>	<b>No. of Hours</b>
	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
<b>Unit-V</b>	<b>TYPES OF CONFLICTS</b>	<b>No. of Hours</b>
	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

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Negotiation: Communication For Diverse Settings, Spangle, Michael L. ; Isenhardt, Myra Warren : Sage Publications</li> <li>2. The Negotiation Field book Simple Strategies to Help you negotiating everything, Grande, Lum. New Delhi : TATA MCGRAW HILL Publishing Company Limited</li> <li>3. Negotiation / Harvard Business Essentials. U S A, Harvard Business Publishing Corporation</li> <li>4. How to Conduct Effective Negotiations, Forsyth, Patrick Jaico Publishing House</li> <li>5. Managing Workplace Conflicts, Subbulakshmi,V., Hyderabad : ICFAI</li> </ol>
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	University Press 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.
<b>Reference Books</b>	1. Getting to Yes: Negotiating Agreement without Giving In, Roger Fisher, William Ury, Bruce Patton 2. Bargaining for Advantage: Negotiation Strategies for Reasonable People, G. Richard Shell 3. Secrets of Power Negotiating: Inside Secrets from a Master Negotiator, Roger Dawson

**Course Name: PUBLIC RELATION AND CORPORATE COMMUNICATION**

**Course Type: Subject Elective**

**Course Code : 212 HRM**

**Credits:2**

**L:T:P :2:0:0**

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

<b>CO Number</b>	<b>Cognitive Abilities</b>	<b>Course Outcome</b>
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.

<b>Unit-I</b>	<b>PUBLIC RELATIONS &amp; CORPORATE COMMUNICATION</b>	<b>No. of Hours</b>
	Introduction to corporate communication, Public relations writing-writing to inform, writing to persuade, Design & lay out, Online public relations	6
<b>Unit-II</b>	<b>MEDIA RELATIONS</b>	<b>No. of Hours</b>
	Building maintaining relationship with credibility with media, Developing methodologies for successful practice of media relations	6
<b>Unit-III</b>	<b>PUBLIC RELATION</b>	<b>No. of Hours</b>
	Concept, theory, history & practice of public relations, Importance of PR for HR professionals, PR campaign & strategies for PR, Evaluating PR activities	6

<b>Unit-IV</b>	<b>COMMUNICATION MANAGEMENT</b>	<b>No. of Hours</b>
	Presentation skills, Developing strategic communication plan, Synthesizing internal & external initiatives, Event Management	6
<b>Unit-V</b>	<b>Field Study/ Desk Research</b>	<b>No. of Hours</b>
	Student along with faculty are expected to study PR activities and communication strategies designed & practiced by the organizations in the area & prepare a report	6

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

**Course Name: LAB IN RECRUITMENT AND SELECTION**

**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
CO213HRM.1	REMEMBERING	DESCRIBE the key concepts such as Job Specification, Job description, Recruitment and Selection.
CO213HRM.2	UNDERSTANDING	COMPARE and CONTRAST various methods of Recruitment and Selection.
CO213HRM.3	UNDERSTANDING	DEVELOP Job Specifications and Job descriptions in a variety of context
CO213HRM.4	ANALYSING	ANALYZE various Personality types.
CO213HRM.5	ANALYSING	EXPLAIN the profiling techniques used to test Personality, Aptitude, and Competency.
CO213HRM.6	EVALUATING	COMPILE/ CREATE a list of questions for Recruitment and Selection interviews.

Unit-I	COMPARATIVE STUDY OF 10 RECRUITMENT ADVERTISEMENTS	No. of Hours
	5 from Newspaper & 5 from job portals; analysis of the same in the light of : Job Specification/ description, Mode of selection, Other details - Documentation for Recruitment	6
Unit-II	DRAFTING JOB SPECIFICATION	No. of Hours
	Making job specification for various job; Recruitment template	6
Unit-III	MECHANISM OF POSTING RECRUITMENT AD	No. of Hours
	Mechanism of posting recruitment advertisement on job portals and news papers; Checking the authenticity of various job portals.	6
Unit-IV	PROFILING TECHNIQUES	No. of Hours
	Personality; Aptitude; Competency	6
Unit-V	INTERVIEWING	No. of Hours
	Study of Interview modes, List of questions for interviewers, Personal, Telephonic.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Human Resource and Personnel Management, K Aswathappa, Tata McGraw Hill</li> <li>2. Effective Recruitment and Selection Practices, Alan Nankervis, Robert Compton, Bill Morrissey.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Recruitment and Selection (Developing Practice), Chartered Institute of</li> <li>2. Personnel and Development 4. Successful Interviewing and Recruitment, Rob Yeung, Kogan ,Page Publishers</li> </ol>

**Course Name: INVENTORY MANAGEMENT****Course Type:** Subject Elective (SE) Course**Course Code:** 210 OSCM**Credits:**2**L:P:T: 1:1:1****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO210OSCM.1	REMEMBERING	DEFINE the key terms associated with Inventory Management.
CO210OSCM.2	UNDERSTANDING	CLASSIFY various types of inventory, and inventory costs.
CO210OSCM.3	APPLYING	CALCULATE Economic Order Quantity and stock levels under various conditions.
CO210OSCM.4	ANALYSING	COMPARE and CONTRAST various methods of inventory control.
CO210OSCM.5	EVALUATING	ASSESS various factors influencing Make or Buy decisions.
CO210OSCM.6	CREATING	SOLVE problems based on ABC classification of inventory.

Unit-I	ELEMENTS OF INVENTORY MANAGEMENT	No. of Hours
	Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory. Role of inventory in Operations. Types of inventory – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.	6
Unit-II	INVENTORY CONTROL SYSTEMS	No. of Hours
	Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control. Customer Contact Approach, Information Empowerment, Intellectual Property. Inventory control system with use of advance technology.	6
Unit-III	ECONOMIC ORDER QUANTITY MODELS	No. of Hours
	Economic Order Quantity Models: The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model with MS Excel, Quantity Discounts, Computer Solution of Quantity Discounts model with MS Excel, Reorder Point, Safety Stocks, Service Level, reorder point with variable demand Computer Solution of Reorder point with MS Excel. Order quantity for periodic inventory system, Order quantity with variable demand, Computer Solution of fixed period model with MS Excel. Finding of EOQ quantity with examples	6

<b>Unit-IV</b>	<b>JUST-IN-TIME</b>	<b>No. of Hours</b>
	Principles of just-in-time, Core logic of JIT, Main features for stocks. Achieving just-in-time, operations, Other effects of JIT, Benefits and disadvantages of JIT. Comparison with other methods of inventory management. KANBAN as a control tool. Vendor managed inventory. Need of JIT for smooth running of Supply chain Management. JIT useful in industrial process.	6
<b>Unit-V</b>	<b>MAKE OR BUY DECISIONS</b>	<b>No. of Hours</b>
	Factors influencing Make Or Buy Decisions-cost, quality, capacity core v/s noncore, Management strategy. Evaluation of performance of Materials function: cost, delivery, quality, methodology of evaluation, Use of ratios - inventory ratios, inventory analysis like ABC, FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment. Make Or Buy Decisions with customer satisfaction.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Operations Management: Theory and Practice, B Mahadevan, Pearson.</li> <li>2. Operations Management-Process and Value Chains, Krajewski, Ritzman, Malhotra, Pearson.</li> <li>3. Operations Management: Quality and Competitiveness in a Global Environment, Russell and Taylor, Wiley India.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Introduction to Materials Management, J.R. Tony and Arnold.</li> <li>2. Inventory Control and Management, Donald Waters, Wiley Student Edition.</li> <li>3. Just-in-Time Manufacturing, Korgaonker, Macmillan</li> <li>4. Essentials of Inventory Management, Max Muller, JAICO Publishing.</li> </ol>

**Course Name: THEORY OF CONSTRAINTS**

**Course Type: Subject Elective**

**Course Code: 211 OSCM**

**Credits: 02**

**L:P:T:1:1:1**

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

CO Number	Cognitive Abilities	Course Outcome
CO211OSCM.1	REMEMBERING	DEFINE the key concepts of TOC..
CO211OSCM.2	UNDERSTANDING	DEMONSTRATE knowledge & understanding of the fundamentals of TOC.
CO211OSCM.3	APPLYING	IDENTIFY and mitigate both real constraints and managerial constraints..
CO211OSCM.4	ANALYSING	ILLUSTRATE the tools and techniques that help in managing constraints to improve organizational performance.
CO211OSCM.5	EVALUATING	EXPLAIN the benefits an organization may reap through the successful implementation of the TOC.
CO211OSCM.6	CREATING	DEVELOP solutions to common problems in Project Management, Operations Management and Supply Chain Management using TOC principles and methods.

Unit-I	TYPES OF CONSTRAINTS	No. of Hours
	Types of Constraints: Basic Principles of TOC; Convergence; Consistency; Respect	5+1
Unit-II	THEORY OF CONSTRAINTS	No. of Hours
	TOC and the Critical Chain Approach: Basic Processes of TOC; The Five Focusing Steps of Managing Constraints; Applications of TOC	5+1
Unit-III	SYSTEM DESIGN	No. of Hours
	System Design; TOC Thinking Processes; Tools; Current Reality Tree (CRT); Evaporating Cloud (Conflict resolution diagram or CRD); Core Conflict Cloud (CCC); Future Reality Tree (FRT)	5+1



<b>Unit-IV</b>	<b>PERFORMANCE MEASUREMENT</b>	<b>No. of Hours</b>
	Performance Measurements; Throughput; Inventory; Operating costs	5+1
<b>Unit-V</b>	<b>INTEGRATED SOLUTIONS</b>	<b>No. of Hours</b>
	Integrated Solutions; Drum-Buffer-Rope Management; Market Demand-Pull (Replenishment); Hands-on Workshop	5+1

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Theory of Constraints by S K Mukhopadhyay, Jaico Books.</li> <li>2. The Goal by E M Goldratt and Cox J, Great Barrington, North River</li> <li>3. Eliyahu M. Goldratt, Theory of Constraints Paperback – December, 1999, North River Pr; 1 edition (December 1999), ISBN-13: 978-0884271666</li> <li>4. Cox James and Schleier, Theory of Constraints Handbook 1st Edition, McGraw-Hill Education; 1 edition (July 1, 2010), 978-0071665544</li> </ol>
<b>Reference Books</b>	E. M. Goldratt, Critical Chain Paperback – 1 Jan 2008, PRODUCTIVITY PRESS (INDIA) LTD; Edition edition (1 January 2008), 978-8185984148

**Course Name: PRODUCTIVITY MANAGEMENT****Course Type:** Subject Elective (SE) Course**Course Code:** 212 OSCM**Credits:**2**L:P:T: 2:0:0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO212 OSCM.1	REMEMBERING	DEFINE various types of productivity and measures of productivity
CO212OSCM.2	UNDERSTANDING	EXPLAIN the linkages between various measures of productivity.
CO212OSCM.3	APPLYING	APPLY Value Analysis and Value Engineering principles to simple situations related to operations management.
CO212OSCM.4	ANALYSING	ANALYZE various types of charts and diagrams to carry out work study and method study.
CO212OSCM.5	EVALUATING	EVALUATE the Standard Time using Techniques of Work Measurement.
CO212OSCM.6	CREATING	DESIGN competition Welfare strategies for an organization to stand apart in competition

Unit-I	INTRODUCTION	No. of Hours
	Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity; productivity from product and service perspective, different inputs and productivity measures; Various ratios related to finance, material and service	6
Unit-II	VALUE ANALYSIS AND VALUE ENGINEERING	No. of Hours
	Concept of Cost, Price and Value Role in Productivity, Procedure – Application and productivity benefit model	6
Unit-III	WORK STUDY	No. of Hours
	Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement. Method Study: Need for Method Study – Procedure of Method Study –Process Flow charts, Man machine diagrams, Principles of Motion Economy	6

<b>Unit-IV</b>	<b>WORK MEASUREMENT</b>	<b>No. of Hours</b>
	Techniques of Work Measurement including Estimating, Stopwatch Time Study; Predetermined Time Standards, Synthetic Estimates of Work, Times, Activity Sampling. Computation of Standard Time; Elements – Types of Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances	6
<b>Unit-V</b>	<b>ADVANCED METHODS OF PRODUCTIVITY AND SERVICE LEVEL ENHANCEMENTS</b>	<b>No. of Hours</b>
	Overview of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing, Use of Technology in productivity and service enhancements: ITeS, CAD, CAM, CIM, CMMI	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Productivity Measurement for Business Excellence, Prem Vrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House.</li> <li>2. Operations Management for Competitive Advantage, Richard B Chase, Jacobs, Aquilano, Agarwal,</li> <li>3. Introduction to Work Study, Editor - GeirgeKanawaty, Universal Publishing</li> <li>4. Production and Operations Management, S.N.Chary, TMGH</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Just-in-Time Manufacturing, Korgaonker, Macmillan</li> <li>2. Essentials of Inventory Management, Max Muller, JAICO Publishing</li> </ol>

<b>Course Name: SERVICE VALUE CHAIN MANAGEMENT</b>	
<b>Course Type:</b> Subject Elective (SE) Course	<b>Course Code:</b> 213 OSCM
<b>Credits:</b> 2	<b>L:P:T: 2:0:0</b>

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

CO Number	Cognitive Abilities	Course Outcome
CO213 OSCM.1	REMEMBERING	DEFINE the core concepts related to Service Value Chain, Service Profit Chain, Innovation, CRM, networks.
CO213OSCM.2	UNDERSTANDING	EXPLAIN managing the service process through service value chain.
CO213OSCM.3	APPLYING	APPLY factors influencing Innovation and service organizational design.
CO213OSCM.4	ANALYSING	ANALYZE the inter-relationships between the Focal firm, Supplier Networks, Distribution Networks, etc.
CO213OSCM.5	EVALUATING	EVALUATE the role of Business Networks as partners in value creation.
CO213 OSCM.6	CREATING	DESIGN strategies built on Principles of Service Value Chain & Service Profit Chain for various types of organizations.

Unit-I	BASIC CONCEPTS, VALUE, VALUE PROCESSES	No. of Hours
	Creating service value, Defining the benefit part of service value- the service product, Value creation by services marketing; Evaluating internal customer value leading to external customer satisfaction; Costing of Services- Defining the cost part of service value: service pricing, Delivering service value – Managing service delivery	6
Unit-II	SERVICE VALUE CHAIN & SERVICE PROFIT CHAIN	No. of Hours
	Introduction, Definitions, Significance, Managing the service process through service value chain. Service value chain and service profit chain, Key elements of service profit chain; customer loyalty and satisfaction, understanding value from customer perspective, dream team cycle	6

<b>Unit-III</b>	<b>VALUE CHAIN SERVICE INNOVATIONS</b>	<b>No. of Hours</b>
	Introduction, Components, Types, Models, Processes of Innovation, Evolution and Characteristics of Innovation Management, Key drivers, Factors influencing Innovation, Organizing for Innovation, Factors influencing service organizational design, Developing Innovation Strategy	6
<b>Unit-IV</b>	<b>MANAGING NETWORKS</b>	<b>No. of Hours</b>
	What is a Network? Business Networks, Network Position, Concept of Focal firm; Business Networks and CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships; Product Development, Supplier Accreditation Programs, Process Alignment, E Procurement, Partners in Value Creation; Alliance between non-competing firms, Alliance between competing firms, Benchmarking Partners, Customer Advocacy groups, Sponsors, Partners in Value Delivery. IT Enabled Customer Services - Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing	6
<b>Unit-V</b>	<b>APPLICATION OF SERVICE VALUE CHAIN MANAGEMENT</b>	<b>No. of Hours</b>
	Case Studies related to Service Value Chain in Banking & Insurance, Hospital and Health Care, Travel & Tourism, Hotel & Catering, Retail and Contractual Services	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction and Value, W. Earl Sasser, Leonard A. Schlesinger, James L. Heskett</li> <li>2. Competitive Advantage, Porter, Michael E, The Free Press. New York.</li> <li>3. Strategic Management: a Methodological Approach, Rowe, Mason, Dickel, Mann, Mockler; Addison-Wesley</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Operations Management: An Integrated Approach, Danny Samson and Prakash Singh, Cambridge University Press.</li> <li>2. Managing Quality, Barrie G Dale, Ton van der Wiele and Jos van Iwaarden (Editors), Blackwell Publishing ISO 9001:2015 Standard</li> </ol>

## DETAILED SYLLABUS OF SEMESTER – 3

2021-23	SEMESTER -III				
A	Course Category	Course Code	Course Title	Credits	
	<b>Generic Core/ Subject Core</b>				
	GC-11	301	Strategic Management	3	
	GC-12	302	Decision Science	3	
	GC-13	303	Summer Internship Program	6	
	GC-14	304	Corporate Governance	3	
	SC MKT	305 MKT	Services Marketing	3	
		306 MKT	Sales & Distribution Management	3	
	SC FIN	305 FIN	Financial Statement Analysis & Value Investing	3	
		306 FIN	Corporate Finance	3	
	SC HRM	305 HRM	HR Operations	3	
		306 HRM	HR Planning, Recruitment and Selection	3	
	SC OSCM	305 OSCM	Services Operations Management - II	3	
		306 OSCM	Logistics Management	3	
	SC ABM	305 ABM	Agro Industries Management-I	3	
<b>Block A Total Credits</b>				<b>21</b>	
B	<b>Subject Elective</b>				
	SE MKT Bucket-2	307 MKT	Integrated Marketing Communication	2	
		308MKT	Product and Brand Management	2	
		309MKT	Advanced Selling Skills	2	
		310MKT	Business to Business Marketing	2	
		311MKT	Digital Marketing - II	2	
		312MKT	Marketing of BFSI	2	
	SE FIN Bucket-2	307 FIN	Financial Modelling-I	2	
		308 FIN	Indirect Taxation	2	

		309 FIN	Fundamental and Technical Analysis	2
	SE FIN Bucket-2	310 FIN	Financial Derivatives	2
		311 FIN	Insurance Banking & Finance	2
	SE HRM Bucket-2	307 HRM	Compensation and Reward Management	2
		308 HRM	Knowledge Management	2
		309 HRM	Psychometric Testing and Assessment	2
		310 HRM	Emotional Intelligence	2
		311 HRM	Talent Management	2
		312 HRM	Games People Play – Psychology of HRM	2
	SE OSCM Bucket-2	307 OSCM	Six Sigma for Operations	2
		308 OSCM	Toyota Production System	2
		309 OSCM	Manufacturing Resource Planning	2
		310 OSCM	Sustainable Supply Chains	2
		311 OSCM	Business Excellence	2
	SE ABM	306 ABM	Agriculture Input Product Marketing	2
	<b>Block B: Total Credits</b>			<b>6</b>
C	ASCC-03	ASCC	Approved List from Department	2
	OE-03	OE	Need Based Course May Be announced	2
	<b>Block C: Total Credits</b>			<b>2</b>
<b>Total Credits Semester-III</b>				<b>29</b>
UMC		Introduction to Cyber Security- III		1
		Skill Development Courses-I		1

**Course Title: STRATEGIC MANAGEMENT****Course Type: GC****Course Code: 301****Credits : 03****L:T:P : 3 : 0 : 0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO301.1	REMEMBERING	RECALL the concepts and facts of strategic management
CO301.2	UNDERSTANDING	IDENTIFY strategy models in various situations
CO301.3	APPLYING	USE strategy models in real world business situations under simulated environment
CO301.4	ANALYSING	COMPARE different situations to apply the relevant strategic models and concepts
CO301.5	EVALUATING	JUDGE the pattern of the decisions taken by the organization and competitors to decide the counter actions
CO301.6	CREATING	CONSTRUCT the strategies for any organization to attain the set objective using real time simulation

Unit-I	FOUNDATIONS OF STRATEGIC MANAGEMENT	NO. OF HOURS
	Evolution of Strategic Management; Understanding Strategy; Strategic Decision-Making; Introduction to Strategic Management Level; Hierarchy of Strategic Intent: Vision, Mission, Business Definition, Business Model, Goals and Objectives; Corporate Sustainability for Strategic Management: Stakeholders Management, Corporate Governance, And Corporate Social Responsibility.	9
Unit-II	STRATEGY FORMULATION	NO. OF HOURS
	Environmental Appraisal: Concept, Sectors, Environmental Scanning, Appraising the Environment; Organizational Appraisal: Internal Environment, Organizational Capability Factors; Methods; Corporate Level Strategies; Business Level Strategies	9



<b>Unit-III</b>	<b>PURSUING STRATEGIES &amp; STRATEGIC ANALYSIS</b>	<b>NO. OF HOURS</b>
	Strategic Alliance; Joint Ventures; Mergers & Acquisitions; Strategic Outsourcing; Strategies through Digitalization; Sustainability into strategies; Process of Strategic Choice; Strategic Analysis; Subjective Factors; Contingency Strategies; Strategic Plan	9
<b>Unit-IV</b>	<b>STRATEGY IMPLEMENTATION</b>	<b>NO. OF HOURS</b>
	Nature; Barriers; Interrelationship between Formulation and Implementation; Model of Strategy Implementation; Project Implementation; Procedural Implementation; Resource Allocation; Structural Implementation; Behavioral Implementation; Functional & Operational Implementation	9
<b>Unit-V</b>	<b>STRATEGY EVALUATION</b>	<b>NO. OF HOURS</b>
	Preview Case: How Apollo Hospitals takes care of Strategic Evaluation and Control; Overview; Strategic Control; Operational Control; Techniques of Evaluation & Control; Role of Organizational Systems; Simulation Report; Review Case: Exercising Strategic Evaluation and Control at igate Global Solutions	9

<b>Text Books</b>	1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill
<b>Reference Books</b>	1. R. Srinivasan, Strategic Management – The Indian Context, 3 <sup>rd</sup> Edition, PHI, 2008 2. Strategic Management by Dr. (Mrs.) M. Jeyarathnam, Himalaya Publication
<b>Supplementary Reading Material</b>	1. The Essentials, Harvard Business Press 2. Blue Ocean Strategy by Kim & Mauborgne 3. Competitive Strategy; Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition, 1980 4. Competing for the Future by Gary Hamel & C.K. Prahalad, TMGH

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**Course Title: DECISION SCIENCE****Course Type: Generic Core****Course Code: 302****Credits : 03****L:T:P : 3 : 0 : 0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

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

UNIT – I	LINEAR PROGRAMMING & MARKOV CHAIN	NO. OF HOURS
	Introduction; Importance of Decision Sciences; Role of quantitative techniques in decision making; Linear Programming: Concept, Formulation & Graphical Solution; LPP in real business situation. Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, Implications of Steady state Probabilities; Monte Carlo Simulation, scope and limitations; Decision Environment in Simulation.	9
UNIT – II	ASSIGNMENT & TRANSPORTATION	NO. OF HOURS
	Assignment Models: Concept & Flood's Technique/ Hungarian Method; Practical Considerations in Assignment; Multiple Solution in Assignment. Transportation Models: Concept, Formulation & Problem types: Balanced, unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM. Optimal Solution using MODI Method; Use of Technology	9

<b>UNIT – III</b>	<b>DECISION THEORY</b>	<b>NO. OF HOURS</b>
	Decision Theory: Concept, Decision under risk (EMV) & uncertainty Game Theory: Concept, Zero sum game with dominance; Pure & Mixed Strategy; Use of Probability in Games Theory	9
<b>UNIT – IV</b>	<b>NETWORK ANALYSIS</b>	<b>NO. OF HOURS</b>
	CPM & PERT: Concept; Drawing Network; Identifying critical path Network Calculations: Calculating EST, LST, EFT, LFT; Slack; Probability of project completion; Recent trends in Network Analysis	9
<b>UNIT – V</b>	<b>PROBABILITY</b>	<b>NO. OF HOURS</b>
	Probability: Concept, Addition, Conditional Probability theorem-based decision making, (Numerical based on functional areas of business expected); Bayes’ Theorem. Probability Distributions: Concept; Normal, Binomial; Interval estimation; Standard errors of estimation.	9

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

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**Course Title: CORPORATE GOVERNANCE****Course Type:** Generic Core**Course Code:** 304**Credits :**03**L:T:P :** 3 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO304.1	REMEMBERING	DEFINE the Key terms and basic concepts in Corporate Governance
CO304.2	UNDERSTANDING	UNDERSTAND the multiple paradoxes and principles related to corporate governance
CO304.3	APPLYING	EXPLAIN the model & mechanism of corporate governance
CO304.4	ANALYSING	ANALYSE problems associated with the various stakeholders of a corporation and Legal framework
CO304.5	EVALUATING	EVALUATE the best CSR Practices in the Industry
CO304.6	CREATING	DEVELOP the thinking skills required for leadership positions to deal with ethical perspectives.

Unit-I	CONCEPTUAL FRAMEWORK OF CORPORATE GOVERNANCE	No. of Hours
	Introduction, Need and Scope; History & Evolution of Corporate Governance, Developments in India; Corporate Governance Code and Agency Theory; Elements of Good Corporate Governance; Global Practices on Corporate Governance; Recent Corporate Governance Committee reports like N. R. Narayan Murthy Committee, J. J. Irani Committee etc; (Case Study - Infosys)	9
Unit-II	BOARD AND COMMITTEE EFFECTIVENESS & INTERNATIONAL ASPECTS OF CORPORATE GOVERNANCE	No. of Hours
	Issues and Challenges of Board; Board Composition; Types, Roles & Responsibilities Relationship between Directors and Executives; Visionary Leadership; Directors' Training and Development; Principles for Corporate Governance in the Commonwealth – CACG Guidelines; Organization for Economic Cooperation and Development (“OECD”)	9

<b>Unit-III</b>	<b>CORPORATE GOVERNANCE AND LEGAL FRAMEWORK</b>	<b>No. of Hours</b>
	Shareholders: Rights & Challenges; Ownership structure & firm Performance; Legal Protection of Small shareholders; Role of Institutional Investors in Corporate Governance; Corporate Governance in Other Stake holders; Corporate Governance Issues in India; Corporate Governance 2021; ESG	9
<b>Unit-IV</b>	<b>CORPORATE SOCIAL RESPONSIBILITY</b>	<b>No. of Hours</b>
	Definition- Evolution- Need for CSR; Theoretical perspectives; CSR in Collective OCB; Challenges and implementation; Strategies for CSR; CSR Practices in India; Global Practices in CSR; CSR 2021; Case Study (Tata Group)	9
<b>Unit-V</b>	<b>RECENT CASES ON CORPORATE GOVERNANCE IN INDIA</b>	<b>No. of Hours</b>
	Corporate governance failure at Ricoh India: rebuilding lost trust; ICICI Bank- case of Chanda Kochhar; Corporate Governance at Infosys; Strategies for Corporate Governance; National E-Governance Policy; Corporate Governance in India; Case Study of Satyam; Tata Group & Cyrus Mistry dispute; Research Article Discussion on Corporate Governance	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition.</li> <li>2. Business Ethics, CSR and Corporate Governance–Dr.S.S.Khanka, S Chand Publisher</li> <li>3. Responsible Corporate Governance – Maria Aluchna – Springer</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Corporate Governance by Christine A Mallin, Oxford University Press</li> <li>2. Corporate Governance – Global Concepts &amp; Practices, Dr. S Singh, Excel Books.</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. <a href="http://www.pdfdrive.com">www.pdfdrive.com</a></li> <li>2. <a href="http://www.hbr.org">www.hbr.org</a></li> <li>3. <a href="http://www.india.gov.in">www.india.gov.in</a></li> <li>4. <a href="http://www.managementparadise.com">www.managementparadise.com</a></li> <li>5. <a href="http://www.citehr.com">www.citehr.com</a></li> </ol>

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**Course Name: SERVICES MARKETING****Course Type: Subject Core****Course Code: 305 MKT****Credits: 3****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
CO305MKT.1	REMEMBERING	DEFINE various concepts and terminologies of services marketing
CO305MKT.2	UNDERSTANDING	EXPLAIN various concepts and models of services marketing
CO305MKT.3	APPLYING	APPLY 7 P's of services marketing in real business world
CO305MKT.4	ANALYSING	ANALYSE various services marketing models for supporting effective business decisions
CO305MKT.5	EVALUATING	EVALUATE various services marketing strategies for better decision making in real business world
CO305MKT.6	CREATING	DESIGN holistic marketing plan for various existing and new service enterprises for entrepreneurship development and business growth

Unit-I	FUNDAMENTAL OF SERVICE MARKETING	No. of Hours
	3 Main Pillars of Indian Economy, Importance of Service Industry and Job Opportunities, Introduction, meaning of services; Nature, Characteristics, Classification of Services; Consumer Behavior in Services; Current Trends, Growth, and Globalization of Services. Domestic growth and expansion strategies - Focused service, focused network, clustered service diversified network, Franchising, Generic International Strategies and Global service strategies. Ethical issues in service contracts; Expert Insights	9
Unit-II	MARKETING MIX FOR SERVICE MARKETING	No. of Hours
	Service Product, Product Level Framework, Branding of Services, New Service Development; Price & Promotion of Services, Pricing Challenges, Pricing Program, Revenue Management, Internal Marketing Communication Strategy & Implementation, Advertising Services, Digital Marketing; Place - Methods of Service Delivery, Role of Intermediaries, Franchising, Service Process, Developing a Service Blueprint, Self Service Technologies (SSTs), Application of Service Blueprint	9

<b>Unit-III</b>	<b>SERVICE QUALITY MANAGEMENT</b>	<b>No. of Hours</b>
	Service Quality-Levels & Dimensions; Service Quality Models –RATER Model and its attributes, GAP Model, and Kano's model. Recommendations for Improving Service Quality, Reasons for Success/Failure of New Services; Consumer Response to Service Failure, Steps of Complaint Handling and Consumer Grievances Recovery Strategies and different Approaches of Complaint Handling	9
<b>Unit-IV</b>	<b>EXTENDED MARKETING MIX AND SERVICE DESIGN AND DEVELOPMENT</b>	<b>No. of Hours</b>
	People: Internal & Interactive Marketing; Physical Evidence: Elements, role and the relationship between employer and service consumer; Process: Challenges to services design, new service development, developing the service blueprint, quality function deployment, service innovations	9
<b>Unit-V</b>	<b>PARADIGM IN MARKETING OF SERVICES</b>	<b>No. of Hours</b>
	Services Management in Hotel and Tourism Industry Hotel and Tourism Industry in India- Present Status. SWOT Analysis, Strategies for development of Hotel Industry. Role of state and central governments in developing the Hotel and Tourism Industry in India; Service Management in Retail, E-tail v/s Retail. Footfall analysis, and planogram analysis; Introduction to Health Care Industry. Challenges and Strategies in developing Health Care Systems, Introduction to Medical Tourism. Role of Government Regulations; Banking and Insurance Services, Education Services , service as a integral part of value chain for B2C, B2B, C2C	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Chirstopher H. Lovelock, JochenWirtz, “Services Marketing”, Pearson Education, New Delhi, 2008</li> <li>2. Kenneth E Clow, et. Al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2012</li> <li>3. Services Marketing: People, Technology, Strategy, Seventh Edition by Christopher Lovelock and JochenWirtz Strategic Management and Business Policy by AzharKazmi, Tata McGraw-Hill, Third Edition</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008</li> <li>2. Services Marketing, Zeithaml, Bitner, Gremler&amp;Pandit, TMH Publication</li> <li>3. Services Marketing, Concepts &amp; Cases, Bhattacharjee, Excel Books.</li> <li>4. James A Fitzmmons, M. J. (Latest edition). Service Management-Operations, Strategy, Information technology. New Delhi: Tata McGraw</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. C H Lovelock Journal of Marketing</li> <li>2. KPMG Report on Retailing (Latest report)</li> <li>3. Dr. Malhotra, A. K. (2009). Hospital management-an evaluation. New Delhi: Global India Publications.</li> <li>4. ITDC Report {Along with the classes more will be shared}</li> </ol>

**Course Name: SALES AND DISTRIBUTION MANAGEMENT****Course Type:** Subject Core**Course Code:** 306 MKT**Credits:** 3**L:T:P :** 3:0:0**Course Outcomes (CO):** On successful completion of the course, the learner will be able to

CO Number	Cognitive Abilities	Course Outcome
CO306MKT.1	REMEMBERING	DEFINE the key concepts of sales and distribution management
CO306MKT.2	UNDERSTANDING	UNDERSTAND the role of the function of sales management in the corporate structure
CO306MKT.3	APPLYING	APPLY sales management tool such as sales forecasting, sales compensation methods, sales budgeting, sales reports, routings, quotas, sales analysis, and evaluation of performance by means of a team project that creates a sales force plan.
CO306MKT.4	ANALYSING	ANALYSE the various channel of distribution and Managerial capabilities for effective and efficient promotion strategies
CO306MKT.5	EVALUATING	EVALUATE sales plan, Channel effectiveness, Performance of various Channel Members.
CO306MKT.6	CREATING	DESIGN most effective sale strategies and channel of distribution.

