

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 2022-23

Curriculum



At. Sahajanandnagar, Post. Shingapur Tal. Kopargaon Dist. Ahmednagar,

Maharashtra State, India PIN 423603.

Sanjivani College of Engineering, Kopergaon

(An Autonomous Institute affiliated to SPPU, Pune)

DECLARATION

We, the Board of Studies (MBA), hereby declare that we have designed the Curriculum of First Year MBA Curriculum Structure and Syllabus for first-year semesters I & II and second-year semesters III & IV w.e.f. from A.Y 2022-23 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

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 2022-23 for MBA-1st year and AY 2023-24 for MBA-2nd year.

1. Preamble: The MBA Curriculum 2022 is a third version after being autonomous builds on the implementation of the Choice Based Credit System (CBCS) and Grading System (GS) as per the guidelines stated by UGC. The curriculum takes the MBA programme to the next level in terms of implementing Outcome Based Education (OBE) along with the Choice Based Credit System (CBCS) and Grading System.

2. 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 programme 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.

2.1.5 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. The statement of course outcomes are based on Blooms Taxonomy cognitive abilities.

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 instructor 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 one hour. However, flexibility is given to the head of the department to decide the session time considering constraints and facts.

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/ second/ third 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. 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 behavioural Sciences reflecting qualities of socially responsible citizens.

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

4.0 MBA Program Course Types & Evaluation Pattern:

S.No	Course Type	Credits	Nature	Continuous Internal Assessment (CIA)	End-Sem Examination (ESE)	Total Marks
BASIC COURSE TYPES						
1	Generic Core (GC)	3	Compulsory	40	60	100
2	Subject Core (SC)	3	Compulsory (Specialisation)	40	60	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
ADDITIONAL COURSE TYPE						
1	Alternative Study Credit Courses (ASCC)/ MOOCs (Massive Open Online Courses)	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 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.

4.1.8 Continuous Internal Assessment (CIA): Every student will be evaluated by the course instructor with various tools mentioned in curriculum.

4.1.9 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 2022-24)												
Block	SEM-I	Credits	SEM-II	Credits	SEM-III	Credits	SEM-IV	Credits	Total Credits	CIA	ESE	Total
A	GC-01	3	GC-09	3	GC-17	3	GC-19	3	90	1170	1730	2900
	GC-02	3	GC-10	3	GC-18	6	SC-06	3				
	GC-03	3	GC-11	3	SC-01	3	SC-07	3				
	GC-04	3	GC-12	3	SC-02	3	SC-08	3				
	GC-05	3	GC-13	3	SC-03	3	SC-09	3				
	GC-06	3	GC-14	3	SC-04	3	SC-10	3				
	GC-07	3	GC-15	3	SC-05	3						
	GC-08	3	GC-16	3								
	24		24		24		18					
B					SE-01	2	SE-03	2	8	120	80	200
					SE-02	2	SE-04	2				
						4		4				
C	ASCC/OE	2	ASCC/OE	4	ASCC/OE	4			10	150	100	250
		2		4		4						
Total Credits / Semester		26		28		32		22	108	1440	1910	3350
[A+B+C] Total Credits: <u>108</u>; Total Marks: <u>3350</u>												

Structure

SEM-I

2022-24	SEMESTER - I			
A	Generic Core [GC]			
	Course Category	Course Code	Course Title	Credits
	GC-01	101	Fundamentals of Management	3
	GC-02	102	Managerial Accounting	3
	GC-03	103	Marketing Management-I	3
	GC-04	104	Managerial Economics	3
	GC-05	105	Business Research and Analytics	3
	GC-06	106	Organizational Behavior	3
	GC-07	107	Entrepreneurship Development & New Venture Management	3
	GC-08	108	Business Communication	3
	Block A Total Credits			24
B	ASCC/OE/PCC /MOOC/EDP	ASCC01	As per the approved list	2
	Block B Total Credits			2
Total Credits Semester-I				26
Human Rights – I				1
Cyber Security - I				1

SEM-II

2022-24	SEMESTER -II			
A	Generic Core [GC] / Subject Core [SC]			
	Course Category	Course Code	Course Title	Credits
	GC-09	201	Financial Management	3
	GC-10	202	Marketing Management-II	3
	GC-11	203	Human Resource Management	3
	GC-12	204	Operations Management	3
	GC-13	205	Enterprise Performance Management	3
	GC-14	206	Strategic Management	3
	GC-15	207	Legal & Business Environment	3
	GC-16	208	International Business	3
	Block A Total Credits			24
Course Category	Course Code	Course Title	Credits	
B	ASCC/OE/PCC /MOOC/EDP	ASCC02	As per the approved list	2
	ASCC/OE/PCC /MOOC/EDP	ASCC03	As per the approved list	2
	Block B: Total Credits			4
Total Credits Semester-II			28	
Human Rights -II			1	
Introduction to Cyber Security- II			1	

BLOCK NO	Title	Credits	No of courses	CIA	ESE	TOTAL
A	Generic Core	3	18	18*40=720	18*60=1080	1800
	SIP	6	1	1*50=50	1*50= 50	100
	Subject Core	3	10	10*40=400	10*60=600	1000
TOTAL (BLOCK A)		Total Credits: <u>90</u>	<u>29</u>	<u>1170</u>	<u>1730</u>	<u>2900</u>
B	Subject Elective	2	04	04*30=120	04*20=80	200
TOTAL (BLOCK B)		Total Credits: <u>08</u>	<u>04</u>	<u>120</u>	<u>80</u>	<u>200</u>
C	Foundation, Enrichment, Open elective	5	05	05*30=150	05*20=100	250
	ASCC/MOOC/ PCC/SAP					
TOTAL (BLOCK C)		Total Credits: <u>10</u>	<u>05</u>	<u>150</u>	<u>100</u>	<u>250</u>
TOTAL (BLOCK A+B+C)		MBA Credits: <u>108</u>	38	1440	1910	<u>3350</u>

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)	54	COMPULSORY
2	SUBJECT CORE (SC)	30	COMPULSORY
3	SUBJECT ELECTIVE (SE)	08	ELECTIVES
4	SIP	6	COMPULSORY
5	FOUNDATION / ENRICHMENT / OPEN ELECTIVE / MOOC / SAP / PCC	10	ELECTIVES
	Total Program Credits	108	

5.0 Specializations offered:

The following specializations will be offered as CORE/ 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. SCOE, Dept. of MBA, MAY NOT offer specialization if minimum 20% students are not registered for that specialization.
2. SCOE Dept. of MBA, MAY NOT offer any elective course if a minimum 20% students are not registered for that elective course.

[HOD will have all the authority to offer or decline any request for specializations]

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)

Selection pattern for subjects of Minor Specialization				
Course	Semester	III	IV	Total
Subject Core	Course	1	1	2
	Credit/Course	3	3	
	Total Credits	3	3	6
Subject Elective	Course	1	1	2
	Credit/Course	2	2	
	Total Credits	2	2	4

2. For a **Major + Minor Specialization combination** the learner shall **earn**
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. HODs decision in this regard will have to be accepted by all the stakeholders.
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 CORE Marketing/ Finance/ HR/OSCM – 38 credits)
2. Students can opt for two specializations [i.e. Major(28 Credits) + Minor (10Credits)]
3. Agribusiness Management Specializations will be available only in MINOR (10 Credits)
4. If students of Single specialization then on Mark-sheet it will be reflected with single name and if students chosen Major + Minor then it will be appear like ex. [(Marketing Management (Major) + Operations Management (Minor)]

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 internal faculty guide evaluates the SIP for 50 Marks with Continuous Internal Assessment (CIA). The internal viva-voce panel shall provide a detailed assessment of the SIP report. 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. The Institute shall conduct an external viva-voce examination of the SIP for 50 marks. The Panel shall comprise of two evaluators appointed by the Head of Department. It is encouraged to involve senior academician, alumni, industry experts, recruiters to conduct the external viva-voce. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce.

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 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 (Max. 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 presentations covering the key aspects of research dissertation shall 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:

Stages	Component	Marks
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. Continuous Internal Assessment (CIA)

1. The course teacher shall prepare the scheme of Continuous Internal Assessment (Formative Assessment) before the commencement of the term. The scheme of Continuous Internal Assessment shall explicitly state the linkages of each Continuous Internal Assessment with the Course Outcomes and define the targeted attainment levels for each CO.
2. The Head of the Department shall approve the scheme of CIA with or without modifications.
3. Each CIA item shall be of minimum 10 marks.
4. For 3 credit courses there shall be a MINIMUM of four CIA items. The final scores shall be of 40 Marks.
5. For 2 credit courses there shall be a Minimum three and Max five CIA items approved by Head of Department as per course requirement. The final scores shall be of 50 Marks.
6. For ASCC/OE/MOOC courses 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. 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 CIA shall be duly signed by the Course Teacher, Programme Coordinator / Academic Coordinator and the Director / Head of the Department / designated academic authority of the Institute.
9. Date of the respective CIA result announcement shall be mentioned in the Academic Calendar. Result shall be displayed within a week of the assessment and guide the students for betterment.
10. Institute may conduct additional markup / remedial CONTINUOUS INTERNAL ASSESSMENT (CIA) items at discretion of the HOD.
11. At the end of the term aggregate CIA, scores/grades shall be calculated and the CO attainment levels shall be calculated by the course teacher.

7.1 CONTINUOUS INTERNAL ASSESSMENT (CIA) Methods:

Course teachers shall opt for a combination of one or more CONTINUOUS INTERNAL ASSESSMENT (CIA) methods listed below.

Group A	Class Test; Open Book Test; Written Home Assignment; In-depth Viva-Voce; Class Participation
Group B	Case Study; Case let; Situation Analysis
Group C	Field Visit / Study tour and report of the same; Small-Group Project & Internal Viva-Voce; Model Development; Role Play; Story Telling; Fishbowls
Group D	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
Group E	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
Group F	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

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

Rubrics: The course teacher shall design Rubrics for each 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.

Retention of Continuous Internal Assessment (CIA) Documents:

Records of CIA shall be retained for 2 years from the completion of the academic year. i.e.

Current Academic Year (CAY) + 2 years.

8. End Semester Evaluation (ESE):

- For every **3 credit** GC and SC, End Semester Examination (ESE) will be conducted of 60 Marks, 40 Marks will be assessed through Continuous Internal Assessment (CIA). Class Participation will be a compulsory component for every subject.
- For **2 credit** GE and SE there will be No End Semester Examination (ESE), the courses would be evaluated for 50 Marks with CIA components approved by Head of Department as per course requirement. Class Participation will be a compulsory component for every subject.

9. Programme Flexibility:

9.1 Credit Transfer for MOOCs:

- 9.1.1** Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through **NCFM, NPTEL, SAP, SWAYAM, EdX, Coursera, Udemy etc.** as part of MOOCs.
- 9.1.2** 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.
- 9.1.3** 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.
- 9.1.4** 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 MOOCs, he/she wishes to pursue.

9.2 Evaluation of MOOCs through NPTEL, EdX, Coursera, Udemy:

Results can be accepted as submitted or a parallel evaluation criterion can be decided by the BOS Chairman and the faculty staff in advance. Criterion must be announcing to the students, in advance.

9.3 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.

9.4 Additional Specialization:

1. A student who has earned the MBA with a CORE Specialization may enroll for additional specialization after passing out the regular MBA programme.
2. Such students will be exempted from appearing for all the generic core and generic elective courses.
3. Such students shall have to appear for the subject core and subject elective courses of the additional specialization that they have opted for (38 Credits)

Note: 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 in respective courses. Failing to do so for any particular course will lead to fail status of the course and hence Degree for the programme will not be awarded.

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 108 credits.

10.3 Maximum Attempts per Course:

- i. A student shall earn the credits for a given course in a maximum of FOUR attempts.
- ii. Dropping a course and opting for another equivalent course can be done ONLY in the case of Block B and Block C.
- iii. 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.
- iv. 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 semester during these four attempts available to him.
- v. 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:

- 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.
- He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.

- He /she shall appear for Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.
- 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. Without 75% attendance in every subject the student in concern can be detained from appearing for End-Semester Examination.

11.2 Grooming & Uniform: Students if found not following the grooming code or in improper uniform for 3 such occasion, will be barred from placements.

11.3 Medium of Instruction: The medium of Instruction & Evaluation shall be English. Teacher for elaborating the concepts may use the language acceptable to students during teaching learning process or delivery of the sessions.

11.4 Mentorship: Student's Mentor will have an authority to take disciplinary actions with approval of HOD, in case of behavioral or attitudinal complaints received about any Mentee.