Unit-I	BASICS OF SALES MANAGEMENT & PERSONAL SELLING	No. of Hours
	Introduction to Sales & Distribution Management: Meaning and definition of Sales Management; Origin and development of Salesmanship - Characteristics of Sales Management; Importance of Sales Management - Origin of Sales Management; Objectives of Sales Management; Functions of Sales force management Role of Sales Management in Marketing. Recent trends in sales Management-Technology in sales management; Telemarketing; Tele / Mobile Marketing; Online Marketing; E Commerce.	9
Unit-II	SALES PLANNING	No. of Hours
	Sales quota – Sales Territory – Designing – assigning Sales people - managing-Concepts of Sales organization- Specialization – Size of the sales force – recruiting and selecting- sales force – training-motivating-compensating and reading the sales force – controlling sales force. Sales Audit: Sales Force Productivity Indicators (Value and Volume) – Territory Productivity, Per Person per Month Productivity, Sales to Marketing Expenses Ratio	9



<b>Unit-III</b>	<b>SALES FORCE MANAGEMENT</b>	<b>No. of Hours</b>
	Marketing Channels: Functions and Significance; Structure - Vertical and Horizontal; Symbiotic; Role of marketing channels in the dynamic market place; Designing the Market Channel system; Channels for Consumer goods; Industrial goods; Inter Dependency of Sales & Distribution; Managing Marketing Channels: Channel Policies; Choice of the channel; Organizational Pattern in the Channel; Assessing Channel Performance; Causes for Channel Conflict & Techniques to overcome conflict; Channel Information System	9
<b>Unit-IV</b>	<b>CHANNEL INTERMEDIARIES</b>	<b>No. of Hours</b>
	OSI: Omni-channel Strategy & Insights, Difference between Multilevel Channel & Omni channel Franchising: Significance and importance of Franchisee in Channel Decision –Advantages of Franchisee – Process of appointment of Franchisee- Franchiser Franchisee relationship. Wholesaling – Functions and types Nature and Importance of Retailing; Types of Retailers; Organized Unorganized Retailing Formats; Retail Merchandising; Retail Decision Location and Size; Electronic Retailing: Introduction, Types of Technology in Retailing, Role of IT in Business; Influencing Parameters for use of IT in Retailing; Efficiency in Operations, Effective Management of Online catalogues; Direct Retailing Methods, Database Management; Data warehousing; Critical Analysis of E-Retailing Strategies; Customer Relationship Management	9
<b>Unit-V</b>	<b>RETAILING</b>	<b>No. of Hours</b>
	Retailer Promotion: Advertising; Sales Promotion and POP Promotion; Shelf Management; Communicating with the retailer customer; Economic cost of retailing; New Trends in Retailing; Role and Significance of Multi-level Marketing. Information system in retailing: Acquiring and using information strategies, technology in retail, information sources, retail information system. Ethical and legal issues in Retailing: Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores. Case Discussion: Understand in detail unique distribution projects like ITC E-Choupal, Mumbai Dabbawala, HUL project Shakti etc.	9

<b>Text Books</b>	<p>1. Sales &amp; Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press</p> <p>2. Sales &amp; Distribution Management – Text &amp; Cases (2nd Edition), Krishna K. Havaldar, Vasant M. Cavale, Tata McGraw-Hill</p>
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Buskirk; R H and Stanton; W J. Management of Sales Force. Homewood Illinois; Richard D Irwin</li> <li>2. Johnson; E M etc. Sales Management: Concepts Practices and cases. New York; McGraw Hill</li> <li>3. Still; R R. &amp; Cundiff; Sales Management; Englewood Cliff; New Jersey; Printice Hall Inc.;</li> </ol>
<b>Supplementary Reading Material; eBooks</b>	<ol style="list-style-type: none"> <li>1. Fundamentals of Sales Management for the Newly Appointed Sales Manager , Matthew schwartz</li> <li>2. Selling and Sales Management 8th edition David Jobber University of Bradford Geoffrey Lancaster London School of Commerce</li> </ol>

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**Course Title:** FINANCIAL STATEMENT ANALYSIS & VALUE INVESTING

**Course Type:** Subject Core

**Course Code:** 305 FIN

**Credits:** 03

**L:T:P :** 3 : 0 : 0

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

CO Number	Cognitive Abilities	Course Outcome
CO305FIN.1	REMEMBERING	DESCRIBE the key concepts of financial reporting and analysis
CO305FIN.2	UNDERSTANDING	EXPLAIN the structure and framework and all the concepts of financial reporting and analysis
CO305FIN.3	APPLYING	PERFORM all the calculations and Identify the constraints of financial statements.
CO305FIN.4	ANALYSING	ANALYZE and Compare the key elements of financial reporting, financial analysis and standards.
CO305FIN.5	EVALUATING	EVALUATE the compliance and quality of financial reporting
CO305FIN.6	CREATING	CREATE solutions to the problems in financial reporting

Unit-I	INTRODUCTION TO FINANCIAL REPORTING	No. of Hours
	Introduction of corporate financial reporting; Accounting principles; Concepts and conventions; Accounting process; Objectives of financial reporting; Preparation of financial statements; Convergence to international accounting and reporting standards: an introduction; Elements of annual reports; Qualitative aspects of annual reports; Statutory disclosure; Introduction to financial reporting practices.	9
Unit-II	FINANCIAL REPORTS ANALYSIS	No. of Hours
	Overview of financial statement analysis: Scope and objectives; Financial statements and other information in annual reports; Common size and comparative statement analysis; Value added and leverage analysis; Market comparison for financial performance of other firms and industries.	9

<b>Unit-III</b>	<b>INDIAN FINANCIAL REPORTING STANDARDS</b>	<b>No. of Hours</b>
	Introduction to Indian financial reporting standards; Financial reporting standards across globe; Financial accounting and reporting standards issuing bodies; Regulatory authorities (RBI, SEBI, ICAI etc.); Indian accounting and auditing standards; Indian financial reporting: standards and guidelines.	9
<b>Unit-IV</b>	<b>INTERNATIONAL FINANCIAL REPORTING STANDARDS</b>	<b>No. of Hours</b>
	International Accounting Standards Board; Convergence of International Financial Reporting Standards; The Framework of International Financial Reporting Standards; Comparison of IFRS with alternative regional reporting systems; GAAP: Implications and Reconciliation to regional accounting and auditing standards; Characteristics of Effective Financial Reporting; Barriers to a single accounting and reporting framework.	9
<b>Unit-V</b>	<b>CONVERGENCE TO INTERNATIONAL STANDARDS &amp; INTERNATIONAL VALUE INVESTING</b>	<b>No. of Hours</b>
	Convergence to international accounting and reporting standards: an assessment of regional accounting and reporting systems in Asian (ASEAN, SAARC, Gulf, OPEC etc.), European (London, Euro region etc.) and American (GAAP, S. America etc.) Systems. Value Investing in Asia: The fundamental approach, the economic positioning, the industrial average and company performance analysis. Value Investing Internationally: Regional and economic considerations, FDI and FII inflows, Market trends and statistics, The rule of thumb by market doyens.	9

<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Financial Statement Analysis by John. J. Wild</li> <li>2. International Financial Statement Analysis by Thomson R. Robinson, CFA / Hennie Van Greuning, CFA, Elaina Henry ,CFA, Michael A. Broihahn, CFA</li> <li>3. Financial Reporting and Analysis – Using Financial Accounting Information by Charles H. Gibson- The University of Toledo, Emeritus</li> <li>4. Financial Reporting and Analysis by Lawrence Revsine, Daniel Collins, Bruce Johnson,</li> <li>5. <b>Value Investing in Asia: The Definitive Guide to Investing in Asia</b> (Wiley Finance) by Lim, PeirShenq (Stanley), Cheong, Mun Hong</li> </ol>
<b>Research Paper</b>	A research paper on Financial Reporting Quality: A Literature Review by Siriyama Herath

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**Course Name: CORPORATE FINANCE****Course Type:** Subject Core**Course Code:** 306 FIN**Credits:** 3**L:T:P :3:0:0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO306FIN.1	REMEMBERING	RECALL the Important & All key concepts in Corporate Finance such as Financing, Time value of money, Investment, Strategic financing and different models used in finance.
CO306FIN.2	UNDERSTANDING	USE of financial resources to take decisions in financing, Investing, forecasting financial projections.
CO306FIN.3	APPLYING	CALCULATE Time value of money, finding out Enterprise and Equity value, Bond value, different risk exposure through leverages, applying various models for financial decision making.
CO306FIN.4	ANALYSING	ANALYZE the different risk exposure of firm in financing and investment decisions in various scenarios.
CO306FIN.5	EVALUATING	EVALUATE the Impact of Various Financing Decisions and Models used in finance on Organizations financial Performance.
CO306FIN.6	CREATING	CREATE an appropriate valuation framework for valuing company under consideration for Investment decision making.

Unit-I	FRAMEWORK OF FINANCIAL AND INVESTMENT DECISIONS	No. of Hours
	Framework for Financial Decisions: An overview of financial decisions; the financial environment; bond and share valuation. Investment Decisions and Strategies: Investment appraisal methods; project appraisal – applications; investment strategy and process.	9
Unit-II	TIME VALUE OF MONEY	No. of Hours
	Simple and Compound Interest Rate, Annual Percentage Rate and Effective, Annual Rate, Value and Present Value, Future Valuing a Perpetuity, Valuing an Annuity, Planning for Retirement	9

<b>Unit-III</b>	<b>VALUE RISK AND RETURN</b>	<b>No. of Hours</b>
	Value, Risk and the Required Return: Analyzing investment risk; identifying and valuing options; relationships between investments: portfolio theory; setting the risk premium: the capital asset pricing model; the required rate of return on investment; enterprise value and equity value.	9
<b>Unit-IV</b>	<b>STRATEGIC FINANCIAL DECISIONS</b>	<b>No. of Hours</b>
	Strategic financial decisions: Long-term finance; returning value to shareholders: the dividend decision; capital structure and the required return; relevance of capital structure; acquisitions and restructuring; Operating Leverage; Dividend Policy; Pricing Strategy; Asset-Liability Management.	9
<b>Unit-V</b>	<b>MODELS IN FINANCE</b>	<b>No. of Hours</b>
	Merger Model (M & A); Initial Public Offering (IPO) Model; Leverage Buyout (LBO) Model; Forecasting Model; Option Pricing Model	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Damodaran A. Applied Corporate Finance. Wiley &amp; Sons. 1999</li> <li>2. Brealey R.A., Myers S.C. Principles of Corporate Finance. 6th edition. McGraw Hill. 2000</li> <li>3. Megginson, W. L., Corporate Finance Theory. Addison &amp; Wiley, 2001</li> <li>4. Corporate Finance by Stephen A. Ross, Randolph Wester field, Jeffrey Jaffe (2006), McGraw-Hill/Irwin.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Grinblatt/ Titman. Financial Markets and Corporate Strategy. McGraw Hill. - G&amp;T</li> <li>2. Frantz, P. and R. Payne. Study Guide. Corporate Finance. First Edition. 1999.</li> </ol>
<b>Website / Case Studies</b>	<ol style="list-style-type: none"> <li>1. The Economic Times</li> <li>2. The Financial Express</li> <li>3. Journal of Corporate finance</li> </ol>

**Course Title: HR OPERATIONS****Course Type: Subject Core****Course Code: 305 HRM****Credits : 03****L:T:P : 3 : 0 : 0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

Co. No.	Cognitive Abilities (CA)	Course Outcome
CO305HRM.1	REMEMBERING	DESCRIBE structure of Human Resource Administration
CO305HRM.2	UNDERSTANDING	LEARN drafting of communications for disciplinary actions
CO305HRM.3	APPLYING	DEMONSTRATE the various contemporary issues in Human Resource Management
CO305HRM.4	ANALYSING	EXPERIMENT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
CO305HRM.5	EVALUATING	EVALUATING computation of Workmen compensation, Bonus and Gratuity and Labour Welfare
CO305HRM.6	CREATING	CREATE framework to manage HR disruptions

Unit-I	HUMAN RESOURCE ADMINISTRATION	No. of Hours
	Evolution of HRM; Need of HR Department; Human Resource Administration; Structure of personnel department; Personnel Policy Drafting communication in personnel department – Appointment, promotion, transfer, deployment, appreciation letter, notices and circulars; (Fundamentals of HRM, IR, and Labour Law- XLRI)	9
Unit-II	COMMUNICATION ABOUT DISCIPLINARY MEASURES	No. of Hours
	Communications about disciplinary measures: Drafting of memo, warning, show cause, charge sheet, suspension, Inquiry procedure correspondence, termination and dismissal, reinstatement in service; HR Disciplinary Action Policy in Workplace and Best Practices	9

<b>Unit-III</b>	<b>CONTEMPORARY ISSUES IN HUMAN RESOURCE DEVELOPMENT</b>	<b>No. of Hours</b>
	Strategic role of HRD; Managing knowledge worker; Workforce Diversity; Competency Mapping Model; Emotional Intelligence; Organizational change and Development; Emergence of learning & development; Coaching & mentoring; HRD Interventions.	9
<b>Unit-IV</b>	<b>COMPENSATION AND LABOUR WELFARE&amp; PAYROLL SYSTEM</b>	<b>No. of Hours</b>
	Compensation and Labour Welfare; The Workmen’s Compensation Act 1923; The Payment of Bonus Act, 1965; The Payment of Gratuity Act 1972; The Employee’s Provident Fund and Miscellaneous Provisions Act, 1952; The Employee’s State Insurance Act, 1948; Different Amendments till Date; Components of Payroll System; Model of International Labour Welfare Measures	9
<b>Unit-V</b>	<b>BREAKTHROUGH IN GLOBAL HRM</b>	<b>No. of Hours</b>
	Sustainable Human Resource Management Model; Agile HRM; Disruption in HR; Challenges in Flexible Working Environment; Rediscovering the “Human” in strategic human capital; E – HRM; HR for New Millennials; Strategies for New Workforce; Case Study (Netflix)	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Industrial and Labour Laws – S. P. Jain</li> <li>2. Employee Relations Management-P N Singh, Pearson Publications</li> <li>3. Industrial Relations: Emerging Paradigms, BD Singh, Excel Books, 2004 Edition</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Elements of Mercantile Law-N. D Kapoor</li> <li>2. Guide on Labour Management forms and precedents (Law, Practice and Procedure) – S D Puri (Snowwhite publication)</li> </ol>
<b>Supplementary Reading Materials</b>	<ol style="list-style-type: none"> <li>1. <a href="http://www.managementstudyguide.com">www.managementstudyguide.com</a></li> <li>2. <a href="http://www.hbr.org">www.hbr.org</a></li> <li>3. <a href="http://www.forbes.in">www.forbes.in</a></li> <li>4. <a href="http://www.mckinsey.in">www.mckinsey.in</a></li> </ol> <p>Journals: Journal of Industrial Relation, Human Capital, Journal of HRM</p>

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**Course Title: HR PLANNING, RECRUITMENT & SELECTION****Course Type: Subject Core****Course Code: 306 HRM****Credits : 03****L:T:P : 3 : 0 : 0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

Co. No.	Cognitive Abilities (CA)	Course Outcome
CO306HRM.1	REMEMBERING	DESCRIBE the key concepts of HR Planning
CO306HRM.2	UNDERSTANDING	UNDERSTAND the various strategies in HR Planning
CO306HRM.3	APPLYING	PREPARE HR planning for long term global staffing
CO306HRM.4	ANALYSING	ILLUSTRATE the skills essential for managerial success.
CO306HRM.5	EVALUATING	EVALUATE various key Recruitment process and hiring policies of organizations
CO306HRM.6	CREATING	CREATE the model of the selection and placement process

Unit-I	HR PLANNING	No. of Hours
	Approaches to Human Resource Planning, Concept, importance, Need, objectives, Types of HR plan, Dimensions of Human Resource Planning, Approaches-Social Demand Approach, Rate of Return Approach, Manpower Requirement Approach, Human Resource Information System, Human Resource Planning Process, Approaches, Benefits, Problems/Barriers to Human Resource Planning.	9
Unit-II	HR PLANNING AS A STRATEGY	No. of Hours
	HR Planning as a strategy: Business Strategy & HRP, HRP process, Job Analysis, Forecasting and analyzing HR demand (qualitative and quantitative), Supply forecasting (external and internal), Comparison of demand and supply forecasting	9

<b>Unit-III</b>	<b>GLOBAL HUMAN RESOURCE PLANNING</b>	<b>No. of Hours</b>
	Global Human Resource Planning: From strategy to Decision about work Demand and labor supply External Environment Scanning- Job Design for Meeting global Strategy work demand; HR planning for the Long term-Global Staffing: General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.	9
<b>Unit-IV</b>	<b>RECRUITMENT AND HIRING POLICIES</b>	<b>No. of Hours</b>
	Recruitment and Hiring Policies: Policies for Manpower Planning, Employment Contracts/Bonds, Drafting different forms (Letters, Bonds, Contract Form, Interview Guideline Sheet, Checklist), Procedures in Administering Contracts, Wage / Salary and Benefits, Administration Policy, Rules relating to Wages / Salary and Legal Compliances, Compensation and other Benefit Policies.	9
<b>Unit-V</b>	<b>SELECTION AND PLACEMENT</b>	<b>No. of Hours</b>
	Selection Process - Test Types - Interview Types - Career Planning - VS Man Power Planning and succession Planning - Career Planning - Process - Career Development - Placement and Induction	9

<b>Text Books</b>	1. Human Resource Planning - D K Bhattacharyya – Excel Books 2. Human Resource Management - Dr. C.B. Gupta - Sultan and Sons
<b>Reference Books</b>	1. Personnel & Human Resource Management - P. Subba Rao - Himalaya Publishing House 2. Human Resource and Personnel Management - K. Aswathappa - Tata McGraw Hill Publishing Co. Ltd.
<b>Supplementary Reading Materials</b>	1. <a href="http://www.hbr.org">www.hbr.org</a> 2. <a href="http://www.citehr.com">www.citehr.com</a> 3. <a href="http://www.managementparadise.com">www.managementparadise.com</a> 4. <a href="https://onlinelibrary.wiley.com/journal/17488583">https://onlinelibrary.wiley.com/journal/17488583</a> 5. <a href="https://www.tandfonline.com/journals/rijh20">https://www.tandfonline.com/journals/rijh20</a>

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**Course Title: SERVICES OPERATIONS MANAGEMENT - II****Course Type: Subject Core****Course Code: 305 OSCM****Credits: 03****L:T:P : 3 : 0 : 0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO305OSCM.1	REMEMBERING	DEFINE the key concepts in Services strategy and Service Value model
CO305OSCM.2	UNDERSTANDING	DIFFERENTIATE Service Facility Design & Facility Location
CO305OSCM.3	APPLYING	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
CO305OSCM.4	ANALYSING	CATEGORIZE a service firm according to its stage of competitiveness.
CO305OSCM.5	EVALUATING	MODIFY the Service strategies of an organization for achieving the strategic service vision.
CO305OSCM.6	CREATING	DEVELOP relevant policy for smooth flow service planning implementations.

Unit-I	SERVICE STRATEGY	No. of Hours
	Introduction; How to formulate service strategy; Create value to achieve competitive edge, Service Value model, Competitive Environment of Services, Intensity and Competition among competitors, Generic competitive strategies, Competitive Role of Information and Information Technology in Services, Strategic Service Vision, and Strategic Analysis Porter's Five Forces Analysis SWOT Analysis: Strengths, Weaknesses, Opportunities, Threats, and Winning Customers in the Marketplace, Qualifiers, Service Winners, and Service Losers.	9
Unit-II	SERVICE FACILITY DESIGN & FACILITY LOCATION	No. of Hours
	Facility layout process for smooth flow of service, Terms Used in Process Analysis, Process Analysis of Process layout, important considerations and decision factors of service facility location. Facility location decision to achieve competitive advantage. Classification of	9

	facility location decisions, Servicescape, Servicescape to e- services cape or cyberspace, Service Design Factors, Service Facility Layout, Different types of facility layouts. Advantage of service facility design and facility location, disadvantage of service facility	
<b>Unit-III</b>	<b>DEMAND &amp; CAPACITY MANAGEMENT IN SERVICES</b>	<b>No. of Hours</b>
	Managing demand in services, Forecasting demand for services, Cross Impact Analysis, Time Series Forecasting: Moving Averages, various strategies to smoothen customer demand in services, Strategies to Manage Demand, Overbooking, Developing Complementary Services, various strategies to manage capacity in services, Service Capacity Measurement, Decision levels of capacity management, Adjustable Capacity, Yield management in services, Evolution of Revenue Management, Different pricing strategies for revenue management, Workforce Management, Allocation of employees or staffing, Scheduling Part time employees.	9
<b>Unit-IV</b>	<b>SERVICE INVENTORY &amp; SUPPLY CHAIN MANAGEMENT</b>	<b>No. of Hours</b>
	Role of service inventory and types of inventories in service sector, Types of Inventories in Services, Forms of Service Inventory, Managing Inventory in services versus managing inventory in manufacturing sector. Service Supply Chain, Specific issues in service supply chains, Managing suppliers in service supply chains, Service supply chain processes, Cerate Service level agreements (SLAs).	9
<b>Unit-V</b>	<b>ROLE OF SERVICES IN ECONOMY &amp; GLOBALIZATION</b>	<b>No. of Hours</b>
	Economic Evolution, Stages of Economic Development in service industry, Nature of the Service Sector, New Experience Economy, Consumer Service Experience, Business Service Experience, Sources of Service Sector Growth, Information Technology, Innovation, Changing Demographic. Domestic Growth and Expansion Strategies, Diversified Network, Franchising, Globalization of Services, International policy, Nature of the Borderless World Planning, Transnational Operations, Global Service Strategies, Multicounty Expansion, Importing Customers, Following Your Customer, Service Off shoring. Create a global service planning and its implementations policies.	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Successful Service Operations Management, Metter, King–Mettters, Pullman &amp; Walton, Thomson India</li> <li>2. Services Business Management, Dr Abhay Kulkarni and Dr Sudhir Hasamnis, Himalaya Publication</li> <li>3. Services Marketing Operations and Management, Vinnie J Juhari, Kirti Dutta,</li> </ol>
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	<p>Oxford University Press</p> <p>4. Service Management, Fitzsimmons and Fitzsimmons, Irwin/McGraw-Hill</p>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Service operations management - Improving service delivery, Robert Johnston, Graham Clark, Pearson Publication</li> <li>2. Services Sector Management An Indian Perspective, C. Bhattacharjee</li> <li>3. Baldrige – Just What the Doctor Ordered, Quality Progress, Nelson</li> </ol>

**Course Title: LOGISTICS MANAGEMENT****Course Type:** Subject Core**Course Code:** 306 OSCM**Credits :**03**L:T:P :** 3 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO306OSCM.1	REMEMBERING	RECALL the role and importance of logistics management.
CO306OSCM.2	UNDERSTANDING	UNDERSTAND the role and importance of logistics in modern day economy.
CO306OSCM.3	APPLYING	APPLY the knowledge to establish the relationship between logistics and other functional areas.
CO306OSCM.4	ANALYSING	ANALYSE the logistics systems from different perspectives to meet desired corporate objectives.
CO306OSCM.5	EVALUATING	EVALUATE the logistics systems from different perspectives to meet desired corporate objectives
CO306OSCM.6	CREATING	DESIGN the logistics systems to meet the corporate objectives and get competitive advantage.

UNIT - I	INTRODUCTION	NO. OF HOURS
	Context of Logistics: Introduction & definitions; Logistics in the economy a macro perspective; Aim of logistics; Activities of logistics; Value added role of logistics	9
UNIT - II	DIMENSIONS OF LM	NO. OF HOURS
	Logistics in the firm: Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain; Problems with fragmented logistics; Integrating logistics within an organization; Integrating logistics along the SC.	9
UNIT- III	VARIOUS APPROACHES TO LM	NO. OF HOURS
	Approaches to analyzing logistics systems: Materials Management v/s physical distribution; Cost centers, nodes v/s links, logistics channel; Cost perspective & level of optimality; Short run or static analysis; Long run	9

	or dynamic analysis	
<b>UNIT- IV</b>	<b>TYPES OF RELATIONSHIPS IN LM</b>	<b>NO. OF HOURS</b>
	Logistics Relationships: Types of relationships, Competitive relationship, Product relationship, Spatial relationship; Intensity of involvement; Logistics outsourcing activities – concept & types of 3PL, 4PL; Need for collaborative relationship	9
<b>UNIT – V</b>	<b>GLOBAL ASPECTS OF LM</b>	<b>NO. OF HOURS</b>
	Service Response Logistics: Overview of service Operations; Service productivity; Global service issues; Service strategy development; Service delivery systems; Service location & layout. Primary concerns of service response logistics: Service capacity, Waiting times, Distribution channels, Service quality.	9

<b>Text Books:</b>	<ol style="list-style-type: none"> <li>1. The Management of Business Logistics by Coyle, Bardi, Langley, Cengage Learning India Ed, 7th Edition.</li> <li>2. Logistics – An introduction to SCM by Donald Waters, Palgrave Macmillan, 1st Edition</li> <li>3. Logistics, by Harald Gleissner and J Christian Femerling</li> </ol>
<b>Reference Books:</b>	<ol style="list-style-type: none"> <li>1. Logistics and Supply Chain Management: Cases and Concepts by Raghuraman and Rangaraj, Macmillan Business Books</li> <li>2. Business Logistics: Management of Physical Supply and Distribution, Heskett, Ivie and Glaskowsky, Ronald Press, New York.</li> <li>3. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.</li> </ol>
<b>Supplementary Reading Material / Web Links</b>	<ol style="list-style-type: none"> <li>1. Principles of SCM – A Balanced Approach by Wisner, Leong, Tan, Cengage Learning India Ed., 1st Edition</li> <li>2. <a href="http://web.iitd.ac.in/~ravi1/4a_White%20Paper%20Logistics%20Research%20in%20India%20">http://web.iitd.ac.in/~ravi1/4a_White%20Paper%20Logistics%20Research%20in%20India%20</a> (</li> </ol>

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<b>Course Name: AGRO INDUSTRIES MANAGEMENT-I</b>	
<b>Course Type: Subject Core</b>	<b>Course Code: 305 ABM</b>
<b>Credits : 3</b>	<b>L:T:P : 3:0:0</b>

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

CO Number	Cognitive Abilities	Course Outcome
CO305ABM.1	REMEMBERING	RECALL the key terms and concepts of agriculture and Indian economy.
CO305ABM.2	UNDERSTANDING	DESCRIBE the application of pre-harvest and post-harvest management losses, management for value addition in food products, Agro processing Industries.
CO305ABM.3	APPLYING	APPLY the knowledge into the agro-processing industries.
CO305ABM.4	ANALYSING	ANALYSE the complex marketing issues of livestock industries. To assess present status of dairy, poultry, meat, wool and hide industries in WTO regime. Milk composition of different species.
CO305ABM.5	EVALUATING	EVALUATE the prospects of allied agro-industries
CO305ABM.6	CREATING	DESIGN creative solutions for agricultural industry to resolve their real time issues

Unit-I	INTRODUCTION TO AGRICULTURE AND INDIAN ECONOMY	No. of Hours
	Agribusiness: Indian agriculture, Scope, Importance, role. Agricultural Economics: Meaning, definition, scope and importance of agricultural economics. Business cycles and policies for economic stabilization. Co-operation: Meaning, definition, principles of co-operation and its application in agriculture; Importance and role of co-operation in agriculture and rural development. Co-operation compared with capitalism, socialism, communism and co-operative movement in India. Green Revolution: New strategies in development of Indian agriculture; High yielding varieties (HYV) program; Five-year plans - silent features. NITI Aayog; Focus on agriculture in national planning; Problems of food security.	9



<b>Unit-II</b>	<b>PRE-HARVEST AND POST-HARVEST MANAGEMENT</b>	<b>No. of Hours</b>
	Present status of food industry in India; Organizations in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution. Risk management: Pre-harvest and post-harvest process, losses and management for loss reduction. Management for value addition in food products; Laws and regulations related to food industry, food production and marketing; Quality management: Quality standards, PFA, ISO etc.	9
<b>Unit-III</b>	<b>AGRO-PROCESSING INDUSTRIES</b>	<b>No. of Hours</b>
	Agro-based Industries: Importance, significance and classification of agro-based industries; Role of agro-processing industries. Types of agro-based industries: Milling & Food Processing Industries; Institutional arrangement; steps in setting up of agro-based industries. Constraints in establishing agro-based industries; Growth and modernization of above agro-based industries in different regions; Modernization of industries. Potential of agro-based industries: Grape wine units, soya-processing units, mango pulp processing units.	9
<b>Unit-IV</b>	<b>LIVESTOCK INDUSTRIES</b>	<b>No. of Hours</b>
	Present status of dairy, poultry, meat, wool and hide industry amid WTO regime; Segmental variations; Milk composition of different species. Production, packaging and marketing of milk; Industrialized livestock products; Import, export of animal and poultry products. Price regulation in industrialized livestock agriculture products; Factors influencing price. Trends in marketing and utilization of livestock agriculture products. Importance of hides and bones, quality standards and storage. Market standards and regulation of livestock agriculture products.	9
<b>Unit-V</b>	<b>ALLIED AGRO-INDUSTRIES</b>	<b>No. of Hours</b>
	Case studies on project formulation in various types of food industries: Milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing; Storage, handling and processing of fruits and vegetables; Livestock products handling and processing.	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Subba Reddy, S. et al. <i>Agricultural Economics</i>. New Delhi: Oxford &amp; IBH Publishing Company.</li> <li>2. Singh, R. A. <i>Poultry Production</i>. New Delhi: Kalyani Publishers</li> <li>3. Srivastava, U. K. <i>Agro-processing Strategy for Acceleration and Exports</i>. New Delhi: Oxford University Press.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Loknandhan, K., Mani, K. and Mahendran, K. <i>Innovations in Agri Business</i>.</li> <li>2. Johl, S. S., Kapoor, T. R. <i>Fundamentals of farm business management</i>.</li> <li>3. Acharya, S. S. and Agrawal, N. L. <i>Agricultural marketing in India</i> (5<sup>th</sup> edition). New Delhi: Oxford and IBH publishing.</li> <li>4. Chadha, K. L. and Pareek, O. P. (1993). <i>Advances in Horticulture</i> (Vol. I-IV). Malhotra Publication House.</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. Marketing Whitebook (Latest Edition)</li> <li>2. Official Website of NABARD Bank, Bankable projects</li> <li>3. Brand Equity Supplement of the Economic Times</li> <li>4. Brand Wagon Supplement of the Financial Express</li> <li>5. Strategist Supplement of Business Standard</li> <li>6. NCAER - <a href="http://www.ncaer.org/">http://www.ncaer.org/</a></li> </ol>

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**Course Title: INTEGRATED MARKETING COMMUNICATION****Course Type: Subject Elective****Course Code: 307 MKT****Credits : 02****L:T:P : 2:0:0**

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

CO Number	Cognitive Abilities	Course Outcome
CO307MKT.1	REMEMBERING	DEFINE the need and environment of Integrated Marketing Communications (IMC).
CO307MKT.2	UNDERSTANDING	EXPLAIN the different tools of IMC such as Advertising, Publicity, Public relations, Sales Promotions, Personal Selling, and Direct Marketing.
CO307MKT.3	APPLYING	APPLY the concepts of IMC to effectively implement business promotion campaigns on different media platforms (Print, Radio, TV, Outdoor, Catalogue, Web, Mobile, E-mail, Social Media ).
CO307MKT.4	ANALYSING	ANALYZE the relevant Legal Aspects of Advertising, Green Marketing, and other Regulatory Requirements for the IMC Campaigns.
CO307MKT.5	EVALUATING	EVALUATE the different Advertising Appeals suitable in relevant real business situations.
CO307MKT.6	CREATING	DESIGN the Sales Promotions or Advertising Campaigns in the context of hypothetical business situations for relevant product / services promotions.

Unit-I	THE ENVIRONMENT OF IMC	No. of Hours
	An overview of Integrated Marketing Communication (IMC); Marketing Communications objectives, and Terminologies; Promotions Mix Elements, Primary Tools for Marketing; The Integrations of Marketing Communications, Key IMC Features; Introduction of Brand Equity; Difficulty of Marcom Effectiveness, Marcom and Brand Adoption, Brand Naming, Introduction to IMC tools – Advertising, sales promotion, personal selling, publicity, public relations, and event sponsorship. The role of advertising agencies and other marketing organizations providing marketing services.	6
Unit-II	IMC PLANNING AND PROCESS	No. of Hours
	Role of IMC in marketing process, IMC planning model; Marketing and promotion process model. Communication process, Steps involved in developing IMC programme, Effectiveness of marketing communications,	6

	Purpose, Role, Functions, Types, Advertising Mix Vs Marketing Mix; Consumer Processing Model (CPM Model) ; The Hedonic, Experiential Model (EMP Model), The Role of Persuasion in Integrated Marketing Communications, The Nature and Role of Attitudes, Persuasion in marketing; The Influence Process: The Persuadee's Perspective; The Theory of Reasoned Action (TORA),	
<b>Unit-III</b>	<b>OBJECTIVES, BUDGETING, AND LEGAL ASPECTS</b>	<b>No. of Hours</b>
	Setting Marcom Objectives, The Hierarchy of Marcom Effects, The Integrated Information Response Model (IIRM Model), Marcom Budgeting, Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights; Green Marketing Initiatives (Environmental Marketing), Regulations of Marketing, Ethical Issues in Marketing.	6
<b>Unit-IV</b>	<b>ADVERTISING MANAGEMENT</b>	<b>No. of Hours</b>
	Overview of Advertising; The Magnitude of Advertising; Advertising Functions (Informing, Influencing, Reminding and Increasing Salience, Adding Value), The Advertising Management Process (TAMP); Ad-Investment Considerations, Effective and Creating Ad messages; suggestions for creating effective advertising, Advertising Plans and Strategy: A Five-Step Program, Digital Media & Advertising: Digital Media, Display Advertising, Evolution of Technology in Advertising (AI, AR, VR, Metaverse), SEO, SEM, PPC, E- Commerce and Digital Media; Advertising on Digital Media, Social Media, E-mail Marketing, Mobile Advertising, E-PR; Endorsement and Message Appeals in Advertising, Different Appeals in Advertising (Humor, Fear, Guilt, Sex, Subliminal Message and Symbolic Embeds, Music, Comparative Advertising; Types of Media (Print, Radio, TV, Online, Outdoor, Mobile),	6
<b>Unit-V</b>	<b>SALES PROMOTIONS &amp; PERSONAL SELLING</b>	<b>No. of Hours</b>
	Consumer Sales Promotions, Why use Sales Promotions, Methods : Sampling, Couponing, Point-of-Purchase Couponing, Mail and Media-Delivered Coupons, In and On-pack Coupons, Online and Social Group Couponing, Premiums, Refunds and Rebates, Sweepstakes and Contests, Continuity Promotions, Retailer Promotions, Retail Coupons, Frequent-Shopper Programs, Special Price/Time/User Deals, Public Relations, Word-of-Mouth Influence (WOM), Viral Marketing, Sponsorship Marketing, Event Promotions, Point-of-Purchase Communications (PoP) and Strategies, The Basic steps in Personal Selling (Prospecting, Pre-approach, Approach, The Sales Presentation, Handling Objectives, The Close, The Follow-up), Catalogue Selling, Direct Marketing, Sales Person Performance and Effectiveness, Excellence in Selling.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Advertising &amp; Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch &amp;Keyoor Purani, TATA McGraw Hill.</li> <li>2. Advertising, Promotions, and other aspects of Integrated Marketing Communications, Terence A. Shimp, J. Craig Andrews, 09<sup>th</sup> Edition, 2016, Cengage Learning India Pvt. Ltd.</li> <li>3. Advance Marketing Management, Lam, Hair, Sharma, McDaniel, Roberts, Zahay, Patel (2018), Cengage Learning India Pvt. Ltd.</li> <li>4. Advertising: Principles and Practice, Wells, Moriarty and Burnett, Pearson.</li> <li>5. Integrated Advertising, Promotion, and Marketing Communications, Kenneth E. Clow, Donald E. Baack, 06<sup>th</sup> Edition, 2014, Pearson.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Advertising Management, Jaishri Jethwaney &amp; Shruti Jain, Oxford University Press.</li> <li>2. Advertising &amp; Promotions: An IMC perspective, Kruti Shah and Alan D’Souza, Tata McGraw Hill.</li> <li>3. Advertising Management, Aakar, Batra and Myers, Prentice</li> <li>4. Advertising &amp; Promotions, S H Kazmi and Satish K Batra, Excel India.</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. <a href="https://www.imcbusiness.com/">https://www.imcbusiness.com/</a></li> <li>2. <a href="http://ddb mudragroup.com/">http://ddb mudragroup.com/</a></li> <li>3. Journal of Advertising, Taylor &amp; Francis Online.</li> </ol>
<b>Case Studies</b>	<ol style="list-style-type: none"> <li>1. An, J., &amp; Weber, I. (2018, September). Diversity in online advertising: a case study of 69 brands on social media. In International Conference on Social Informatics (pp. 38-53). Springer, Cham. DOI: 10.1007/978-3-030-01129-1_3</li> <li>2. Baidya, M., Maity, B. and Ghose, K. (2012), "Measuring dynamic effects of advertising: a case study in India", Journal of Indian Business Research, Vol. 4 No. 3, pp. 158-169. <a href="https://doi.org/10.1108/17554191211252671">https://doi.org/10.1108/17554191211252671</a></li> <li>3. Jeffery, M., Aoyagi, I. and Kalletta, E. (2017), "Marketing @ Microsoft: The Value of Customer Perception", Kellogg School of Management Cases. <a href="https://doi.org/10.1108/case.kellogg.2016.000189">https://doi.org/10.1108/case.kellogg.2016.000189</a></li> <li>4. Jeffery, M., Egli, L., Gieraltowski, A., Lambert, J., Miller, J., Neely, L. and Sharma, R. (2017), "Air France Internet Marketing: Optimizing Google, Yahoo!, MSN, and Kayak Sponsored Search", Kellogg School of Management Cases. <a href="https://doi.org/10.1108/case.kellogg.2016.000012">https://doi.org/10.1108/case.kellogg.2016.000012</a></li> <li>5. Agarwal, V. and Agrawalla, S. (2017), "Patanjali’s marketing mix: the monk’s new Ferrari", Emerald Emerging Markets Case Studies, Vol. 7 No. 4.,<a href="https://doi.org/10.1108/EEMCS-06-2016-0123">https://doi.org/10.1108/EEMCS-06-2016-0123</a></li> </ol>

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**Course Title: PRODUCT AND BRAND MANAGEMENT****Course Type:** Subject Elective**Course Code:** 308MKT**Credits:** 02**L:T:P:** 2:0:0

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

CO Number	Cognitive Abilities	Course Outcome
CO308MKT.1	REMEMBERING	DEFINE basic fundamentals of product and brand development and management.
CO308MKT.2	UNDERSTANDING	EXPLAIN the roles of product manager and brand manager for developing and sustaining a Product in the Market.
CO308MKT.3	APPLYING	IDENTIFY the key issues related to brand portfolio management and strategies brand extension, pruning, revitalization and crisis management.
CO308MKT.4	ANALYSING	ANALYSE different models of brand equity Valuations along with strategies of co-branding and brand endorsements in real business situations.
CO308MKT.5	EVALUATING	EVALUATE different strategies for new Product and brand building, Identifying and establishing brand positioning.
CO308MKT.6	CREATING	CREATE an Integrated Product / Brand Management Plan incorporating strategies for Brand Extensions, Brand Revitalization, Brand Pruning, and Brand Crisis Management.

Unit-I	PRODUCT DEVELOPMENT	No. of Hours
	Product Development, Product focused organization; Market focused organization; Factors influencing design of the product; Changes affecting product management; The Strategic Elements of Product Development; The New Products Process Finding and Solving Customers' Problems; Product Use Testing, Market Testing, Launch Management.	6
Unit-II	PRODUCT MANAGEMENT	No. of Hours
	The Role of Product Manager, Roles of Product Manager, Different Roles of Product Manager vs. Brand Manager, identifying opportunities, Developing product vision and strategy, Team and stakeholders' management, Marketing activities, Constant product improvements, Product management life cycle, Product Strategy development,	6

<b>Unit-III</b>	<b>BRAND MANAGEMENT &amp; PERFORMANCE</b>	<b>No. of Hours</b>
	Brands and Brand Management, Commodities Vs Brands, The role of brands, The brand equity concept; Customer-Based Brand Equity and Brand Positioning; Brand Resonance and Brand Value Chain; Choosing Brand Elements to Build Brand Equity; Designing Integrated Marketing Programs to Build Brand Equity; Establishing brand equity management system; Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance; Measuring sources of brand equity and consumer mindset, Co-branding, Celebrity Endorsement.	6
<b>Unit-IV</b>	<b>BRAND POSITIONING STRATEGIES</b>	<b>No. of Hours</b>
	Branding in the Digital Era, Leveraging Secondary Brand Associations to Build Brand Equity; Brand knowledge, Brand portfolios and market segmentation; Steps of brand building, Identifying and establishing brand positioning; Defining and establishing brand values, Developing a Brand Equity Measurement and Management System.	6
<b>Unit-V</b>	<b>GROWING &amp; SUSTAINING BRAND EQUITY</b>	<b>No. of Hours</b>
	Designing and Implementing Brand Architecture Strategies; Brand hierarchy, Branding strategy, Brand extension, brand pruning, and brand transfer; Managing brand over time, Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation; Brand Reinforcement, Brand Revitalization, Brand Crisis.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Kevin Lane Keller, Vanitha Swaminathan, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition,</li> <li>2. Branding: Concepts and Process by Debashis Pati, Publisher: Macmillan India,</li> <li>3. Marketing Management: An Asian Perspective by Philip Kotler, Kevin Lane Keller, Swee Hoon Ang, Chin Tiong Tan, Siew Meng Leong, Pearson Education Limited, 2017</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Gary L Lilien, Arvind Rangaswamy, New Product and Brand Management Prentice Halls. 2009</li> <li>2. Product Management 3rd Edition by Donald R. Lehmann (Author), Russell S Winer (Author), Donald Lehmann (Author), Russell Winer (Author)</li> <li>3. Strategic Brand Management, 3/E By Kevin Lane Keller by PEI.</li> <li>4. Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications</li> </ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"> <li>1. <a href="https://hbr.org/2015/06/a-better-way-to-map-brand-strategy">https://hbr.org/2015/06/a-better-way-to-map-brand-strategy</a></li> <li>2. <a href="https://hbr.org/2004/09/customer-centered-brand-management">https://hbr.org/2004/09/customer-centered-brand-management</a></li> <li>3. <a href="https://sloanreview.mit.edu/article/brand-management-prognostications/">https://sloanreview.mit.edu/article/brand-management-prognostications/</a></li> <li>4. Journal of Brand Management. Springer (Palgrave imprint), ISSN: 1350-231X</li> </ol>

	<p>(print), ISSN: 1479-1803 (electronic).</p> <p>5. Journal of Product &amp; Brand Management, Emerald Publishing. ISSN: 1061-0421.</p>
<b>Case Studies</b>	<ol style="list-style-type: none"> <li>1. Varshneya, G. and Das, G. (2017), "'Tata i-Shakti' to 'Tata Sampann': rebranding or repositioning?", Emerald Emerging Markets Case Studies, Vol. 7 No. 4. <a href="https://doi.org/10.1108/EEMCS-09-2016-0191">https://doi.org/10.1108/EEMCS-09-2016-0191</a></li> <li>2. Menon, S. (2021), "Growth through repositioning – the case of IHCL", The CASE Journal, Vol. 17 No. 6, pp. 814-835. <a href="https://doi.org/10.1108/TCJ-04-2020-0044">https://doi.org/10.1108/TCJ-04-2020-0044</a></li> <li>3. Uzo, U. and Nzegwu, L. (2018), "Indomie Noodles in Africa: lessons on digital and cultural branding", Emerald Emerging Markets Case Studies, Vol. 8 No. 1. <a href="https://doi.org/10.1108/EEMCS-03-2017-0048">https://doi.org/10.1108/EEMCS-03-2017-0048</a></li> </ol> <p>Sharma, D. (2012), "Tihar Jail Products – Branding, Distribution and Communication Strategy", Indian Institute of Management Ahmedabad. <a href="https://doi.org/10.1108/CASE.IIMA.2019.000065">https://doi.org/10.1108/CASE.IIMA.2019.000065</a>. Publisher: Indian Institute of Management Ahmedabad Copyright © 2012 by the Indian Institute of Management, Ahmedabad</p>



**Course Title: ADVANCED SELLING SKILLS****Course Type:** Subject Elective**Course Code:** 309 MKT**Credits :**02**L:T:P :** 1:0:1**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO309MKT.1	REMEMBERING	REMEMBER essentials of selling, sales techniques, selling process, etiquettes and manners of selling
CO309MKT.2	UNDERSTANDING	UNDERSTAND various terminologies, concepts, processes, technologies and strategies of selling
CO309MKT.3	APPLYING	APPLY knowledge of advanced selling into the context of real world business situations
CO309MKT.4	ANALYSING	ANALYSE various selling strategies and its effects on sales.
CO309MKT.5	EVALUATING	EVALUTE current sales strategies and techniques for better results and planning of effective selling strategies.
CO309MKT.6	CREATING	DESIGN selling strategies to achieve sales target

Unit-I	BUILDING A STRONG SALES ATTITUDE	No. of Hours
	<p>Fundamentals of selling - Role of selling in the context of an organization –survival and growth</p> <p>Preparing the mind for selling by using principles from book “The Seven Habits of highly successful peoples”, The greatest Salesman of the world, How to win friends and influence peoples, Principles Governing Sales Effectiveness,</p> <p>Sales Process &amp; Planning : Understanding the sales process, importance of planning, the challenges and implementation</p>	6
Unit-II	ADVANCED SKILLS FOR UNDERSTANDING THE NEEDS OF CUSTOMER	No. of Hours

	Active Listening: importance of active listening to get everything right with the customer and the methodology of acquiring this skill. Communication skills : The art & science of making the customer talk by questioning techniques to build the rapport, body language and presentation skills, NLP Techniques, High impact interpersonal skills: Persuade/ influence the customer	6
<b>Unit-III</b>	<b>OBJECTIONS HANDLING</b>	<b>No. of Hours</b>
	Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (LPA), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities, Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Exceeding Customer Expectations, Giving Recognition, Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions	6
<b>Unit-IV</b>	<b>NEGOTIATION &amp; CLOSURE OF SALES</b>	<b>No. of Hours</b>
	Negotiation Skills : Elements of Negotiation, Buyer behavior and psychology, Dealing with Difficult Negotiators and Cross-Cultural Negotiations Problems with Positional Bargaining, Opening Up the Negotiation, Approaches to Better Negotiation, You Have Alternatives, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together.	6
<b>Unit-V</b>	<b>RECENT TRENDS IN SELLING</b>	<b>No. of Hours</b>
	SPIN Selling, Technology tools such as CRM, social media, and other web-based sales and marketing information tools in production of data used for selling, Artificial Intelligence(AI) and Big Data in Sales Management , Sales force automation (SFA) and use of technology, Sales leadership in creating a great selling environment, Case study of successful sales persons	6

<b>Text Books</b>	1. Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10th Edition A B C' s of Selling by Charles M. Futrell, AITBS, New Delhi,
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	<p>2. World Class Selling by Roy Chitwood, JAICO Publishing House</p> <p>3. Selling &amp; Sales Management, Geoffrey Lancaster &amp; David Jobber, Macmillan India Ltd.</p>
<b>Reference Books</b>	<p>1. Achieve Sales Excellence, Howard Stevens and Theodore Kinni Avon, MA: Platinum Press</p> <p>6. Be A Sales Super Star by Brian Tracy</p> <p>7. Customer Centered Selling Robert Jolles New York, NY: Simon &amp; Schuster</p> <p>8. Don't Sell, Make them Buy –R Mukund, Kindle version</p> <p>9. Getting to Yes: Negotiating Agreement Without Giving In Roger Fisher, Bruce M. Patton, and William L. Ury New York, NY: Penguin Books</p> <p>10. How Winners Sell Dave Stein Chicago, IL: Dearborn Trade;</p> <p>11. Selling: The Profession David Lill Antioch, TN: DM Bass</p> <p>12. SPIN Selling by Neil Rackham Neil Rackham New York, NY: McGraw-Hill</p> <p>13. The 7 Habits of Highly Effective People Stephen R. Covey New York, NY: Simon &amp; Schuster</p> <p>14. The Greatest Salesman in the world –OgMandino</p> <p>15. Value-Added Selling Tom Reilly New York, NY: McGraw-Hill</p> <p>16. You Can Win by Shiv Khera</p>
<b>Supplementary Reading Material</b>	<p>1. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin Books, 1983.</p> <p>2. Brent Adamson, Matthew Dixon, Nicholas Toman, "The End of Solution Sales", HBR Jul 2012</p> <p>3. An Interview with Robert Cialdini by Sarah Cliffe, "The Uses (and Abuses) of Influence", HBR July-August 2013</p> <p>4. Lyle Sussman, "How to frame your message-The Art of Persuasion and Negotiation", HBR Jul 1999</p> <p>5. Jay Conger, "The Necessary Art of Persuasion", HBR May 1998</p> <p>6. Danny Ertel, "Getting Past Yes", HBR, Sep 2004</p> <p>7. Wheeler, Michael A. "Negotiation Analysis: An Introduction." HBS Aug 2000</p>

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**Course Title:** BUSINESS TO BUSINESS MARKETING

**Course Type:** Subject Elective

**Course Code:** 310MKT

**Credits :**2

**L:T:P** 2:0:0

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

CO Number	Cognitive Abilities	Course Outcome
CO310MKT.1	REMEMBERING	DEFINE Fundamentals of Business to Business Marketing
CO310MKT.2	UNDERSTANDING	UNDERSTAND of STPD, Pricing & Distribution to capitalise on business opportunities
CO310MKT.3	APPLYING	APPLY various concepts, procedures and processes in business context for particular segment.
CO310MKT.4	ANALYSING	CLASSIFY key requirements of clients, partners in context of businesses for particular segment
CO310MKT.5	EVALUATING	COMPARE suitable Pricing and Channel management strategy
CO310MKT.6	CREATING	DESIGN suitable Marketing Mix for Client and other stakeholders

Unit-I	OVERVIEW OF BUSINESS-TO-BUSINESS MARKETING	No. of Hours
	Market Opportunity Identification–Analysis & Evaluation-Introduction to B2B Marketing-Customer Analysis-Customer Relationship Management Strategies for Business Markets- Business, Organizational & Government Markets, Organizational Buying Behaviour, Concept of the Business-to-Business (B2B) Marketing, Comparison of Business-to-Business & Business-to-Consumer Marketing. Buying Situations, Buy grid Framework, Role of Buying Centre, Models of B2B Marketing – Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making	6
Unit-II	SEGMENTATION, TARGETING & POSITIONING FOR B2B MARKETS	No. of Hours
	Market Segmentation Bases: Macro Variables –Country Specific Policies, Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics. Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market. Positioning	6

<b>Unit-III</b>	<b>PRODUCT PRICING STRATEGY FOR B2B MARKETS</b>	<b>No. of Hours</b>
	Market Planning-Managing Products for Business Markets, Industrial Products: Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology. Marketing of – Projects, Industrial Services, High technology products. Marketing Channels– Pricing-Key Account Management, Pricing: Factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing, Role of Intermediaries, Agents, Bank- LOC, Tariff and other factors affecting Pricing	6
<b>Unit-IV</b>	<b>PERSONAL SELLING &amp; PROMOTIONS FOR B2B MARKETS</b>	<b>No. of Hours</b>
	Business Marketing Communication-Business MarketingCommunication-B2B Branding. Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC and VED Analysis of Industrial Customers. Promotions: Developing Industrial Communication Programme, Trade Shows, Exhibitions, Catalogues, Samples, Public Relations, Advertising, Listing on Government and other institutions sites, Promotion through online platforms like IndiaMart, trade associations etc.	6
<b>Unit-V</b>	<b>INDUSTRIAL DISTRIBUTION CHANNELS</b>	<b>No. of Hours</b>
	Distinctive Nature of Industrial Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis Online platforms, Role of associations, key challenges in dealing with intermediaries psychology, problems and remedies for successful retention	6

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

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**Course Title: DIGITAL MARKETING – II****Course Type:** Subject Elective MKT**Course Code:** 311 MKT**Credits :**02**L:T:P :** 1 : 0 : 1**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO311MKT.1	REMEMBERING	DEFINE various concepts related to Digital Marketing
CO311MKT.2	UNDERSTANDING	EXPLAIN the role of Search Engine Marketing, Affiliate marketing, Email and Mobile marketing
CO311MKT.3	APPLYING	MAKE USE OF Content Marketing, Affiliate Marketing, Email and Mobile Marketing & digital analytics.
CO311MKT.4	ANALYSING	ILLUSTRATE the use of Content Marketing, Affiliate Marketing, Email and Mobile Marketing & digital analytics.
CO311MKT.5	EVALUATING	EVALUATE Marketing Program on different platforms
CO311MKT.6	CREATING	CREATE Marketing Program on different platforms and do digital analysis.

Unit-I	SEARCH ENGINE MARKETING	No. of Hours
	Fundamentals of SEM: Search Engine Marketing (SEM), Understanding Google Search, Comparison between SEO and SEM, Terminologies associated to SEM, Search Engine Results Page (SERP), Organic Reach, Google Display Network (GDN). Search Engine Optimization: Introduction to SEO concept and role in digital marketing, Model used in Digital Marketing, The Five Stage AACRO POEM model, Inverted Pyramid in SEOS, Content Drilldown, E3model, Understanding Web and Mobile Marketing perspective, Key Terms.	3+6
Unit-II	CONTENT MARKETING	No. of Hours
	Introduction to Content Marketing: Definition, history, devolution, objectives, importance, role of content marketing in businesses. Tools of Content Marketing: Blogs, branch guide/folder, Social media, Case study, Webinars, Video publications, articles, Newsletters, Mobile Apps, Info-graphic, e-book, Whitepapers, podcasts, audio publications,	3+6

	websites and E-mails, Content Marketing Strategy: strategic plan, Analysis of Business and understanding customers. Content marketing mix, timelines, budget and optimizing and content. Role of SEO in content marketing, Content Management: Definition, Phases, CMS, Distribution of Content. Strategies in content distribution - guest blogging, repurposing and republishing. Cases in content marketing: Content Strategies used in sectors like Automobile, Services, FMCG, Pharmaceuticals, Airline, Future Trends in Content Marketing	
<b>Unit-III</b>	<b>AFFILIATE MARKETING</b>	<b>No. of Hours</b>
	Fundamentals of Affiliate Marketing- Definition and working of affiliate marketing, parties involved in Affiliate Marketing, How Affiliate Marketing works - Affiliate Program payment methods - Cookies and Affiliates - Tiered Affiliate Marketing - Cross selling and up selling - Multi tier marketing and commissions, Affiliate Marketing platforms –Affiliate marketing with Commission Junction, Setting Up Affiliate Marketing Program - Signing up as an Affiliate - Logging into your affiliate account - Integrating Affiliate Links into your websites. Advanced Affiliate Strategies- Promoting your affiliate program - Overcoming the challenges of affiliate marketing, Building Traffic and Scaling	3+6
<b>Unit-IV</b>	<b>EMAIL &amp; MOBILE MARKETING</b>	<b>No. of Hours</b>
	Introduction to Email & Mobile Marketing, Email techniques: Organizing the Mailing List, Email Content, Automating Emails and Spam Compliance, Analyzing and tracking email marketing; Mobile Applications, Mobile Payments and Mobile Entertainment; Email & Mobile Marketing Strategies, Privacy and security in Email & Mobile marketing	3+6
<b>Unit-V</b>	<b>DIGITAL ANALYTICS</b>	<b>No. of Hours</b>
	Synergetic Digital Ecosystem: Evolution of the Digital Ecosystem, Data Growth Trends, Digital Media Types-Paid Media &Owned Media. Digital Analytics Concepts : Applying a Measurement Framework, Digital Analysis-Audience Analysis and Digital Influence : Understanding Audience Analysis, Digital strategy development, Content Strategy Development, Audience Segmentation, Audience Analysis Tool Types, Additional Audience Analysis Techniques,	3+6

	Analytics Tools: Evaluating New Marketing Technologies, Organizing Your Marketing Technology Stack, Identifying Critical Marketing Technology Solutions, Build or to Buy decision, Identifying and Selecting an Analytics Tool	
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<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Search Engine Marketing, Andreas Ramos, Stephanie Cota , McGraw Hill Publications 2008</li> <li>2. Content Marketing Fundamentals –Sean R. Mitchell, Create space Independent Pub(15November2014)</li> <li>3. Affiliate Marketing: The Beginner's Step by Step Guide to Making Money Online with Affiliate Marketing by Kevin Ulaner</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Affiliate Marketing: Build Your Own Successful Affiliate Marketing Business from Zero to 6 Figures- by Walker, Jonathan S</li> <li>2. <u>Digital Analytics Primer</u> by Judah Phillips <u>Publisher: Pearson</u></li> <li>3. Digital Marketing MBA: Guiding Principles for Researching, Planning, and Managing a Marketing Strategy to Transform Your Business-David J Bradley, The Bradly BusinessGroup.2019</li> <li>4. Digital Marketing, Oliver J Rich.</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. <a href="https://www.youtube.com/playlist?list=PLifnQOsGyOSTYxFVLLZQo0MPEP2e5dh1Q">https://www.youtube.com/playlist?list=PLifnQOsGyOSTYxFVLLZQo0MPEP2e5dh1Q</a></li> <li>2. <a href="https://www.youtube.com/watch?v=b6aIBbTTDIM">https://www.youtube.com/watch?v=b6aIBbTTDIM</a></li> <li>3. Libert, K. (n.d.). 10 case studies that show the real impact of content marketing. Retrieved from <a href="https://blog.frac.tl/10-content-marketing-case-studies">https://blog.frac.tl/10-content-marketing-case-studies</a></li> <li>4. <a href="https://www.coursera.org/learn/content-marketing">https://www.coursera.org/learn/content-marketing</a></li> <li>5. <a href="https://www.youtube.com/channel/UCBDgBiaon_9MMMVCumg-v1g">https://www.youtube.com/channel/UCBDgBiaon_9MMMVCumg-v1g</a>, Digital marketing Academy Channel of Prof. Seema Gupta</li> </ol>
<b>Online course</b>	<ol style="list-style-type: none"> <li>1. <a href="https://learndigital.withgoogle.com/digitalunlocked/course/digital-marketing">https://learndigital.withgoogle.com/digitalunlocked/course/digital-marketing</a> Free SEM Tools Certification in Digital Marketing certification course by Google.</li> <li>2. <a href="https://www.locationrebel.com/how-to-start-affiliate-marketing/">https://www.locationrebel.com/how-to-start-affiliate-marketing/</a></li> </ol>

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**Course Name: MARKETING OF BFSI****Course Type:** Subject Elective**Course Code:** 312MKT**Credits:** 2**L:T:P:** 2:0:0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO312MKT.1	REMEMBERING	DESCRIBE the key terminologies of BFSI Products & Services
CO312MKT.2	UNDERSTANDING	UNDERSTAND the distinctive characteristics of BFSI Products & Services.
CO312MKT.3	APPLYING	APPLY the promotional and distribution channel strategies suitable to the different Banking & Financial Services achieving the goals of the organisation.
CO312MKT.4	ANALYSING	ANALYSE the different marketing, promotional strategies and various job profiles to understand its impact on customer acquisition and retention.
CO312MKT.5	EVALUATING	EVALUATE the different products, marketing and promotional strategies and skills used in BFSI
CO312MKT.6	CREATING	CREATE a suitable sales pitch / promotional strategies considering all the aspects with respect to particular scenario

Unit-I	INTRODUCTION TO BFSI MARKET	No. of Hours
	Meaning of BFSI; Structure of BFSI in India; Components of BFSI; Major Participants in BFSI; Products offer by BFSI; Growth history of BFSI In India; Regulatory bodies of BFSI; 7 P's of BFSI	6
Unit-II	PRODUCTS & SERVICES IN BFSI MARKET	No. of Hours
	Concept and structure of mutual funds in India; Mutual fund types, Principles of Insurance, Types of insurance, Life Insurance & Non-Life Insurance, Assets and Liability Products: CASA, Chit Funds, RD, Company Fixed Deposits, Bank FDS Or Company Deposits, Housing Finance, Loan against Property Products, Consumer Durable Loans, Reserve Mortgage Loan Products, Gold Loan, Personal Loan, Vehicle Loan, Education Loan Broking Firms and its services, Debit Card &	6

	Credit Card, Other online Merchant outlets Payment services like Google Pay, PAYTM, etc.	
<b>Unit-III</b>	<b>SEGMENTATION, TARGETING &amp; POSITIONING OF BFSI PRODUCTS &amp; SERVICES</b>	<b>No. of Hours</b>
	Introduction, Consumer buying behaviour, The consumer buying decision process, Influences on behaviour, Evaluating the customer experience, Organisational buying behaviour, The buying process, Influences on organisational buying, Segmentation and target marketing, Market segmentation, Bases for market segmentation, Consumer responses, Segmentation for the corporate sector, Target marketing, Segmentation strategies	6
<b>Unit-IV</b>	<b>PROMOTION &amp; DISTRIBUTION CHANNEL OF BFSI PRODUCTS &amp; SERVICES</b>	<b>No. of Hours</b>
	Advertising, Sales Promotion, Personal Selling, Public Relations & Direct Marketing in BFSI, Distribution of BFSI, issues and challenges, stakeholders supporting in Distribution, Online and Offline Distribution of BFSI, Loyalty and relationship marketing, Marketing financial services,	6
<b>Unit-V</b>	<b>SKILL DEVELOPMENT FOR BFSI SECTOR</b>	<b>No. of Hours</b>
	Introduction to various job profiles; technical skills; soft skills; certifications required; career progression map; start-up opportunities in BFSI; Roles plays for various profiles	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Financial Services, M Y Khan, Tata McGraw-Hill</li> <li>2. Financial Services &amp; Markets, Dr. PunithavathyPandian, Vikas Publication</li> <li>3. Marketing of Financial Services, V.A. Avadhani, Himalaya Publishing House</li> <li>4. Financial Services Marketing, Christine Ennew , Nigel Waite</li> <li>5. Financial Services, Nalini Prava Tripathy, Prentice Hall of India Private Limited</li> </ol>
<b>Reference Books</b>	1. Management of Financial Services C. Rama Gopal, Vikas Publishing

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**Course Name: FINANCIAL MODELLING - I****Course Type: Subject Elective****Course Type: 307 FIN****Credits: 02****L:T:P: 2:0:0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO307FIN.1	REMEMBERING	RECOLLECT the linkages between Profit and Loss account, Balance Sheet and Cash Flow statement
CO307FIN.2	UNDERSTANDING	UNDERSTAND the differences between standalone and consolidated statements of accounts.
CO307FIN.3	APPLYING	APPLY the foundational concepts to make projections and prepare the basic 3 statements of accounts
CO307FIN.4	ANALYSING	ANALYZE the present and future Financial Position of the company through financial models so prepared.
CO307FIN.5	EVALUATING	EVALUATE the Financial position of company under different scenarios.
CO307FIN.6	CREATING	CREATE the valuation sheet for the method of comparable.

Unit-I	INTRODUCTION TO THE FINANCIAL MODELING	No. of Hours
	Financial Modeling Best Practices Modeling as a Discipline , Model Attributes, Differences between standalone and consolidated statement of accounts; Explanation of minority interest, How to read financial statements and look up the notes to accounts; Explanation of non-cash charges and the effect of the same on profit and loss account and balance sheet (depreciation/amortization/amortization of intangibles), Explanation of the various methods of calculating depreciation and the effect of the same on profitability	6
Unit-II	THE INCOME STATEMENT	No. of Hours
	Start with the income statement, Understand the drivers of revenue; Understand the drivers of costs; Prepare assumption sheet, Find out historical trends of items of revenue and costs, Read Management Discussion & Analysis section of annual reports and quarterly earnings releases / Industry projections from CMIE /reports released by RBI, Project P/L account into the future	6

<b>Unit-III</b>	<b>BALANCE SHEET AND CASH FLOW STATEMENT</b>	<b>No. of Hours</b>
	Capture historical balance sheet and trends in gearing/ gross and net fixed assets/ working capital; Project the key items of balance sheet such as share capital and reserves, long-term debt, gross and net fixed assets according to management commentary/trends already captured. Construct cash flow statement by the indirect method (starting from net profit) and project into the future.	6
<b>Unit-IV</b>	<b>VALUATION – DISCOUNTED CASH FLOW</b>	<b>No. of Hours</b>
	Introduction to DCF valuation, Introduction to valuation by price multiples, Preparing Stress Cases (Sensitivity Analysis), Capture operating matrices and leverage	6
<b>Unit-V</b>	<b>CASE STUDY</b>	<b>No. of Hours</b>
	Develop the financial model of a non-financial company from scratch. Build valuation models and matrices for the same.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Building financial Models. McGraw Hill, Title Building Financial Models (McGraw-Hill Finance &amp; Investing) 2nd Edition</li> <li>2. Excel 2016 Bible 1st Edition, John Walkenbach (Wiley)</li> <li>3. Using Excel for Business and Financial Modelling: A Practical Guide (Wiley Finance) 3rd Edition, Author, Danielle Stein Fairhurst</li> <li>4. Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports 2nd Edition, Thomas Ittelson</li> </ol>
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**Course Name: INDIRECT TAXATION****Course Type:** Subject Elective**Course Type:** 308 FIN**Credits:** 02**L:T:P:** 2:0:0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO308FIN.1	REMEMBERING	RECALL the Important concepts of Goods & Service tax and Custom duty.
CO308FIN.2	UNDERSTANDING	EXPLAIN various key concepts in Indirect taxes related to GST its types, levy and collection, Time value of money, Input tax credit and Custom duty.
CO308FIN.3	APPLYING	CALCULATE value of taxable supply using concept of Time of supply, place and value of supply appropriately. Calculation of Custom duty for Import transactions.
CO308FIN.4	ANALYSING	ANALYZE the impact of GST and Custom duty on Firms Cost and Invoicing.
CO308FIN.5	EVALUATING	EVALUATE the Impact of GST on Overall Profitability of Firm.
CO308FIN.6	CREATING	CREATE proper GST Records, GST Return Filing, Utilizing the Input tax credit and preparing Import invoices in accordance with GST ACT Provisions and Custom duty act.