SEMESTER – I

2022-24	SEMESTER - I			
A	Generic Core [GC]			
	Course Category	Course Code	Course Title	Credits
	GC-01	101	Fundamentals of Management	3
	GC-02	102	Managerial Accounting	3
	GC-03	103	Marketing Management-I	3
	GC-04	104	Managerial Economics	3
	GC-05	105	Business Research and Analysis	3
	GC-06	106	Organizational Behavior	3
	GC-07	107	Entrepreneurship Development & New Venture Management	3
	GC-08	108	Business Communication	3
	Block A Total Credits			24
B	ASCC/OE/PCC /MOOC/EDP	ASCC01	Managerial Productivity Tools-1	2
	Block B Total Credits			2
Total Credits Semester-I			26	
Mandatory Credits as per UGC circular				
Human Rights – I			1	
Cyber Security – I			1	

Course Title: Fundamentals of Management**Course Type:** Generic Core (GC-01)**Course Code:** 101**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
CO101.1	REMEMBERING	STATE the basic concepts related to Management, Scope, Functions, and significance of Management
CO101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus and principles of goal setting and planning, organizing, staffing, lead and controlling
CO101.3	APPLYING	APPLYING Management theory and thought to today's business environment
CO101.4	ANALYSING	ANALYSE the situation and decide the management aspects elements involved in the situation
CO101.5	EVALUATING	ASSESS skills of Next generation Managers, leaders, and entrepreneurs with the help of decision making and giving them leadership role and evaluate the same.
CO101.6	CREATING	CONSTRUCT and develop responsible managers and citizens in the real-life business, start-up and society.

Unit-I	Introduction to Management	No. of Hours
	Basic Concepts: Manager, Managing, Workplace, Organization, Management Functions, Scope, Management evolution, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioural Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager's Job Changing? Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job.	9
Unit-II	Planning	No. of Hours

	Concept: Importance, types, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Introduction to SWOT, Barriers and Measures to overcome. Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Goal-Setting Theory. Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments. Strategies, Policies, Procedure, Rules Programmes, and Budgets. Strategic Planning Process, Presuming and Forecasting, Decision Making.	9
Unit-III	Organising	No. of Hours
	Organization, Organizing, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. Types of Departmentation, Learning Organization, Virtual Organizations, Principles of Organising, Formal and Informal Organization, Empowerment. Peter Drucker Principle.	9
Unit-IV	Staffing & Decision Making	No. of Hours
	Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal. The Decision-Making Process. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision-Making Biases and Errors. Effective Decision Making in Today’s World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision.	9
Unit-V	Leading and controlling	No. of Hours

	<p>Definition & Types, Process, Techniques, Leadership: Ingredients, Styles, Committees and Group Decision Making, Importance of Communication style of a Leader. Understanding individuals, Herzberg's Motivation- Hygiene Theory, Maslow Hierarchy of Needs Theory. Controlling: Definition, need and Importance, Concepts and Process, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non-Budgetary Control Time-Event Network Analysis. Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices.</p>	9
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<p>Text Books</p>	<ol style="list-style-type: none"> 1. L M Prasad, "Principles and Practices of Management", Sultan Chand and Sons, 2013, ISBN : 978-81-8054-695-2 (60481) 2. Dr P C Shejwalkar, Dr A Ghanekar, Dr D P Bhivpathaki "Principles and Practices of Management", Everest Publishing House, , ISBN : 81-8631430 X (52075) 3. P C Tripathy, P N Reddy "Principles of Management", Tata McGraw Hill Publishing Company Limited, 2013, (25886)
<p>Reference Books</p>	<p>Suggested Reference Books:</p> <ol style="list-style-type: none"> 1. Stephen P Robbins, David A Decenzo, Sanghamitra Bhattacharya "Fundamentals of Management-Essential Concepts and Application", Pearson, , ISBN : 978-81-317-2146-9(49422) 2. Harold Koontz, Heinz Wehrich, "Essentials of Management-An International Perspective", Tata Mac Graw Hill, , ISBN : 0-07-058339-0 (28305) 3. James A F Stoner, R Edward Freeman, Daniel R Gilbert "Management", Pearson, , ISBN: 978-81-317-0704 (61159) <p>12. Accounting for Managers, Dearden and Bhattacharya</p>

Course Title: Management Accounting**Course Type: Generic Core (GC-02)****Course Code: 102****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
CO102.1	REMEMBERING	DESCRIBE the concepts related to Accounting, Financial Accounting, Cost Accounting and Management Costing in detail.
CO102.2	UNDERSTANDING	EXPLAIN in detail, the uses and advantages of accounting and accounting system for increasing the productivity of the business.
CO102.3	APPLYING	PERFORM all the calculations required for financial accounting, cost accounting and management accounting report making.
CO102.4	ANALYSING	ANALYSE the financial accounting and cost accounting and report for various situations.
CO102.5	EVALUATING	EVALUATE the financial and cost accounting data for to know financial health of the organization.
CO102.6	CREATING	CREATE management accounting reports using financial accounting and cost accounting data.

Unit-I	Fundamentals of accounting	No. of Hours
	Introduction to accounting, Double entry system, Accounting cycle, Basic terms used in accounting, Accounting equation, Book of primary entry, secondary book entry ledger, Preparation of trial balance, Scope and Significance of Accounting - Accounting Principles, Concepts and Conventions - Capital and Revenue Transactions – Depreciation - Rectification of Errors. Computerized accounting system. Forms of business organizations, Admission of Partner, Retirement of Partner, Death of Partner, Dissolution of a Partnership Firm, Insolvency of a Partner.	9
Unit-II	Preparation of Financial Statements	No. of Hours

	Introduction to Financial Statements, Importance and Objectives of Financial Statements. Preparation of Financial statements of profit oriented organizations. Preparation of Financial statements of nonprofit organizations.	9
Unit-III	Cost Accounting	No. of Hours
	Accounting as an Information System, Cost Accounting, Objectives and Functions of Cost Accounting, Cost Accounting and Financial Accounting — Comparison, Application of Cost Accounting, Advantages of Cost Accounting, Limitations or Objections Against cost Accounting , Installation of a costing system, Concept of Cost, Cost Centre, Cost Unit, Cost Object, Classification of Costs, Classification of Costs for Decision Making, Elements of Cost, Cost Sheet, Items Excluded from Cost, Price Quotations or Tenders and Estimated Cost Sheet	9
Unit-IV	Marginal Costing and Standard Costing	No. of Hours
	Marginal Costing -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. Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance.	9
Unit-V	Budgetary Control and Material Cost control	No. of Hours
	Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Functional Budgets–Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget. Preparation of Cash Budget and Flexible budget Classification of materials, Inventory (or Material) Control, ABC Technique, VED Analysis, Stock Levels, Purchase of materials, Store-keeping, Stores Records, Documents Authorizing Movements of Materials, Stores Requisition Note, Bill of Materials, Material Return	9

	Note, Waste and Scrap, Material Losses, Stock Turnover Ratio (Inventory Turnover Ratio), Methods of Pricing Material Issues, Stores Ledger Account	
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Text Books	<ol style="list-style-type: none"> 1. Management Accounting, Khan and Jain, Tata McGraw Hill 2. Fundamentals of Management Accounting, H. V.Jhamb 3. Managerial Accounting, Dr. Mahesh Abale and Dr. ShriprakashSoni 4. Management Accounting, Dr. Mahesh Kulkarni
Reference Books	<p>Suggested Reference Books:</p> <ol style="list-style-type: none"> 1. Financial Cost and Management Accounting, P.Periasamy 2. Financial Accounting for Management, ShankarnarayananRamanath, CENGAGE Learning 3. Accounting For Management, S. N. Maheshwari 4. Management Accounting, MadhuVij 5. Fundamentals of Management Accounting, H. V.Jhamb 6. Cost and Management Accounting, M. N. Arora 7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications 8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson 9. Accounting For Management, JawarharLal 10. Accounting, ShuklaGrewal 11. Management Accounting, Ravi Kishore 12. Accounting for Managers, Dearden and Bhattacharya
Cases for reference	<p>Balance sheet- Smoky vallyay case</p> <p>Income statement- Mansa Building (IIMA/F&A -0089R), Symphony Theatre (IIMA/ F&A 0126R)</p> <p>Accounting for depreciation- Depreciation at delta and Singapore Airlines (9-198-001)</p> <p>Financial statement analysis- Analyzing the financial statements of Hindustan Unilever Limited.</p>

Course Title: Marketing Management-I**Course Type: Generic Core (GC-03)****Course Code-103****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
CO103.1	REMEMBERING	DEFINE key terms, concepts, theories, functions, roles, and purpose of Marketing Management
CO103.2	UNDERSTANDING	EXPLAIN various concept and processes of Buying Behaviour, Marketing Environment, Segmentation, and Marketing Mix
CO103.3	APPLYING	APPLY the knowledge of various concepts, principles and theories of Marketing to solve the marketing related problems
CO103.4	ANALYSING	EXAMINE the marketing strategies of various organizations pertaining to the segmentation, target marketing and positioning, consumer buying behavior, marketing mix and product life cycle.
CO103.5	EVALUATING	JUSTIFY buying behaviour, market segmentation, marketing environment and marketing mix strategies of organizations.
CO103.6	CREATING	PREPARE Marketing Plan for business enterprises

Unit-I	Introduction To Marketing	No. of Hours
	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, Cross functional linkages between marketing and other business functions, Process of Marketing, Selling verses Marketing, Brick and Click Model, Evaluating Opportunities in the Changing Marketing Environment, Career opportunities in Sales & Marketing and Skillset required, Role and responsibilities of Marketing Manager, Marketing challenges in the globalized economic scenario, Impact of technology and Social Responsibility.	9

Unit-II	Consumer Behaviour	No. of Hours
	<p>Introduction to Consumer Behavior: Meaning & importance of consumer behavior, Buying roles, Five steps of consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior.</p> <p>Cultural, Social, personal & Psychological factors, Complex, Dissonance-reducing, Habitual & Variety-seeking buying behaviour, Moment of Truth (MOT), Zero Moment of Truth (ZMOT), Changing consumer buying behavior in India, Adoption process & rate of adoption in new products.</p> <p>How People buy Online- Psychology of Digital Consumer, Changing Consumer Buying behavior in Indian Context, Business Buyer Behaviour: Business markets, Major types, Participants, Major influences, Business buying process & over the internet, Institutional & government markets. Comparison between Organizational Buying behavior and consumer buying behavior,</p>	9
Unit-III	Marketing Environment	No. of Hours
	<p>Identification and Analysis of Competitors, Competitors to attack or avoid. Competitive intelligence. Competitive strategy & position. Leader & challenger strategies.</p> <p>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</p>	9
Unit-IV	Marketing Segmentation, Targeting and Positioning	No. of Hours
	<p>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, Case study in Market Segmentation Concept of Target Market and Concept of positioning–Value Proposition & USP, positioning errors, Market Potential & Market Share. STP Case study</p>	9
Unit-V	Marketing Mix	No. of Hours
	<p>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,</p>	9

	Designing Channel of Distribution, Promotion: Promotion Mix, Introduction to Digital Marketing. Case study and real world examples	
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Text Books	<ol style="list-style-type: none"> 1) Marketing Management: A South Asian Perspective-Kotler, Keller, Koshy&Jha,13/e, Pearson Education,2015. 2) Marketing Management - RamaswamyV. S. & Namakumar S, 4/e, Macmillan Publishers, 2014. 3) Marketing Management – Tapan Panda, 2/e, Excel Publication,2012. 4) Fundamentals of Marketing Management - EtzelM. J, B J Walker & William J. Stanton, 14/e, TMH, 2014. 5) Marketing Management: S.A. Sherlekar, HPH.
Reference Books	<ol style="list-style-type: none"> 1) Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications,2014. 2) Marketing Management- Karunakaran, HPH. 3) Marketing in India: Neelamegham, 4/e, Vikaspublications. 4) Marketing: Lamb, Hair, McDaniel, CengageLearning2014 5) Marketing Management –ArunKumar & Meenakshi N, 2/e, Vikaspublications,2013 6) Consumer Behaviour Schiffman Leon G.; Kumar, Ramesh S.- Pearosn 7) Marketing Strategy A Decision Focused Approach, Walker Mullins; Boyd Larreche 8) Case Studies In Marketing The Indian Context :R Srinivasan
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Marketing Whitebook (Latest Edition) 2. Brand Equity Supplement of the Economic Times 3. Brand Wagon Supplement of the Financial Express 4. Strategist Supplement of Business Standard 5. NCAER - http://www.ncaer.org/ 6. http://www.marketingpower.com/Pages/default.aspx (American Marketing Association) 7. www.12manage.com 8. www.marketingteacher.com 9. Journal of Marketing 10. IIMB Management Review 11. Vikalpa 12. Advertising Express- IUP Magazine

Course Title: Managerial Economics**Course Type: Generic Core (GC-04)****Course Code: 104****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
CO104.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO104.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO104.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO104.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO104.5	EVALUATING	EVALUATE the principles of micro-economics based on critical thinking for informed business decision making.
CO104.6	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. 10 Principles of economics	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	9

	Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numerical not expected). Definition, determinants, Law of supply, elasticity of supply. Market equilibrium	
Unit-III	Production and Cost analysis	No. of Hours
	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
Unit-IV	Market Structures, Revenue Analysis, and Pricing	No. of Hours
	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
Unit-V	Macroeconomic Environment	No. of Hours
	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

Text Books	<ol style="list-style-type: none"> 1. Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. 2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi. 3. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.
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	<p>4. Microeconomics – David Besanko and Ronal R. Braeutigam, Wiley 4th Edition</p> <p>5. Principles of Economics- N. Gregory Mankew</p>
Reference Books	<p>1. Managerial Economics – Pearson and Lewis, Prentice-Hall, New Delhi</p> <p>2. Managerial Economics – G.S. Gupta, T M H, New Delhi.</p> <p>3. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi.</p> <p>4. Managerial Economics –Joel Dean, Prentice Hall, USA. 8. Managerial Economics –HL Ahuja, S Chand & Co. New Delhi.</p>
Case Study	<p>1. Economics of OnePlus, https://www.thecasecentre.org/products/view?id=142521</p> <p>2. Harmonizing Demand Forecasting and Supply at Mahindra & Mahindra, Ltd, https://www.thecasecentre.org/products/view?id=119993</p> <p>3. Volkswagen Trucks at a (Bumpy) Brazilian Crossroad: Choosing a Production Strategy for a Developing Economy, https://www.thecasecentre.org/products/view?id=144381</p> <p>4. Creating Competitive Advantage: Maruti Suzuki India Ltd., https://www.thecasecentre.org/products/view?id=153388</p> <p>5. Japan's Automakers Face Endaka, https://www.thecasecentre.org/products/view?id=44797</p>
Supplementary Reading Material	<p>1. Economic Times Daily</p> <p>2. https://www.imf.org/external/pubs/ft/fandd/basics/bigsmall.htm</p> <p>3. https://www.tutorialspoint.com/indian_economy/indian_economy_micro_economics.htm</p> <p>4. https://www2.deloitte.com/us/en/insights/economy/asia-pacific/india-economic-outlook.html</p>

Course Title: Business Research and Analytics

Course Type: Generic Core (GC-05)

Course Code : 105

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
CO105.1	REMEMBERING	DEFINE various concepts & terms associated with Business research and Analytics.
CO105.2	UNDERSTANDING	EXPLAIN attributes of Scaling in the context of Business Research and Analytics.
CO105.3	APPLYING	USE appropriate sampling technique, Sample Size calculation tools, data collection tools to solve contemporary business research problems.
CO105.4	ANALYSING	ANALYSE quantitative data and derive actionable inferences through Analytics from a decision making perspective.
CO105.5	EVALUATING	CONSTRUCT different types of testable hypotheses and interpret the statistical test outcomes.
CO105.6	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 Intelligence, DSS in the context of Business Research, Sentiment Analysis, Neural Network, Machine Learning & Cognitive Intelligence, Research applications in Business Context, Recent Trends in Business Research. Scientific Research: Concept & Characteristic, Practical Understanding of Scientific Research 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.	9
Unit-II	Research Design	No. of Hours
	Concept, Features & Usage of Research Design, Research Approaches: Quantitative v/s Qualitative., Research Designs ,Exploratory Research Design: Concept & Types, Qualitative techniques like Projective Techniques, Delphi Method, Depth Interview, Experience Survey, Focus Groups and Observation, Descriptive Research Designs: Concept & Types, Concept of Cross-sectional Studies, Concept of Longitudinal Research	9
Unit-III	Data Measurement	No. of Hours
	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, Problems in Scaling 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
Unit-IV	Sampling	No. of Hours

	Basic Concepts 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, Data Mining and Its Application	9
Unit-V	Data Analysis & Report Writing:	No. of Hours
	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, Python): Bar charts, Pie charts, Histogram, Leaf and stem, Candle 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 (Only Interpretation), Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, Parametric & Non-parametric tests: Binomial test of proportion, Randomness test; ANOVA, MANOVA, ANCOVA, MANCOVA (Introduction) Research Reports: Structure of Research Report, Report Writing and Presentation. <i>Note: Extensive use of MS Excel/SPSS/Tableau is expected in learning unit no. 5</i>	9

Text Books	<ol style="list-style-type: none"> 1. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition. 2. Research Methodology by C.R.Kothari, New Age International Publication, 2nd Edition 3. Research Methods for Social Work by Allen, Earl R. Babbie, Cengage, 7th Edition 4. Business Research Methods by Sachdeva Himalaya Publication
Reference Books	<ol style="list-style-type: none"> 1. Business Research Methods by William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning, 8th Edition

	<ol style="list-style-type: none"> 2. Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2nd Edition 3. Handbook of Research Design and Social Measurement by Delbert Charles Miller, Neil J. Salkind, Sage Publication, 6th Edition 4. Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman, Routledge, 1stEdition 5. SPSS Handbook by Himalaya Publications
Supplementary Reading Material	<p>https://globaljournals.org/GJMBR_Volume12/5-A-Study-on-Customer-Preference.pdf</p> <p>https://journals.sagepub.com/doi/pdf/10.1177/0033354921990370</p> <p>http://www.ijsrp.org/research-paper-0318/ijsrp-p7544.pdf</p> <p>https://ablconnect.harvard.edu/book/statistical-sampling-case-study</p>

Course Title: Organizational Behavior**Course Type : Generic Core (GC-06)****Course Code : 106****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
CO 106.1	REMEMBERING	DESCRIBE the key concepts of organizational behaviour.
CO106.2	UNDERSTANDING	UNDERSTAND theories and model of organizational Individual and group Behaviour.
CO 106.3	APPLYING	EXAMINE the key factor, challenges in the organization Individual and group Behaviour,
CO106.4	ANALYSING	ILLUSTRATE the skills essential for managerial success.
CO106.5	EVALUATING	ANALYSE various key factors and challenges and OUTLINE the strategies that managers can use to resolve organizational , Individual and group Behaviour challenges effectively
CO106.6	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 organization, 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.	9

Unit-III	Group and Team Dynamics	No. of Hours
	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
Unit-IV	Conflict And Stress Management	No. of Hours
	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
Unit-V	Organization culture & Change Management	No. of Hours
	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

Text Books	<ol style="list-style-type: none"> 1. Organizational Behaviour, Robins 2. Organizational Behaviour, Nelson & Quick 3. Organizational Behaviour, M N Mishra 4. Organizational Behaviour, K Ashwathappa
Reference Books	<ol style="list-style-type: none"> 1. Understanding OB, Uday Pareek 2. Change & Knowledge Management, Janakiram, Ravindra and ShubhaMurlidhar 3. Human Resource Management, Nkomo, CENGAGE Learning
Online References	<ul style="list-style-type: none"> • https://onlinelibrary.wiley.com/journal/10991379www.hbr.org • https://www.jstor.org/journal/jorgabeha • https://www.thesmartmanager.com/

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

Course Type : Generic Core (GC-7)

Course Code:107

Credits : 03

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
CO107.1	REMEMBERING	DESCRIBE entrepreneurship, entrepreneurship development, start-up & strategic decisions involved in establishing a start-up.
CO107.2	UNDERSTANDING	EXPLAIN the decision-making matrix of entrepreneur in establishing a start-up.
CO107.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a start-up
CO107.4	ANALYSING	FORMULATE a go to market strategy for a start-up.
CO107.5	EVALUATING	DESIGN a workable funding model for a proposed start-up.
CO107.6	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.	9
Unit-II	Entrepreneurial Creativity, Competency & Customer Discovery Matrix	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, Creativity & Innovation for Product and Service Development, IPR, Product launch goals, Go-to-Market Strategy, The role of selling in a startup, Sales forecasting for startups, Social media Promotion tools.	9
Unit-III	The Project Planning Road Map	No. of Hours
	Technical Planning, Marketing Planning- support system, Personnel and Management feasibility report, Financial 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.	9
Unit-IV	Entrepreneurial Leadership and Legal Aspects	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.	9
Unit-V	Project Report Preparation & Registration Process	No. of Hours
	Need & Objectives, Gap Identification for 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	9

	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. Individual Project submission and Viva by Panel	
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Text Books	<ol style="list-style-type: none"> 1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson 2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India. 3. Managing New Ventures, AnjanRaichoudhuri, Prentice-Hall of India Pvt.Ltd 4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi 5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition. 6. Entrepreneurship: New Venture Creation by David H. Holt 7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi 8. Entrepreneurship and Small Business Management by Siropolis 9. Lead like an Entrepreneur by Neal Thornberry
Reference Books	<ol style="list-style-type: none"> 1. Fundamentals of Entrepreneurship, Nandan H, PHI 2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition. 3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH. 4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives. 5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. &Hodgetts, R.M. Thomson Press. 6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P., Pearson. 7. A Guide to Entrepreneurship by David, Otes, Jaico Books Publishing House, Delhi. Indian Entrepreneurial Culture by A Gupta, New Age International.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare 2. Decision making matrix https://open.lib.umn.edu/principlesmanagement/chapter/11-3-understanding-decision-making/

Course Title: Business Communication	
Course Type: Generic Core (GC-08)	Course Code- 108
Credits : 03	L:T:P: 2: 0: 1

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

CO Number	Cognitive Abilities	Course Outcome
CO108.1	REMEMBERING	List various elements, stages and channel in communication cycle to make communication effectively in an organization and in social code of conduct
CO108.2	UNDERSTANDING	Explain your intentions, thoughts in professional environment through various tools in different situations
CO108.3	APPLYING	Use of formats for written communication and techniques for oral communication
CO108.4	ANALYSING	Compare situations in business, response of your communication to make better communication
CO108.5	EVALUATING	Appraise the letters, notices, memo, circular and respond in the similar manner.
CO108.6	CREATING	Construct or reconstruct a formal communication system in an organization or a social setup.

Unit-I	Facing Today's Communication Challenge	No. of Hours
	Introduction, Understanding the Process of Communication, Barrier to communication, Importance of communication in the workplace; Intentions of Communication; Classification of Communication channel. Type of Business Communication, Communication network in the organization; Strategies for Effective Listening; Listening in a Business Context. Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle.	9

Unit-II	Written Communication	No. of Hours
	Writing for Business Audiences; Revising and Proof reading Business Messages; E-Mail and Memorandums; Routine Letters and Goodwill Messages; Writing Techniques: Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, Developing coherent paragraphs, overall tone, drafting, editing and finalizing the business letters. Reformulating and summarizing; Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, and guidelines for comprehension. Letter of acceptance; Letter of resignation; Writing routine and persuasive letters.	9
Unit-III	Oral Communication	No. of Hours
	Fundamentals; with someone, within a group, public speaking; Overcoming Glossophobia; Speaking: Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. Body language-posture, eye-contact, handling hand movements, gait - Voice and tone; Cubicle Communication; Worrying about Impressions.	9
Unit-IV	Professional Presentation	No. of Hours
	Making Professional Presentations; Plan and Prepare; Practice and Perform; With and without powerpoint; Presentation skills: Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides or word limit, Dynamics of group presentation and individual presentation; Interviews; The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions	9
Unit-V	Meta Communication & its Relevance	No. of Hours
	Persuasive Messages; Negative Messages; Informal Reports; Proposals and	9

	<p>Informal Reports; Planning the persuasive message, common types of persuasive requests, and principles of persuasive communication. Meeting and Boardroom Protocol - Guidelines for planning a meeting; Telephonic Communication & Etiquette, Cell-phone etiquette, Active listening; Screening calls, Taking a message, Voice Mail, Closing the call or conversation; Handling rude or impatient clients, Cross-cultural communication, Cross-cultural issues which affect Communication across different Cultures, Non-verbal Communication, Business and social etiquette.</p>	
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Text Books	<ol style="list-style-type: none"> 1) K. K Shinde, “Business Communication”, 2018, ISBN: 9789387957633 2) Verbal and Non Verbal Reasoning, Prakash, P, Macmillan India Ltd. , New Delhi 3) Objective English, Thorpe E, and Thorpe S, Pearson Education, New Delhi 4) Business Communication Today, Bovee C L et. al., Pearson Education 5) Business Communication, P.D. Chaturvedi, Pearson Education 6) Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
Reference Books	<ol style="list-style-type: none"> 1) C. S. G. Krishnamacharyulu R. Lalitha,” Business Communication”, Himalaya Publishing House,2009, ISBN:9788184885675, 8184885679 2) Urmila Rai, S.M Rai, “Business Communication”, Himalaya Publishing House, 2013, ISBN: 9788183186572 3) Communication Skills for Effective Management, Hargie et. al., Palgrave 4) Communication for Business, Tayler Shinley, Pearson Education 5) Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi 6) The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi 7) Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.
Websites & Associations	<ol style="list-style-type: none"> (1) https://www.businesscommunication.org/ (2)https://mctsl.org/business-communication-study-materials/#Chapters-Topics

Course Title: Managerial Productivity Tools- I**Course Type: ASCC****Course Code: ASCC- 01****Credits : 02****L:T:P : 0 : 0 : 2****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
COASCC-01.1	REMEMBERING	SHOW basic menus of MS OFFICE applications and RECALL the functionality.
COASCC-01.2	UNDERSTANDING	DEMONSTRATE the use of formatting layout and tools of MS OFFICE to create professional word document, spread sheets and slides.
COASCC-01.3	APPLYING	APPLY various tools of Google drive professionally.
COASCC-01.4	ANALYSING	ILLUSTRATE various aspects for effective use of MS WORD, MS POWERPOINT and MS EXCEL.
COASCC-01.5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
COASCC-01.6	CREATING	CREATING various professional document, reports and accounts using online tools.