Unit-I	GOODS AND SERVICE TAX(GST)	No. of Hours
	Goods and Services Tax Act & Rules, Need for GST in India, Dual GST Model - Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST) Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council (Theory)	6
Unit-II	LEVY AND COLLECTION OF TAX	No. of Hours
	Scope of Supply, Composite and Mixed Supplies, Levy and Collection, Composition Levy, Exemptions Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).	6

<b>Unit-III</b>	<b>TIME AND VALUE OF SUPPLY</b>	<b>No. of Hours</b>
	Time of Supply, Change in Rate of Tax in respect of Supply of Goods or Services, Place of Supply and Value of Supply. (Simple problems on Time of supply, place of supply and value of supply) (Theory and Problems).	6
<b>Unit-IV</b>	<b>INPUT TAX CREDIT</b>	<b>No. of Hours</b>
	Introduction and Eligibility to avail Input Tax Credit (ITC). Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration. Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee. (Theory).	6
<b>Unit-V</b>	<b>CUSTOM DUTY</b>	<b>No. of Hours</b>
	Definitions, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods. (Problems on Valuation of Imported Goods). (Theory and Problems).	6

<b>Text Books</b>	1. Indirect Taxes Law and practices, V S Datey, Taxmanns 2. GST & Customs Law (University Edition), K.M Bansal, Taxmanns.
<b>Reference Books</b>	1. Principles of GST & Customs Law, V.S. Datey and Dr. Krishnan Sachdeva, Taxmanns 2. Goods & Services Tax (GST) in India , B. Viswanathan UBS Publishers
<b>Website / Case Studies</b>	1. <a href="http://www.gst.org.in">www.gst.org.in</a> 2. <a href="http://www.cbec.org.in">www.cbec.org.in</a>

**Course Name: FUNDAMENTAL AND TECHNICAL ANALYSIS****Course Type:** Subject Elective**Course Code:** 309**Credits:** 2**L:T:P :** 1:0:1**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO309FIN.1	REMEMBERING	RECALL the various concepts in Technical Analysis and Fundamental Analysis.
CO309FIN.2	UNDERSTANDING	EXPLAIN the Implications of various Fundamental Analysis and Technical Analysis Tools.
CO309FIN.3	APPLYING	APPLY the knowledge to identify the buying and selling Points of Securities
CO309FIN.4	ANALYSING	ANALYZE the Fundamental and Technical Analysis Pattern
CO309FIN.5	EVALUATING	EVALUATE the relevance of various Patterns under Fundamental and Technical Analysis
CO309FIN.6	CREATING	DRAFT Investment report using financial and technical analysis

UNIT- I	FUNDAMENTAL ANALYSIS	NO. OF HOURS
	Fundamental analysis, Efficient Market Hypothesis (EMH), Arguments against EMH. Steps in Fundamental Analysis. Concept of “Time value of Money”. Interest Rates and Discount Factors. Opportunity Cost, Risk-free Rate, Equity Risk Premium, The Beta, Risk Adjusted Return (Sharpe Ratio). UNDERSTANDING FINANCIAL STATEMENTS, Financial Statements- Balance Sheet, Income Statement. Cash Flow Statement, Financial Ratios, Du-Pont Analysis.	3+6
UNIT- II	VALUATION METHODOLOGIES	NO. OF HOURS
	Valuation Methodologies (EIC Analysis), Economy, Industry, Company. Discounted Cash Flow (DCF) Models, Dividend Discount Model (DDM), FCFF and FCFE based DCF, Sum of The parts (SOTP), Price / Earnings Ratio, Price / Book Value Ratio, Enterprise Value / EBITDA Ratio, Price / Sales Ratio. Special cases of Valuation-IPOs, Financial Services firms, Net interest margin (NIM), Firms with negative cash flows , Acquisition Valuation, Distressed Companies	3+6

UNIT - III	TECHNICAL ANALYSIS	NO. OF HOURS
	<p>Technical analysis-Price discounts everything; Price movements are not totally random, Technical Analysis: the basic assumption, Strengths and weakness of technical analysis, Importance of technical analysis, Weaknesses of technical analysis. CANDLE CHARTS, The charts, Candlestick analysis, One candle pattern, Hammer, Hanging man, Shooting star and inverted hammer, Two candle pattern, Bullish engulfing, Bearish engulfing, Piercing, Bearish harami, Bullish harami, Three candle pattern, Evening star, Morning star, Doji. PATTERN STUDY-Support, Resistance, Support and resistance zone, Change of support to resistance and vice versa. Why are support and resistance lines important? Head and Shoulders-Head and shoulders top reversal, Head and shoulders bottom, Double top and double bottom, Rounded top and bottom. Gap theory- Common gaps, Breakaway gaps, Runaway/continuation gap, Exhaustion gap</p>	3+6
UNIT-IV	MAJOR INDICATORS AND OSCILLATORS	NO. OF HOURS
	<p>Technical indicator offer-Types of indicators, Simple moving average, Exponential moving average. Trend following indicator -Moving average settings, Uses of moving average, Signals - moving average price crossover, Signals - multiple moving averages. Oscillators- Relative strength index-momentum, Applications of RSI, Overbought and oversold, Divergence, Stochastic, William %R, Real life problems in use of RSI, Real life problems in use of RSI, Advanced concepts. Moving average convergence/divergence (MACD), MACD benefits, uses of MACD, Money Flow Index, Bollinger Bands. Using multiple indicators for trading signals, Price sensitive techniques, Volume sensitive techniques, Composite methods.</p>	3+6
UNIT-V	TRADING STRATEGIES, THEORY AND TRADING PSYCHOLOGY	NO. OF HOURS
	<p>Day trading and Delivery trading, swing trading, advantages of day trading, risks associated with risk trading. Strategies- strategies for day trading, momentum trading strategies. Dow Theory and Elliott Wave Theory. Trading psychology – Trading mindsets, risk management- Components of risk management, Stop loss, Analyze reward risk ratio, Trail stop loss, Booking Profit, Margin trading facility, After market order, GTC, BTST, Order book, Trade book, uses of stop loss, qualities of successful traders, golden rules of traders, do's and don'ts in trading, rules to stop losing money, choosing the right market to trade, importance of discipline in trading.</p>	3+6



<b>Text Books:</b>	<ol style="list-style-type: none"> <li>1. Technical analysis of financial markets—a comprehensive guide to trading methods And applications– John J. Murphy</li> <li>2. Technical Analysis Explained: The Successful Investor's Guide to Spotting.</li> <li>3. Investment Trends and Turning Points- Martin J. Pring.</li> <li>4. Technical Analysis of Stock Trends, 8<sup>th</sup> Edition- Robert D. Edwards, John Magee, W. H. C. Bassetti.</li> <li>5. Valuation, Risk Management and Portfolio Strategies (The Wiley Finance Series) – Lionel Martelline, Philippe Priault, Stephane Priault.</li> </ol>
<b>Reference Books:</b>	<ol style="list-style-type: none"> <li>1. Encyclopedia of Chart Patterns(Wiley Trading) -Thomas N. Bulkowski</li> <li>2. Supplementary NCFM Modules on Technical analysis</li> <li>3. Mastering Financial Modeling in Microsoft Excel–Alastair L. Day</li> <li>4. Business Data Analysis using excel– David Whigham</li> <li>5. Practical Financial Modeling– Jonathan Swan</li> </ol>
<b>Reading Material</b>	<ol style="list-style-type: none"> <li>1. Fundamental Verses Technical Analysis of Investment : Case Study of Investors Decision in Indonesia Stock Exchange</li> </ol> <hr/>

**Course Title: FINANCIAL DERIVATIVES****Course Type:** Subject Elective**Course Code:** 310 FIN**Credits :**02**L:T:P :** 2 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO310FIN.1	REMEMBERING	RECALL different terminologies related to the Topic Derivatives.
CO310FIN.2	UNDERSTANDING	IDENTIFY & Understand the various Derivative instruments in the market and its features.
CO310FIN.3	APPLYING	CALCULATE the payoff opted through various derivatives strategies.
CO310FIN.4	ANALYSING	DIFFERENTIATE between Futures & Options & applying them while trading on simulated platform.
CO310FIN.5	EVALUATING	DETERMINE which strategy will be appropriate to get maximum returns at lower risk.
CO310FIN.6	CREATING	DESIGN the total Risk management strategy for the Investor as per his Risk taking capacity and Expectance of Returns.

UNIT - I	BASICS OF DERIVATIVES	NO. OF HOURS
	Introduction to Derivatives; Evolution of Derivative market; Indian Derivative market; Various Participants in Derivative Market; Types of Derivative markets; Importance of derivative market; Various types of risk associated with derivative market.	6
UNIT - II	UNDERSTANDING INDEX	NO. OF HOURS
	Introduction to Index; Types of Indices; Index management; Important Indices in India; Important Indices in the World; Calculation of Sensex, Nifty	6
UNIT - III	FORWARD & FUTURES	NO. OF HOURS
	Introduction to Forward contract; Introduction to Futures Contract; Pay Off charts for Future contracts; Future pricing; - Cash & Carry /	6

	Non arbitrage model for futures pricing; - Expectancy model of Future pricing; Players in Future market; Use of Futures in Risk management; Different strategies of hedging, Speculation & Arbitrage in Future market.	
<b>UNIT - IV</b>	<b>OPTIONS &amp; SWAPS</b>	<b>NO. OF HOURS</b>
	Basics of option; Different Terminologies used in option trading; American vs European options; Call Option & Put Options; Pay off in Call & Put options; Basic of option pricing -Overview of Binomial and Greek option model; Use of Option for Risk Management; Option strategies - Straddle- Strangle - Covered Call - Protective Put - Butterfly Spread; Introduction to Interest rate swap; Introduction to currency swap	6
<b>UNIT - V</b>	<b>OPTIONS &amp; FUTURE APPLICATIONS IN INDIA</b>	<b>NO. OF HOURS</b>
	Structure of Indian Stock Markets and the Operational Efficiency of options and future. Determination of the fair value of future and options prices; Index options and future: Constructing an Index; Methodology of construction; Trading an Index. Conditions necessary to improve the Market Structure in India and Policy intervention. Role of SEBI; Role of Stock exchanges; Role of Brokers.	6

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

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**Course Title:** INSURANCE, BANKING AND FINANCE

**Course Type:** Subject Elective

**Course Code:** 311 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
CO311FIN.1	REMEMBERING	LIST down various operations involved in Insurance Management.
CO311FIN.2	UNDERSTANDING	UNDERSTAND various operations in Insurance Management.
CO311FIN.3	APPLYING	APPLY the knowledge to Solve various issues in Insurance Management.
CO311FIN.4	ANALYSING	ANALYSE the pricing strategies of Insurance Companies.
CO311FIN.5	EVALUATING	EVALUATE the Financing strategies of Insurance Companies.
CO311FIN.6	CREATING	DEVELOP ability to Identify Risk Diversification of Insurance Companies.

Unit-I	INSURANCE, UNDERWRITING & CLAIMS MANAGEMENT	No. of Hours
	Fundamentals of Insurance, Functions and Organization of Insurance, Types of Organization, Organization Structure, Function of Insurers Underwriting, Claims, Intermediaries: Underwriting - Objectives and Principles, Underwriting in Life Insurance, Underwriting in Non-Life Insurance. Claims Management: Principles, Claim Settlement in Life Insurance, Claim Settlement in General Insurance, Repudiation of Claims. Insurance Intermediaries Distribution of Insurance products - Role of Intermediaries, Surveyors and Loss Assessors, Third Party Administrators, Agents – Brokers - Corporate Agents, Ombudsman.	6
Unit-II	INSURANCE PRICING & FINANCE	No. of Hours
	Pricing and Finance: Insurance Pricing, Pricing Objectives Types of Rating: Rating Considerations, Rating in Life Insurance, Rate Making Entities – Rate Making in General Insurance, De-tariffing and its impact in India Financial Aspects of Insurance Companies: Balance Sheet, Profit and Loss Account of Insurance Companies, Ratio Analysis in Insurance Companies, Risk Return Trade off, Measuring Financial Performance.	6

<b>Unit-III</b>	<b>MARKETING OF INSURANCE, REINSURANCE &amp; RISK MANAGEMENT</b>	<b>No. of Hours</b>
	Marketing of Insurance Products, Marketing Practices, Critical Success Factors for Insurance Marketers, Distribution Channels, e-Commerce in Insurance Industry, Case studies of Indian Companies Reinsurance: Principles, Role, Nature and Techniques of Reinsurance; Reinsurance in Indian Perspective; Global Reinsurance Market; Reinsurance Trading. Risk Management in Insurance Companies: Evaluation of Risk in Insurance Services, Risk Management Systems, Management of Systematic Risk, IRDA Framework for Risk Management Catastrophe (CAT) Bonds	6
<b>Unit-IV</b>	<b>BANKING PRODUCTS AND ITS MARKETING PRACTICES</b>	<b>No. of Hours</b>
	Meaning and Types of Banking Products; Banking products in Asia; Banking Products in Europe and USA; Banking Products in African and Oceanian Markets; Recent reforms in Indian banking; BASEL norms; Marketing practices in Indian banking products and services; RBI norms and regulations.	6
<b>Unit-V</b>	<b>FINANCIAL SERVICES REGULATION AND MARKETING</b>	<b>No. of Hours</b>
	Definition and Types of Financial Services; Indian financial services: A comparison with European and American counterparts; BFSI regulations in India; RBI stand on financial services marketing and consumer protection; Indian products advantage over the African markets; New entrants in Indian financial services markets; Recent changes and scenario in the FSM.	6

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

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**Course Title: COMPENSATION AND REWARD MANAGEMENT**

**Course Type:** Subject Elective

**Course Code:** 307 HRM

**Credits :**02

**L:T:P :** 2 : 0 : 0

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

CO Number	Cognitive Abilities	Course Outcome
CO307HRM.1	REMEMBERING	DESCRIBE concept of compensation and cost
CO307HRM.2	UNDERSTANDING	UNDERSTAND compensation and reward management process
CO307HRM.3	APPLYING	COMPARE issues related to compensation and survey of wages & salary administration in various industries
CO307HRM.4	ANALYSING	EXPERIMENT to calculate various types of monetary and profit sharing incentives
CO307HRM.5	EVALUATING	CALCULATE income tax as per the current slabs for the employees under different salary brackets
CO307HRM.6	CREATING	FORMULATE salary structure incorporating tax saving components.

Unit-I	COMPENSATION, COSTS AND SYSTEMS	No. of Hours
	Concept of compensation and cost, advantages of fair compensation system, compensation policy, elements of cost, cost associated with personnel functions & causes of labour turnover. Direct & Indirect labour, cost control techniques, role of various departments & types of worker. Compensation and reward management process, components of remuneration, aspects of reward management and merits and demerits of various compensation systems.	6
Unit-II	WAGE AND SALARY ADMINISTRATION	No. of Hours
	Definition and concepts, wage surveys, components of wages, theories of wages, wage differentials, and executive compensation plans. Wage fixation methods and its norms, applicability as per various legislation and its provisions. Elements of management compensation, salary surveys, job evaluation & its objectives	6

<b>UNIT-III</b>	<b>COMPARISONS OF COMPENSATION SURVEYS IN VARIOUS INDUSTRIES</b>	<b>NO. OF HOURS</b>
	Issues related to compensation and survey of wages & salary administration in manufacturing industry. Issues related to compensation & survey of wages & salary administration in banking & service sector. Issues related to compensation and survey of wages & salary administration in IT & ITES industry. Issues related to compensation and survey of wages & salary administration in Infrastructure industry.	6
<b>Unit-IV</b>	<b>INCENTIVES, REWARD SYSTEM &amp; PAY RESTRUCTURING</b>	<b>No. of Hours</b>
	Meaning and determinants of incentives, wage incentives, types & forms of profit sharing, non-monetary incentives & cafeteria-style compensation. Incentive calculation process, possible inputs and outputs of incentive process, preparation of payroll/wage sheets incorporating incentive payments, disbursement and internal checks, types of non-monetary incentives and rewards, retention bonus etc. designing salary structure for startup organizations incorporating rewards and incentives	6
<b>Unit-V</b>	<b>TAX PLANNING AND PAYROLL COMPONENTS</b>	<b>No. of Hours</b>
	Income from salaries, deductions from salaries, meaning of salary for different purposes, perquisites, value of rent free accommodation. Tax planning and pay structure of today and tomorrow, compensation structure, role of compensation and rewards in modern organization, tax planning and payroll components, how to save income tax	6

<b>Case Study</b>	<ol style="list-style-type: none"> <li>1. Case Study on Compensation</li> <li>2. Case Study on Reward Management</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Compensation &amp; Reward Management, BD Singh, Excel Books</li> <li>2. Compensation, Milkovich &amp; Newman, Tata McGraw Hill</li> <li>3. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education</li> <li>4. Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. <a href="http://www.mindtools.com">www.mindtools.com</a></li> <li>2. <a href="http://www.citehr.com">www.citehr.com</a></li> <li>3. <a href="http://www.hbr.org">www.hbr.org</a></li> </ol>

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**Course Title: KNOWLEDGE MANAGEMENT****Course Type:** Subject Elective**Course Code:** 308 HRM**Credits :** 02**L:T:P :** 2 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO308HRM.1	REMEMBERING	LIST the various terms related to Knowledge Management
CO308HRM.2	UNDERSTANDING	EXPLAIN the various theories for Managing Knowledge for organizational effectiveness
CO308HRM.3	APPLYING	APPLY the various theories for Managing Knowledge for organizational effectiveness
CO308HRM.4	ANALYSING	ANALYSE the ICT in Knowledge based organization
CO308HRM.5	REMEMBERING	LIST the various terms related to Knowledge Management
CO308HRM.6	UNDERSTANDING	EXPLAIN the various theories for Managing Knowledge for organizational effectiveness

Unit-I	KNOWLEDGE MANAGEMENT	No. of Hours
	Introduction to Knowledge Management - Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.	6
Unit-II	MANAGING KNOWLEDGE FOR ORGANIZATIONAL EFFECTIVENESS	No. of Hours
	Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).	6
Unit-III	MANAGING KNOWLEDGE AND PERSONNEL & ORGANIZATIONAL HEALTH	No. of Hours
	Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge - Management of Retention.	6



<b>Unit-IV</b>	<b>ICTs in KBOs</b>	<b>No. of Hours</b>
	CTs in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation - Performance Management – Mechanisms.	6
<b>Unit-V</b>	<b>TECHNOLOGIES TO MANAGE KNOWLEDGE</b>	<b>No. of Hours</b>
	Technologies to Manage Knowledge – Artificial Intelligence – Digital Libraries – Repositories – Knowledge Discovery – Creating Systems that Utilize Knowledge - Knowledge Process Outsourcing - Innovation Clusters.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Frances Horibe, MANAGING KNOWLEDGE WORKERS, John Wiley &amp; Sons</li> <li>2. Knowledge Management Sudhir Warier, Vikas Publishing House Pvt Ltd.</li> <li>3. Fernandez &amp; Leidner, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2008</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Ganesh Natarajan and SandhyaShekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, Tata McGraw Hill, New Delhi</li> <li>2. Mruthyunjaya, KNOWLEDGE MANAGEMENT, PHI Learning, New Delhi, 2011</li> </ol>
<b>Website / Case Studies</b>	<ol style="list-style-type: none"> <li>1. <a href="https://journals.sagepub.com/">https://journals.sagepub.com/</a></li> <li>2. <a href="https://cmj.seaopenresearch.eu/">https://cmj.seaopenresearch.eu/</a></li> <li>3. <a href="https://www.inderscience.com/">https://www.inderscience.com/</a></li> </ol>

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**Course Title: PSYCHOMETRIC TESTING & ASSESSMENT****Course Type:** Subject Elective**Course Code:** 309 HRM**Credits :**02**L:T:P :** 2 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO309HRM.1	REMEMBERING	KNOW various concepts on Human Psychology of Individuals
CO309HRM.2	UNDERSTANDING	UNDERSTAND & conduct the group simulated exercises for organizational purpose
CO309HRM.3	APPLYING	IDENTIFY & ADMINISTER psychometric tools to respondents
CO309HRM.4	ANALYSING	INTERPRET results and counsel the respondent based on the results
CO309HRM.5	EVALUATING	EVALUATE results of Psychometric Tests
CO309HRM.6	CREATING	CREATE Psychometric Tests for the specific traits as required by the organization

Unit-I	HUMAN PSYCHOLOGY	No. of Hours
	Introduction to Psychology; Stress & Well-being; Attention and Perception; Motivation; Emotions; Intelligence and Creativity; Assessment of General Ability	6
Unit-II	PSYCHOLOGICAL ASSESSMENT	No. of Hours
	Introduction: Psychological Assessment concept; Objectives & Purpose of Psychological Tests; Importance of Psychometric and Psychological Measurement; Social, Ethical and Legal Issues in Testing; Advantages and Limitations of Psychological Testing; Psychological Tests and its Characteristics	6
Unit-III	DIFFERENT METHODS OF ASSESSMENT	No. of Hours
	Different methods of assessment; Establishment of an Assessment or	6

	Testing Procedure for Industrial/Organizational Setting; Interview as Assessment Technique; Individual tests (personality and motivation tests, interpersonal tests, analytical tests, ability tests, knowledge tests); Individual exercises (case study, in-basket exercise, psychomotor exercises), Group exercises (group simulation exercises, role plays, group discussions, management games)	
<b>Unit-IV</b>	<b>PSYCHOLOGICAL TESTS</b>	<b>No. of Hours</b>
	Introduction of Psychological Tests; Test Administration Perspective such as Computer Assisted Testing, Speed and Power Tests, Paper and Pencil Tests, Objective and Subjective Scoring ASUFA test (Attribution of Success and Failure); MBTI (Myers and Briggs Type Indicator); Conflict Management test; Emotional Intelligence; Stress Management; Personality Traits Tests; GOAL (Game Oriented Activity based Learning)	6
<b>Unit-V</b>	<b>CONDUCTION OF SIMULATED EXERCISES AND MANAGEMENT GAMES</b>	<b>No. of Hours</b>
	Management games; Simulated exercises; Game theory; Broken square game based on Team building; Individual versus Group decision making simulated exercise; Hollow square game for planning versus implementation(Conduct, Analyse and Interpret the results); Case study on Gamification	6

<b>Case Study</b>	<ol style="list-style-type: none"> <li>1. Case Study on Teaching Pedagogy</li> <li>2. Case Study on Psychometric Test</li> <li>3. Case Study on Gamification</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Psychometric &amp; assessment Tests by Andrea Shavick</li> <li>2. Psychometric Tests for Dummies by Liam Healy</li> <li>3. Psychometric Tests, Volume 1, Testing Series, The Times testing series edited by Mike Bryon</li> <li>4. HRD instruments by Dr S W Deshpande</li> <li>5. Training Instruments in HRD and OD by Udai Pareek, Surabhi Purohit</li> <li>6. Organizational Behaviour by Stephen Robbins</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. <a href="http://www.psychestudy.com/social/weiner-attribution-theory">www.psychestudy.com/social/weiner-attribution-theory</a></li> <li>2. <a href="http://www.mindtools.com">www.mindtools.com</a></li> <li>3. <a href="http://www.citehr.com">www.citehr.com</a></li> </ol>

**Course Title: EMOTIONAL INTELLIGENCE****Course Type:** Subject Elective**Course Code:** 310 HRM**Credits :**02**L:T:P :** 2 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO310HRM.1	REMEMBERING	KNOW various concepts of Emotional Intelligence
CO310HRM.2	UNDERSTANDING	UNDERSTAND the Components of Emotional Intelligence
CO310HRM.3	APPLYING	IDENTIFY & ADMINISTER the workplace emotions
CO310HRM.4	ANALYSING	INTERPRET the emotional intelligence matter more than IQ
CO310HRM.5	EVALUATING	EVALUATE the strategies of components of emotional intelligence
CO310HRM.6	CREATING	CREATE emotional intelligence test to know the level of emotions of an individual.

Unit-I	EMOTIONAL INTELLIGENCE	No. of Hours
	Introduction; Concept of Emotional Intelligence, Understanding the history and origin of Emotional Intelligence, Contributors to Emotional Intelligence, Science of Emotional Intelligence, EQ and IQ, Scope of Emotional Intelligence.	6
Unit-II	COMPONENTS OF EMOTIONAL INTELLIGENCE	No. of Hours
	Components of Emotional Intelligence: Self-awareness, Self-regulation, Motivation, Empathy, Social skills. Emotional Intelligence Competencies, Elements of Emotional Intelligence, Models of Emotional Intelligence: The Ability-based Model, The Trait Model of Emotional Intelligence, Mixed Models of Emotional Intelligence.	6
Unit-III	EMOTIONAL INTELLIGENCE AT WORKPLACE	No. of Hours
	Emotional Intelligence at Work place: Importance of Emotional	6

	Intelligence at Work place? Cost–savings of Emotional Intelligence, Emotionally Intelligent Leaders, Case Studies Measuring Emotional Intelligence: Emotionally Intelligence Tests, Research on Emotional Intelligence, Developing Emotional Intelligence.	
<b>Unit-IV</b>	<b>EI: WHY IT CAN MATTER MORE THAN IQ</b>	<b>No. of Hours</b>
	Emotional Brain – Anatomy of an emotional hijacking; Emotional Intelligence Applied – Intimate enemies, managing with heart, mind and medicine; Emotional Literacy – Cost of Emotional Illiteracy, Schooling the Emotion, Social and Emotional Learning.	6
<b>Unit-V</b>	<b>EMOTIONAL INTELLIGENCE 2.0</b>	<b>No. of Hours</b>
	The Big Picture: What Emotional Intelligence Looks like: Understanding the four skills; Digging In: An Action Plan to Increase your EQ; Strategies: Self–Awareness Social Awareness, Relationship Management.	6

<b>Case Study</b>	<ol style="list-style-type: none"> <li>1. Case Study on Emotional Intelligence</li> <li>2. Case Study on emotions at the Workplace</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Emotional Intelligence: Why it can matter more than IQ; Daniel Goleman: Bloomsbury Publications</li> <li>2. Emotional Intelligence 2.0 : Travis Bradberry &amp; Jean Greaves; Trade Smart Publishers</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. <a href="http://www.mindtools.com">www.mindtools.com</a></li> <li>2. <a href="http://www.citehr.com">www.citehr.com</a></li> <li>3. <a href="http://www.hbr.org">www.hbr.org</a></li> </ol>

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**Course Title: TALENT MANAGEMENT****Course Type:** Subject Elective**Course Code:** 311 HRM**Credits :**02**L:T:P :** 2 : 0 : 0**Course Outcomes (CO):** On successful completion of the course, the learner will be able to

CO Number	Cognitive Abilities	Course Outcome
CO311HRM.1	REMEMBERING	DEFINE what talent management is and why it is critical for the success of any business.
CO311HRM.2	UNDERSTANDING	IDENTIFY the planning stages of talent management.
CO311HRM.3	APPLYING	DEMONSTRATE the process of career planning & succession Planning in an organization
CO311HRM.4	ANALYSING	OUTLINE the competencies for different position in an organization
CO311HRM.5	EVALUATING	EVALUATE the process of career planning & succession Planning in an organization
CO311HRM.6	CREATING	DESIGN a skill matrix for the key positions in an organization

Unit-I	INTRODUCTION TO TALENT MANAGEMENT	No. of Hours
	Basics of Talent Management: Talent- engine of new economy; difference between talents and knowledge workers; leveraging talent; the talent value chain, elements of talent friendly organizations; talent management process, Talent Management System – Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies – performance management, conducting performance reviews, appraising executive talent, selecting the right appraisal.	6
Unit-II	TALENT ACQUISITION	No. of Hours
	Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS-Excel and quantitative tools Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions; Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs),	6

	Selection process, use of assessment centers, selection errors & minimizing selection errors, Reliability & Validity tests, Choosing the types of interviews	
<b>Unit-III</b>	<b>DEVELOPING AND RETAINING TALENT</b>	<b>No. of Hours</b>
	Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.	6
<b>Unit-IV</b>	<b>COMPETENCY MAPPING</b>	<b>No. of Hours</b>
	Features of competency methods, approaches to mapping and case studies in competency mapping - Competency mapping procedures and steps- business strategies - methods of data collection for mapping - Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models.	6
<b>Unit-V</b>	<b>SUCCESSION PLANNING</b>	<b>No. of Hours</b>
	Identifying managerial positions which are critical for the business - Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents – Taking-up lateral hiring when there is discontinuity in the succession plans. Key Concepts: Talent analytics, Reskilling, Upskilling, DEI (Diversity Equity Inclusion, Empathy, Managing Remote Workforce.	6

<b>Text Books</b>	1. Talent Management Handbook. (2017). Association for Talent Development (ATD) By Lance A. Berger, Dorothy R. Berger. Virginia, USA. (Ebook) 2. Talent Management by Gauri Joshi & Veena Vohra, CENgage Publication, 1st Edition. 3. The Talent Management Handbook by Lance Berger & Dorothy Berger, McGraw-Hill Publication, 3rd Edition.
<b>Reference Books</b>	1. Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley 1993 2. Competency mapping, Assessment and Growth - Naik G.P, IIHRM, 2010. 3. Performance Management - Herman Aguinis, Pearson Education, 2007. 4. Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
<b>Website / Case Studies</b>	1. Talent Management: A Focus on Excellence Managing Human Resource in a Knowledge Economy

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**Course Title:** GAMES PEOPLE PLAY: Psychology of HRM

**Course Type:** Subject Elective

**Course Code:** 312 HRM

**Credits:** 02

**L:T:P :** 2 : 0 : 0

**Course Outcomes (CO):** On successful completion of the course, the learner will be able to

CO Number	Cognitive Abilities	Course Outcome
CO312HRM.1	REMEMBERING	DESCRIBE concept of compensation and cost
CO312HRM.2	UNDERSTANDING	UNDERSTAND compensation and reward management process
CO312HRM.3	APPLYING	COMPARE issues related to compensation and survey of wages & salary administration in various industries
CO312HRM.4	ANALYSING	EXPERIMENT to calculate various types of monetary and profit sharing incentives
CO312HRM.5	EVALUATING	CALCULATE income tax as per the current slabs for the employees under different salary brackets
CO312HRM.6	CREATING	FORMULATE salary structure incorporating tax saving components.

Unit-I	GAMIFICATION	No. of Hours
	Gamification Basics; Games as Motivators; The Business Value of Gamification; Foundations of Game Design; Player-Centric Gamification Design; Self-Determination Theory	6
Unit-II	GAMIFICATION IN PERSONAL AND PROFESSIONAL LIFE	No. of Hours
	Gamification at Work; Gamification for Marketing; Gamification and Learning; Gamification for Behavior Change; Epic Fails; Sling Puck Board Game	6
Unit-III	EXPERIENTIAL LEARNING	No. of Hours
	Meaning; Importance; Elements; Principles; Process; Kolb's cycle of experiential learning; Application areas; Experiential Learning in Organization Success.	6



<b>Unit-IV</b>	<b>INBOUND AND OUTBOUND (IBOB) TRAINING</b>	<b>No. of Hours</b>
	Meaning; Objectives; Importance; Design IBOB; Framework of OBT, IBOB program methodology; Description of IBOB games and its learning	6
<b>Unit-V</b>	<b>GOAL ORIENTED GAMES FOR WORKPLACE SUCCESS</b>	<b>No. of Hours</b>
	Tarp Hole Game (Goal Setting); Caterpillar Walk Game (Team cohesiveness); Pipe and Ball Game (Care Taker); Baba baby Ball Game (Team Structure); Leaky Pipe Game (Micro Management); Human Conveyor Belt Game (Weight Gain & Loss Strategy); Key Punch Game (SWOT)	6

<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Game People Play – Psychology of HRM – Eric Berne</li> <li>2. Games People Play: Game Theory in Life, Business, and Beyond - Professor Scott P. Stevens James Madison University</li> <li>3. GOAL – Goal Oriented Activity Based Learning – Ashraf Ali – Life Academy</li> </ol>
<b>Website / Case Studies</b>	<ol style="list-style-type: none"> <li>1. <a href="http://www.mindtools.com">www.mindtools.com</a></li> <li>2. <a href="http://www.citehr.com">www.citehr.com</a></li> <li>3. <a href="http://www.hbr.org">www.hbr.org</a></li> </ol>

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**Course Title: SIX SIGMA FOR OPERATIONS****Course Type:** Subject Elective**Course Code:** 307 OSCM**Credits:** 02**L:T:P :** 2 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO307OSCM.1	REMEMBERING	DESCRIBE the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma
CO307OSCM.2	UNDERSTANDING	SUMMARIZE the six-sigma philosophy along with understanding of QC Tools.
CO307OSCM.3	APPLYING	PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings
CO307OSCM.4	ANALYSING	APPRECIATE use of Six Sigma for services performance improvement and strengthening the Organizational Structures
CO307OSCM.5	EVALUATING	EVALUATE outcomes from control chart and its use for given set of data and ROSS (Return on Six Sigma).
CO307OSCM.6	CREATING	CREATE Business Models in Different Industries by Studying the cases of Successful Six Sigma Implementation.

Unit-I	INTRODUCTION TO LEAN SIX SIGMA	No. of Hours
	History of quality; Key Concepts of quality ; History of Continuous quality Improvement; Evolution of Six Sigma; Defining Six Sigma – philosophy and objectives; Six Sigma Principles & Value of Six Sigma; Why Six Sigma? Advantage and Disadvantage of Six sigma; DMAIC Process (Define- Measure- Analyze- Improve- Control) ;Create DMAIC Model.	6
Unit-II	DEFINE AND MEASURE PHASE	No. of Hours
	Define - Six Sigma Project Identification; Selection and Definition; Project Charter and Monitoring; Process characteristics and analysis; Process Mapping: SIPOC- Suppliers – Inputs – Process – Outputs – Customers; Developing the policy for Define. Measure - Data Collection and Summarization; Measurement systems: Fundamentals;	6

	Accuracy; Precision; Discrimination; R&R Studies; Linearity; Process Stability; Fundamentals of statistics: Probability theory; Process capability analysis; Key Concepts, Measures and Indices; Non-normal process capability analysis; Developing the policy for measure.	
<b>Unit-III</b>	<b>ANALYZE PHASE</b>	<b>No. of Hours</b>
	Analyze - Hypothesis testing: Fundamentals; Single Population Test; Two Population Test; Correlation and Regression Analysis; Regression Analysis: Model Validation; Introduction to One-Way ANOVA; Two-Way ANOVA; Failure Mode Effect Analysis (FMEA); Set rules and regulations for analyze.	6
<b>Unit-IV</b>	<b>IMPROVE PHASE</b>	<b>No. of Hours</b>
	Improve - Introduction to Design of Experiment Randomized; Block Design; Factorial Design; Fractional Factorial Design; Key Concepts and Illustrative Application; How to make planning for Improve phase.	6
<b>Unit-V</b>	<b>CONTROL PHASE</b>	<b>No. of Hours</b>
	What is control phase; Key Concepts of Operating Characteristic (OC); Control Charts for Attributes; Acceptance Sampling and Design of Acceptance Sampling Plans for Attributes and Return on Six Sigma – ROSS; Evaluating the results of control phase.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Daniel J. Zrymiak Govindarajan Ramu Roderick A. Munro, The Certified Six Sigma Green Belt Handbook</li> <li>2. Hemant Urdhwareshe, Six Sigma for Business Excellence: Approach, Tools and Applications, Pearson Education</li> <li>3. Mitra, Amitava, Fundamentals of Quality Control and Improvement, Wiley India Pvt Ltd</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. The Certified Six Sigma Black Belt Handbook, T. M. Kubiak and Donald W. Benbow, Pearson Publication.</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. Case study of TATA Motor.</li> <li>2. Case study of Motorola for mobile production.</li> </ol>

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**Course Name: TOYOTA PRODUCTION SYSTEM****Course Type:** Subject Elective**Course Code:** 308 OSCM**Credits:** 2**L:T:P** : 2:0:0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
308OSCM.1	REMEMBERING	DESCRIBE 14 principles of the Toyota Way
308OSCM.2	UNDERSTANDING	RELATE the TPS with other business situations.
308OSCM.3	APPLYING	IMPLEMENT TPS principles to a real-life situation.
308OSCM.4	ANALYSING	EXAMINE the application of TPS principles in a service or manufacturing unit/ organization.
308OSCM.5	EVALUATING	DESIGN a process for executing Improvement Initiatives at workplace.
308OSCM.6	CREATING	BUILD an organization culture to foster continuous improvement.