UNIT – I	INTRODUCTION TO MS WORD	NO. OF HOURS
	Introduction to MS WORD, The Screen and its Elements, The Office Button, Quick Access, The View Buttons, Print Layout, Full Screen Reading, Web Layout, Outline, Draft, Zoom, The Status Bar, Creating a New Document, Starting on a New Blank Document, Templates, Writing and Simple Formatting - Simple formatting, Formatting with Styles, Customizing Styles. Pictures and Graphics, Pictures, Insert a Picture from a File, Adjusting Picture Size, Positioning and Text Wrapping, Captions, Cross-References to Characters, Pictures and Headlines, Clip Art, SmartArt, Excel Charts, Create a New Excel Chart in Word, Insert a Chart from an Excel Project File, Tables Tools, Illustrations, Equations, Symbols, Tables of contents and other references - Create a table of contents, Edit a citation placeholder, Create a bibliography, Foot note & End Note, Captions & Index, Mail Merge – Preparation, Retrieving Merge Data, Complete the Merge.	12
UNIT – II	INTRODUCTION TO MS POWERPOINT	NO. OF HOURS
	Get started with PowerPoint: PowerPoint basics, Start PowerPoint, Work in the PowerPoint user interface, Create and manage presentations, Open and navigate presentations, Display different views of presentations, Change the display of content, Display and edit presentation properties, Save and close presentations, Compatibility with earlier versions, Create	12

	and manage slides , Add and remove slides, Insert new slides , Copy and import slides and content, Hide and delete slides, Divide presentations into sections, Rearrange slides and sections, Apply themes, Change slide backgrounds. Editing and Managing Text: Insert and manage slide text, Enter and edit text, Insert nonstandard characters, Add supplementary text to slides, Insert equations, Add a slide footer, Move, copy, and delete text, Format text placeholders, Format characters and paragraphs, Apply WordArt text effects, Configure AutoCorrect options, Check spelling and choose the best wording, Find and replace text and fonts.	
UNIT- III	INTRODUCTION TO MS EXCEL	NO. OF HOURS
	Introduction to Spreadsheets - Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar.	12
UNIT- IV	FUNCTIONS OF MS EXCEL	NO. OF HOURS
	Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, V lookups, H Lookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting and Finalizing Workbooks, Understanding Macros, Custom Number Formats in Excel, Using Custom Lists, Working with Templates, Tracking Changes in Excel, Merging and Compare Excel Workbooks.	12
UNIT – V	ONLINE TOOLS FOR PROFESSIONAL DEVELOPMENT	NO. OF HOURS
	Google Drive, Using Google Docs, Goggle sheet, Google Slides and Google form. Online platform such as: Google Meet, ZOOM, MS Team, Skype and Cisco WebEx, Use of Google Classroom, Use of Google Calendar, Use of Jamboard, Use of Google Translate, Google Alert, Google N-gram, Profile creation on LinkedIn, fresher world, Noukari.com, Freelancer, Fever, Intershala,	12

Text Books:	<ol style="list-style-type: none"> 1. Microsoft Word 2016 Step by Step, Joan Preppernau 2. Microsoft PowerPoint 2016 Step by Step, Joan Lambert
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	3. Microsoft Excel 2016 Step by Step, Curtis Frye
Reference Books:	<ol style="list-style-type: none"> 1. Microsoft Word 2016 Introduction Quick Reference Guide - Windows Version (Cheat Sheet of Instructions, Tips and Shortcuts, Lamina) 2. Exploring Microsoft PowerPoint 2016 Comprehensive, Mary Anne Poatsy, Rebecca Lawson, Cynthia Krebs, Robert T. Grauer 3. Excel 2016 Bible, John Walkenbach, John Wiley & Sons
Supplementary Material / Web Link	<ol style="list-style-type: none"> 1. https://support.microsoft.com/en-us/word 2. https://support.microsoft.com/en-us/office/create-a-presentation-in-powerpoint-422250f8-5721-4cea-92cc-202fa7b89617 3. https://support.microsoft.com/en-us/excel

Evaluation through activities (Any Five)

Q. No	Questions	Marks
1	Prepare five-page report using MS-Word tools of formatting and editing on given topic with print out.	10
2	Prepare balance sheet of given company using MS- EXCEL and use different functions and formulas to evaluate the particular excel-sheet.	10
3	Prepare presentation using different tools for formatting and editing of MS PowerPoint on given topic and present it on online meeting*.	10
4	Create Google-form using different tools with proper formatting and collect the data using survey questionnaires and interpret them.	10
5	Create Google docs, Google sheet and Google slide with the help of Google Drive and share them with others to edit and format it.	10
6	Create link of Google Meet / ZOOM / MS Team / Skype / CISCO WebEx and *Present your PPT on it with your class.	10
7	Create your profile on professional network sites (LinkedIn, fresher world, Noukari.com, Freelancer, Fever, Intershala) and connect with professionals.	10

Note:

- The entire course should be delivered in the computer lab in an application-oriented manner.
- Business Applications should be stressed rather than merely teaching MS word, MS PowerPoint and MS Excel as a software.

Course Title: HUMAN RIGHTS-I**Course Type: UAC****Course Code- HRE 101****Credit : 01****L:T:P: 1: 0: 0**

The principles of human rights education aim to promote dignity, tolerance and peace, by educating individuals and groups to respect, defend and advocate for their rights.

According to the UN resolution of November, 2011 human rights education means, “a lifelong process by which people at all levels of development and in all Strata of Society learn respect for the dignity of others and the means and methods of ensuring that respect in all societies. Accordingly, it appealed to all countries to impart Human Rights Education starting from elementary level.

Hence people living in the society have to discharge their duties with sincerity at all times without any deviation. Such practices will promote the freedom of all and could transform a society to achieve its objectives. This being the concern of Human Rights Education, impartation of it results in, to achieve the principles of democracy, rule of law, and social justice. Further, it will help to establish peace and security. It also further enables us to achieve an all round socio-economic, political and sustainability.

Unit-I	BASIC CONCEPT	No. of Hours
	a) Human Values- Dignity , Liberty, Equality , Justice, Unity in Diversity, Ethics and Morals b) Meaning and significance of Human Rights Education	3
Unit-II	PERSPECTIVES OF RIGHTS AND DUTIES	No. of Hours
	a) Rights: Inherent-Inalienable-Universal- Individual and Groups b) Nature and concept of Duties c) Interrelationship of Rights and Duties	4
Unit-III	INTRODUCTION TO TERMINOLOGY OF VARIOUS LEGAL INSTRUMENTS	No. of Hours
	a) Meaning of Legal Instrument- Binding Nature b) Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol-Executive Orders and Statutes	4
Unit-IV	UNITED NATIONS AND HUMAN RIGHTS	No. of Hours
	a) Brief History of Human Rights- International and National Perspectives b) Provision of the charters of United Nations c) Universal Declaration of Human Rights- Significance-Preamble	4

	d) Civil and Political Rights-(Art. 1-21) e) Economic, Social and Cultural Rights-(Art.22-28) f) Duties and Limitations-(Art. 29) g) Final Provision (Art. 30)	
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Note:

Students will get a schedule of tests based on the videos, lectures and prescribed text book. Student must clear this course to be eligible for MBA Degree. **Videos and Lectures on this link will be used for Evaluation**

Text Books	Books in English 1. <u>Introduction to Human Rights and Duties - Book I</u>
Reference Links	1. <u>Marathi & English Version of Universal Declaration of Human Rights (UDHR)</u> 2. <u>Regulations regarding the Human Rights Education Programme</u> 3. <u>Syllabus of Human Rights Education Programme</u> 4. <u>Human Rights Day Brochure</u> http://unipune.ac.in/university_files/hre.htm

Course Title: CYBER SECURITY-I**Course Type: UAC****Course Code- CINS-Mod1****Credits : 01****L:T:P: 1: 0: 0****Programme Objective:**

This programme aims to help the learners to navigate the foundations and skills necessary to understand the field of cyber security.

Expected Outcome:

After completion of this program, learners will be able to understand the basic security objectives and understand the possible threats to the cyber network.

- Course related skill-based practical work will be entirely based on the skills to be developed in the students.
- Practical components may be based on laboratory work, on job industrial training, working with NGO or similar organizations, project, group discussion, presentation etc.

Unit-I	OVERVIEW OF NETWORKING CONCEPTS	No. of Hours
	1. Basics of Communication Systems 2. Transmission Media 3. Topology and Types of Networks 4. TCP/IP Protocol Stacks 5. Wireless Networks 6. The Internet	3
Unit-II	INFORMATION SECURITY CONCEPTS	No. of Hours
	1. Information Security Overview: Background and Current Scenario 2. Types of Attacks 3. Goals for Security 4. E-commerce Security 5. Computer Forensics 6. Steganography	4
Unit-III	SECURITY THREATS AND VULNERABILITIES	No. of Hours
	1. Overview of Security threats 2. Weak / Strong Passwords and Password Cracking 3. Insecure Network connections 4. Malicious Code 5. Programming Bugs 6. Cyber crime and Cyber terrorism 7. Information Warfare and Surveillance	4
Unit-IV	CRYPTOGRAPHY / ENCRYPTION	No. of Hours
	1. Introduction to Cryptography / Encryption 2. Digital Signatures 3. Public Key infrastructure 4. Applications of Cryptography 5. Tools and techniques of Cryptography	4

Text Books	<p>(1) How Cyber security Really Works: A Hands-On Guide for Total Beginners, ISBN-13: 978-1718501287, ISBN-10: 1718501285</p> <p>(2) How the Internet Really Works: An Illustrated Guide to Protocols, Privacy, Censorship, and Governance Hardcover – Illustrated, December 11, 2020, Mallory Knodel</p>
Reference Links	<p>(1) https://slidetodoc.com/module-1-prerequisites-in-information-and-network-security/</p> <p>(2) https://slidetodoc.com/module-1-prerequisites-in-information-and-network-security-2/</p>
Videos and Lectures on this link will be used for Evaluation	<ol style="list-style-type: none"> 1. http://eclm.unipune.ac.in/view.aspx?vid=14 2. http://eclm.unipune.ac.in/view.aspx?vid=15 3. http://eclm.unipune.ac.in/view.aspx?vid=16 4. http://eclm.unipune.ac.in/View.aspx?vid=17 5. http://eclm.unipune.ac.in/View.aspx?vid=2 6. http://eclm.unipune.ac.in/View.aspx?vid=1

SEM-II

2022-24	SEMESTER -II			
A	Generic Core [GC] / Subject Core [SC]			
	Course Category	Course Code	Course Title	Credits
	GC-09	201	Financial Management	3
	GC-10	202	Marketing Management-II	3
	GC-11	203	Human Resource Management	3
	GC-12	204	Operations Management	3
	GC-13	205	Enterprise Performance Management	3
	GC-14	206	Strategic Management	3
	GC-15	207	Legal & Business Environment	3
	GC-16	208	International Business	3
	Block A Total Credits			24
		Course Category	Course Code	Course Title
B	ASCC/OE/PCC /MOOC/EDP	ASCC02	Managerial Productivity Tools-02	2
	ASCC/OE/PCC /MOOC/EDP	ASCC03	E- Business	2
	Block B: Total Credits			4
Total Credits Semester-II				28
Human Rights –II				1
Introduction to Cyber Security- II				1

Course Title: Financial Management**Course Type: Generic Core (GC-09)****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 in detail concepts related to Financial Management.
CO201.3	APPLYING	PERFORM all the required calculations pertaining to Financial Management.
CO201.4	ANALYSING	ANALYZE the situation and comment on financial position of the firm, estimate working capital required, decide ideal capital structure, evaluate various project proposals
CO201.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, working Capital, Capital Structure and Capital Budgeting.
CO201.6	CREATING	CREATE Financial Management Plan of an 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, Personality Traits for being Finance Manager	9
Unit-II	Techniques of Financial Statement Analysis	No. of Hours

	Introduction & Objectives of financial statement analysis, Common Size Statements Analysis, Comparative Statements Analysis, Trend Analysis, Ratio Analysis, Funds Flow Statement & Cash Flow Statement Analysis, Cases in Fund Flow Analysis	9
Unit-III	Working Capital Management	No. of Hours
	Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method, Profitability through Working Capital Strategy	9
Unit-IV	Capital Structure	No. of Hours
	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, Capital Structure Valuation	9
Unit-V	Unit 5: Capital Budgeting	No. of Hours
	Meaning, Definition of Capital Budgeting, Time value of money, Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR, Sensitivity Analysis in Capital Budgeting	9

Text Books	<ol style="list-style-type: none"> 1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication) 2. Basics of Financial Management, V.K. Saxena and C.D. Vashist (Sultan Chand & Sons) 3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE) 4. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.) 5. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd) 6. Fundamentals of Financial Management, A. P. Rao (Everest Publishing House) 7. Advanced Financial management, N. M. Vechalekar
Reference Books	<ol style="list-style-type: none"> 1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press) 2. Financial Management, Ravi Kishore (Taxmann) 3. Financial management, V.K. Bhalla (S. Chand)
Supplementary Reading Material (If Any)	<ol style="list-style-type: none"> 1. Financial Management, Jonathan Berk, Peter De Marzo and Ashok Thampy (Pearson Publication) 2. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House) 3. https://www.researchgate.net/publication/256088750_Working_Capital

	<p><u>Management and its Impact on Firms' Financial Performance An Analysis of Trading Firms/link/55093a6d0cf26ff55f850792/download</u></p> <ol style="list-style-type: none">4. http://www.msruas.ac.in/pdf_files/Publications/MCJournals/August2016/Paper3.pdf5. https://www.researchgate.net/publication/228630008 <u>Capital budgeting A case study analysis of the role of formal evaluation techniques in the decision making process/link/5d6636ea299bf11adf2713bb/download</u>6. https://studyresearchpapers.com/capital-budgeting-case-study/
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Course Title: Marketing Management-II**Course Type: Generic Core (GC-10)****Course Code: 202****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
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 & Services Continuum, Classification of consumer products – Convenience, Shopping, Specialty, Unsought, classification of industrial products – material & parts, capital items, supplies & services, Product Levels: The customer value hierarchy, Software as a Service (Saas) products</p> <p>Product Mix: Width, Depth, Consistency & Product line.</p> <p>New Product Development: Need for new product development, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process: Idea Generation to commercialization.</p> <p><i>Case Study: Amul Camel Milk</i></p> <p>Branding: Introduction to Branding, Product Vs. Brand, Meaning of a brand, brand equity & brand elements.</p> <p><i>Case Study : Bajaj Vikrant</i></p>	9

	<p>Packaging & Labeling: Meaning & role of Packaging & Labeling, Primary, Secondary & Shipment packages, Tetra Packaging, Environment friendly packaging</p> <p>Product Life Cycle: Concept & characteristics of Product Life Cycle, Relevance of PLC, Types of PLC and Strategies across stages of the PLC</p> <p><i>Case Study: Maruti 800, Nokia</i></p>	
Unit-II	Pricing	No. of Hours
	<p>Pricing Basics: Meaning, The Role of Pricing, Importance, and Factors influencing pricing decisions</p> <p>Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, Selecting final price.</p> <p>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.</p> <p><i>Case Study : Uber Surge Pricing, Yo Bikes – Pricing of Electric Scooter</i></p>	9
Unit-III	Place	No. of Hours
	<p>The Role of Marketing Channels: Channel functions & flows, channel levels.</p> <p>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 Fulfilment Canter, Disintermediation</p> <p><i>Case Study : Franchising Model of Prashant Kulkarni Paani Puri, Dell Distribution Network, HUL Distribution Network</i></p>	9
Unit-IV	Promotion	No. of Hours
	<p>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</p>	9

	<p>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 5A (Aware, Appeal, Ask, Act, and Advocate), Tools of promotion- Traditional to digital, Low cost tools of promotion for small business</p> <p><i>Case study : Patanjali IMC, Is going digital a mess or message?: A case study of how a start-up implemented digital marketing strategies to grow</i></p>	
Unit-V	Marketing Planning and Control	No. of Hours
	<p>Meaning, nature, Scope and importance of Marketing Planning, Need of 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</p> <p>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</p> <p><i>Case Study : Marketing Plan Mahindra & Mahindra, Marketing Audit of Tipont</i></p>	9

Text Books	<ol style="list-style-type: none"> 1. Marketing Management: A South Asian Perspective- Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2015. 2. Marketing Management - 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.
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Reference Books	<ol style="list-style-type: none"> 1. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications,2014. 2. Marketing Management- Karunakaran,HPH. 3. Marketing in India: Neelamegham, 4/e, Vikaspublications. 4. Marketing: Lamb, Hair, McDaniel, CengageLearning2014 5. Marketing Management - ArunKumar&MeenakshiN, 2/e, Vikaspublications,2013 6. Modern Marketing Management Principles & Techniques, Jain J N; Singh P 7. Integrated Advertising Promotion &Marketing Communications- Kenneth Clow, Donald Baack 8. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, HermawanKartajaya, IwanSeiwan
Supplementary Reading Material	<ol style="list-style-type: none"> 1 Marketing Whitebook (Latest Edition) 2 Brand Equity Supplement of The Economic Times 3 Brand Wagon Supplement of The Financial Express 4 Strategist Supplement of Business Standard 5 NCAER - http://www.ncaer.org/ 6 2011 Census of India Reports - http://www.censusindia.gov.in/ 7 http://www.marketingpower.com/Pages/default.aspx (American Marketing Association) 8 www.12manage.com 9 www.marketingteacher.com 10 Journal of Marketing 11 IIMB Management Review 12 Vikalpa 13 Advertising Express- IUP Magazine 14 https://blog.hubspot.com/sales/pricing-strategy 15 https://www.economicdiscussion.net/marketing-2/marketing-planning-meaning-scope-importance-elements-barriers/31605

Course Title: Human Resource Management	
Course Type: Generic Core (GC-11)	Course Code: 203
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
CO203.1	REMEMBERING	DEFINE the key term & concept of HRM
CO203.2	UNDERSTANDING	EXPLAIN the various functions of HRM
CO203.3	APPLYING	Demonstrate the use of different appraisal and training methods in an Organization.
CO203.4	ANALYSING	OUTLINE the compensation strategies of an organization.
CO203.5	EVALUATING	INTERPRET the sample job descriptions and job specifications for contemporary entry-level roles in real-world organizations.
CO203.6	CREATING	DESIGN a training program for the employee in an organization.

Unit-I	Human Resource Management: Concept and Challenges	No. of Hours
	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
Unit-II	Concepts and Process of Human Resource Planning	No. of Hours
	Human Resource Planning: Importance, Process, Barriers; Strategic Planning; Human Resource Information Systems (HRIS); Forecasting Demands: Forecasting Supply; Man Power Forecasting.	9
Unit-III	Job Analysis: Recruitment and Selection	No. of Hours
	Job Analysis: 6 Steps, Job Description vs. Job Specification, Methods of Collecting Job Analysis Information; Role of Recruitment and Selection: Situational Factors in Recruitment, Recruitment Policy, External and Internal Sources of Recruiting and its Merits and Demerits, Selection Process and its Types, Structured Interview Guide.	9

Unit-IV	Compensation & Performance Appraisal	No. of Hours
	Introduction: Meaning, Objectives of Compensation; Components of Compensation System; Compensation Management Process; Factors of Determining Pay Rates; Pay Incentives; Employee Benefits and Services; Case Study: Comparing Industry Trends in Pay Rates such as FMCG. Introduction; Methods of Performance Appraisal; Problems in Performance Appraisal; Potential Appraisal: Steps of Potential Appraisal; Case Study: Performance Appraisal Systems in Indian Banks.	9
Unit-V	Emerging Trends in HRM	No. of Hours
	HR Accounting - Concepts, Objective, Advantage, Limitation & Method. HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services & HRIS-Overview	9

Text Books	<ol style="list-style-type: none"> 1. Human Resource Management – Seema Sanghi, Macmillan, 2011 2. A Text Book of Human Resource Management – Dwivedi R. S, Vikas Publishing House 3. Human Resource Management, Dr. S.S. Khanka, Sultan Chanda , Delhi 4. Human Resource Management, C.B. Mamoria , Himalaya Publishing House
Reference Books	<ol style="list-style-type: none"> 1. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 10/e, Wiley India Pvt. Ltd., 2011 2. Essentials of Human Resource Management and Industrial Relations By P Subba Rao, Himalaya Publishing House. 3. Human Resource Management- Aswathappa K Himalaya Publishing House.
Journals	<ol style="list-style-type: none"> 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 Title: Operations Management**Course Type: Generic Core (GC-12)****Course Code: 204****Credits: 03****L:P:T:3:0:0****COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management
CO204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real-world context
CO204.3	APPLYING	USE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO204.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO204.5	EVALUTING	IDENTIFY typical Supply Chain Model for a product/service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real-world context.
CO204.6	CREATING	DESIGN and Develop a plan of Operations system

Unit-I	Introduction to Operations and Supply Chain Management.	No. of Hours
	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 Perspective. 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

Unit-II	Operations Processes	No. of Hours
	<p>Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems – Continuous Flow system and intermittent flow systems.</p> <p>Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout.</p> <p>Service System Design Matrix: Design of Service Systems, Service Blueprinting Computer Aided Design & Manufacturing: Introduction, Need, Importance, advantage & Disadvantages</p>	9
Unit-III	Production Planning & Control (PPC)	No. of Hours
	<p>Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, and Sources of Data for forecasting, Accuracy Forecast, Capacity Planning.</p> <p>Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning- Overview of MRP,CRP,DRP,MRPII.</p> <p>Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts</p> <p>Demand Responsiveness Improvement: Introduction, Need, Importance, advantage & Disadvantages</p>	9
Unit-IV	Inventory Planning and Control	No. of Hours
	<p>Continuous and intermittent demand system, concept of inventory need for inventory, types of inventory-seasonal, decoupling, cyclic, pipeline, safety-Implications for Inventory Control Methods.</p> <p>Inventory Costs-Concept and behavior of ordering cost, carrying cost, and shortage cost. EOQ – definition, basic EOQ Model, EOQ with discounts.</p> <p>Inventory control - Classification of material – ABC Analysis VED,HML,FSN,GOLF,SOS.(Numerical expected on Basic EOQ, EOQ with discounts & ABC),Inventoryturnsratios,FixedOrderquantityModel-PeriodicReviewand Re-order Point</p>	9
Unit-V	Supply Chain Management	No. of Hours
	<p>Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion.</p> <p>Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction.</p> <p>Enablers of SCM-Facilities, Inventory, Transportation, Information, sourcing, Pricing.</p> <p>Green Manufacturing: Introduction, Need, Importance, Advantages & disadvantages, industry usage.</p>	9

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

Course Title: Enterprise Performance Management

Course Type: Generic Core (GC-13)

Course Code: 205

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
CO205.1	REMEMBERING	RECALL key concepts in the below syllabus of Enterprise Performance Management
CO205.2	UNDERSTANDING	UNDERSTAND the different tools and instruments used in performance evaluation and control in the organisation.
CO205.3	APPLYING	MEASURE 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 Category, Calculating GMROI.
CO205.4	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 Audit report. Analyzing the Banks performance using various parameters such as NPAs, ROI etc.
CO205.5	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.
CO205.6	CREATING	DESIGN 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
Unit-II	Performance Measurement & Evaluation	NO. OF HOURS
	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
Unit-III	Divisional Transfer Pricing	NO. OF HOURS
	Transfer Pricing Meaning -Transfer Pricing Methods-Cost Based-Cost Plus –Negotiated, Market based, Contribution Based-Transfer Pricing & Goal Congruence -Resolving Transfer pricing conflicts	9
Unit-IV	Audit Function as A Performance Measurement Tool	NO. OF HOURS
	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
Unit-V	Performance Evaluation Parameters	NO. OF HOURS
	<p>Performance Evaluation parameters for BANKS</p> <p>- 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.</p> <p>Performance Evaluation parameters for Non-Profit Organisation</p> <p>- Features of Non-profit Organizations, Fund Accounting, Governance, Product Pricing, Strategic Planning and Budget Preparations, Social Audit.</p>	9

Text Books	1 Management Control System by Robert Anthony & Vijay Govindrajan, Tata McGraw Hill Publishing Co. Ltd., 12th Edition 2. Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication, 7th Edition 3. Retailing Management by Swapna Pradhan, TMGH, 3rd Edition
Reference Books	1. Enterprise Performance Management Done Right: An Operating System for Your Organization (Wiley CIO) 1st Edition, Kindle Edition. 2. Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics (Wiley and SAS Business #21) (Hardcover).
Suggested Readings	ICAI Modules of Strategic Performance Management.