Unit-I	THE TOYOTA WAY	No. of Hours
	Using Operational Excellence as a Strategic Weapon. Toyota Production System Vs Lean Production, what does it actually mean by getting Lean, The Heart of the Toyota Production System - Eliminating Waste, The TPS House Diagram	6
Unit-II	THE 14 PRINCIPLES OF THE TOYOTA WAY	No. of Hours
	An executive summary of the culture behind TPS, Toyota Way in action, Long Term Philosophy, creating continuous process flow, Pull system to avoid over production.	6
Unit-III	TECHNOLOGY ASPECTS	No. of Hours
	Leveling Workload (Heijunka), Getting quality right the first time, Standardization of the task, Use of Visual Control, Use of reliable technology.	6

<b>Unit-IV</b>	<b>LEADERSHIP</b>	<b>No. of Hours</b>
	Role of Leaders in Manufacturing Philosophy, Development of Exceptional Teams, Challenging and respecting extended networks, see yourself to understand the situation, Developing decisions with consensus.	6
<b>Unit-V</b>	<b>ORGANIZATIONAL ASPECTS</b>	<b>No. of Hours</b>
	Become a learning organization, Continuous Improvement, Using the Toyota Way to transform organizations, Lean Manufacturing, Lean, Agile and Sustainable Manufacturing.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer by Jeffrey K. Liker McGraw- Hill</li> <li>2. Toyota Production System on Audio Tape: Beyond Large Scale Production by Taiichi Ohno</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. The Toyota Kaizen Continuum: A Practical Guide to Implementing Lean by John Stewart, Taylor and Francis Group</li> <li>2. The Toyota Way Field book A Practical Guide for Implementing Toyota's 4 Ps by Jeffrey K. Liker and David Meier, Tata McGraw-Hill Edition</li> </ol>

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**Course Title:** MANUFACTURING RESOURCE PLANNING**Course Type:** Subject Elective**Course Code:** 309 OSCM**Credits :**02**L:T:P :** 2 : 0 : 0

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

CO Number	Cognitive Abilities	Course Outcome
CO309OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to MRP.
CO309OSCM.2	UNDERSTANDING	DESCRIBE the integrated planning structure and functions incorporated within MRP.
CO309OSCM.3	APPLYING	ILLUSTRATE the importance of MRP as a top-management planning tool
CO309OSCM.4	ANALYSING	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning hierarchy.
CO309OSCM.5	EVALUATING	EXPLAIN how what-if simulation, modelling, and analysis are used to produce feasible plans.
CO309OSCM.6	CREATING	DISCUSS how MRP supports the company's cost, quality, and delivery operating objectives.

Unit-I	MASTER PRODUCTION SCHEDULING (MPS)	No. of Hours
	Introduction to MPS; Need; objectives & functions of MPS; Role of MPS in management; Link between strategic and tactical planning; Logical flow of materials in different manufacturing scenarios (VAT Analysis); Planning horizons and Time periods (Buckets) of MPS; Order management in MPS; Safety and hedges; Projected Available Balance (PAB); and Available To Promise (ATP); Time Fences & effect of changing MPS decisions on time fences; Final Assembly Schedule (FAS);Crating Display board of MPS	6
Unit-II	MATERIAL REQUIREMENTS PLANNING (MRP)	No. of Hours
	Introduction to MRP-I; Roles & functions of MRP-I; Independent & Dependent Demand; Bill of Materials (BOM); Types of BOM; Numerical Problems on BOM; Lot-sizing; MRP-I as Input & Output Process; MRP-I Spreadsheet problem; Pegging reports & where-used files; Create Scheduling board of MRP-I.	6

<b>Unit-III</b>	<b>CAPACITY REQUIREMENT PLANNING (CRP) &amp; DISTRIBUTION RESOURCE PLANNING (DRP)</b>	<b>No. of Hours</b>
	Introduction to ‘Capacity’ and ‘Capacity management’; Capacity Expansion Strategies; Capacity Planning levels vis-à-vis Manufacturing planning levels; Capacity measurement; Rough Cut Capacity Planning (RCCP); Capacity Requirement Planning (CRP); Distribution resource planning (DRP); Scheduling strategies- Backward & Forward scheduling; Infinite & Finite loading; Production smoothing policies.	6
<b>Unit-IV</b>	<b>MANUFACTURING RESOURCE PLANNING (MRP-II)- (MODULE-I)</b>	<b>No. of Hours</b>
	Introduction to MRP-II; Roles & functions of MRP-II; MRP-II framework; Information flow in MRP-II; Relation of MRP-II with Supply management; Demand management; Capacity management & forecasting;	6
<b>Unit-V</b>	<b>MANUFACTURING RESOURCE PLANNING (MRP-II)- (MODULE-II)</b>	<b>No. of Hours</b>
	Transition from MRP-I to MRP-II; Closed loop MRP, Comparison between MRP-I and MRP-II; Plant & supplier scheduling; Problems associated with MRP-II; Benefits and prospects of MRP-II; Compatibility between MRP-II & Just-in-Time (JIT); Developing Manufacturing calendar of MRP-II	6

<b>Text Books</b>	1. Manufacturing Resource Planning System, Mr. Oliver W.Wight 2. Manufacturing Resource Planning, Mr. Khalid Shaikh, 3. Manufacturing Resource Planning System, S. M. Emberly
<b>Reference Books</b>	1. Operations Management by Terry Hill, Palgrave 2. Fundamentals of Production Planning and Control by Stephen Chapman, Pearson
<b>Supplementary Reading Material</b>	1. Case study of Hindustan Unilever 2. Case study Patanjali Ayurved 3. Case study Walmart

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**Course Name: SUSTAINABLE SUPPLY CHAINS****Course Type:** Subject Elective**Course Code:** 310 OSCM**Credits:** 2**L:T:P** :2:0:0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO310OSCM.1	REMEMBERING	ENUMERATE the key concepts of Sustainable Supply Chains and Sustainable Supply Chain Management.
CO310OSCM.2	UNDERSTANDING	DESCRIBE and DISCUSS the role and importance of sustainability and sustainable development in different types of supply chains.
CO310OSCM.3	APPLYING	IDENTIFY and USE relevant established and emerging principles, frameworks and theories in sustainable logistics and supply chain management.
CO310OSCM.4	ANALYSING	INTEGRATE fundamental strategies, tools and techniques to analyze and design environmentally sustainable supply chain systems.
CO310OSCM.5	EVALUATING	DETERMINE the unsustainable impact of logistics activities, both individual, and in the wider context of the supply chain.
CO310OSCM.6	CREATING	COMPILE the managerial challenges, and FORMULATE a structured solution to these, with clear implications for relevant stakeholders.

Unit-I	INTRODUCTION SUSTAINABLE SUPPLY CHAINS	No. of Hours
	Sustainable Supply Chain Concept, Supply Chain Sustainability Management, Need, Business imperatives. Leveraging Connections of the Consumer, Brand, and Environmental Sustainability, Overview of Green Supply Chain, Concept of Green Logistics, Green Logistics – Rhetoric & reality, Key drivers for greening of Logistics & Supply Chains, Benefits of Green Supply Chains.	6
Unit-II	CLOSED LOOP SUPPLY CHAINS	No. of Hours
	Natural resource Management, Global warming, environment legislation, Managing reverse logistics, recycling through lease and service agreements, Supply Chain Integration in View of Secondary Raw Materials, Sustainable supply chain products - from cradle to cradle.	6



<b>Unit-III</b>	<b>ENVIRONMENTAL COSTS OF LOGISTICS</b>	<b>No. of Hours</b>
	Arguments for and against internalizing environmental costs of logistics, Monetary calculation of environmental costs, Concept of Carbon Credits, Guidelines for carbon foot printing, Carbon foot printing process, success factors in carbon foot printing, Carbon Auditing of Supply Chains, Sustainable transportation, Greening transportation in the supply chain, Reverse channel design: Profitability VS Environmental benefits. New strategies to improve sustainability through supplier assessment.	6
<b>Unit-IV</b>	<b>MONITORING PERFORMANCE</b>	<b>No. of Hours</b>
	Measuring and Monitoring of Sustainable Supply Chain, Evaluating the impact of SC activities on Sustainability: Economic, Environmental and Social, Visible Supply Chain - Process, Product and Performance, Product oriented monitoring, Benefits and use of performance measurement, Problems with measuring performance, Stages of Supply Chain Performance Measurement.	6
<b>Unit-V</b>	<b>SUSTAINABLE PURCHASING AND PROCUREMENT</b>	<b>No. of Hours</b>
	The role of procurement in the supply chain, Drivers and barriers for sustainable procurement, Procurement frameworks, Ecolabels, Lifecycle assessment, Comparing purchasing options. Managing future supply chain, International Supply Chain Management and Collaboration Practices.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Strategy for Sustainability: A Business Manifesto by A. Werbach</li> <li>2. Earth, Inc.: Using Nature's Rules to Build Sustainable Profits, G. Unruh</li> <li>3. The Ecology of Commerce: A Declaration of Sustainability by P. Hawken, Harper Paperbacks</li> <li>4. Greening of Industry Networks Studies, Behnam Fahimnia Michael G.H. Bell David A. Hensher Joseph Sarkis Editors Green Logistics and Transportation A Sustainable Supply Chain Perspective</li> <li>5. Environmental Issues in Logistics and Manufacturing Series editor Eco Production. Paulina Golinska, Poznan, Poland.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Sustainable Logistics and Supply Chain Management: David B Grant, Alexander Trautrim and Chee Yew Wong.</li> <li>2. Logistics Operations, Supply Chain Management and Sustainability: Paulina Golinska.</li> <li>3. Sustainable Fashion Supply Chain Management: From Sourcing to Retailing, edited by Tsan-Ming Choi, T. C. Edwin Cheng.</li> </ol>

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**Course Title:** BUSINESS EXCELLENCE**Course Type:** Subject Elective**Course Code:** 311 OSCM**Credits :**02**L:T:P :** 2 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO311OSCM.1	REMEMBERING	REPRODUCE the essential tenets of Business Excellence in organizations with special emphasis on Operations Excellence
CO311OSCM.2	UNDERSTANDING	EXPLAIN the basic principles of various models of Business Excellence.
CO311OSCM.3	APPLYING	MAKE USE OF the concepts, tools and techniques of Business Excellence in the various areas of Operations, Supply Chain and Services
CO311OSCM.4	ANALYSING	ILLUSTRATE the various facets of development, implementation and assessment of business excellence
CO311OSCM.5	EVALUATING	FORMULATE a managerial perspective and DEVELOP an informed decision-making ability for driving Business Excellence in the various areas of Operations, Supply Chain and Services
CO311OSCM.6	CREATING	DISCUSS what makes some organizations best-in-class organizations.

UNIT - I	BUSINESS EXCELLENCE	NO. OF HOURS
	Business Excellence – Concept & Need. Fundamental concepts, European Foundation for Quality Management (EFQM), Malcolm Baldrige National Quality (MBNQA) framework, Deming Award, Indian BE Models such as Tata Business Excellence Model, Golden Peacock Award by the Institute of Directors(IOD), CII-EXIM Bank Award for Business Excellence, Rajiv Gandhi National Quality Award (RGNQA), etc, Core Values and Concepts, TQM Vs Business Excellence, Paradigm Shift.	6
UNIT - II	LEADERSHIP TRIAD	NO. OF HOURS
	Leadership, Strategy and Customers, Role of Senior Leadership and communication, Vision, Mission and Values, Organizational Governance, Strategy - Strategy development and deployment process, Tools and Techniques for strategy development and deployment - Hoshin Kanri,	6

	BSC, etc. Customers – Voice of Customer, current and potential customers, Customer Satisfaction and Engagement, Product and Service Offerings.	
<b>UNIT- III</b>	<b>RESULTS TRIAD</b>	<b>NO. OF HOURS</b>
	People, Operations and Results, Results flowing from all areas of organization, Measurement, Analysis, and Knowledge Management, Overall Performance Management.	6
<b>UNIT- IV</b>	<b>ASSESSMENT</b>	<b>NO. OF HOURS</b>
	Assessment of organizations based on BE Models and guidelines, developing assessors, Factors in assessment, scoring bands, global scale for comparison.	6
<b>UNIT - V</b>	<b>COMPARISONS AND BENCHMARKING</b>	<b>NO. OF HOURS</b>
	Benchmarking within organization, across the BUs and sister organizations, benchmark grid, benchmarking with competitors and global benchmarks.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. The Business of Excellence: Building High-performance Teams and Organizations by Justin Hughes, Bloomsbury Publishing.</li> <li>2. Achieving Class A Business Excellence: An Executive's Perspective by Dennis Groves, Kevin Herbert and Jim Correll, Wiley Publications.</li> <li>3. Design for Operational Excellence: A Breakthrough Strategy for Business Growth by Kevin J. Duggan, McGraw-Hill Education.</li> <li>4. From Quality to Business Excellence: A Systems Approach to Management by Charles G. Cobb, ASQ PR.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Achieving Business Excellence by Pravin Rajpal, Om Books International.</li> <li>2. Creating a Lean Culture: Tools to Sustain Lean Conversions by David Mann, CRC Press.</li> <li>3. Measuring Business Excellence, Routledge Advances in Management and Business Studies Book.</li> </ol>
<b>Supplementary Reading Material</b>	(a) 54 Tools and Techniques for Business Excellence by Michael Wash, Management Books

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**Course Name: AGRI - INPUT MARKETING****Course Type: Subject Elective****Course Code- 306 ABM****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
CO306ABM.1	REMEMBERING	RECALL the key terms of Agricultural input marketing and Factors affecting demand and supply, Agri market structure.
CO306ABM.2	UNDERSTANDING	UNDERSTAND the application of Marketing Mix for Agri-input Products and services, different marketing channels.
CO306ABM.3	APPLYING	APPLY the knowledge of Agri-input Marketing-Marketing Mix, Agri market structure
CO306ABM.4	ANALYSING	ANALYSE the complex Market Integration, Approaches to the Assessment of Marketing Efficiency , Costs, Margins and Price Spread
CO306ABM.5	EVALUATING	EVALUATE the Agri-Input product Marketing channels and distribution
CO306ABM.6	CREATING	FORMULATE creative solutions for Agri Input Product Industries management and marketing.

Unit-I	INTRODUCTION TO AGRI-INPUT MARKETING	No. of Hours
	Agricultural input marketing – meaning and importance; Management of distribution channels for Agricultural input marketing. Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in Agri- input marketing. The nature of input and equipment supply and crop marketing services. Factors affecting demand and supply	6
Unit-II	MARKETING MIX FOR AGRI-INPUT PRODUCTS AND SERVICES	No. of Hours
	Seed marketing mix, channels, pricing, export-import of seeds; Role of NSC and State Seed Corporation. Fertilizers marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing. Plant Protection Chemicals- Production, export/import, consumption, marketing system – marketing channels; Electricity/Diesel Oil- marketing and distribution system Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm	6

	machines; Agro-industries Corporation and marketing of farm machines / implements/Equipment's	
<b>Unit-III</b>	<b>AGRI MARKET STRUCTURE</b>	<b>No. of Hours</b>
	Agricultural market structure; marketing strategy; design of marketing mix, Product management; Promotional management - advertising planning and execution; Distribution management - storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions;	6
<b>Unit-IV</b>	<b>CHANNEL AND BUSINESS DEVELOPMENT FOR AGRI-INPUT PRODUCTS</b>	<b>No. of Hours</b>
	Factors affecting channels, Types of Market Channels: Channels of rice, Channel of other food grains, Channels of cotton, Channels of Vegetables, Channels of Fruits. Innovative Marketing Channels (Direct Marketing) Market Integration, Approaches to the Assessment of Marketing Efficiency, Costs, Margins and Price Spread.	6
<b>Unit-V</b>	<b>CASE STUDIES IN AGRI-INPUT MARKETING</b>	<b>No. of Hours</b>
	Innovative Agricultural Input Marketing Models in India: Performance and Potential. Agri-input markets in Punjab: A case of machinery rentals Rural Supermarkets and Agri input markets in India; Agri-franchising and Agri-input markets in Bihar etc	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. S. Subba Reddy <i>et al.</i> Agricultural Economics. Oxford &amp; IBH Publishing Company Pvt. Ltd, New Delhi. oxford@oxford-ibh.in</li> <li>2. Fertilizer Control Order (different years). Fertilizer Association of India</li> <li>3. Fertilizer Statistics (different years). Fertilizer Association of India, Delhi</li> <li>4. Indian Journal of Fertilizers (different years). Fertilizer Association of India, New Delhi.</li> <li>5. Dhaliwal, G. S, Singh, R. &amp; Chhillar, B. S. 2006. Essentials of Agricultural Entomology. Kalyani.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Hayes, W. T &amp; Laws, E. T. 1991. Handbook of Pesticides. Academic Press.</li> <li>2. Agrawal, R. L. 1997. Seed Technology. Oxford &amp; IBH</li> <li>3. Agriculture Economics and research review New Delhi</li> <li>4. S. Subbareddy, P. Raghu ram, Agricultural economics, oxford and IBH publishing company Pvt. Ltd. 2004</li> </ol>
<b>Reading Material</b>	<ol style="list-style-type: none"> <li>1. Marketing Whitebook (Latest Edition)</li> </ol>

## DETAILED SYLLABUS OF SEMESTER – 4

2021-23	SEMESTER –IV				
A	Course Category	Course Code	Course Title	Credits	
	<b>Generic Core/ Subject Core</b>				
	GC-15	401	Indian Ethos and Business Ethics	3	
	GC-16	402	Current Trends in Management	3	
	GC-17	403	Enterprise Performance Management	3	
	SC MKT	404 MKT	Marketing 4.0 to 5.0	3	
		405 MKT	Marketing Strategy	3	
	SC FIN	404 FIN	Mergers, Acquisitions & Corporate Restructuring	3	
		405 FIN	Advance Financial Management	3	
	SC HRM	404 HRM	Organizational Change & Development	3	
		405 HRM	Industrial Relations & Labour Welfare	3	
	SC OSCM	404 OSCM	Operations Strategy	3	
		405 OSCM	Industry 4.0	3	
	SC ABM	404 ABM	Agro Industries Management - II	3	
<b>Block A Total Credits</b>				<b>15</b>	
B	<b>Subject Elective</b>				
	SE MKT Bucket-3	406 MKT	Rural and Agricultural Marketing	2	
		407 MKT	Retail Marketing	2	
		408 MKT	Tourism and Hospitality Management	2	
		409 MKT	Marketing to Emerging Markets & Bottom of Pyramid	2	
		410 MKT	Marketing Analytics	2	
	SE FIN Bucket-3	406 FIN	International Finance	2	
		407 FIN	Fin Tech	2	
		408 FIN	Behavioural Finance	2	
		409 FIN	Financial Modelling –II	2	
		410 FIN	Fixed Income Securities	2	
	SE HRM	406 HRM	Human Capital Management & HR Audit	2	

	Bucket-3	407 HRM	Performance Management	2
		408 HRM	HR Analytics	2
		409 HRM	Employee Empowerment & Engagement	2
		410 HRM	Designing HR Policies	2
	SE OSCM Bucket-4	406 OSCM	Quality Management Standards	2
		407 OSCM	World Class Manufacturing	2
		408 OSCM	Strategic Supply Chain Management	2
		409 OSCM	Purchasing and Supplier Relationship Management	2
	SE ABM	406 ABM	Agriculture Output Product Marketing	2
	<b>Block B: Total Credits</b>			<b>6</b>
C	ASCC-04	ASCC	Approved List from Department	2
	OE-04	OE	Need Based Course May Be announced	2
	<b>Block C: Total Credits</b>			<b>2</b>
<b>Total Credits Semester -IV</b>				<b>23</b>
<b>Introduction to Cyber Security- IV</b>				<b>1</b>
<b>Skill Development Courses-II</b>				<b>1</b>

**Course Title: INDIAN ETHOS AND BUSINESS ETHICS****Course Type:** Generic Core**Course Code:** 401**Credits :** 03**L:T:P :** 3:0:0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO401.1	REMEMBERING	Remembering major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
CO401.2	UNDERSTANDING	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
CO401.3	APPLYING	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
CO401.4	ANALYZING	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
CO401.5	EVALUATING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity. COMPARE the sustainable practices followed by Indian firms in modern world
CO401.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management. DESIGN competition strategies by using the ethics in business to get the competitive advantage.

Unit-I	INDIAN ETHOS AND VALUES: ITS RELEVANCE AT WORK PLACE	NO. OF HOURS
	Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Triguna Theory-OSHA Model. Work Ethos meaning, dimensions of Work Ethos. Values - Concepts, Values in business, Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, Ethics v/s Ethos, Eastern Management v/s Western Management.	9



<b>Unit-II</b>	<b>INDIAN MODEL OF MANAGEMENT</b>	<b>NO. OF HOURS</b>
	Concept of Indian Model of Management in the Indian socio-political environment, Laws of Karma and its relevance in business settings, Indian Heritage in Business-Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (WestEast Theory)	9
<b>Unit-III</b>	<b>VALUES AND BUSINESS ETHICS AT APPLIED ETHICS</b>	<b>NO. OF HOURS</b>
	Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.) Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics. Categories of Ethics (Personal, Professional, Managerial) Business Code of Conduct), Approaches to Business Ethics: Consequentialist & Non- Consequentialist Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg Six stage moral development.	9
<b>Unit-IV</b>	<b>ETHICAL DECISION MAKING IN BUSINESS MATRIX: ETHICAL ISSUES IN FUNCTIONAL AREAS AND STRESS MANAGEMENT</b>	<b>NO. OF HOURS</b>
	Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model.  Stress and Causes, Mediation and Techniques, Brain storming- Yoga	9
<b>Unit-V</b>	<b>APPLICATIONS OF ETHICAL PRINCIPLES TO CONTEMPORARY, MORAL AND ETHICAL PROBLEMS / ISSUES RELATED TO BUSINESS</b>	<b>NO. OF HOURS</b>
	Contemporary cases on Corporate Strategy and Climate Change, Corporate Strategy and Natural resource depletion, Corporate Social Responsibility, transparency and accountability, Social Media and E-Platforms. Current ethical issues like Bank scams, Airlines etc. Environmental Ethics, Corruption and Gender Issues, Gender issues, discrimination and legal aspects, Gurukul system and its imp, Modern system of learning, Karma, Corporate Karma	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Business Ethics (Concept, Application, Framework and Cultural Impact) k. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala, Himalaya Publishing House</li> <li>2. Ethics in Management and Indian Ethos, Biswanath Ghosh , Vikas Publishing House</li> <li>3. Indian Ethos of Management, Tushar Agarawal and Nidhi Chandorkar, Himalaya Publication House.</li> <li>4. Indian Ethos and Values for Managers, Khandelwal , Himalaya Publishing House</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Indian Ethos &amp; Values in Management, Nandagopal R, AjithSankar, Tata McGraw Hill Publishing Co. Ltd.</li> <li>2. New Mantras in Corporate corridors From Ancient Routes to Global Roots, Subhas Sharma, New Age International Publishers</li> <li>3. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India.</li> <li>4. Corporate Chanakya , Radhakrishnan Pillai , Jaico Publishing House</li> </ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"> <li>1. <a href="http://nptel.ac.in/courses/110105079/">http://nptel.ac.in/courses/110105079/</a> “Business Ethics” Prof. SusmitaMukhopadhyay, Vinod Gupta, School of Management, Indian Institute of Technology, Kharagpur</li> <li>2. <a href="http://textofvideo.nptel.ac.in/109104032/lec22/">http://textofvideo.nptel.ac.in/109104032/lec22/</a>” Ethics in the Indian Tradition” Prof. VineetSahu, Department of Humanities and Social Sciences, Indian Institute of Technology, Kanpur.</li> </ol>

**“KEEP LEARNING & SHARING”**

**Course Title:** CURRENT TRENDS IN MANAGEMENT

**Course Type:** Generic Core

**Course Code:** 402

**Credits :** 03

**L:T:P :** 3 : 0 : 0

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

CO Number	Cognitive Abilities	Course Outcome
CO402.1	REMEMBERING	DEFINE the trending key terms of Management
CO402.2	UNDERSTANDING	EXPLAIN the various concepts of Management with current Trends
CO402.3	APPLYING	USE the various trends in the organization for the growth
CO402.4	ANALYZING	ANALYZE the impact of current trends in management in the organization
CO402.5	EVALUATING	EVALUATE the result of implementing the current trends
CO402.6	CREATING	DESIGN a plan to implement the current trends in Management

Unit-I	INNOVATION MANAGEMENT	NO. OF HOURS
	Introduction to innovation management, Sources of technology and innovation, Developing new products and services, Introducing new products and services, Driving intra-organizational innovation, Technology and innovation strategy. Latest research in innovation management: e.g. knowledge networks, technology transfer, innovation in the digital economy, retail innovation, financial innovation, eco-innovation	9
Unit-II	ARTIFICIAL INTELLIGENCE & BUSINESS APPLICATIONS	NO. OF HOURS
	Artificial Intelligence- Introduction, use of Artificial Intelligence in Management, Machine Learning. Knowledge Management: Concept, KM Strategies – Architecture and Tools – KM Practices. Components and Type of Knowledge), Knowledge, Building Models, KM Cycle & KM architecture, KM tools, KM approaches. VUCA: Introduction to Volatility, Uncertainty, Complexity, Ambiguity (VUCA) –Significance – Challenges in Business - digitalization, globalization, and social inclusion, Quantum Computing, Big Data, 5G Ecosystem and its Impact, Virtual reality (VR) and augmented reality (AR).	9

<b>Unit-III</b>	<b>IOT AND ITS APPLICATION</b>	<b>NO. OF HOURS</b>
	<p>Introduction, Relevance of IOT for the future, IOT in Indian Scenario - IOT and Aadhaar, IOT for health services, IOT for financial inclusion, IOT for rural empowerment. IOT Applications: Lighting as a service (case study), Intelligent Traffic systems (case study), Smart Parking (case study), Smart water management( case study)</p> <p><b>Cases would be taken in the case where application</b></p>	9
<b>Unit-IV</b>	<b>BUSINESS ANALYTICS</b>	<b>NO. OF HOURS</b>
	<p>Business Analytics, Importance of Business Analytics, Evaluation of Business Analytics, History of Business Analytics, Classification of Business, Analytics, Application of Business Analytics</p> <p><b>Cases would be taken in the case where application</b></p>	9
<b>Unit-V</b>	<b>BLOCKCHAIN &amp; ITS APPLICATION IN BUSINESS</b>	<b>NO. OF HOURS</b>
	<p>Introduction to Block chain, Need, Importance of block chain in management, Terms related to Block chain, Block chain applications- Government, Identity management, Auto executing contracts, Three signature escrow, Triple entry accounting, Elections and voting</p> <p><b>Cases would be taken in the case where application</b></p>	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Gareth Jones and Jennifer George (2017), Essentials of contemporary management, Tata McGraw Hill.</li> <li>2. Drucker. Management challenges for the 21st century, Harper Collins, 1st ed.,</li> <li>3. Burgelman, R.A., Christensen, C.M., Wheelwright, S.C. 2009. Strategic management of technology and innovation. McGraw-Hill Irwin, Boston.</li> <li>4. Schilling MA. 2013. Strategic management of technological innovation (4th ed.). McGraw-Hill: New York, NY.</li> <li>5. Tidd, J., Bessant, J.R. 2014. Strategic innovation management. Wiley, Hoboken. Various other readings will be available via WueCampus.</li> </ol>
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Stephen P. Robbins and Vohar, Organization behavior, Pearson Education, 15th Edition, 2013</li> <li>2. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, Marketing management: A South Asian Perspective, Pearson India, 14th Edition, 2012 William J. Stevenson, Operations management, Tata McGraw Hill, 12<sup>th</sup> Edition, 2015 <a href="https://www.slideshare.net/haricd/emergingtrends-in-management-compatibility-model">https://www.slideshare.net/haricd/emergingtrends-in-management-compatibility-model</a></li> </ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"> <li>1. <a href="https://www.ualberta.ca/business/research/publications/consortium-listof-top-management-journals">https://www.ualberta.ca/business/research/publications/consortium-listof-top-management-journals</a></li> <li>2. <a href="https://journals.sagepub.com/home/jom">https://journals.sagepub.com/home/jom</a></li> <li>3. <a href="http://www.indianjournalofmanagement.com/">http://www.indianjournalofmanagement.com/</a></li> </ol>

**Course Title:** ENTERPRISE PERFORMANCE MANAGEMENT

**Course Type:** Generic Core

**Course Code:** 403

**Credits :** 03

**L:T:P :** 3:0: 0

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

CO Number	Cognitive Abilities	Course Outcome
CO403.1	REMEMBERING	Recalling the Important & All key concepts in the below syllabus of Enterprise Performance Management
CO403.2	UNDERSTANDING	Understand the different tools and instruments used in performance evaluation and control in the organisation.
CO403.3	APPLYING	Measuring the Financial and Non-financial performance of an Enterprise using tools such as DuPont analysis and Balance scorecard. Calculation of Transfer Price. Dividing stocks in ABC
CO403.4	ANALYSING	Analyze the Different reports generated by the Performance Measurement tools such as DuPont analysis, Balance scorecard. Report generated by ABC analysis. Analyzing the stock performance using ABC analysis and GMROI. Analyzing the
CO403.5	EVALUATING	Evaluate which Segment of the organisation is actually contributing to the growth of it. Evaluate the impact of Transfer Pricing on Profitability. Evaluate the performance of Different stocks using ABC analysis. Evaluate the critical success factors using Multi attribute model.
CO403.6	CREATING	Designing the Performance Measurement System to enhance the firms Performance. Creating a Balance score card for the organization to improve its efficiency.

Unit-I	CONCEPTUAL FRAMEWORK OF PERFORMANCE MANAGEMENT	NO. OF HOURS
	a)Performance Management- concept, components (b) Performance, Productivity and Efficiency (c) Financial Performance Analysis (d) Supply Chain Management (SCM) (e) Customer Relationship Management (CRM) & Customer Profitability analysis. Total Productivity Management-Total Quality Management -PDCA.	9

<b>Unit-II</b>	<b>PERFORMANCE MEASUREMENT &amp; EVALUATION</b>	<b>NO. OF HOURS</b>
	Responsibility Accounting. -Performance Management System -Divisional Performance measure -Financial Performance Measure-DuPont Analysis Non-Financial Performance Measure-Balance score card CSF & KPI as Drivers of Strategic Objectives-Benchmarking-Six Sigma	9
<b>Unit-III</b>	<b>DIVISIONAL TRANSFER PRICING</b>	<b>NO. OF HOURS</b>
	Transfer Pricing Meaning -Transfer Pricing Methods-Cost Based-Cost Plus – Negotiated ,Market based, Contribution Based-Transfer Pricing & Goal Congruence -Resolving Transfer pricing conflicts	9
<b>Unit-IV</b>	<b>Audit Function as a performance Measurement tool</b>	<b>NO. OF HOURS</b>
	Meaning & Definition of Audit-Functions of Audit -Types of Audit-Financial Audit-Internal Audit-Cost Audit-Management Audit –Principles and Objectives (Audit Reports/Formats)	9
<b>Unit-V</b>	<b>Performance Evaluation Parameters</b>	<b>NO. OF HOURS</b>
	Performance Evaluation parameters for BANKS - Customer Base, NPAs, Deposits, ROI, Financial Inclusion, Spread, Credit Appraisal, Investments-Performance Evaluation parameters for Retail - ABC Analysis, Sell through Analysis, Multiple Attribute Method, Gross Margin Return on Investment (GMROI), GMROI as Gross Margin/Average Inventory at Cost. Performance Evaluation parameters for Non-Profit Organisation - Features of Non-profit Organizations, Fund Accounting, Governance, Product Pricing, Strategic Planning and Budget Preparations, Social Audit.	9

<b>Text Books</b>	<p>1 Management Control System by Robert Anthony &amp; Vijay Govindrajana, Tata McGraw Hill Publishing Co. Ltd., 12th Edition</p> <p>2.Management Control in Non Profit Organizations by Robert Anthony &amp; David Young, McGraw Hill International Publication, 7th Edition</p> <p>3.Retailing Management by Swapna Pradhan, TMGH, 3rd Edition</p>
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<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Enterprise Performance Management Done Right: An Operating System for Your Organization (Wiley CIO) 1st Edition, Kindle Edition.</li><li>2. Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics (Wiley and SAS Business #21) (Hardcover).</li></ol>
<b>Suggested Readings</b>	ICAI Modules of Strategic Performance Management.