Course Title: STRATEGIC MANAGEMENT**Course Type: Generic Core (GC-14)****Course Code: 206****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
CO206.1	REMEMBERING	Recall the concepts and facts of strategic management
CO206.2	UNDERSTANDING	Identify strategy models in various situations
CO206.3	APPLYING	Use strategy models in real world business situations under simulated environment
CO206.4	ANALYSING	Compare different situations to apply the relevant strategic models and concepts
CO206.5	EVALUATING	Judge the pattern of the decisions taken by the organization and competitors to decide the counter actions
CO206.6	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
	Concept & Evolution of Strategy, Distinction between strategy and tactics; Concept & Evolution of Strategic Management; Concept of Vision & Mission; Business definition using Abell's three dimensions; Strategic Management process & its implications; Role of stakeholders in strategic management; Critical success factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA); Types of Strategies; Limitations of Strategic Management; Relevant articles. 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	Environmental Analysis Strategy Formulation	NO. OF

		HOURS
	Analyzing Company's External Environment: ETOP, EFAS, Industry Analysis - Porter's Five Forces Model of competition,; Analyzing Company's Internal Environment: Analyzing Company's Resources and Competitive Position, VRIO Framework, Core Competence, Distinctive competitiveness; Benchmarking; Value Chain Analysis; Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging – concentrating, accumulating, complementing, conserving, recovering. Portfolio Analysis: Business Portfolio Analysis – BCG Matrix – GE 9 Cell Model, Internal Factors Analysis Summary (IFAS); Relevant case studies. Environmental Appraisal: Concept, Sectors, Environmental Scanning, Appraising the Environment; Organizational Appraisal: Internal Environment, Organizational Capability Factors; Methods; Corporate Level Strategies; Business Level Strategies;	9
Unit-III	Strategy Formulation & Analysis Pursuing Strategies & Strategic Analysis	NO. OF HOURS
	Levels - Business Strategy, Corporate Strategy, Functional Strategy; Generic competitive strategies; Grand Strategies; Retrenchment; Strategic Alliances; Strategy Analysis and its Importance, SFAS Matrix, Strategic Management Model 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
Unit-IV	Strategy Implementation & Evaluation	NO. OF HOURS
	Strategy Implementation and its Stages; Reasons for Strategy Failure and Methods to Overcome; Strategic Business Units (SBUs), Mintzberg's 5 Ps – Deliberate & Emergent Strategies. Mc Kinsey's 7s Framework; Organization Structures for Strategy Implementation; Organizational design for stable Vs. turbulent environment; Reengineering & strategy implementation; Corporate Culture; Evaluation and Control, Strategic Information Systems; Balanced scorecard for strategy evaluation; Difference Between Strategic Control and Operational Control 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
Unit-V	Latest Trends In Strategic Management &	NO. OF

	Strategy Evaluation	HOURS
	Blue Ocean; Red Ocean Strategies; Strategies for Industry 4.0; The Future of Business: 5 Key Business Trends to Watch Out for in 2022; Five Key Trends Shaping the Global Economy in 2022 and Beyond; WFH as strategic advantage or disadvantage; Strategies of various sectors & industries: Agri business; aviation; automobile; paint; FMCG; travel & tourism etc. Strategies in VUCA world 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

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

Course Title: LEGAL & BUSINESS ENVIRONMENT**Course Type:** Generic Core (GC-15)**Course Code-** 207**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
CO207.1	REMEMBERING	DEFINE the key terms involved in various Business related Act and Business Environment.
CO207.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act and Economic Factors..
CO207.3	APPLYING	EXPLAIN the various provisions from each act and various Economic indicators.
CO207.4	ANALYSING	CLASSIFY different redressal agencies depending upon various factors in Local and International Market.
CO207.5	EVALUATING	COMPARE different Negotiable instruments acts & their use in national and international business.
CO207.6	CREATING	DESIGN legal solution by using various provisions such as Mediation, Conciliation & Arbitration.

Unit-I	Legal Aspects of Business & Indian Contract Act	No. of Hours
	Society, State & Law, Enforceability of Law, Mercantile Law, 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. THE INDIAN CONTRACT (AMENDMENT) BILL, 2017	9
Unit-II	Sale Of Goods Act and Negotiable Instruments 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. CGST Act 2017 The Negotiable Instruments Act 1881:	9

	Meaning and Definition of Negotiable Instruments; Classification, Competence and Liability of Parties to Negotiable Instruments, Negotiation and Assignment; Dishonour of NI. Negotiable Instrument Act amendments 2002, 2017, 2018	
Unit-III	Company Law And Consumer Protection Act	No. of Hours
	The Companies Amendment Act 2013 (Companies Act 1956): Kinds of Companies as per amendments, MOA, AOA, Winding Up of a company, Prospectus. Amendments 2013, 2020, Consumer Protection Act: The Consumer Protection Act 1986- Unfair trade practices, Consumer dispute redressal agencies. Cyber Law -Need for Cyber laws – Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime. Amendments -2002, 2019	9
Unit-IV	Economic Factors	No. of Hours
	Bank Rate- CRR, SLR, Consumer Price Index, Wholesale Price Index, Inflation & Deflation, various types of Risk associated	9
Unit-V	Legal Provision for Anti-Competitive & Unfair Trade Practices and IPR Guidelines	No. of Hours
	MRTTP Act, Competition Act, Monopolistic Trade Practices, Anti-Competitive Agreement, Patent laws, Copyright, Trademark, Third world criticism, TRIPS and other Treaties (WIPO, WTO, GATTs)	9

Text Books	1. Elements of Mercantile Law. By N. D. Kapoor, Sultan Chand & Sons, 2014 2. Business Law for manager, Goel P.K, Biztantra, 2014
Reference Books	1. Business Law for Management -: K. R. Bulchandani K.R, HPH 2. Business Law- Gulshan Kapoor 3. Consumer Protection Act in India -: Niraj Kumar, HPH 4. Business Law Including Company Law by Gulshan, S S and G K Kapoor, New Age International.
Websites	1. https://www.incometaxindia.gov.in/pages/acts/indian-contract-act.aspx 2. https://www.indiacode.nic.in/handle/123456789/2390?sam_handle=123456789/1362 3. https://www.indiacode.nic.in/handle/123456789/2189?sam_handle=123456789/1362 4. https://www.incometaxindia.gov.in/pages/acts/negotiable-instruments-act.aspx 5. https://www.mca.gov.in/content/mca/global/en/acts-rules/companies-act/companies-act-2013.html 6. https://consumeraffairs.nic.in/acts-and-rules/consumer-protection 7. http://ncdrc.nic.in/ 8. https://www.rbi.org.in/scripts/AnnualPublications.aspx?head=Handbook%20of%20Statistics%20on%20Indian%20Economy 9. https://wto.org/trips

Course Title: INTERNATIONAL BUSINESS**Course Type:** Generic Core (GC-16)**Course Code:** 208**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
CO208.1	REMEMBERING	DEFINE need for the Globalization of Businesses.
CO208.2	UNDERSTANDING	UNDERSTAND National Differences in Political, Economic, Cultural, Technological and Legal Systems.
CO208.3	APPLYING	APPLY the business management skills in in the Global Trade and Investment Environment.
CO208.4	ANALYSING	ANALYZE The Global Monetary System and Its impact on Businesses operating in transnational markets.
CO208.5	EVALUATING	EVALUATE The Strategy and Structure of International Business for Entering Developed and Emerging Markets.
CO208.6	CREATING	CREATE the International Business Models considering challenges of: Global Production, International Supply Chain Management, Multinational Marketing, Global HRM, and International Finance.

Unit-I	Introduction and Overview of International Business	No. of Hours
	An Introduction to Need, Concept and Demand for the International Business, National Differences in Political, Economic, and Legal Systems, Differences in Economic Development, Differences in Technological Environment of Different International Markets, Differences in Culture, Cross-Culture Differences, issues faced arising out of Ethics, Corporate Social Responsibility, and Sustainability challenges for International Business.	9
Unit-II	The Global Trade and Investment Environment	No. of Hours
	International Trade Theory, Government Policy and International Trade, Foreign Direct Investment (FDI), FDI Indian Policy, Regional Economic Integration, Types of Regional Economic Integrations: Free trade area, ex. North American Free Trade Agreement (NAFTA), Customs Union, ex. The Gulf Cooperation Council (GCC), Common market, ex. Common Market for Eastern and Southern Africa (COMESA), Economic union, ex. the European Union (EU). Important Trade Associations for India ASEAN, BRICs and	9

	WTO, Major Merits and Demerits associated with Regional Economic Integrations.	
Unit-III	The Global Monetary System	No. of Hours
	The Foreign Exchange Market, The International Monetary System, The Global Capital Market, The Role of International Monetary Fund (IMF) and the World Bank, Impact of global monetary institutions on International Businesses. The role of G20 in monitoring international finance, The G20 is a powerful, informal group of nineteen countries and the European Union. It also includes a representative from the World Bank and the International Monetary Fund. The list developed from an effort to include major developing countries with countries with developed economies. Its purpose is to address issues of the international financial system.	9
Unit-IV	The Strategy and Structure of International Business	No. of Hours
	The Strategy of International Business, The Organization of International Business, Entering Developed and Emerging Markets. 10 market entry strategies for international markets (1. Exporting, 2. Piggybacking, 3. Countertrade, 4. Licensing, 5. Joint ventures, 6. Company ownership, 7. Franchising, 8. Outsourcing, 9. Greenfield investments, 10. Turnkey projects	9
Unit-V	International Business Functions	No. of Hours
	Global Production and Supply Chain Management, Global Marketing and Business Analytics, Global Human Resource Management, Accounting and Finance in International Business.	9

Text Books	<ol style="list-style-type: none"> 1. International Business: Competing in the Global Marketplace (SIE) 11th Edition, Charles W. L. Hill, G. Tomas M. Hult, Rohit Mehtani, TATA McGrawHill Education. 2. International Business 7th Edition, K. Ashwthappa, McGrawHill. 3. International Business: The Challenges of Globalization, 2017, J. Wild John, L. Wild Kenneth, Pearson.
Reference Books	<ol style="list-style-type: none"> 1. International Business Fourth Edition By Pearson: The New Realities, 2017, S. Tamer Cavusgil, Gary Knight, John Riesenberger, Pearson. 2. International Business, 2014, Dr. C B Gupta, S. Chand. 3. International Business, 2009, Rakesh Mohan Joshi, Oxford University Press. 4. International Business: Text & Cases, 2020, Francis Cherunilam, PHI. 5. International Business, 2017, Sonia Gupta, McGrawHill Education.