**Course Name:** MARKETING 4.0 TO 5.0

**Course Type:** Subject Core MKT

**Course Code-** 404 MKT

**Credits :** 03

**L:T:P:** 3: 0: 0

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

CO Number	Cognitive Abilities	Course Outcome
CO404MKT.1	REMEMBERING	DEFINE the scope and importance of Marketing 4.0 and 5.0 in the business world
CO404MKT.2	UNDERSTANDING	UNDERSTAND new frameworks for marketing in Digital Economy, DISTINGUISH traditional marketing and Marketing 4.0& 5.0
CO404MKT.3	APPLYING	APPLY the new trends of marketing to solve business Problems
CO404MKT.4	ANALYSING	ANALYSE the various marketing strategies used by corporate world to make marketing program more Effective
CO404MKT.5	EVALUATING	EVALUATE innovative Marketing strategies in current era of business world
CO404MKT.6	CREATING	DEVELOPE a strategy based on human centricity of Marketing and technology empowerment of Marketing 4.0 and Marketing 5.0 ,for real world product/ service / e-product / eservice

Unit-I	FUNDAMENTAL TRENDS SHAPING IN MARKETING	No. of Hours
	From Marketing 3.0 To Marketing4.0. Power Shifts to the Connected Customers, From Exclusive to Inclusive, From Vertical to Horizontal, From Individual to Social. The Paradoxes of Marketing to Connected Customers, Breaking the Myths of Connectivity, The Influential Digital Subcultures, Marketing 4.0 in the Digital Economy	9
Unit-II	NEW FRAMEWORKS FOR MARKETING IN THE DIGITAL ECONOMY	No. of Hours
	The New Customer Path: Understanding How People Buy: From Four A” s to Five A’s, Driving from Awareness to Advocacy: The Ozone (O3), Marketing Productivity Metrics: Introducing PAR and BAR, Decomposing PAR and BAR, Driving Up Productivity, Industry Archetypes and Best Practices : Four Major Industry Archetypes, Four Marketing Best Practices	9

<b>Unit-III</b>	<b>HUMAN-CENTRIC MARKETING, CONTENT MARKETING AND OMNI CHANNEL MARKETING</b>	<b>No. of Hours</b>
	Human-Centric Marketing for Brand Attraction, Understanding Humans Using Digital Anthropology, Building the Six Attributes of Human-Centric Brands Content Marketing for Brand Curiosity: Content Is the New Ad, # Hashtag Is the New Tagline, Step-by-Step Content Marketing, Omni channel Marketing for Brand Commitment: The Rise of Omni channel Marketing, Step-by-Step Omni channel Marketing, Case study on Content Marketing and Omni channel Marketing to analyze and evaluate marketing strategies 4.0	9
<b>Unit-IV</b>	<b>MARKETING 5.0</b>	<b>No. of Hours</b>
	Introduction to Marketing 5.0, Components of Marketing 5.0, Technology for Humanity, Challenges faced by Marketers in Digital world, Generation Gap, The five Generations, Marketing to Baby Boomers X, Y, Z and Alpha, Generations and use of technology, Prosperity Polarization –Market polarization across categories, Corporate Activism, Importance of inclusivity ,Importance of sustainability, Creating Inclusivity and Sustainability for Society	9
<b>Unit-V</b>	<b>AUGMENTED AND AGILE MARKETING</b>	<b>No. of Hours</b>
	Introduction to Augmented Marketing, building tired customer interface, Digital tools, Delivering Tech-Empowered Human Interaction, Examples of Augmented Marketing, Virtual and Augmented Reality Marketing, Introduction to Agile Marketing, need of Agile Marketing, Executing Operations at Pace and Scale Index. Case study on Augmented and Agile Marketing, analyze and evaluate marketing strategies 5.0	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1) Marketing 5.0 Technology for Humanity, Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan John Wiley &amp; Sons, Inc. Hoboken, New Jersey</li> <li>2) The Six Disciplines of Agile Marketing: Proven Practices for More Effective Marketing and Better Business Results, Jim Ewel , Wiley; 1st edition (October 13, 2020)</li> <li>3) Marketing 4.0: Moving from Traditional to Digital Kindle Edition by Philip Kotler, Hermawan Kartajaya, Iwan Setiawan</li> <li>4) Marketing 3.0: From Products to Customers to the Human Spirit by Philip Kotler, Hermawan Kartajaya</li> </ol>
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1) MASTERING ONLINE MARKETING _ by Magnus Unemyr</li> <li>2) Content Marketing Made Easy: Why You Need It / How To Do It by Susan Crossman Fast,</li> <li>3) Cheap and Viral: How to Create Game-Changing Content on a Shoestring Budget by Aashish Chopra</li> <li>4) <u>Engagement Marketing: How Small Business Wins in a Socially Connected World by Gail F. Goodman</u></li> <li>5) Omni Channel Marketing: The Roadmap to Create and Implement Omni channel Strategy for Your Business by Shady Ramadan</li> <li>6) Human Minded Care: The Pathway to Your Customer’s Heart by Cem Ozguven</li> <li>7) When Digital Becomes Human: The Transformation of Customer Relationships by Steven Van Belleghem</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1) <a href="https://www.marketingjournal.org/marketing-4-0-when-online-meets-offline-style-meets-substance-and-machine-to-machine-meets-human-to-human-philip-kotler-hermawan-kartajaya-iwan-setiawan/">https://www.marketingjournal.org/marketing-4-0-when-online-meets-offline-style-meets-substance-and-machine-to-machine-meets-human-to-human-philip-kotler-hermawan-kartajaya-iwan-setiawan/</a></li> <li>2) <a href="https://contentmarketinginstitute.com/">https://contentmarketinginstitute.com/</a></li> <li>3) <a href="https://neilpatel.com/what-is-content-marketing/">https://neilpatel.com/what-is-content-marketing/</a></li> <li>4) <a href="https://www.youtube.com/watch?v=JbzTDtlhpnU">https://www.youtube.com/watch?v=JbzTDtlhpnU</a>, Introduction to Marketing 5.0: Technology for Humanity with Iwan Setiawan, accessed on 7th June 2021</li> <li>5) <a href="https://www.youtube.com/watch?v=jwUobgplGqk">https://www.youtube.com/watch?v=jwUobgplGqk</a>, Marketing 5.0, Book Review ,accessed on 7th June 2021</li> <li>6) <a href="https://www.youtube.com/watch?v=tav4S11KA_g">https://www.youtube.com/watch?v=tav4S11KA_g</a>, Agile Marketing ,accessed on 7th June 2021</li> <li>7) <a href="https://www.youtube.com/watch?v=ZFTgGi06vbM">https://www.youtube.com/watch?v=ZFTgGi06vbM</a>, AR vs VR, What are virtual and Augmented Realities, accessed on 7th June 2021.</li> <li>8) <a href="https://www.youtube.com/watch?v=1obcLCB5WTU">https://www.youtube.com/watch?v=1obcLCB5WTU</a>, what is Contextual Marketing. Benefits of Contextual Marketing, accessed on 7th June 2021</li> <li>9) <a href="https://marketingtrends.com/episodes/erik-newton/">https://marketingtrends.com/episodes/erik-newton/</a></li> <li>10) <a href="https://anchor.fm/irish-tech-news/episodes/The-evolution-of-marketing-with-industry-legend-PhilipKotler--author-most-recently-of-Marketing-5-0-e1219ih">https://anchor.fm/irish-tech-news/episodes/The-evolution-of-marketing-with-industry-legend-PhilipKotler--author-most-recently-of-Marketing-5-0-e1219ih</a></li> </ol>

**Course Title: MARKETING STRATEGY****Course Type:** Generic Core**Course Code:** 405 MKT**Credits :** 03**L:T:P :** 3:0:0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO405MKT.1	REMEMBERING	DISCOVER perspectives of market strategy.
CO405MKT.2	UNDERSTANDING	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
CO405MKT.3	APPLYING	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication.
CO405MKT.4	ANALYSING	ANALYSE a company's current situation through applying internal and external analyses
CO405MKT.5	EVALUATING	EXPLAIN alternative ways to measure the outcome of market strategies.
CO405MKT.6	CREATING	CREATE Corporate Advantage by exploring how the scope of firms is influenced by resources that are shared across products.

Unit-I	BASICS OF MARKETING STRATEGY	NO. OF HOURS
	Introduction to Marketing Strategy & tactics, Components & Hierarchy, Integrating marketing strategy with the firm's other strategies & resources, Discovering Market Opportunities: Marketing Strategy - Market Opportunity Analysis, Process of Identification, Formulation, Implementation & Control, Marketing Plan - Blueprint, Marketing Audit	9
Unit-II	MEASURING MARKET OPPORTUNITIES	NO. OF HOURS
	Market Forecasting: Introduction, Purpose, Techniques Forecasting Based on Current Demand: Market build up method, chain ratios, market factor index method Forecasting Based on Past Demand: Time series analysis, Trend analysis, Leading indicators Forecasting through Experimentation: Concept testing, Test marketing Forecasting through Intentions & Expert Opinion: Buyers intentions, sales force opinion, trade	9

	opinion, expert opinion, Delphi method, Bootstrapping, Cross impact analysis Market Knowledge Systems: Marketing Intelligence, Marketing Databases, Marketing Data Touch Points-Significance & Application	
<b>Unit-III</b>	<b>TARGETING ATTRACTIVE MARKET SEGMENTS &amp; POSITIONING</b>	<b>NO. OF HOURS</b>
	Choosing Attractive Market Segments – Segment synergies, Segment invasion strategy, Factors influencing choice of Targeting, A five step process Different Targeting Strategies: Mass market, niche market, growth market, Differentiation Based on Product, Image, Channel, Personnel & Services Positioning Process: Identifying relevant competitors, identifying determinant attributes, collecting information on perceptions of products	9
<b>Unit-IV</b>	<b>PARADIGM SHIFT IN MARKETING- MARKETING STRATEGIES FOR NEW ECONOMY</b>	<b>NO. OF HOURS</b>
	Market Specific Strategies: Strategies for New Entrants, Strategies for Growth Market, Strategies for Mature Market, Strategies for Declining Market, Organizational Specific Marketing Strategies: Marketing Strategies for Leaders, Challengers, Followers, Niche Competitive Strategies: Introduction to Competitive Edge, USP, Integration, Focus, Differentiation, Retrenchment strategies Transactional Marketing Approach to Relationship Marketing Philosophy – Competitive Advantage through Relationship Marketing Key Concepts in Relationship Marketing, Customer Life Time Value (CLTV)	9
<b>Unit-V</b>	<b>MARKETING METRICS FOR MARKETING PERFORMANCE</b>	<b>NO. OF HOURS</b>
	Gap Identification & Bridging Tools: Strategic Gap Planning Model, BCG Matrix, Family Portfolio matrix, Porter’s Five Forces, Ansoff Matrix, Market profitability analysis Designing Marketing Metrics - Process: Setting Standards of Performance, Specifying & Obtaining Feedback Data, Evaluating Feedback Data, Taking Corrective Actions, Organizational issues. Strategic wear-out.	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Strategic Marketing by A. Nag, Macmillan Publication</li> <li>2. Marketing Strategy by Walker, Mullins, Boyd &amp; Larreche, McGraw-Hill/Irwin</li> <li>3. Marketing Strategy and Competitive Positioning by Graham Hooley, Brigitte</li> </ol>
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	<p>Nicoulaud, Nigel F. Piercy, Pearson Education, 5th Edition.</p> <p>4. Strategic Marketing Management-Richard Wilson &amp; Colin Gilligan, Routledge</p> <p>5. Strategic Marketing: An Introduction by Tony Proctor</p>
<b>Reference Books</b>	<p>1. Strategic Marketing David.W.Cravens, Nigel.F.Piercy, Tata MacGraw Hill Publication</p> <p>2. Marketing Strategy: A Decision-Focused Approach-John W. Mullins, By Felix Mavondo, John Gountas, Orville C. Walker; McGraw-Hill Education; 2nd Revised Edition</p> <p>3. Strategic Marketing Text &amp; Cases- S. Shajahan, Viva Books</p> <p>4. Strategic Management &amp; Marketing by Narendra Singh, Himalaya Publication</p>
<b>Suggested Readings</b>	<p>1. Marketing Warfare: 20th Anniversary Edition By Al Ries, Jack Trout, (McGraw-Hill Education; 2nd edition)</p> <p>2. Marketing Strategy a Complete Guide - 2019 Edition by GerardusBlokdyk, 5starcooks</p> <p>3. Blue Ocean strategy-W Chan Kim and Renee A Mauborgne</p>

**Course Title:** MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

**Course Type:** Subject Core FIN

**Course Code:** 404 FIN

**Credits :** 03

**L:T:P :** 3: 0 : 0

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

CO Number	Cognitive Abilities	Course Outcome
CO404 FIN.1	REMEMBERING	DESCRIBE the issues and concepts of mergers and acquisitions and corporate restructuring.
CO404 FIN.2	UNDERSTANDING	EXPLAIN the major strategies and impact of mergers, acquisition and corporate restructuring.
CO404 FIN.3	APPLYING	ILLUSTRATE the process, advantages, disadvantages of mergers, acquisitions and corporate restructuring.
CO404 FIN.4	ANALYSING	ANALYZE the impact on valuation of company, taxation and trends in financing .
CO404 FIN.5	EVALUATING	EVALUATE the mergers, acquisitions and corporate restructuring through various cases.
CO404 FIN.6	CREATING	WRITE the impact of various mergers and acquisition and corporate restructuring on valuation, stock prices and growth, legal and tax issues of companies through various cases.

Unit-I	INTRODUCTION TO MERGERS, ACQUISITIONS AND STRATEGIES	NO. OF HOURS
	Recent M&A Trends ,Definitions, Valuing a Transaction ,Types of Mergers, Reasons for Mergers and Acquisitions, Merger Financing, Merger Professionals, Merger Arbitrage ,Leveraged Buyouts and the Private Equity Market, Corporate Restructuring, Merger Negotiations, Merger Approval Procedures ,Short-Form Merger ,Freeze outs and the Treatment of Minority Shareholders ,Purchase of Assets Compared with Purchase of Stock, Structuring the Deal ,Assumption of the Seller's Liabilities ,Advantages of Asset Acquisitions, Asset Selloffs, Reverse Mergers, Holding Companies. Merger Strategy Growth, Synergy, Operating Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives. Hostile Takeovers- Antitakeover Measures, Takeover Tactics, Leveraged Buyouts	9

<b>Unit-II</b>	<b>CORPORATE RESTRUCTURING STRATEGY</b>	<b>NO. OF HOURS</b>
	Divestitures, Divestiture and Spinoff Process, Wealth Effects of Selloffs Equity Carve-outs, Voluntary Liquidations, or Bust-up, Tracking Stocks, Master Limited Partnerships and Selloffs. Restructuring in Bankruptcy - Types of Business Failure, Causes of Business Failure Bankruptcy Trends, Bankruptcy Laws, Reorganization versus Liquidation, Reorganization Process, Benefits and Process for the Debtor, Company Size and Benefits, Prepackaged Bankruptcy, Workouts Corporate Control and Default, Liquidation, Investing in the Securities of Distressed Companies.	9
<b>Unit-III</b>	<b>TRENDS IN THE FINANCING OF TAKEOVERS</b>	<b>NO. OF HOURS</b>
	Trends in Cash versus Stock Percentage of Takeover Financing, Shareholder Wealth Effects and Methods of Payment, Private Equity Market, Hedge Funds, Comparison of Private Equity Funds and Hedge Funds, Hedge Fund and Private Equity Fund Convergence, Junk Bonds Financing of Takeovers, Stapled Financing, Securitization and M&A Financing. Employee Stock Ownership Plans- Historical Growth of ESOPs, Types of Plans, Characteristics of ESOPs, Leveraged versus Unleveraged ESOPs	9
<b>Unit-IV</b>	<b>VALUATION OF TARGET COMPANIES</b>	<b>NO. OF HOURS</b>
	Valuation Methods: Science or Art?, Managing Value as an Antitakeover Defenses, Benchmarks of Value, How the Market Determines Discount Rates Valuation of the Target's Equity, Takeovers and Control Premiums Marketability of the Stock, Valuation of Stock-for-Stock Exchanges, Exchange Ratio, Fixed Number of Shares versus Fixed Value ,International Takeovers and Stock-for-Stock Transactions, Desirable Financial Characteristics of Targets	9
<b>Unit-V</b>	<b>TAXATION ASPECTS IN M&amp;A</b>	<b>NO. OF HOURS</b>
	Tax Implications: Tax Concession to amalgamated company, tax concession to amalgamating company in case of Merger & Acquisition. Tax aspects related to demergers. Post Merger Issues and Challenges. Financial Accounting: Taxable versus Tax-Free Transactions Tax Consequences of a Stock-for-Stock Exchange, Asset Basis Step-Up, Changes in the Tax Laws, Role of Taxes in the Merger Decision, Taxes as a Source of Value in Management Buyouts	9

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

**Course Title:** ADVANCED FINANCIAL MANAGEMENT

**Course Type:** Subject Core FIN

**Course Code:** 405 FIN

**Credits :** 03

**L:T:P :** 3:0:0

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

CO Number	Cognitive Abilities	Course Outcome
CO405FIN.1	REMEMBERING	RECALL various concepts in Advanced Financial Management.
CO405FIN.2	UNDERSTANDING	UNDERSTAND various Tools of Financial Analysis helping in financial management decision making.
CO405FIN.3	APPLYING	APPLY techniques of handling risk in making Investment Decisions in the organization.
CO405FIN.4	ANALYSING	ANALYSE various techniques to value the business.
CO405FIN.5	EVALUATING	EVALUATE the performance of Business Enterprise by doing Financial Analysis using various Techniques of Advanced Financial Management.
CO405FIN.6	CREATING	CREATE a canvas for measuring the success of Financial Management in an Organization.

Unit-I	PROJECT APPRAISAL AND FINANCING DECISIONS	NO. OF HOURS
	Overview and Structuring of project financing-Valuing Projects-Project negotiations-Managing project risks-Financing projects-Capital Structuring decisions-Debt Financing-Lease financing-Hybrid Financing: Preferred stock, Warrants and convertibles-IPOs-Globalization and cost of capital.	9
Unit-II	TOOLS FOR FINANCIAL ANALYSIS AND PLANNING	NO. OF HOURS
	Funds flow and Cash flow Analysis- Identification of information required to assess financial performance, Effect of short-term debt on the measurement of gearing.	9

<b>Unit-III</b>	<b>CORPORATE VALUATION</b>	<b>NO. OF HOURS</b>
	Application of valuation models; Use of free cash flows in valuation Use of relative measures; economic value added (EVA); Use of enterprise value	9
<b>Unit-IV</b>	<b>THE INVESTMENT DECISIONS</b>	<b>NO. OF HOURS</b>
	Investment decision under capital rationing: multi period -Investment decision under inflation-Investment decision under uncertainty/risk-Nature and measurement of risk and uncertainty-Techniques of handling risk: sensitivity analysis; scenario analysis; simulation analysis; decision theory models; certainty equivalent; risk adjusted discount rates; utility curves-Real options in investment decision: types of real options; evaluation of a capital project using real options-Common capital budgeting pitfalls-Bond refinancing/refunding.	9
<b>Unit-V</b>	<b>BEHAVIORAL FINANCE</b>	<b>NO. OF HOURS</b>
	Classical Finance & behavioral Finance-Heuristics and Biases in Human Decision making-A framework of decision making under Real world application in finance-Real world applications to public policy.	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Financial Management- Van Horne</li> <li>2. Financial Management: Theory &amp; Practice- Brigham &amp; Ehrhardt (Cengage Learning)</li> <li>3. Financial Management- Prasanna Chandra</li> <li>4. Financial Management- I. M. Pandey</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Financial Management- Ravi M. Kishore.</li> <li>2. Financial Management- R.P. Rustagi</li> <li>3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)</li> </ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"> <li>1. ICAI Modules for Intermediate</li> <li>2. The Economic times</li> </ol>

**Course Title: ORGANIZATION CHANGE AND DEVELOPMENT**

**Course Type: Subject Core HRM**

**Course Code: 404 HRM**

**Credits : 03**

**L:T:P : 3:0:0**

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

CO Number	Cognitive Abilities	Course Outcome
CO404HRM.1	REMEMBERING	DEFINE the various terms of organizational change and development
CO404HRM.2	UNDERSTANDING	DEMONSTRATE a clear understanding tools & techniques for organizational change and development
CO404HRM.3	APPLYING	APPLY basic strategy formulation for bringing organizational change and development
CO404HRM.4	ANALYSING	ANALYSE the designing Interventions which lead to organizational development
CO404HRM.5	EVALUATING	EVALUATE the various development taking place in surrounding environment
CO404HRM.6	CREATING	PLAN a technique to bring a development in an organization

Unit-I	INTRODUCTION TO ORGANIZATIONAL CHANGE	NO. OF HOURS
	Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change; Types of Change: Levels of Change; Implementing Change: Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing Road Blocks; Absorbing Changes into Organization; Resistance to Change – Reason and Overcome; Organizational Change during Covid 19 and its Challenges faced by HRD; Role of HR Department during Organizational Change	9

<b>Unit-II</b>	<b>INTRODUCTION TO ORGANISATIONAL DEVELOPMENT</b>	<b>NO. OF HOURS</b>
	Organizational Development – Introduction, History of OD, Relevance of Organisational Development for Managers, Characteristics of OD, Assumptions of OD; Process of OD: Process of OD, Components of OD program; OD Program Phase; Role of HR Department in Organizational Development	9
<b>Unit-III</b>	<b>DESIGNING INTERVENTIONS</b>	<b>NO. OF HOURS</b>
	Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions; Human Process Interventions: Introduction, Team Development Interventions, Interpersonal Development Interventions	9
<b>Unit-IV</b>	<b>TECHNOLOGICAL CHANGES IN OCD</b>	<b>NO. OF HOURS</b>
	HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress; Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD	9
<b>Unit-V</b>	<b>ORGANISATIONAL LEARNING &amp; FUTURE OF ORGANIZATIONAL DEVELOPMENT</b>	<b>NO. OF HOURS</b>
	Organisational Learning: Learning Organisation, Senge’s Approach Nonaka& Takeuchi’s Approach, Executive View on Organisational Learning, Reality Checklist, Seven Steps of Initiating Organisational Learning; Future of OD: Organisational Development and Globalization, Emerging Trends in OD - Expanding the use of OD, Combining traditional “hard” business competencies and OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation	9

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

**Course Title: INDUSTRIAL RELATIONS AND LABOUR WELFARE****Course Type: Subject Core HRM****Course Code: 405 HRM****Credits : 03****L:T:P : 3:0:0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO405HRM.1	REMEMBERING	DEFINE the key terms in Industrial relation
CO405HRM.2	UNDERSTANDING	EXPLAIN the various approaches of Industrial relation
CO405HRM.3	APPLYING	MAKE USE OF the basic laws for the maintenance of healthy Industrial relation.
CO405HRM.4	ANALYSING	OUTLINE the role of government, society and trade union in ER.
CO405HRM.5	EVALUATING	EVALUATE aspects of collective bargaining and grievance handling.
CO405HRM.6	CREATING	DESIGN the legal solution by using relevant provisions of various Labour Legislations.

Unit-I	INDUSTRIAL RELATIONS- INTRODUCTION	NO. OF HOURS
	Meaning relevance – Evolution of IR; forms of disputes –causes, Prevention and settlement of disputes in industrial unrest; Approaches of ER; Theories of IR; Best Practices of IR	9
Unit-II	COLLECTIVE BARGAINING & WPM	NO. OF HOURS
	Meaning – objectives – benefits; Conditions and essentials for successful collective bargaining; Process of Collective Bargaining; Negotiation; Workers participation in Management – meaning –objectives; factors influencing participation; Works committee; Forms of WPM; Levels of WPM	9

<b>Unit-III</b>	<b>PRODUCTIVITY AND LABOUR WELFARE</b>	<b>NO. OF HOURS</b>
	Productivity and labour welfare; concept of productivity-Measurement; factors affecting productivity; Industrial Dispute act1947:Dispute Settlement Machinery; Provision of Layoff &Retrenchment; provision of Strike &Lockout; Meaning of Labour Welfare; Statutory &Non Statutory Labour welfare Facilities; Role of Society & Government in labour welfare; Impact of Labour Welfare on employee; Relationship between labour welfare &Productivity.	9
<b>Unit-IV</b>	<b>TRADE UNION &amp; CONTRACT LABOUR</b>	<b>NO. OF HOURS</b>
	Trade Union- Trade Union Act 1926; Important provisions; A brief study of trade unions at national level; Registration of Trade union; Benefits of Registered Trade Union; Rights & Liabilities of Registered Trade Union; Contract Labour Act 1970; Object, applicability, Important provisions; Industrial Employment Standing Order act 1947- Entire Act Certification of Standing Order	9
<b>Unit-V</b>	<b>EMERGING TRENDS IN INDUSTRIAL RELATION</b>	<b>NO. OF HOURS</b>
	Strategic Employee Relation – Emerging Trends; Cultural Aspect of employee relation- Emerging Trends; Importance of Culture & development of Culture in employee relation; Recent Trends in Employee relationship Management (ERM)	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Labour welfare Trade union &amp; Industrial relation By S. D.Punekar, Himalaya Publication</li> <li>2. Industrial Relation by Arun Monappa, Tata McGraw Hill Edition</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Essential of HRM &amp; Industrial relation by P. Subbarao, Himalaya Publication.</li> <li>2. Dynamics of Industrial relation by Mamoria &amp; Gankar, Himalaya Publication</li> </ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"> <li>1. <a href="http://krepublishers.com/02-Journals/JE/JE-05-0-000-14-Web/JE-05-3-000-14-Abst-PDF/JE-5-3-313-14-140-Xesha-D/JE-5-3-313-14-140-Xesha-D-Tx[8].pdf">http://krepublishers.com/02-Journals/JE/JE-05-0-000-14-Web/JE-05-3-000-14-Abst-PDF/JE-5-3-313-14-140-Xesha-D/JE-5-3-313-14-140-Xesha-D-Tx[8].pdf</a></li> <li>2. <a href="https://www.emerald.com/insight/publication/issn/0142-5455">https://www.emerald.com/insight/publication/issn/0142-5455</a>(Journal)</li> </ol>



**Course Title: OPERATIONS STRATEGY****Course Type:** Subject Core OSCM**Course Code:** 404-OSCM**Credits :** 03**L:T:P :** 3 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO404OSCM.1	REMEMBERING	ENUMERATE the key components of operations strategy.
CO404OSCM.2	UNDERSTANDING	EXPLAIN the linkages between operations strategy and competitive advantage as the basis of competitive position through superior product development, cost, quality, features.
CO404OSCM.3	APPLYING	ILLUSTRATE the broader context of business strategy & fit between manufacturing and operations capabilities and the business strategy
CO404OSCM.4	ANALYSING	EXAMINE the concepts of competitive leverage using manufacturing and operations, the fit of the various elements of manufacturing and operations.
CO404OSCM.5	EVALUATING	DESIGN the operations strategy & its impact of the competitive environment, and the structure of the value chain.
CO404OSCM.6	CREATING	FORMULATE an operations strategy (long-term plan) and link with operational decisions.

Unit-I	INTRODUCTION OF OPERATIONS STRATEGY	NO. OF HOURS
	Introduction, Relationship Between business strategies & the operations strategy, Strategic issues in manufacturing / operations. Elements of Operations Strategy, Competing through operations. Operation strategy in global economy, Changing nature of business, Quality, Customer service and cost challenges and social responsibility, Current perspective of Operation Strategic Management	9

<b>Unit-II</b>	<b>METHODOLOGY FOR DEVELOPING OPERATIONS STRATEGY</b>	<b>NO. OF HOURS</b>
	Value as Business concept. Strategy- Formulation Process.–Value Chain concept. Focus on core competence, distinctive capabilities, and stake holders. Strategy for Checking markets analysis with markets situations. Outcome of Markets – Linking manufacturing to Markets – strategic integration – Products sell in the Markets – Order Winners- Order Qualifiers.	9
<b>Unit-III</b>	<b>OPERATION STRATEGY IMPLEMENTATION</b>	<b>NO. OF HOURS</b>
	Technology strategy Issues in New Product development. Time to market Strategic nature of process. Business implication of Process choice – Hybrid Process. Change management and Sustainability Procedure – company or plant-based profiles – decisions for product reallocation – downsizing – Capacity Decisions Progression & Regression, Challenges for operation strategy implementation.	9
<b>Unit-IV</b>	<b>STRATEGIC RESOURCE MANAGEMENT</b>	<b>NO. OF HOURS</b>
	Introduction , Importance, issues involved – organizational issues operational approaches to improving, delivery system, controlling operations - key performance Indicators, PQCDMS (Productivity, Quality, Cost, Delivery Time, Safety, Morale), Advantage of Strategic Resource Management	9
<b>Unit-V</b>	<b>OPERATIONAL TECHNOLOGY STRATEGY</b>	<b>NO. OF HOURS</b>
	Operational Technology – Business Connection, Domains of Technology Choice, Linkages between Technology Choice and Competitive business Advantage, Operational Technology Strategy Definition, Role of Technology in operation strategy, Key Principles underlying operational Technology Strategy – Objectives, Drivers, Decision criteria. Strategic Diagnosis, Formulation, Execution & Performance Measurement of Operational Technology	9

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Operations Management Theory &amp; Practice – B. Mahadevan - Pearson</li> <li>2. Operations Now by Byron Finch, TMGH</li> <li>3. Operations Research – by Nita Shah, Ravi Gor, Hardik Soni- Prentice Hall India</li> </ol>
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Service Management: Operations, Strategy, and Information Technology, James A. Fitzsimmons, Mona J.Fitzsimmons, McGraw-Hill/Irwin, 2006</li> <li>2. Operations Management by Norman Gaither, Greig Fraizer, Cengage Learning, India Ed.</li> <li>3. Operations Management by Terry Hill, Palgrave</li> </ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"> <li>1. <a href="https://www.virtusa.com/digital-themes/operations-strategy">https://www.virtusa.com/digital-themes/operations-strategy</a></li> <li>2. <a href="https://www.masterclass.com/articles/operations-strategy">https://www.masterclass.com/articles/operations-strategy</a></li> <li>3. <a href="https://thinkinsights.net/strategy/operational-strategy/">https://thinkinsights.net/strategy/operational-strategy/</a></li> <li>4. <a href="https://www.strategyand.pwc.com/gx/en/functions/operations-strategy/case-studies.html">https://www.strategyand.pwc.com/gx/en/functions/operations-strategy/case-studies.html</a></li> </ol>



**Course Name: AGRO INDUSTRIES MANAGEMENT -II**

**Course Type: Subject Core**

**Course Code- 404 ABM**

**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
CO404ABM.1	REMEMBERING	REMEMEBER the key terms related to Seeds & Pesticide Industry. Development and Management of Seed Programs.
CO404ABM.2	UNDERSTANDING	UNDERSTAND the fertilizers industry development, fertilizer pricing policy, scope of bio fertilizer
CO404ABM.3	APPLYING	APPLY the knowledge of Management of Agri Cooperatives. Process of cooperative formation, role of leadership in cooperative management.
CO404ABM.4	ANALYSING	ANALYSE the Guidelines for effective implementation of e-commerce in India and important decisions for ecommerce. Present practices of e-commerce in Agri business
CO404ABM.5	EVALUATING	EVALUATE the Entrepreneurial development program in India and Government policy towards MSMEs
CO404ABM.6	CREATING	DESIGN business plan for Agri business, Solve problems related to vision of Agri business in India

Unit-I	SEEDS & PESTICIDE INDUSTRY	No. of Hours
	Seed Technology – Role of Seed Technology, its Course Objective and goal, Seed Industry in India, National Seed Corporation. Development and Management of Seed Programs – Seed Village Concept, Basic Strategy of Seed Production and Planning and Organization of Seed Program. Seed Marketing; GM Crop seed, IPR, PBR, Patents and related issues and their impact on developing countries. Pesticide Industry – Role of Pesticide Industry, its Course Objective and goal, Pesticide Industry in India	9
Unit-II	FERTILIZER INDUSTRY	No. of Hours
	Fertilizer development – concept, scope, need, resource availability. Import and export avenues for fertilizer; types of fertilizers, grading and chemical constituents, role of fertilizers in agricultural production, production and consumption of fertilizer in India. Quality control and legal aspects- fertilizer control order. Testing facilities; constraints in fertilizer use and emerging scenario of fertilizer use; assessment of demand and supply of different fertilizers, fertilizer distribution, and fertilizer storage. fertilizer pricing policy; scope of bio fertilizer	9

<b>Unit-III</b>	<b>MANAGEMENT OF AGRICULTURAL COOPERATIVES</b>	<b>No. of Hours</b>
	Cooperative management- nature, functions and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management. Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative. Agriculture cooperative sector and economic development. The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.	9
<b>Unit-IV</b>	<b>E-BUSINESS IN AGRICULTURE</b>	<b>No. of Hours</b>
	E-commerce overview: Introduction, e-commerce status in India, key success factors, advantages, limitations and challenges in e-commerce with special reference to India Guidelines for effective implementation of e-commerce in India. Important decisions for e-commerce in agriculture. Present practices of e-commerce in Agri business: online transactions, marketing, delivery of information intensive products through online, building trust through branding, online promotion on the website; Customer service and value addition through e-CRM and e-SRM. Success stories of organizations involved in e-agri business.	9
<b>Unit-V</b>	<b>AGRI-ENTREPRENEURSHIP</b>	<b>No. of Hours</b>
	Entrepreneurial development program in India-History, support, objectives, stages of performances; planning and EDP-objectives. Target group, selection of center, pre-training work; Government policy towards MSMEs. Micro finance overview: Evolution, role, scope and importance of micro credit and micro finance in India, distinctive features, advantages. Financial institutions for rural development, basic understanding of rural and development credit, institutional structure of rural financing in India--policy and schemes of NABARD, recent financing schemes of the government.	9

<b>Text Books</b>	
	<ol style="list-style-type: none"> <li>1. Acharya, S. S. and N.L. Agrawal. Agricultural marketing in India. Oxford and IBH publishing co. Ltd. 66 Janpath, New Delhi. 110 001. 5th edition</li> <li>2. R.R. Paul. Money, Banking and International Trade. Kalyani Publishers, Rajinder Nagar, Ludhiana-141 008</li> <li>3. 'Kadam/Bishe' Text Book on Agricultural Entrepreneurship, 2018 ISBN: 9789387590045</li> </ol>

	4. Naresh, R K Crop Production & Management 2020, ISBN: 9789389235012
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Agriculture Economics by Reddy, P. Raghuram</li> <li>2. Indian Journal of Agricultural Economics and Statistics (Hind Publication)</li> <li>3. Agriculture Economics and research review New Delhi</li> <li>4. S. Subbareddy, P. Raghu ram, Agricultural economics, oxford and IBH publishing company Pvt. Ltd. 2004</li> <li>5. Barik/Nayak, Agri Business : Concept and Current Challenges 2018, ISBN: 9789387590076</li> <li>6. Prabha/Negi, Objective Seed Technology, 2014, ISBN: 9789382471561</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. Marketing Whitebook (Latest Edition)</li> <li>2. Official Website of NABARD Bank, Bankable projects</li> <li>3. Brand Equity Supplement of the Economic Times</li> <li>4. Brand Wagon Supplement of the Financial Express</li> <li>5. Strategist Supplement of Business Standard</li> <li>6. NCAER - <a href="http://www.ncaer.org/">http://www.ncaer.org/</a></li> </ol>

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**Course Name: RURAL AND AGRICULTURE MARKETING****Course Type:** Subject Elective MKT**Course Code-** 406 MKT**Credits : 02****L:T:P : 2:0:0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO406MKT.1	REMEMBERING	DEFINE the concept of Rural and Agriculture Marketing.
CO406MKT.2	UNDERSTANDING	EXPLAIN the rural segmentation and Agriculture Management.
CO406MKT.3	APPLYING	APPLY the knowledge of Rural and Agriculture Marketing Strategies
CO406MKT.4	ANALYSING	ANALYZE the importance of Rural and Agriculture Marketing Strategies
CO406MKT.5	EVALUATING	EVALUATE the potential of Rural and Agriculture Marketing in India.
CO406MKT.6	CREATING	FORMULATE creative solutions to Agri Input/ Output Product Management with the various case studies

Unit-I	INTRODUCTION TO RURAL MARKETING	No. of Hours
	Introduction to Rural Market, Definition & Scope of Rural Marketing, Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by government (A brief Overview)Emerging Profile of Rural Markets in India, Problems of Rural Market, Constraints in Rural Marketing and Strategies to overcome constraints, Rural vs. Urban Market, Rural Marketing environment- PEST analysis	6
Unit-II	RURAL DISTRIBUTION STRATEGIES	No. of Hours
	Distribution Strategies for Rural consumers. Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative society, Distribution Models of FMCG, Companies HUL, ITC, etc. Distribution networks, Ideal distribution model for rural markets. Challenges of distribution in Rural markets. Communication Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Selecting the Communication Channels.	6



<b>Unit-III</b>	<b>AGRI-INPUT MARKETING</b>	<b>No. of Hours</b>
	Agriculture Inputs – Seeds, Pesticides, Insecticides, Fertilizers and Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/Equipment's. Agri-input marketing case study- GODREJ AGROVET; A Case Study on KRIBHCO - Supporting Farmers and Cooperatives in Rural India; A Case Study on IFFCO in the Service of Farmers A Case Study on Agricultural Machinery Industry in India (Manufacturing, marketing and mechanization promotion); Rallis, a turnaround a case study of Tata Chemicals Limited	6
<b>Unit-IV</b>	<b>AGRICULTURE PRODUCT (OUTPUT) MARKETING</b>	<b>No. of Hours</b>
	Study the promotion strategies implemented by various Agri-based companies for different agricultural commodities and their products such as Food grains, fruits, milk and milk products, etc. Case study on processing industries of different commodities - Food grains, Fruits, Vegetables, Milk and Milk products etc. A case study on Food Processing Industry in India: Challenges and Potential AMUL The Taste of India a case study; A case study on Mapro: Sustaining a Family Run Business	6
<b>Unit-V</b>	<b>AGRICULTURE 4.0</b>	<b>No. of Hours</b>
	An overview of agriculture 4.0 development: Systematic review of descriptions, technologies, barriers, advantages, and disadvantages. Prospects for Agriculture 4.0 in Developing Countries.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1) Krishnamacharyulu C &amp; Ramakrishan L. 2002. Rural Marketing. Pearson Edu.</li> <li>2) Ramaswamy VS &amp; Nanakumari S. 2006. Marketing Management. 3rd Ed. MacMillan Publ.</li> <li>3) Singh AK &amp; Pandey S. 2005. Rural Marketing. New Age.</li> <li>4) Singh Sukhpal. 2004. Rural Marketing. Vikas Publ. House.</li> <li>5) Badi &amp; Badi: Rural Marketing</li> <li>6) Mamoria, C.B. &amp; Badri Vishal: Agriculture problems in India</li> <li>7) Srivastava, U.K. Agro-processing Strategy for Acceleration and Exports. Oxford University Press YMCA, Library Building, Jai Singh Road, New Delhi -110 001.</li> <li>8) K.Loknandhan, K.Mani, K.Mahendran Innovations in Agri Business</li> <li>9) S.S. Johl, T. R. Kapoor Fundamentals of farm business management</li> <li>10) Acharya, S. S. and N.L. Agrawal. Agricultural marketing in India. Oxford and IBH publishing co. Ltd. 66 Janpath, New Delhi. 110 001.5<sup>th</sup> edition</li> </ol>
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1) Arora, R.C. Integrated Rural Development</li> <li>2) Rajgopal : Managing Rural Business 3.Gopaldaswamy, T.P. : Rural Marketing</li> <li>3) Agriculture Economics by Reddy, P. Raghuram</li> <li>4) Indian Journal of Agricultural Economics and Statistics (Hind Publication)</li> <li>5) S. Subbareddy, P. Raghu ram, Agricultural economics, oxford and IBH publishing company Pvt. Ltd. 2004</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1) <a href="https://ruralmarketing.in/">https://ruralmarketing.in/</a></li> <li>2) <a href="https://rural.nic.in/">https://rural.nic.in/</a></li> <li>3) Marketing Whitebook (Latest Edition)</li> <li>4) Official Website of NABARD Bank, Bankable projects</li> <li>5) Brand Equity Supplement of the Economic Times</li> <li>6) Brand Wagon Supplement of the Financial Express</li> <li>7) Strategist Supplement of Business Standard</li> <li>8) NCAER - <a href="http://www.ncaer.org/">http://www.ncaer.org/</a></li> </ol>

**Course Title: RETAIL MARKETING****Course Type:** Subject Elective**Course Code:** 407 MKT**Credits :** 02**L:T:P :** 2 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO407MKT.1	REMEMBERING	DEFINE the various terms of Retail Marketing
CO407MKT.2	UNDERSTANDING	EXPLAIN the concept of Retail Marketing
CO407MKT.3	APPLYING	USE the various concepts and theories in Retail Marketing of product
CO407MKT.4	ANALYSING	ANALYSE the various Strategies of Retail Marketing
CO407MKT.5	EVALUATING	EVALUATE various strategies of Retail Marketing
CO407MKT.6	CREATING	PLAN & DESIGN the layout for the modern retail Marketing

Unit-I	STORE LOCATION	NO. OF HOURS
	Store Location –Importance of Store Location –Types of Store Location – Isolated or Freestanding location –Unplanned Shopping Centers –Planned Shopping Centers –Store Location and Retail Strategy –Selecting the Store Location –Market Area Analysis –Effect of demographic, economic, cultural, demand, competition and infrastructural factors	6
Unit-II	TRADE AREA ANALYSIS	NO. OF HOURS
	Trade Area Analysis – Size and shape of trading areas – Defining the trade area – Reilly’s law Huff’s Probability Model – Index of Retail Saturation Theory – Site Evaluation and Selection – Estimating the potential – Selecting the Specific Site. Objectives of a good store design – Creating a Store image – Creating a buying environment – Store Exteriors – Store Interiors – Store Layout Design – Types Grid – Racetrack – Free Form – Feature areas – Space planning – Location of department – Location of merchandise within departments: Use of Plano grams.	6

<b>Unit-III</b>	<b>PLANNING MERCHANDISE</b>	<b>NO. OF HOURS</b>
	Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.	6
<b>Unit-IV</b>	<b>VISUAL MERCHANDISE</b>	<b>NO. OF HOURS</b>
	Visual Merchandising – concept – role and influence as a communication tool – Merchandise presentation techniques – idea oriented presentation – Style / item presentation – color presentation – Price Lining – vertical Merchandising – Tonnage merchandising – Frontage presentation – Store Fixtures/ Furniture. Store Atmospherics – Visual communication – Lighting – Color, Music and Scent – Displays and POPs	6
<b>Unit-V</b>	<b>STORE MANAGEMENT</b>	<b>NO. OF HOURS</b>
	Store Management, Responsibilities of Store Manager, Store Security and Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Mall Management, Factor Influencing Mall establishments, Online purchase opportunity or threat for traditional retailers.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Tata McGraw Hill, New Delhi Dravind Gilbert, RETAIL MARKETING</li> <li>2. Bajaj, Tuli &amp; Srivastava, RETAIL MANAGEMENT</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Oxford University Press, New Delhi Dunne, RETAIL MANAGEMENT</li> <li>2. Cengage Learning Pvt. Ltd, New Delhi Michael Levy and Barton A.Weitz, RETAIL MANAGEMENT</li> <li>3. Tata McGraw Hill, New Delhi Swapna Pradhan, RETAILING MANAGEMENT</li> <li>4. Call of the Mall: The Geography of Shopping by the Author of Why We Buy, by Paco Underhill</li> </ol>
<b>Supplementary Readings</b>	<a href="https://www.journals.elsevier.com/journal-of-retailing">https://www.journals.elsevier.com/journal-of-retailing</a> <a href="https://www.jbrmr.com/">https://www.jbrmr.com/</a> <a href="https://www.emerald.com/insight">https://www.emerald.com/insight</a>



**Course Title: TOURISM AND HOSPITALITY MANAGEMENT****Course Type:** Subject Elective**Course Code:** 408 MKT**Credits :** 02**L:T:P :** 2:0:0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO408MKT.1	REMEMBERING	IDENTIFY the fundamental principles essential for hospitality and tourism industry
CO408MKT.2	UNDERSTANDING	UNSERSTAND the utility of various tools and technology to solve problems. Understand the sustainable and eco-tourism
CO408MKT.3	APPLYING	APPLY theoretical knowledge to design various tour packages for clients and Strategies For Hospitality Entrepreneurship
CO408MKT.4	ANALYSING	ANALYZE changing trends in Hospitality & Tourism industry at Domestic & International level
CO408MKT.5	EVALUATING	EVALUATE recent trends in hospitality & tourism industry.
CO408MKT.6	CREATING	DEVELOP Smart techniques adaptable to the present market scenario for better customer satisfaction in Tourism and Hospitality Industry

Unit-I	FUNDAMENTALS OF TOURISM AS AN INDUSTRY	NO. OF HOURS
	Definition and Concept; Phases of Tourism; Components of Tourism; Why do People Travel & Tourist Destinations; Tourism Infrastructure; Constituents of Tourism Industry; Major Trends (Past, Present and Future); Types of Tourism & Its various forms; India as a tourist place; Global Scenario of the industry	6
Unit-II	TOURISM PRODUCTS	NO. OF HOURS
	Elements of Tourism Product & Characteristics; Tourism Product Life Cycle Tourism Services; Travel Agencies & their roles; Types of Travel Agencies; Tour Operators & their roles; Differences between travel agency and tour operator; Role of Other Agencies in Tourism viz. UNWTO (World Tourism Organization), IATO, TAAI, FHRAI, IHA, IATA Global Code of Ethics for Tourism	6

<b>Unit-III</b>	<b>HOSPITALITY INDUSTRY OVERVIEW</b>	<b>NO. OF HOURS</b>
	Origin, Nature & Importance; Organizational Structure & Management of various types of hotels; Star Categories of Hotels; Grading Systems and Criteria	6
<b>Unit-IV</b>	<b>HOTELS &amp; RESTAURANTS OPERATIONS</b>	<b>NO. OF HOURS</b>
	Classification of Hotels: Basis of Classification & Checklist; Departments of a Hotel & Coordination between them; Hotels Revenue Centres and Cost Centres; Food and Beverages Operations; Housekeeping, Front Office & Reservation Management, Room Servicing	6
<b>Unit-V</b>	<b>EVENT MANAGEMENT</b>	<b>NO. OF HOURS</b>
	MICE (Meetings, Incentives, Conventions, Exhibitions), Business Events and Functions etc. ; Event Planning and Organizing; Site & Infrastructure Management; Human Resource Planning; Crisis Management; Event Marketing and Sponsorships	6

<b>Text Books</b>	Hospitality and Tourism Management - Rajat Gupta, Nishant Singh, Ishita Kirar & Mahesh Kumar Bairwa, Vikas Publishing House Pvt. Ltd
<b>Practical</b>	<ul style="list-style-type: none"> <li>• Tourism Promotions and Marketing.</li> <li>• State / Country as a Tourism Product.</li> <li>• Role and impact of online tour planning and booking companies.</li> <li>• Changing policies and practices of hotels and tour operators to meet the real time needs of the customers. Eg.) Hourly booking for hotel rooms and its management, customized packages etc.</li> <li>• Role of Government in enhancing tourism industry.</li> <li>• GST structure for different categories of hotels and restaurants.</li> </ul>

**Course Title:** MARKETING TO EMERGING MARKETS & BOTTOM OF THE PYRAMID

**Course Type:** Subject Elective

**Course Code:** 409 MKT

**Credits :** 02

**L:T:P :** 2 : 0 : 0

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

CO Number	Cognitive Abilities	Course Outcome
CO409MKT.1	REMEMBERING	IDENTIFY opportunities & challenges in Emerging Markets in general & Bottom Of the Pyramid (BOP) segment in particular
CO409MKT.2	UNDERSTANDING	UNDERSTAND difference between emerging & developed markets
CO409MKT.3	APPLYING	APPLY knowledge of BOP & other Management Subjects and Emerging market for Business opportunities
CO409MKT.4	ANALYSING	Analyse the emerging markets & BOP Markets
CO409MKT.5	EVALUATING	Evaluate Opportunities & Challenges in emerging Markets in general & BOP Segment in Particular
CO409MKT.6	CREATING	DESIGN framework for marketing to BOP markets

Unit-I	OVERVIEW OF EMERGING MARKETS	No. of Hours
	Exploring business opportunities in BOP markets, Countries constituting emerging markets. Countries constituting BRICS & Next 11, Growing economic power of emerging markets, Demographic & Economic scenario of emerging market countries, Emerging Market size for different business Sectors	6
Unit-II	EMERGING MARKETS- PERSPECTIVES & PRACTICES	No. of Hours
	Characteristics of Emerging Markets: Poverty alleviation and working on other key problem areas with CSR and Emerging markets versus developed markets - market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. Comparative Advantage of Emerging Markets: Policy based advantage, raw material based advantage, NGO based advantage, Marketing Implications in terms of strategy, policy & practice of marketing, Marketing Mix Implications.	6



<b>Unit-III</b>	<b>BOTTOM OF THE PYRAMID MARKETS</b>	<b>No. of Hours</b>
	Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, Fortune (CK Pralhad) vs Misfortune at bottom of the Pyramid (Karnani) Job creation and alleviation of poverty. Characteristics of BOP Market, Need for segmenting BOP Markets	6
<b>Unit-IV</b>	<b>MARKETING STRATEGIES FOR BOP MARKETS</b>	<b>No. of Hours</b>
	Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol Mutual Value Creation, Building Ecosystem of Partners- Impact Investment, Managing cross-sector collaboration	6
<b>Unit-V</b>	<b>The new fortune at the bottom of the pyramid</b>	<b>No. of Hours</b>
	Rapid Changes at Bottom of Pyramid, Bottom of the Pyramid Converging with Other Tiers Criticism of Marketing to BOP & Alternate Perspectives, The new ways to win in emerging markets	6

<b>Text Books</b>	1. The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson – Singapore
<b>Reference Books</b>	1. We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>Prahalad, C.K., and A. Hammond. (2002), "Serving the World's Poor, Profitably", Harvard Business Review, 80(September), pp. 48-57.</li> <li>World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available: <a href="http://www.wbcsd.org/DocRoot/uCxCgEiOhrCEXcsN5sIo/sl-field-guide-reprint.pdf">http://www.wbcsd.org/DocRoot/uCxCgEiOhrCEXcsN5sIo/sl-field-guide-reprint.pdf</a></li> <li>United Nations Development Programme (UNDP). (2008), "Creating Value For All: Strategies For Doing Business With Poor", The Growing Inclusive Markets Initiative,(July). [Online] Available: <a href="http://www.undp.org/gimlaunch/download.shtml">http://www.undp.org/gimlaunch/download.shtml</a>.</li> <li>Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:<a href="http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf">http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf</a>.</li> <li><a href="https://www.strategy-business.com/article/The-New-Fortune-at-the-Bottom-of-the-Pyramid?gko=c5f11">https://www.strategy-business.com/article/The-New-Fortune-at-the-Bottom-of-the-Pyramid?gko=c5f11</a></li> <li><a href="https://www.strategy-business.com/article/The-New-Ways-to-Win-in-Emerging-Markets">https://www.strategy-business.com/article/The-New-Ways-to-Win-in-Emerging-Markets</a></li> </ol>

**Course Title:** INTERNATIONAL FINANCE**Course Type:** Subject Elective**Course Code:** 406 FIN**Credits :** 02**L:T:P :** 2:0: 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO406FIN.1	REMEMBERING	Enumerate the key terms associated with International Finance.
CO406FIN.2	UNDERSTANDING	Summarize the various the concepts related to regulators, financial markets, Financial Instruments, tax structures at international level.
CO406FIN.3	APPLYING	Illustrate the role of international monetary systems & intermediaries in Global financial market.
CO406FIN.4	ANALYSING	Inspect the various parameters of global financial market and interpret best possible international investment opportunities.
CO406FIN.5	EVALUATING	Determine the various strategies to start investment or business at the international level by considering various factors of international finance.
CO406FIN.6	CREATING	Formulate the investment plan or business plan by adapting International finance environment.

Unit-I	INTRODUCTION TO INTERNATIONAL FINANCE	NO. OF HOURS
	Meaning/Importance, Scope, Globalization of the World Economy, Goals of International Finance, Structure and participants of the global financial system, Functioning of the global financial system in the globalization process, The Emerging Challenges in International Finance, Evolution of International Monetary System, Gold Standard System, Bretton Woods System, Current Exchange Rate Arrangements, Issues involved in overseas funding choices, International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies, Balance of Payment: Component, Collection reporting, surplus & deficits.	6

<b>Unit-II</b>	<b>INTRODUCTION TO FOREIGN EXCHANGE MARKETS</b>	<b>NO. OF HOURS</b>
	Structure of Foreign Exchange, Markets, Types of Transactions and Settlement Date, Exchange Rate Quotations and Arbitrage, Interest Rate Parity, Purchasing Power Parity and Fisher's Parity, Forecasting Exchange Rates: Efficient Market Approach, Fundamental Approach, Technical Approach, Global Financial Markets and Interest Rates, Concept and types of currency, Convertibility of currency, Exchange rate: the nature, types and regimes, Demand and supply of foreign currency.	6
<b>Unit-III</b>	<b>THE TRANSACTIONS ON THE INTERNATIONAL FOREIGN EXCHANGE MARKET</b>	<b>NO. OF HOURS</b>
	Spot transactions, forward contracts, currency swaps, currency futures, currency options, Transaction Exposure -Forward Hedge, Money Market Hedge, International Credit Market, Different forms of international lending, Monetary and financial conditions of the international credit, International security market: Concept & trends of development, Intermediaries of the international security market; International market of foreign equities and euro equities & depositary receipts (ADR & GDR), International bond market, Foreign bonds market, Eurobonds market, Types of Bonds, floating Rate Notes (FRNs), Deep Discount, Bonds, Zero Coupon Bonds, Dual Currency Bonds, and Equity related Bonds. Procedure for Bonds Issues.	6
<b>Unit-IV</b>	<b>TAXATION SYSTEMS AND LEGAL ASPECTS</b>	<b>NO. OF HOURS</b>
	International double taxation and the ways of its regulation, Tax evasion, Definition of Money Laundering, organization of money laundering procedure: stages and methods, Monitoring, International cooperation in dealing with money laundering: the establishment of legal framework, The functions and activity of the FATF.	6
<b>Unit-V</b>	<b>INTERNATIONAL RECEIVABLES AND CASH MANAGEMENT</b>	<b>NO. OF HOURS</b>
	Foreign exchange risk, The essence and types of currency risks, Risks of making decisions about foreign direct investment, Political risk, International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards (I.A.S) on foreign transactions, Foreign Exchange Trade Settlement in India, SWIFT, CHIPS, CHAPS.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1 International Finance by Rajiv Srivastav, Oxford University Press</li> <li>2. International Financial Management by P.G. Apte 2010 Ed.</li> <li>3. International Financial Management by Vyuptakesh Sharan</li> <li>4. International Financial Management by S.P. Srinivasan</li> <li>5. International Finance by Mauric Levi, Keith P. ( 2013 Edition)</li> <li>6. Foreign Exchange, International Finance, Risk Management by A.V. Rajwade</li> <li>7. Currency Exposures and Derivatives by A.V Rajwade</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. International Finance, by Maurice Levi, 5th edition, Mc Graw Hill</li> <li>2. International Financial Management by Jeff Madura; 2008, Cengage Learning</li> <li>3. International Financial Management by Eun and Resnick, 4th edition Tata McGraw Hill</li> <li>4. International Economics by Carbaugh, 11<sup>th</sup> Edition, Cengage Learning.</li> <li>5. Paul R Krugman and Maurice Obstfeld, 'International Economics', 8th edition</li> <li>6. Multinational Financial Management by Alan Shapiro, 9th Ed, Wiley</li> </ol>

**Course Name: FINTECH****Course Type:** Subject Elective**Course Code:** 407 FIN**Credits:** 02**L:P:T:** 2:0:0**Course Outcomes (CO):** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO407 FIN.1	REMEMBERING	Define and recall the basic terminologies in FinTech
CO407 FIN.2	UNDERSTANDING	Explain new major technological trends in FinTech
CO407 FIN.3	APPLYING	Apply knowledge of business and regulatory implications of technology for the financial industry
CO407 FIN.4	ANALYSING	Analyze the forces that are driving technology innovation in Finance
CO407 FIN.5	EVALUATING	Evaluate new technology that impacts economies, markets, companies, and individuals
CO407 FIN.6	CREATING	Create report using real-time data for application of FinTech.

Unit-I	INTRODUCTION TO FINTECH	No. of Hours
	Fintech Transformation; Fintech Evolution 1.0: Infrastructure; Fintech Evolution 2.0: Banks; Fintech Evolution 3.0 & 3.5: Start-ups and Emerging Markets Industry Showcase: Collaboration between Financial Institutions and Start-ups; Fintech Typology; Emerging Economics: Opportunities and Challenges; From too Small to Care to Too Big to Fail; Introduction to Regulation; Industry Showcase: The Future of RegTech and Six Technologies Impacting It (Thomson Reuters).	6
Unit-II	PAYMENTS, CRYPTOCURRENCIES AND BLOCKCHAIN	No. of Hours
	Individual Payments; Developing Countries and DFS: The Story of Mobile Money, Developing Countries and DFS: Regulation of Mobile Money; RTGS Systems; The ABCDs of Alternative Finance (Part 1 & 2); Building a New stack; Cryptocurrencies; Industry Showcase: Introduction to Digital Asset Market (Gatecoin); Industry Showcase: Stablecoins (Feron Labs); Industry Showcase: Legal and Regulatory Implications of Cryptocurrencies (King & Wood Mallesons); What is Blockchain? Industry Showcase: The Benefits from New Payment Stacks (Applications of Ripple for Standard Chartered Bank)	6

<b>Unit-III</b>	<b>DIGITAL FINANCE AND ALTERNATIVE FINANCE</b>	<b>No. of Hours</b>
	A Brief History of Financial Innovation; Digitization of Financial Services; Fintech & Funds; Industry Showcase: How AI is Transforming the Future of Fintech (Microsoft); Industry Showcase: How Will AI Transform Financial Analysis? (MioTech) Industry Showcase: Ensuring Compliance from the Start: Suitability and Funds (Investment Navigator); Crowd funding - Regards, Charity and Equity; P2P and Marketplace Lending; The Rise of Chinese TechFins- NewModels and New Products, ICOs. Industry Showcase: Collaborative and Contextual Banking (WeBank)	6
<b>Unit-IV</b>	<b>FINTECH REGULATION AND REGTECH</b>	<b>No. of Hours</b>
	FinTech Regulations(Part 1 &2); Evolution of RegTech; RegTech Ecosystem: Financial Institutions; RegTech Ecosystem: Startups; RegTech Startups: Challenges; RegTech Ecosystem: Regulators; <b>Industry Showcase:</b> Use Case of AI in Smart Regulation (Mindbridge) and Fraud Detection; Regulatory Sandboxes; Smart Regulation; Redesigning Better Financial Infrastructure (India Stack)	6
<b>Unit-V</b>	<b>DATA &amp;TECHFIN</b>	<b>No. of Hours</b>
	History of Data Regulation; Data in Financial Services; Industry Showcase: Application of Data Analytics in Finance; European Big-Bang: PSD2 / GDPR / MiFID2; Industry Showcase: PSD2: Open Banking API forStart-ups (Gini); Industry Showcase: Methods of Data Protection-GDPR Compliance and Personal Privacy (Gini); Digital Identity; Change in mind-set: Regulation 1.0 to 2.0 (KYC to KYD); AI & Governance; New Challenges of AI and Machine Learning; Data, Metadata and Differential Privacy; Data is the New Oil: Risk of Breach; Industry Showcase : Cybersecurity Industry Update(Microsoft)	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Inclusive FinTech: Blockchain, Cryptocurrencies and ICO: David KuoChuen Lee and Linda Low</li> <li>2. The Wealthtech Book: Fintech handbook for investors, entrepreneurs and finance visionaries, Thomas Puschmann</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Advances in Financial Machine learning Marcos Lopez de Prado</li> <li>2. Fintech for Beginners, Author Swanson Seth, Publisher: Create space Independent Publishing Platform</li> <li>3. Fintech Bigtech And Banks Digitalization and Its Impact On Banking</li> </ol>

	Business Models (Hb 2019) Author: Tanda , Publisher- SPRINGER, ISBN 9783030224257
<b>Online course</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.my-mooc.com/en/mooc/introduction-to-fintech/">https://www.my-mooc.com/en/mooc/introduction-to-fintech/</a></li> </ul>
<b>Case Study</b>	<ol style="list-style-type: none"> <li>1. <a href="https://www.accenture.com/t20170720t034938z_w_us-en/acnmedia/pdf-57/accenture-fintech-did-someone-cancel-the-revolution.pdf">https://www.accenture.com/t20170720t034938z_w_us-en/acnmedia/pdf-57/accenture-fintech-did-someone-cancel-the-revolution.pdf</a></li> <li>2. Mobile Payments for the Developing World, Harvard Law School, The Case Studies.</li> <li>3. Anti-Money Laundering and Blockchain Technology, Harvard Law School, The Case Studies.</li> </ol>

**Course Title:** BEHAVIORAL FINANCE**Course Type:** Subject Elective**Course Code:** 408 FIN**Credits :** 02**L:T:P :** 2:0: 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO408FIN.1	REMEMBERING	Enumerate the key terms associate with behavior finance, investment in financial markets & Corporate finance.
CO408FIN.2	UNDERSTANDING	Illustrate the various theories associated with behavior finance and parameters of investing in financial market.
CO408FIN.3	APPLYING	Identify persistent or systematic behavioural factors that influence investors and investment decisions.
CO408FIN.4	ANALYSING	Analyse the various behavioural finance factors related to corporate & individual investors.
CO408FIN.5	EVALUATING	Interpret various investment strategies of effective investment in the financial market on the basis of various theories and factors of behavioural finance.
CO408FIN.6	CREATING	Plan the systematic approach of corporate and investors towards investment for stable growth on the basis of behavioural finance.

Unit-I	INTRODUCTION TO BEHAVIORAL FINANCE	NO. OF HOURS
	Concept, Nature, Scope, Objectives, Difference between Standard Finance and Behavioral Finance, Traditional View of Financial Markets, Anomalies of Financial Markets, Limitation of Efficient Market Hypothesis, Behavioral Financial Market Strategies, Behavioral Indicators, Psychology: Social, Behavioral, Physiological , Applied , Educational , Cognitive Psychology, Boom & Bust Cycles, Prospect Theory, Loss aversion theory,	6



<b>Unit-II</b>	<b>BEHAVIORAL BIASES THEORIES</b>	<b>NO. OF HOURS</b>
	Heuristics, Overconfidence Bias, Representativeness, Anchoring and Adjustment bias, cognitive dissonance bias availability bias, self attribution bias, illusion of control bias conservation bias, endowment bias, optimism bias, confirmation bias, Impact of bias on investors, External factors defining investors behavior, Fear and Greed in Financial Market, Finance & Emotions, Investors & types, Characteristics of extremely successful investor, Bubbles and systematic investors sentiments	6
<b>Unit-III</b>	<b>RISK AVERSION AND EXPECTED MARGINAL UTILITY</b>	<b>NO. OF HOURS</b>
	Risk aversion- Rabin and Thaler, Expected utility theories, Rationality in investment decisions: Concept, Limitation, assumptions for rational decision making model, Rational decision making process, Dependency of Rationality on Time Horizon, Herbert Simon and Bounded Rationality, Arbitrage: Limits, Types, cost involved in arbitrage process, The model of limited Attention,	6
<b>Unit-IV</b>	<b>GEOMAGNETIC STORM</b>	<b>NO. OF HOURS</b>
	Phase, types, causes, effect, Geomagnetic storm and financial market, Impact of geomagnetic storm on stock market return, Factors influencing stock & stock market, External factors and investors behavior, Classification of external factors influencing investors behavior, factors influencing on investors behavior,	6
<b>Unit-V</b>	<b>CORPORATE BEHAVIORAL FINANCE</b>	<b>NO. OF HOURS</b>
	Introduction, Corporate decision making: Heuristic approach, prospect theory, market variables, herding effect, behavior of investors, and inefficiency of market, Empirical data on presence and absence of dividend, Ex-Dividend day behavior, timing of corporate news announcement, Behavioral life cycle.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.</li> <li>2. Understanding Behavioral Finance by Ackert</li> <li>3. The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)</li> <li>4. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill</li> <li>5. Behavioral Finance by Shuchita singh, Shilpa Bahl</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Handbook of Behavioral Finance – Brian R. Bruce</li> <li>2. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch</li> <li>3. Behavioral finance – Peter Dybdahl Hede</li> <li>4. Behavioral Finance – Ackert, L.F. &amp; Deaves,R</li> </ol>

**Course Title: FINANCIAL MODELING -II**

**Course Type:** Subject Elective

**Course Code:** 409 FIN

**Credits :** 2

**L:T:P :** 2 : 0 : 0

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

CO Number	Cognitive Abilities	Course Outcome
CO409FIN.1	REMEMBERING	REMEMBER Short cuts on Key board for Model construction
CO409FIN.2	UNDERSTANDING	Explain logical operations in Excel for model preparation
CO409FIN.3	APPLYING	Perform all the excel operations for model creation, use various styles and extract the assumptions
CO409FIN.4	ANALYSING	Identify the errors in the excel function while building models
CO409FIN.5	EVALUATING	EVALUATE the given data and extract assumptions for the respective model schedule
CO409FIN.6	CREATING	Build Tab Structure and Scenario sheets and Create Financial Model

Unit-I	LOGICAL OPERATIONS IN EXCEL FOR MODEL PREPARATION	No. of Hours
	Logical Operators in Excel, Using IF, IFS, AND, OR, XOR, SWITCH logical functions; Practical use of MASKS and FLAGS to build a loan approval model, Hands on excel for model construction	6
Unit-II	KEY BOARD SHORT CUTS	No. of Hours
	Navigating shortcuts, Selecting Cells, Function Keys, Function Shortcuts; Formatting Shortcuts, Editing Shortcuts ALT Navigation Key Shortcuts (on a PC)	6

<b>Unit-III</b>	<b>BUILDING THE TAB STRUCTURE AND SCENARIO SHEET</b>	<b>No. of Hours</b>
	Read and Mark-up the Case Study, Creating a Cover Sheet, Building the Template Sheet, Automating Printer Settings, Replicating the Template Sheet, Creating useful Styles. Extracting Scenario Assumptions, Building the Scenario Structure, Replicating Scenario Blocks	6
<b>Unit-IV</b>	<b>EXTRACTING ASSUMPTIONS</b>	<b>No. of Hours</b>
	Creating useful Styles, Extracting Revenue Assumptions, Extracting Cost Assumptions, Extracting Capex Assumptions, Building Working Capital Assumptions; Extracting Taxation Assumptions, Extracting Debt Assumptions, Building Equity Assumptions, Documenting Other Assumption	6
<b>Unit-V</b>	<b>CREATE THE MODEL SHEET</b>	<b>No. of Hours</b>
	Preparing for the Model Build, Linking Historical Financials, Building the Revenue Schedule, Building Cost of Sales Schedule; Building the Capex& Depreciation Schedule, Updating P&L Line Items, Completing Tax Computations , Building the Working Capital Schedule	6

<b>Text Books</b>	
	<ol style="list-style-type: none"> <li>1. Building financial Models. McGraw Hill, Title Building Financial Models (McGraw-Hill Finance &amp; Investing) 2nd Edition</li> <li>2. Excel 2016 Bible 1st Edition, John Walkenbach (Wiley)</li> <li>3. Using Excel for Business and Financial Modelling: A Practical Guide (Wiley Finance) 3rd Edition, Author, Danielle Stein Fairhurst</li> <li>4. Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports 2nd Edition, Thomas Ittelson</li> </ol>

**Course Title: FIXED INCOME SECURITIES****Course Type:** Subject Elective FIN**Course Code:** 410 FIN**Credits :** 02**L:T:P :** 2 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO 410 FIN.1	REMEMBERING	DESCRIBE the features of Fixed Income Securities
CO 410 FIN.2	UNDERSTANDING	EXPLAIN Fixed Income Markets- Issuance, Trading, Funding and Classification.
CO 410 FIN.3	APPLYING	ILLUSTRATE the process and various concepts of debt market
CO 410 FIN.4	ANALYSING	ANALYZE the mechanism, types of assets and Risk associated with Fixed Income Securities
CO 410 FIN.5	EVALUATING	EVALAUTE Fixed Income Valuation and Yield
CO 410 FIN.6	CREATING	CREATE the financial plan for various groups of investors according to risk appetite.