Case Study	<ol style="list-style-type: none"> 1. McKinsey & Company: Linking the Business World, Governments, and Global Institutions, https://saylordotorg.github.io/text_international-business/s10-international-monetary-system.html 2. Geopolitical Management: The Case of Eurocopter, 3. TNT's Clinical Express Service in Asia 4. Tata Consultancy Services Iberoamerica 5. The Business Environment of Nigeria
Supplementary Reading Material	<ol style="list-style-type: none"> 1. https://www.tpci.in/research_report/indias-foreign-trade-policy/ 2. https://www.dgft.gov.in/CP/?opt=ft-policy 3. https://www.investindia.gov.in/foreign-direct-investment 4. https://www.adb.org/publications/asean-economic-integration-features-fulfillments-failures-and-future 5. https://brics2021.gov.in/ 6. https://www.wto.org/

Course Title: Managerial Productivity Tools- II**Course Type : Alternative Study Credit Course****Course Code: ASCC-02****Credits : 02****L:T:P : 0 : 0 : 2****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
COASCC02.1	REMEMBERING	SHOW basic menus of MS Word, Excel, Outlook and PowerBI applications and RECALL the functionality.
COASCC02.2	UNDERSTANDING	DEMONSTRATE the use of formatting layout and tools of MS Word, OUTLOOK, and POWER BI to create professional Word document, E-mail Merge, Advance Excel Functions.
COASCC02.3	APPLYING	APPLY various tools of Google drive in professional business environment
COASCC02.4	ANALYSING	ILLUSTRATE various aspects for effective use of ADVANCE EXCEL, OUTLOOK
COASCC02.5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.
COASCC02.6	CREATING	CREATING and EXECUTING interactive dashboards using data from Ms-Excel and PowerBI.

UNIT - I	Advance Excel	NO. OF HOURS
	Advanced Excel: How to Create an Excel Template, Data Forms in Excel, and Drop Down Lists in Excel, Add your own Error Messages, HLookup, VLookup, Text-To-Column, Data Filter, Ascending, Descending, Frequency Distribution, Create a Business Invoice. WhatIf Analysis: Goal Seek, Data Tables, Scenario Manager. Data Validations: Specifying a valid range of values for a cell, Specifying a list of valid values for a cell, Specifying custom validations based on formula for a cell.	12
UNIT - II	Microsoft Outlook	NO. OF HOURS
	Introduction: Outlook Screen Overview, Office Management, Drag & Drop, Second Window. Email - Sending and Receiving: Email Do's and Don'ts, Autofill, Importance, and Email Format, Email Signatures, Email – Organizing: Email Options, View Ribbon, Layout Group,	12

	Groups and Conversations, Search for and Color Code emails, Inbox Sticky Notes, Follow-up Flags and Categories, Folders and Search Folders, Rules and Alerts. Calendar: Contacts:, Tasks and Notes:, Advanced Features: Email Merge, Personalized, Email Merge, Backup Outlook Folder, Store Emails Outside of Outlook.	
UNIT-III	Use of Professional Business Tools	NO. OF HOURS
	Use of https://www.grammarly.com/ in professional report writings, Correctness and Writing Mechanics, Clarity, Conciseness, and Readability, Vocabulary, Variety, and Engagement. Use of Quillbot.com for writing, editing, and paraphrasing professional reports. Avoid plagiarism in profession reports, https://www.duplichecker.com/ , how to check correct, and paraphrase plagiarized contents. Use of CRM and E-mail Campaign providers such as https://mailchimp.com , creating and distributing customized client related e-mail campaigns.	12
UNIT-IV	Introduction To POWER-BI	NO. OF HOURS
	What is BI?, What is Power BI?, Why use Power BI?, Types of Power BI tools, downloading and using Power BI, Importing Excel, CSV, and Database Files in Power BI.	12
UNIT V	Creating Interactive Dash-Boards on POWER BI	NO. OF HOURS
	Get Data, Create Visualizations and Reports, Create Dashboards, Create Apps and Share with team members, Analyze, Monitor and Make Business Decisions,	12

Note:

1. The entire course should be delivered in the computer lab in an application-oriented manner.
2. Business Applications should be stressed rather than merely teaching MS advance Excel, Microsoft Outlook and PowerBI as a software.

Text Books:	<ol style="list-style-type: none"> 1. Microsoft Outlook 2019 & 365, Alex Scott 2. Microsoft Outlook 2010 Step by Step, Joan Lambert & Joyce Cox 3. Microsoft Excel 2016 Step by Step, Curtis Frye 4. Knight, D., Pearson, M., Schacht, B., & Ostrowsky, E. (2020). Microsoft Power BI Quick Start Guide: Bring your data to life through data modeling, visualization, digital storytelling, and more. Packt Publishing Ltd. 5. Deckler, G. (2019). Learn Power BI: A beginner's guide to developing interactive business intelligence solutions using Microsoft Power BI. Packt Publishing Ltd.
Videos:	<ol style="list-style-type: none"> 1. MS Outlook - Configure Email Manually, https://youtu.be/OG_9nelu9UM

	<ol style="list-style-type: none"> 2. What-If Analysis (Goal Seek, Scenario Manager and Data Table) in Excel Step by Step tutorial, https://youtu.be/FXaV4lckino 3. How to Mail Merge in Word, Excel & Outlook, How to Mail Merge in Word, Excel & Outlook 4. Power BI Tutorial From Beginner to Pro Desktop to Dashboard in 60 Minutes, https://youtu.be/AGrl-H87pRU
Reference Books:	<ol style="list-style-type: none"> 1. Microsoft Outlook Ideas book- Released: 10 Feb 2006, By: Barbara March 2. Mastering Microsoft Excel Functions and Formulas, Released: 2013 By: WebTech Sol. 3. Excel 2016 Bible, John Walkenbach, John Wiley & Sons 4. Powell, B. (2017). Microsoft Power BI Cookbook: Creating Business Intelligence Solutions of Analytical Data Models, Reports, and Dashboards. Packt Publishing Ltd

Course Title: E- Business**Course Type: Alternative Study Credit Course****Course Code: ASCC-03****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
COASCC03.1	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
COASCC03.2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
COASCC03.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
COASCC03.4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
COASCC03.5	ANALYSING	CLASSIFY the prevalent digital business models into various groups and OUTLINE their benefits and limitations.
COASCC03.6	EVALUATING	EXPLAIN the various applications of Digital Business in the present day world.

UNIT - I	Electronic Commerce	NO. OF HOURS
	The Digital Revolution and Society, The Digital and Social Worlds - The Digital Economy, The Digital Enterprise, Virtual Communities, Online Communities, Defining Electronic Commerce, Emerging E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E - Commerce, Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, Integrating the Marketplace with the Marketspace, Web 2.0. Drivers, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society	03+06
UNIT - II	Mobile Commerce, Social Commerce and IOT	NO. OF HOURS

	Mobile Commerce, Attributes Applications and Benefits of M - Commerce, Mobile Marketing - Shopping and Advertising. Social Commerce: Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking; Social Media Marketing, Enterprise 2.0, Improved Business Models. Entrepreneur Networks, Enterprise Social Networks, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Social Collaboration (Collaboration 2.0) - Essentials of Social Collaboration, Consumer -to-Consumer Electronic Commerce (C2C), Person-to-Person models. Internet of Things: Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets.	03+06
UNIT- III	Digital Business Ecosystem	NO. OF HOURS
	Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components and Participants, Disintermediation and Reintermediation; Customer Shopping Mechanisms - Webstores, Malls, and Portals, Webstores, Electronic Malls, Web (Information) Portals. Intermediaries: Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E -Auctions, Dynamic Pricing. Changing Supply Chains: Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make -to- Order (MTO) and Mass Customization. Digital Payments: Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues.	03+06
UNIT- IV	Digital Business Applications - I	NO. OF HOURS
	Electronic Retailing: B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services. Social Shopping – Concept, Benefits and Drivers, Social Shopping Aids – Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. The Online Versus Off-Line Competition, Click-and-Brick models, Product and Service Customization and Personalization. Fintech: E-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Applications. Digital Government: Government-to-Citizens, Government-to-Business, Government-to-Government, Government -to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking, M -Government. E-Learning, E-Training, and E-Books: Basics of E- Learning, Characteristics, Advantages, Limitations, Distance Learning and Online Universities, Online Corporate Training, Social Networks and E-Learning, E-Learning Management Systems, Electronic Books	03+06

UNIT – V	Digital Business Applications – II	NO. OF HOURS
	<p>Online Travel and Tourism Services, Digital Business Applications - II: 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</p> <p>E-Health: Definition, Electronic Medical Record Systems (EMR), Doctors' System, Patients Services, Medical Devices and Patients Surveillance.</p> <p>Entertainment, Media & Gaming: Service Industry Consumer Applications. Digital Products, Internet TV and Internet Radio, Social Television (TV) Mobile Entertainment, Mobile Marketing, Mobile Streaming Music and Video Providers, Entertainment in Cars; Gaming - Mobile Games, Social Games and Gamification, Business of Social Games, Educational Social Games; Mobile Gambling, Mobility and Sports; Social Entertainment</p>	03+06

Text Books:	<ol style="list-style-type: none"> 1. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland J Springer 2. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education. 3. Electronic Commerce– A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education.
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Course Title: HUMAN RIGHTS –II**Course Type: UAC****Course Code- HRE 102****Credits: 01****L:T:P: 1: 0: 0**

The principles of human rights education aim to promote dignity, tolerance and peace, by educating individuals and groups to respect, defend and advocate for their rights.

According to the UN resolution of November, 2011 human rights education means, “a lifelong process by which people at all levels of development and in all Strata of Society learn respect for the dignity of others and the means and methods of ensuring that respect in all societies. Accordingly, it appealed to all countries to impart Human Rights Education starting from elementary level.

Hence people living in the society have to discharge their duties with sincerity at all times without any deviation. Such practices will promote the freedom of all and could transform a society to achieve its objectives. This being the concern of Human Rights Education, impartation of it results in, to achieve the principles of democracy, rule of law, and social justice. Further, it will help to establish peace and security. It also further enables us to achieve an all round socio-economic, political and sustainability.

Unit-I	General Introduction	No. of Hours
	a) Meaning and Concept of Vulnerable and Disadvantaged b) Groups, Customary, Socio-Economic and Cultural Problems of c) Vulnerable and Disadvantaged Groups	3
Unit-II	Social Status of Women and Children	No. of Hours
	a) Human Rights and Women's Rights –International and National Standards b) Human Rights of Children-International and National Standards	4
Unit-III	Status of Social and Economically Disadvantaged People	No. of Hours
	a) Status of Indigenous People and the Role of the UN b) Status of SC/ST and Other Indigenous People in the Indian Scenario c) Human Rights of Aged and Disabled d) The Minorities and Human Rights	4
Unit-IV	Human Rights of Vulnerable Groups	No. of Hours
	a) Stateless Persons b) Sex Workers c) Migrant Workers	4

d) HIV/AIDS Victims g) Final Provision (Art. 30)	
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Text Books	<p>Books in English</p> <ol style="list-style-type: none"> 1. <u>Introduction to Human Rights and Duties - Book I</u> 2. <u>Human Rights of Vulnerable and Disadvantaged Group - Book II</u> 3. <u>Human Rights and Duties in India : Law, Policy, Society and Enforcement Mechanism - Book III</u>
Reference Links	<ol style="list-style-type: none"> 5. <u>Marathi & English Version of Universal Declaration of Human Rights (UDHR)</u> 6. <u>Regulations regarding the Human Rights Education Programme</u> 7. <u>Syllabus of Human Rights Education Programme</u> 8. <u>Human Rights Day Brochure</u> 9. <u>https://www.humanrights.is/en/human-rights-education-project/human-rights-concepts-ideas-and-fora/the-human-rights-protection-of-vulnerable-groups</u>
Videos and Lectures on this link will be used for Evaluation	<p><u>http://unipune.ac.in/university_files/hre.htm</u> Students will get a schedule of tests based on the videos, lectures and prescribed text book. Student must clear this course to be eligible for MBA Degree.</p>

MBA - II Year
2023-24

SEMESTER – III

SPECIALIZATION - OPERATIONS & SUPPLY CHAIN

2022-24	SEMESTER – III			
	Course Category	Course Code	Course Title	Credits
	GC-17	301	Decision Science	3
	GC-18	302	Summer Internship Project	6
	SC-01	303OSCM	Service Operations Management I	3
	SC-02	304OSCM	Logistics Management	3
	SC-03	305OSCM	Supply Chain Management	3
	SC-04	306OSCM	Inventory Management	3
	SC-05	307OSCM	Operations & Supply Chain Strategy	3
	Block A Total Credits			24
B	SE-01	308OSCM	Six Sigma for Operations	2
	SE-02	309OSCM	Toyota Production System	2
	SE-03	310OSCM	Purchaser & Supplier Relationship Management	2
	SE-04	311OSCM	Financial Perspectives in Operations Management	2
	Select any two courses of Block B -Total Credits			4
C	ASCC/OE/PCC /MOOC/EDP	ASCC04	As per the approved list	2
	ASCC/OE/PCC /MOOC/EDP	ASCC05	As per the approved list	2
Total Credits S Block C Total Creditsmester-I				32
Mandatory Credits as per UGC circular				
Skill Development-I				1
Cyber Security – III				1