Unit-I	OVERVIEW OF THE INDIAN DEBT MARKET	NO. OF HOURS
	Overview- Role of the Debt Market, Importance of Debt Markets, The Bond Market Ecosystem, Role of Regulators, Role of Credit Rating Agencies, Role of Monetary Policy in Debt Markets, Evolution of Debt Markets, Market Dynamics; Government Debt Market -Introduction to Government Debt Market, Types of Instruments in Government Debt Market, Trends in the Indian G-Sec Market, The Issuance Mechanism, Secondary Market Infrastructure for G-Secs in India, Clearing and Settlement of Secondary Market Trades, G-sec Valuation in India, Regulatory Guidelines for the Indian G-Sec Market; Corporate Debt Market- The Indian Corporate Debt Market, Types of Instruments in Corporate Debt Market, Trends in Indian Corporate Debt Market, Issuance Mechanism, Secondary Market Mechanism, Key Regulatory Guidelines for Corporate Debt Market Corporate Bond Valuation	6

<b>Unit-II</b>	<b>TYPES OF FIXED INCOME SECURITIES</b>	<b>NO. OF HOURS</b>
	Classification of fixed income securities based: on the Type of Issuer; on Maturity; on Coupon; on Currencies; on Embedded Options; on Security, Other fixed income securities in India	6
<b>Unit-III</b>	<b>RISK ASSOCIATED WITH INVESTING IN FIXED INCOME SECURITIES AND PRICING OF BONDS</b>	<b>NO. OF HOURS</b>
	Risks associated with fixed income securities, Risk Mitigation Tools; Pricing of Bonds- Concept of “Par Value”, Time Value of Money, Determining Cash Flow, Yield and Price of Bonds, Pricing of Different Bond, Price-Yield Relationship, Price Time Path of a Bond, Pricing of a Floating Rate Bond.	6
<b>Unit-IV</b>	<b>YIELD MEASURES AND TOTAL RETURN</b>	<b>NO. OF HOURS</b>
	Yield Measures And Total Return- Understand the Sources of Return, Traditional Yield Measures Term Structure of Interest Rates- Yield Curve and Term Structure, Relationship between Spot and Forward Rates, Determinants of the Shape of the Term Structure	6
<b>Unit-V</b>	<b>MEASURING INTEREST RATES RISK</b>	<b>NO. OF HOURS</b>
	Measuring Interest Rates Risk- Price Volatility Characteristics of Option Free Bonds and Bonds with Embedded Options, Understand the Concept of Duration, Difference between Modified Duration and Effective Duration, Price Value of Basis Point (PV01), Convexity Measure, Modified Convexity and Effective Convexity, Taylor’s Expansion and Its Application in Approximating Bond Price Changes.	6

<b>Text Books</b>	1. NISM's Fixed Income Securities by Taxmann Publications Private Limited.
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<b>Reference Books</b>	<ol style="list-style-type: none"><li>1. Fixed Income Securities by Frank J. Fabozzi, Wiley publication.</li><li>2. The Handbook of Fixed Income Securities by <a href="#">Frank Fabozzi</a> , <a href="#">Steven Mann</a>, McGraw-Hill Education.</li><li>3. The Little Book of Common Sense Investing by JOHN C. Bogle, John Wiley &amp; Sons</li></ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"><li>1. <a href="https://www.nseindia.com/market-data/bonds-traded-in-capital-marketxy">https://www.nseindia.com/market-data/bonds-traded-in-capital-marketxy</a></li></ol>

**Course Title:** HUMAN CAPITAL MANAGEMENT & HR ACCOUNTING

**Course Type:** Subject Elective

**Course Code:** 406 HRM

**Credits :** 02

**L:T:P :** 2:0:0

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

CO Number	Cognitive Abilities	Course Outcome
CO406HRM.1	REMEMBERING	DEFINE the key terms in Human capital & HR Audit.
CO406HRM.2	UNDERSTANDING	ELOBRATE the concept of Human capital & HR Audit.
CO406HRM.3	APPLYING	APPLY the knowledge of Human capital & HR Audit to solve the workplace issue.
CO406HRM.4	ANALYSING	COMPARE human capital & HR audit in details.
CO406HRM.5	EVALUATING	DESIGN the balance score card for employee in an organization.
CO409HRM.6	CREATING	DESIGN the balance scorecard for employee in an organization.

Unit-I	INTRODUCTION TO HUMAN CAPITAL	NO. OF HOURS
	Concept of Human capital-Intellectual capital-Social capital-organisation capital; Practical Implications of intellectual capital theory; Concept of HCM- Rationale for HCM; HCM and HRM- concept of human capital; Advantage and resource-based strategy - Process of HCM-HCM Drivers; HCM Journey, Developing HCM Measuring HR	6
Unit-II	PRACTICES OF HCM	NO. OF HOURS
	Practice of HCM: Human Capital Data; Measuring human capital-Measurement Issues; Classification of measures; Developing Measures-Human Capital Measurement Models; Human Resource Accounting, Balanced scorecard, HR Scorecard; Human Capital Monitor, Organisational Performance Model; Human Capital Index; Engagement Model; People and Performance Model; Human capital reporting-applications of HCM	6



<b>Unit-III</b>	<b>HCM &amp; ITS LINKAGE</b>	<b>NO. OF HOURS</b>
	The link between HCM & business strategy; HCM & strategic HRM, HCM and talent management; learning & development, knowledge management; Performance management and Reward Management; Role of HR in HCM-The business partner concept and HCM; The skills HR specialists need for HCM-Future of HCM	6
<b>Unit-IV</b>	<b>ROI ON HUMAN CAPITAL</b>	<b>NO. OF HOURS</b>
	ROI of Human Capital- Measurement of Human capital; Contribution to enterprise goals; Human capital value circle, Enterprise-level Metrics, Foundation Trait Metrics; Structural trait Metrics; Leverage of Human capital ROI	6
<b>Unit-V</b>	<b>HUMAN RESOURCE ACCOUNTING</b>	<b>NO. OF HOURS</b>
	Human Resource Accounting-Concept, Development & State of the Art, Role of HR Accounting; HR Accounting Models, Applications & Implementation; HR Audit-Concept, Types, Process, Approaches; Human Resource Audit-Information gathering, evaluation, analysis and action planning.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Human Capital Management- Achieving Added Value Through People by Angela Baron &amp; Michael Armstrong, Kogan Page Publication.</li> <li>2. Human Resource Accounting-advances in concepts, Methods, and Applications, by Eric G. Flamholtz, Kluwer Academic Publishers.</li> <li>3. The ROI of Human Capital-Measuring The economic Value of Employee Performance by Jac Fitz-enz</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Human Resource Accounting by M K Kolay, ICWAI</li> <li>2. Auditing your Human Resources by John Mc Connell</li> <li>3. HRD Audit by T VRao</li> </ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"> <li>1. <a href="https://www.journalcra.com/article/human-capital-and-economic-growth-india">https://www.journalcra.com/article/human-capital-and-economic-growth-india</a></li> <li>2. <a href="http://www.sosyalarastirmalar.com/cilt2/sayi8pdf/marimuthu_arokiasamy_ismail.pdf">http://www.sosyalarastirmalar.com/cilt2/sayi8pdf/marimuthu_arokiasamy_ismail.pdf</a></li> <li>3. <a href="https://www.ijtee.org/wp-content/uploads/papers/v8i7c2/G10710587C219.pdf">https://www.ijtee.org/wp-content/uploads/papers/v8i7c2/G10710587C219.pdf</a></li> <li>4. <a href="https://www.ripublication.com/ijbamsp117/ijbamv7n2spl_18.pdf">https://www.ripublication.com/ijbamsp117/ijbamv7n2spl_18.pdf</a></li> <li>5. <a href="http://ijmsrr.com/downloads/3009201412.pdf">http://ijmsrr.com/downloads/3009201412.pdf</a></li> </ol>

**Course Title: PERFORMANCE MANAGEMENT**

**Course Type:** Subject Elective HRM

**Course Code:** 407 HRM

**Credits :** 02

**L:T:P :** 2 : 0 : 0

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

CO Number	Cognitive Abilities	Course Outcome
CO407HRM.1	REMEMBERING	REMEMBER the various terms of Performance Management
CO407HRM.2	UNDERSTANDING	UNDERSTAND the various concepts of Performance Management
CO407HRM.3	APPLYING	APPLY various strategies of Performance Management for benefits to organization as well as society as a whole
CO407HRM.4	ANALYSING	ANALYSE the Performance Management system
CO407HRM.5	EVALUATING	EVALUATE the Performance Management system
CO407HRM.6	CREATING	CREATE a Performance Management system for one of the registered firms

Unit-I	FOUNDATIONS OF PERFORMANCE MANAGEMENT	NO. OF HOURS
	Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Dangers of poorly implemented PM Systems; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process- Conceptual Model.	6
Unit-II	ALTERNATIVE MODELS OF PM	NO. OF HOURS
	Determinants of performance, performance dimensions, approaches to measuring performance, differentiating task from contextual performance, choosing a performance measurement approach. Balanced Score Card, EFQM model, Outcome Metrics – Economic Value Added. Implementing performance management system. Conducting Staff Appraisals: Introduction, need, skills required, the role of the appraiser, job description & job specification, appraisal methods, rater errors, data collection, conducting an appraisal interview, follow up & validation, present thoughts & future directions	6

<b>Unit-III</b>	<b>PERFORMANCE APPRAISAL AND MONITORING</b>	<b>NO. OF HOURS</b>
	Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; reappraisal; Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit.	6
<b>Unit-IV</b>	<b>PMS &amp; REWARDS IN INDUSTRY 4.0</b>	<b>NO. OF HOURS</b>
	Performance Consulting, Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Performance relationship maps, Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.	6
<b>Unit-V</b>	<b>PM TOWARDS ORGANIZATIONAL EXCELLENCE</b>	<b>NO. OF HOURS</b>
	Indian and Western Thoughts – Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management, PMS Saga – INDIA, JAPAN, DUBAI & CHINA a comparative study. Task: Writing a article or a Research Paper on the comparative aspects or ethical aspects of performance management	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. A.S. Kohli &amp; T. Deb, “Performance Management”, 2009, Oxford.</li> <li>1. 2. T.V. Rao, Performance Management &amp; Appraisal System, Sage, 2008.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. 360 degree feedback &amp; assessment &amp; development Centres, Volume I, II and III, T V Rao, Et all, Excel Books</li> <li>2. Performance Management and Appraisal Systems - HR Tools for Global Competitiveness, T.V.Rao, Sage Response</li> <li>3. The Handbook Of Competency Mapping: Understanding, Designing And Implementing Competency Models In Organizations, Sage Publications India Private Limited, Seema Sanghi</li> </ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"> <li>1. HBR Guides to Performance Management Collection of 4 Books, Harvard Business Review Press, HBR Press</li> </ol>

**Course Title: HR ANALYTICS**

**Course Type:** Subject Elective

**Course Code:**408 HRM

**Credits:** 2

**L:T:P :** 1:0:1

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

CO Number	Cognitive Abilities	Course Outcome
CO408 HRM.1	REMEMBERING	UNDERSTAND How HR function adds value and demonstrates the value in business terms
CO408HRM.2	UNDERSTANDING	MEASURE the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.
CO408 HRM.3	APPLYING	CONVERT soft factors in a people management context into measurable variables across various domains.
CO408 HRM.4	ANALYSING	ANALYSE a study on employees or any other related to the HR context in an organization.
CO408 HRM.5	EVALUATING	EVALUATE a study on employees or any other related to the HR context in an organization.
CO408 HRM.6	CREATING	PLAN Implication of HR Analytics in organization

Unit-I	INTRODUCTION TO HR ANALYTICS & INDEX DESIGNING & TAB DESIGNING	No. of Hours
	Introduction to Creation of HR Dashboard and Analytics; Data Introduction; Index Designing; Tab Designing	6
Unit-II	EMPLOYEE FRONT FACE & PIVOT DATA LIST	No. of Hours
	Employee Front face Continues; Employee Database view; Pivot data list; Change Pivot data table source	6
Unit-III	MOM HEADCOUNT & DEPARTMENTAL & LOCATION ANALYSIS	No. of Hours
	MOM Headcount, MOM Attrite & MOM Hire, Departmental & Location analysis, Attrition Percentage	6

<b>Unit-IV</b>	<b>TENURE WISE ANALYSIS</b>	<b>No. of Hours</b>
	Tenure wise Analysis; Employee Demographic, Agewise Analysis, Data Analysis Tool pack	6
<b>Unit-V</b>	<b>AGEWISE ANALYSIS &amp; QUALITY CIRCLE</b>	<b>No. of Hours</b>
	Agewise Analysis of Employee; Employee Demo; Quality Circle; Leave Analysis	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.</li> <li>2. HR Analytics: The What, Why and How, by Tracey Smith</li> <li>3. The New HR Analytics: Predicting the Economic Value of Your Company's Human ByJac FITZ-ENZ, 2010.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.</li> <li>2. Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.</li> <li>3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley,2013.</li> </ol>

**Course Title: EMPLOYEE EMPOWERMENT & ENGAGEMENT****Course Type:** Subject Elective**Course Code:** 409 HRM**Credits :** 02**L:T:P :** 2:0:0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO409HRM.1	REMEMBERING	DEFINE the key terms of Employee Empowerment & Engagement
CO409HRM.2	UNDERSTANDING	ELOBRATE the concept of Employee Empowerment & Engagement
CO409HRM.3	APPLYING	MAKE USE OF the basic concepts of Employee Empowerment & Engagement to solve the business problem.
CO409HRM.4	ANALYSING	ANALYSE the importance of Employee Empowerment & Engagement to retain the employee.
CO409HRM.5	EVALUATING	COMPARE the Employee Empowerment & Engagement practices followed by firms.
CO409HRM.6	CREATING	DESIGN the Employee Empowerment & Engagement practices for the employee.

Unit-I	EMPLOYEE EMPOWERMENT-INTRODUCTION	NO. OF HOURS
	Empowerment-Concept; Employee Empowerment-Basic issues and concerns; Best practices; Legal framework; Employee empowerment; creating a vision and support building; Balancing Autonomy and Dependence	6
Unit-II	EMPLOYEE ENGAGEMENT- INTRODUCTION	NO. OF HOURS
	Employee Engagement- Conceptual issues; Consequences of Engagement; Keys to Engagement; Levels of Engagement; Building Engagement-Engagement culture; Engagement Survey; Best Practices-Legal Aspects; Engagement Equation; Leadership Strategies; Workplace frustration and strategies to put an end to it.	6

<b>Unit-III</b>	<b>INITIATION FOR EMPOWERMENT &amp; ENGAGEMENT</b>	<b>NO. OF HOURS</b>
	Designing Organization; Work and Reward for Employee empowerment and employee engagement; Information channels; Role of Unions and their involvement; High Involvement management Practices	6
<b>Unit-IV</b>	<b>EVALUATION OF EMPOWERMENT &amp; ENGAGEMENT</b>	<b>NO. OF HOURS</b>
	Evaluation of Empowerment and Engagement; Basic Considerations-Steps in Evaluation; Critical Issues in Evaluation of Employee empowerment and its engagement; Difference with other evaluation approaches	6
<b>Unit-V</b>	<b>REPORT PREPARATION (REAL TIME STUDY)</b>	<b>NO. OF HOURS</b>
	Students are expected to attach themselves with relevant organization to know the current practices of Employee Empowerment and Engagement; Preparation of report to be encouraged; Identify Best Practices and the same to be shared with 10 Companies	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. The Empowered Manager by Josy Boss, P. Block publication</li> <li>2. The Ultimate Advantage: Creating High Involvement Organisation by Josy Boss, E E Lawler, 3rd Edition</li> <li>3. Organising for Power and Empowerment by J B Mondros and S M Wilson, Columbia University Press</li> <li>4. Foundation of Empowerment Evaluation by DBM Fetterman, SAGE publication</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Employee Engagement for Everyone: 4 Keys to Happiness and Fulfilment at Work by Kevin Kruse</li> <li>4. Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage by William H. Macey, Benjamin Schneide, Karen M. Barbera, WileyBlackwell publication</li> <li>5. Handbook of Employee Engagement: Perspectives, Issues, Research and Practice by Simon L. Albrecht</li> <li>6. The Engagement Equation: Leadership Strategies for an Inspired Workforce by Christopher Rice &amp; Fraser Marlow.</li> </ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"> <li>1. <a href="https://apps.aima.in/ejournal_new/articlesPDF/Soni-Agrawal.pdf">https://apps.aima.in/ejournal_new/articlesPDF/Soni-Agrawal.pdf</a></li> <li>2. <a href="https://shodhgangotri.inflibnet.ac.in/bitstream/123456789/5765/1/pdf.pdf">https://shodhgangotri.inflibnet.ac.in/bitstream/123456789/5765/1/pdf.pdf</a></li> <li>3. <a href="http://www.iosrjournals.org/iosr-jbm/papers/Vol18-issue4/Version1/G1804015257.pdf">http://www.iosrjournals.org/iosr-jbm/papers/Vol18-issue4/Version1/G1804015257.pdf</a></li> <li>4. <a href="https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-andexpertviews/Documents/Research%20Overview%20Employee%20Engagement.pdf">https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-andexpertviews/Documents/Research%20Overview%20Employee%20Engagement.pdf</a></li> <li>5. <a href="https://globaljournals.org/GJMBR_Volume17/5-Employee-Empowerment.pdf">https://globaljournals.org/GJMBR_Volume17/5-Employee-Empowerment.pdf</a></li> <li>6. <a href="http://oaji.net/articles/2015/352-1436090261.pdf">http://oaji.net/articles/2015/352-1436090261.pdf</a></li> </ol>

**Course Title: WORLD CLASS MANUFACTURING**

**Course Type:** Subject Elective OSCM

**Course Code:** 407 OSCM

**Credits :** 02

**L:T:P :** 2 : 0 : 0

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

CO Number	Cognitive Abilities	Course Outcome
CO407OSCM.1	REMEMBERING	DEFINE the basic terms associated with Manufacturing Excellence and World Class Manufacturing
CO407OSCM.2	UNDERSTANDING	SUMMARIZE the features of various frameworks used for World Class Manufacturing
CO407OSCM.3	APPLYING	IDENTIFY the challenges to manufacturing industry in the information age
CO407OSCM.4	ANALYSING	ANALYZE the usage of Information management tools, Material processing and handling tools.
CO407OSCM.5	EVALUATING	EVALUATE the country's preparedness for World Class Manufacturing
CO407OSCM.6	CREATING	ESTIMATE the performance of manufacturing firms with the measurement system to determine the readiness for World Class Manufacturing

Unit-I	WORLD CLASS MANUFACTURING AND THE INFORMATION AGE	NO. OF HOURS
	World Class Manufacturing and the Information Age Competition, Business challenges of the Information Age, Operating Environment of the Information Age. India's global Competitiveness and Manufacturing Excellence. Manufacturing Challenges of the Information Age	6



<b>Unit-II</b>	<b>WORLD CLASS MANUFACTURING AND COMPETITIVE ADVANTAGE</b>	<b>NO. OF HOURS</b>
	Manufacturing Excellence and Competitiveness; Concept of World Class Manufacturing. Hall's Framework of Value-added Engineering. Schonberger's framework of World Class Manufacturing, Gunn's model of World Class Manufacturing, Maskell's model of World Class Manufacturing. The Philosophy of World Class Manufacturing, The Evolution of World Class Manufacturing, The Principles of World Class Manufacturing, The Practices of World Class Manufacturing towards Quality.	6
<b>Unit-III</b>	<b>WORLD CLASS MANUFACTURING - SYSTEMS AND TOOLS</b>	<b>NO. OF HOURS</b>
	Overview of systems and tools for world class manufacturing , Making sense of the manufacturing Information management tools, Material processing and handling Tools. Information management tools – Product and Process Design Tools, Bar Code Systems, Kanban, Business Integration and Decision Support Tools. Material processing and handling tools –An assessment of Manufacturing systems and tools.	6
<b>Unit-IV</b>	<b>WORLD CLASS MANUFACTURING –INDIAN SCENARIO</b>	<b>NO. OF HOURS</b>
	Competitiveness of Indian Manufacturing firms. Manufacturing readiness of Indian Firms. Manufacturing Objectives and strategy. Usage of management tools and technologies, Strategic use of IT in Indian Manufacturing, Classification by breadth of IT infrastructure and depth of manufacturing applications. Manufacturing Strategy – World class Status and IT Use: Is India Ready for World Class Manufacturing?	6
<b>Unit-V</b>	<b>LEADING INDIA TOWARDS WORLD CLASS MANUFACTURING</b>	<b>NO. OF HOURS</b>
	Business Strategy and Global Competitiveness. Developing strategic thinking in manufacturing, Issues in Strategic planning for World Class Manufacturing, Barriers to using IT strategically. Implementing the World Class Manufacturing Plan, Need for performance measurement system –Human Resource Dimensions in World Class Manufacturing – Morale and Teamwork.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. World Class Manufacturing – A Strategic Perspective by B S Sahay, K B C Saxena, Ashish Kumar, Macmillan Publishers India Ltd.</li> <li>2. World Class Manufacturing by K. Sridhara Bhat, Himalaya Publishing.</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Elsevier Pub., 3rdEd.</li> <li>2. Competitive Manufacturing Management by John Nicholas, TMGH.</li> <li>3. The Japanese Manufacturing Techniques by Richard Schonberger, The Free Press</li> <li>4. Just in Time Manufacturing by M. G. Korgaonker, Macmillan Publishers</li> </ol>
<b>Suggested Readings</b>	<p><a href="https://www.managementstudyguide.com/world-class-manufacturing.htm">https://www.managementstudyguide.com/world-class-manufacturing.htm</a></p> <p><a href="https://www.biscuitpeople.com/magazine/post/World-Class-Manufacturing-WCM-and-Implementing-Strategies">https://www.biscuitpeople.com/magazine/post/World-Class-Manufacturing-WCM-and-Implementing-Strategies</a></p> <p><a href="https://www.creativesafetysupply.com/glossary/world-class-manufacturing/">https://www.creativesafetysupply.com/glossary/world-class-manufacturing/</a></p> <p><a href="https://ujcontent.uj.ac.za/vital/%20access/manager/Repository/uj:28668">https://ujcontent.uj.ac.za/vital/%20access/manager/Repository/uj:28668</a></p> <p><a href="https://www.academia.edu/Documents/in/World_Class_Manufacturing">https://www.academia.edu/Documents/in/World_Class_Manufacturing</a></p>

**Course Title: STRATEGIC SUPPLY CHAIN MANAGEMENT****Course Type:** Subject Elective OSCM**Course Code:** 408OSCM**Credits :** 02**L:T:P :** 2 : 0 : 0**COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

<u>CO Number</u>	<u>Cognitive Abilities</u>	<u>Course Outcome</u>
CO408OSCM.1	REMEMBERING	DEFINE Key configuration components of Strategic Supply Chain Management.
CO408OSCM.2	UNDERSTANDING	EXPLORE Process Architecture and Toolkits of in Strategic Supply Chain Management
CO408OSCM.3	APPLYING	ILLUSTRATE the Organization Performance and Organizational Change with Strategic Supply Chain Management
CO408OSCM.4	ANALYSING	EXAMINE the Right Collaborative Model and Drivers of Strategic Supply Chain Management
CO408OSCM.5	EVALUATING	ILLUSTRATE Use of Metrics to Drive Business Success and Roadmap to change in Supply Chain Management
CO408OSCM.6	CREATING	DEVELOP the architecture of a supply chain with recent technology.

<b>Unit-I</b>	<b>SUPPLY CHAIN AS STRATEGIC ASSET</b>	<b>NO. OF HOURS</b>
	Key configuration components – supply strategy, Outsourcing strategy, Channel strategy, Customer service strategy, Asset network, Criteria of robust SC strategy - Aligned with business strategy, Aligned with customers’ needs, Aligned with power position, Adaptive. Next Generation Strategy – support Continuing improvements in productivity and drive the achievement of business-level outcomes.	6

<b>Unit-II</b>	<b>SUPPLY CHAIN PROCESS ARCHITECTURE</b>	<b>NO. OF HOURS</b>
	SC architecture details the process, applications, and information to improve and evolve, Components of SC architecture. Tests of Supply Chain Architecture – Strategic fit, End-to-end focus, Simplicity and Integrity, Architectural Toolkits. Levels of the Supply-Chain Operations Reference-model (SCOR) Model - processes, sub processes, and activities, Processes for End-to-End Supply Chain Management – Plan, Source, Make, Deliver and Return, Next-Generation Processes.	6
<b>Unit-III</b>	<b>DESIGN SC ORGANIZATION FOR PERFORMANCE</b>	<b>NO. OF HOURS</b>
	Primary challenges - structure of SC organization, roles and responsibilities, right people with the right skills. Organizational Change Is an Ongoing Process – modify & redefine, Evolution of the SC Organization, Guiding Principles for Organizational Design - organization should mirror process, every process has an accountable function or individual, Know, grow, and keep your core capabilities, Organize around the skills you need, Gaining Respect for the Supply Chain Discipline.	6
<b>Unit-IV</b>	<b>BUILD THE RIGHT COLLABORATIVE MODEL</b>	<b>NO. OF HOURS</b>
	Drivers of collaboration, desire to access - technology, capital-intensive technology, cost of competency to acquire, develop, or maintain, and new market effectively closed off by high entry costs or preconditions. Collaboration Spectrum model, transactional, cooperative, coordinated, and synchronized. Finding the right place on the Spectrum, The Path to Successful Collaboration - Master internal collaboration first, Define the degree of collaboration for each partner segment.	6
<b>Unit-V</b>	<b>USE RECENT TECHNOLOGY TO DRIVE BUSINESS SUCCESS</b>	<b>NO. OF HOURS</b>
	Why Measure, Managing Performance with Metrics, Which Metrics, Next-Generation Performance Management, Roadmap to change - advanced systems Aren't Enough, Stages of supply chain process maturity model, Characteristics of the Next Generation - transparency, flexibility, and simultaneity, Creating the roadmap to change in SC management with recent technology.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Strategic SCM – The Five discipline for top performers - Shoshanah Cohen, Joseph Roussel</li> <li>2. Strategic Supply Chain Management: Creating Competitive Advantage and Value Through Effective Leadership, by Samir Dani</li> <li>3. Supply Chain Strategies – Customer Driven &amp; Customer Focused by Tony Hines, Elsevier</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Managing the SC- A Strategic Perspective by Gattorna Walters, Palgrave Macmillan</li> <li>2. Extending the Supply Chain by Boyer, Forhlich and Hult, PHI, 3rd Indian Reprint</li> <li>3. Strategic Supply Chain Management by S. Kale, Everest Publication</li> </ol>
<b>Suggested Readings</b>	<ol style="list-style-type: none"> <li>1. <a href="https://www.cips.org/knowledge/procurement-topics-and-skills/supply-chain-management/strategic-supply-chain-management/">https://www.cips.org/knowledge/procurement-topics-and-skills/supply-chain-management/strategic-supply-chain-management/</a></li> <li>2. <a href="https://aims.education/study-online/supply-chain-strategy/">https://aims.education/study-online/supply-chain-strategy/</a></li> <li>3. <a href="https://www.zoho.com/blog/creator/8-essential-features-of-an-effective-supply-chain-management-solution-by-david-rogers.html">https://www.zoho.com/blog/creator/8-essential-features-of-an-effective-supply-chain-management-solution-by-david-rogers.html</a></li> </ol>

**Course Title:** PURCHASING AND SUPPLIER RELATIONSHIP MANAGEMENT

**Course Type:** Subject Elective OSCM

**Course Code:** 409 OSCM

**Credits :** 2

**L:T:P :** 2:0:0

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

CO Number	Cognitive Abilities	Course Outcome
CO409OSCM.1	REMEMBERING	Define the concept of purchase management.
CO409OSCM.2	UNDERSTANDING	Explain the concept of Supply planning.
CO409OSCM.3	APPLYING	Apply the skills of physical distribution principals.
CO409OSCM.4	ANALYSING	Analyse the marketing channel functions.
CO409OSCM.5	EVALUATING	Evaluate the supplier relationship management.
CO409OSCM.6	CREATING	Design the model for supply relationship management.

Unit-I	INTRODUCTION TO PURCHASE MANAGEMENT	No. of Hours
	Purchasing Concepts; Specifications and Standards; Supply Planning; Procurement Process; Logistics and Warehousing; IT tools for Purchasing	6
Unit-II	PHYSICAL DISTRIBUTION	No. of Hours
	Definition, Importance, participants in physical distribution process. Marketing Channels – Definition and Importance; Different forms of channels - Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi channel, Functions of Marketing Channels, Channel Management – Channel Selection Process & criteria, Performance appraisal of Channel Members - Channel Conflicts & Techniques to resolve channel conflicts.	6
Unit-III	PROCUREMENT	No. of Hours
	Procurement - Supplier Management, Management Supplier Selection, Tendering, E-Tendering, Negotiation; Warehouse and Dispatch Management - Types of Warehousing, Warehouse Layout Docking and Marshalling, Warehouse Safety Management.	6

<b>Unit-IV</b>	<b>INVENTORY</b>	<b>No. of Hours</b>
	Need and Types of Inventory - Costs associated with Inventory– Basic EOQ Model - EOQ with discounts; ABC Analysis - (Numericals expected on Basic EOQ, EOQ with discounts & ABC); Stacking and Racking Systems. LIFO , FIFO	6
<b>Unit-V</b>	<b>CURRENT TRENDS IN SUPPLY CHAIN MANAGEMENT</b>	<b>No. of Hours</b>
	Green Supply Chain Management 8.2, Role and Future of IT in the Supply Chain; Customer Relationship Management, Supplier Relationship Management, E-Business and the Supply Chain; E-Business in Practice	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Supply Chain Management by Sunil Chopra, Peter Meindl &amp; D.V. Kalra</li> <li>2. Inventory Management by L.C. Jhamb</li> <li>3. Principles and Practices of Costing by Sunita Pokharna, Success Publications, Pune</li> </ol>
<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Sales and Distribution Management by Krishna K. Havaladar&amp;Vasant M Cavale</li> <li>2. Purchasing and Supply Management by Dobler and Burt</li> <li>3. Supply Chain Management Best Practices by David Blanchard</li> <li>4. Channel Management &amp; Retail Management by Meenal</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. <a href="https://www.purchasecontrol.com/blog/supplier-relationship-management/">https://www.purchasecontrol.com/blog/supplier-relationship-management/</a></li> <li>2. <a href="https://www.procurement-academy.com/procurement-competences/supplier-relationship-management/">https://www.procurement-academy.com/procurement-competences/supplier-relationship-management/</a></li> </ol>

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<b>Course Name: AGRI - OUTPUT MARKETING</b>	
<b>Course Type: Subject Elective</b>	<b>Course Code - 406 ABM</b>
<b>Credits : 2</b>	<b>L:T:P: 2:0:0</b>

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

CO Number	Cognitive Abilities	Course Outcome
COABM406.1	REMEMBERING	REMEMBER the key terms of Agricultural output product marketing and Agriculture Marketing Institutions and Organizations
COABM406.2	UNDERSTANDING	Understand the application of Marketing Mix for Agri-output products
COABM406.3	APPLYING	APPLY the knowledge of Agri output Import and Export Management
COABM406.4	ANALYSING	ANALYSE the complex market integration, managing retail operations, managing retailers' finances. Value chain and value additions across the chain in food retail
COABM406.5	EVALUATING	EVALUATE the strategies for Agri-output product Marketing channels and distribution
COABM406.6	CREATING	FORMULATE creative solutions to Agricultural output product management and marketing problems

Unit-I	AGRICULTURE MARKETING INSTITUTIONS AND ORGANIZATIONS	No. of Hours
	Objectives, structure and functioning of Agricultural Marketing. Institutions and Organizations. Agricultural Produce Market Committee, Cotton Corporation of India. Understanding Agriculture output coordinating bodies India, State Cotton Federation, Food Corporation of India (FCI), State Trading Corporation (STC), and National Co-operative Marketing Federation. Agricultural Processed Products and Export Development Authority (APEDA), Maharashtra State Agricultural Marketing Board (MSAMB), The National Agricultural Co-operative Marketing Federation of India (NAFED). National Dairy Development Board (NDDB).	6
Unit-II	MARKETING MIX FOR AGRI-OUTPUT PRODUCTS	No. of Hours
	Importance of agricultural commodities in agricultural marketing; Marketing of Cereals; Marketing of Pulses; Average cost of Processing; Marketing of mango, citrus and grapes. Marketing of vegetables. Improving efficiency in commodity marketing. Marketing of commercial crops with special reference to all marketing functions and price analysis. Understanding Commercial Commodities.	6



<b>Unit-III</b>	<b>AGRI IMPORT AND EXPORT MANAGEMENT</b>	<b>No. of Hours</b>
	Introduction to agriculture Import and export, forms of agriculture, production, need for import and export, analysis of market, causes and importance of Import and export. Quality standards for Import and export, import planning, and documentations requirements. Identifying foreign markets for Agri-export, marketing plan for exports, export documents and procedure, terms of payment and export finance, legal dimensions. Institutional infrastructure for export promotion in India, export assistance, State trading in imports and exports, working of the State trading organizations in India.	6
<b>Unit-IV</b>	<b>AGRICULTURE PRODUCE RETAIL MANAGEMENT</b>	<b>No. of Hours</b>
	Introduction to international food market, India's competitive position in world food trade, foreign investment in global food industry. Retail management and food retailing, the nature of change in retailing, organized retailing in India. Various retailing formats, competition and pricing in food retailing, market implications of new retail developments. Managing retail operations, managing retailers' finances, Value-chain and value-additions across the chain in food retailing.	6
<b>Unit-V</b>	<b>AGRO-PROCESS MARKETING</b>	<b>No. of Hours</b>
	Study the promotion skills of wholesalers and retailers. Study the promotion strategies implemented by various agri-based companies for different agricultural commodities and their products (Food-grains, fruits, milk and milk products, etc.).Case study of Processing industries of different commodities - Foodgrains, Fruits, Vegetables, Milk and Milk products, etc.	6

<b>Text Books</b>	<ol style="list-style-type: none"> <li>1. Berman &amp; Evans (2008). Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India.</li> <li>2. Acharya, S. S &amp; Agarwal, N. L. 2004. Agricultural Marketing in India. 4th Ed. Oxford &amp; IBH.</li> <li>3. Srivastava, U.K. Agro-processing Strategy for Acceleration and Exports. Oxford University Press YMCA, Library Building, Jai Singh Road, New Delhi -110 001.</li> <li>4. K. Loknandhan, K. Mani, K. Mahendran (2009), Innovations in Agri Business.NIPA.</li> <li>5. S.S. Johl, T. R. Kapoor (2009), Fundamentals of farm business management. Kalyani.</li> <li>6. Acharya, S. S. and N.L. Agrawal. Agricultural marketing in India. Oxford and IBH publishing co. Ltd. 66 Janpath, New Delhi. 110 001.5thedition</li> <li>7. R. R. Paul Money, 2004, Banking and International Trade. Kalyani Publishers, Rajinder Nagar, Ludhiana-141 008.</li> <li>8. Gupta Sanjeev, Forecasting Of Agriculture Output In India, 2003, ISBN-9788180960130</li> </ol>
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<b>Reference Books</b>	<ol style="list-style-type: none"> <li>1. Agriculture Economics Subba Reddy, P.Raghu Ram, T.V. Neelakanta Sastry, I. Bhavani Devi., Agricultural economics, oxford and IBH publishing company Pvt. Ltd. 2004.</li> <li>2. Indian Journal of Agricultural Economics and Statistics (Hind Publication).</li> <li>3. Agro Processing and Value Addition for Entrepreneurship Development by Shukadev and Mangaraj, 2014, ISBN: 9789381226902</li> </ol>
<b>Supplementary Reading Material</b>	<ol style="list-style-type: none"> <li>1. Marketing Whitebook (Latest Edition).</li> <li>2. Official Website of NABARD Bank, Bankable projects.</li> <li>3. Brand Equity Supplement of the Economic Times.</li> <li>4. Brand Wagon Supplement of the Financial Express.</li> <li>5. Strategist Supplement of Business Standard.</li> <li>6. NCAER - <a href="http://www.ncaer.org/">http://www.ncaer.org/</a></li> </ol>

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**HAPPY LEARNING**

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