Course Title: DECISION SCIENCE**Course Type:** Generic Core (GC-17)**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 Quantitative Techniques in Managerial Decision Making.
CO301.2	UNDERSTANDING	IDENTIFY the Role of Quantitative Techniques in Managerial Decision Making
CO301.3	APPLYING	RECORD the process of Decision problem formulation
CO301.4	ANALYSING	PRACTICE the process of Decision problem formulation
CO301.5	EVALUATING	EMPLOY various Quantitative Techniques in Business Situations
CO301.6	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 Method, Hungarian Approximation Method (HAM); 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
UNIT – III	Decision Theory	NO. OF HOURS

	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
UNIT – IV	Network Analysis	NO. OF HOURS
	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
UNIT – V	Probability	NO. OF HOURS
	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

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

Course Title: SUMMER INTERNSHIP PROJECT

Course Type: Generic Core (GC-18)

Course Code: 302

Credit: 6

L: T: P: 0:0:6

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

CO Number	Cognitive Abilities	Course Outcome
CO302.1	REMEMBERING	KNOW the brief history, management structure, products / Services offered, key achievements and market performance for his / her organization of internship.
CO302.2	UNDERSTANDING	UNDERSTAND the Internal & External Environment of the Business.
CO302.3	APPLYING	ABLE to apply the Learnt Management skills, Theories & Principles in to organization to improve the Organizational Performance.
CO302.4	ANALYSING	ANALYZE the Micro & Macro Environment of the business to draft a suitable strategy to enhance the business Performance.
CO302.5	EVALUATING	EVALUATE the different scenarios which would affect the performance of the organization in his domain while working in the organization.
CO302.6	CREATING	CREATE an Improved system in the organisation whereby Students will be able to enhance the performance of the organisation in their particular domain.

I Phase	Knowing Company Details	No. of Hours
	Company History, Management of the Company, Vision and Mission of the Organisation, Company Products, Current Happenings of the Organization. Internship Joining Report. Framing the Title for your Project along with Project Objectives.	54
II Phase	Understanding Company Environment	No. of Hours
	Meeting the Expectations of the company organization. Achievement of Targets on Time. Rules and Regulations of the Company Organisation. Understanding the Internal & External Environment of the Company. Performing the SWOT Analysis. KPIs of the Job Profile. Daily Log Report. Coordination with The Industry Project guide.	54

	Data Collection	No. of Hours
III Phase	Meaning of Data. Types of Data. Data collection methods. Primary Data collection methods, Secondary Data Collection methods. Tools used for Collection of Data for the Project Report. Use of Survey in Data collection. Google Form use for Survey. Errors in Survey data.	54
	Data Analysis	No. of Hours
IV Phase	Primary and Secondary Data analysis. Use of Excel and SPSS for Data analyzing. Data authenticity from the valid sources. Graphical Analyze, Statistical Analyze of the Data collected. Interpretation of the Data Analysis.	54
	Report Structure	No. of Hours
V Phase	Aligning Findings on the basis of Data Analysis. Project Report Structure. Alignment of Objectives, Questionnaire, Data analyse, Interpretation with Findings. Suitable suggestions on the basis of Analysis. Concluding the Entire Project. Feedback from the Industry Guide based on your work.	54

Course Title: SERVICE OPERATIONS MANAGEMENT – I**Course Type:** Subject Core(SC-01)**Course Code:** 303 OSCM**Credits:** 03**L:P:T:** 3:0:0**COURSE OUTCOMES: On successful completion of the course the learner will be able to:**

CO Number	Cognitive Abilities	Course Outcome
CO303OSCM.1	REMEMBERING	DESCRIBE the nature and CHARACTERISTICS of services and the services economy.
CO303OSCM.2	UNDERSTANDING	DESCRIBE the service design elements of variety of services.
CO303OSCM.3	APPLYING	USE service blueprinting for mapping variety of real-life service Processes.
CO303OSCM.4	ANALYSING	ANALYSE alternative locations and sites for variety of service facilities.
CO303OSCM.5	EVALUATING	JUDGE and EXPLAIN the service orientation at variety of service Facilities / organizations.
CO303OSCM.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-transferable Ownership, The Service Package, Grouping Services by Delivery Process, Open-Systems View of Service Operations Management. Emerging trends of service sector.	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	9

	Development - Challenges of Adopting New Technology in Services, Readiness to Embrace New Technology; New Service Development - Service Design Elements; 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 Co-producer, Customer Contact Approach, Information Empowerment, Intellectual Property; Case.	
UNIT-III	The Service Encounter	No. of Hours
	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 Co- production; Creating a Customer Service Orientation; Service Profit Chain.	9
UNIT-IV	Service Facility Location	No. of Hours
	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
UNIT-V	Service Facility and Process Flows	No. of Hours
	Environmental Psychology and Orientation; Service scapes - Behaviors in Service scapes, Environmental Dimensions of Service scapes; 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

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

Course Title: LOGISTICS MANAGEMENT**Course Type:** Subject Core (SC-02)**Course Code:** 304 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
CO304OSCM.1	REMEMBERING	RECALL the role and importance of logistics Management.
CO304OSCM.2	UNDERSTANDING	UNDERSTAND the role and importance of logistics in modern day economy.
CO304OSCM.3	APPLYING	APPLY the knowledge to establish the relationship Between logistics and other functional areas.
CO304OSCM.4	ANALYSING	ANALYSE the logistics systems from different perspectives to meet desired corporate objectives.
CO304OSCM.5	EVALUATING	EVALUATE the logistics systems from different perspectives to meet desired corporate objectives
CO304OSCM.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 or dynamic analysis.	9
UNIT- IV	Types of Relationships In LM	NO. OF HOURS
	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
UNIT – V	Global Aspects of LM	NO. OF HOURS
	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

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



Course Title: SUPPLY CHAIN MANAGEMENT**Course Type: Subject Core(SC-03)****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	DESCRIBE the key concepts of Supply Chain Management.
CO305OSCM.2	UNDERSTANDING	EXPLAIN transformation of supply chain over a period of time with real life examples.
CO305OSCM.3	APPLYING	ILLUSTRATE the end-to-end Supply Chain cycle for various products and services.
CO305OSCM.4	ANALYSING	ANALYZE sustainable Supply Chain Management strategies used by industries.
CO305OSCM.5	EVALUATING	ACCESS supply chain practices used by industries to create supply chain value.
CO305OSCM.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 inUpstream & Downstream direction; Major Supply Chain Issues.	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, Trade-off between Push & Pull, Identifying appropriate Push & Pull Strategy for SC, Commodity & cost centric SC, Agile SC, Challenges in Supply Chain Performance	9

Unit- III	Supply Chain Integrated Framework	No. of Hours
	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
Unit- IV	Role of Supply Chain in Creating Customer Value	No. of Hours
	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
Unit- V	Sustainable Logistics and IT in SupplyChain	No. of Hours
	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. Supply Chain Sustainability Framework; Reverse Logistics Systems; Importance and Magnitude of Reverse Flows; Reverse Logistics Systems versus Closed Loops - Customer Returns, Environmental Challenges, Economic Value; Achieving a Value Stream for Reverse Flows; Managing Reverse Flows in a Supply Chain	9
Text Books	<ol style="list-style-type: none"> 1. Supply Chain & Logistics Management, Bowersox, Closs & Cooper, Tata Mc Graw Hill 2. Designing & Managing the SC – Concepts, Strategies & Case studies, Levi, Kaminskyet.al., Tata McGraw Hill 3. Supply Chain Management: Strategy Planning & Operations, Sunil Chopra, Peter Meindl, Pearson 4. Supply chain management : a logistics perspective, Coyle, John J., Cengage Learning. 	

Reference Books	<ol style="list-style-type: none"> 1. Supply Chain Management Process, System & Practice, N.Chadrsekaran,Oxford 2. Total Supply Chain Management, Basu& Wright, Elsevier 3. Logistics Management &Strategy, Harrison and van Hoek, Prentice Hall 4. Supply Chain Management, Mentzer, Response Books. 5. Logistics Management: The Supply Chain Imperative, Vindo Sople, PearsonEducation.
Supplementary Reading Material	<ol style="list-style-type: none"> 1. www.apics.org 2. www.supplychainmanagement.com 3. http://csmp.org/ 4. www.supplychain.org 5. Latest Economic Survey of India – Chapter on Infrastructure andCommunications. 6. New Directions in Supply Chain Management: Technology & StrategyImplementation by Tonya Boone and Ram Ganeshan, Jaico Publishing

Course Title: INVENTORY MANAGEMENT**Course Type:** Subject Core (SC-04)**Course Code:** 306 OSCM**Credits:** 3**L:P:T:** 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	DEFINE the key terms associated with Inventory Management.
CO306OSCM.2	UNDERSTANDING	CLASSIFY various types of inventory, and inventory costs.
CO306OSCM.3	APPLYING	CALCULATE Economic Order Quantity and stock levels under various conditions.
CO306OSCM.4	ANALYSING	COMPARE and CONTRAST various methods of inventory control.
CO306OSCM.5	EVALUATING	ASSESS various factors influencing Make or Buy decisions.
CO306OSCM.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.	9
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.	9
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.	9
UNIT-IV	Just-In-Time	No. of Hours
	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.	9
UNIT-V	Make or Buy Decisions	No. of Hours
	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.	9

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

Course Title: OPERATIONS & SUPPLY CHAIN STRATEGY

Course Type: Subject Core(SC-05)

Course Code: 307OSCM

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
CO307OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to Strategy In Operations and Supply Chain
CO307OSCM.2	UNDERSTANDING	EXPLAIN the SC Components and Processes
CO307OSCM.3	APPLYING	ILLUSTRATE the importance of SC strategies on competitive advantage.
CO307OSCM.4	ANALYSING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages of strategies with real time issues using Information Technology.
CO307OSCM.5	EVALUATING	EVALUATE and EXPLAIN impact of Strategic decisions on SC
CO307OSCM.6	CREATING	FORMULATE and DISCUSS a model for SCM strategies

UNIT-I	Operations Strategy	NO. OF HOURS
	What is Operations Strategy - The Relevance of Operations Strategy; Elements of Operations Strategy, Competing through operations; The Strategy- Formulation Process; Measures for Operational Excellence; Options for Strategic Decisions in Operations; Break-Even Analysis; The Cost versus Flexibility Trade-off in Operations Strategy; World-class Manufacturing Practices; Emerging Context for Operations Strategy	9
UNIT-II	Supply Chain Strategies	NO. OF HOURS

	SC and Business Strategy: Understanding Strategy and SC, Objectives of SC, decision phases, process strategies. Generic strategies in SC – Competitive & SC strategies, Strategies for SC--fit-demand based, commodity based, cost centric. Strategies to deal with uncertainty, Competitive advantage through SC Strategies. Planning and scheduling: Demand forecasting – Role of forecasting in SC, Components of forecasting, Forecasting models, Aggregate planning-Inventory, Transportation, Pricing, Information, Internal logistics, Sales and Operation planning.	9
UNIT-III	SC Strategy and Distribution Network	NO. OF HOURS
	SC Strategy--Supplier Strategy, Operations Strategy, Logistics Strategy. Designing distribution networks – Factor affecting distribution, Framework, online sales, Omni-channel retailing, and different network models for designing, identifying and allocating. Global SC networks – impact, importance, risk management in SC.	9
UNIT-IV	Performance Measures in SC Strategy	NO. OF HOURS
	Financial measures - Cost of raw materials, Revenue from goods sold., Activity- based costs like the material handling, manufacturing, assembling rates etc. Inventory holding costs, Transportation costs, Cost of expired perishable goods, Penalties for incorrectly filled or late orders delivered to customers, Credits for incorrectly filled or late deliveries from suppliers, Cost of goods returned by customers, Credits for goods returned to suppliers. Non – Financial measures -Cycle Time, Customer Service Level, Inventory Levels. Resource Utilization.	9
UNIT-V	Performance Measures in SC Strategy	NO. OF HOURS
	SC Strategy and Information Technology: SC Strategies and Information Technology, Role of IT in SC, Application of strategies in retail and healthcare, Building SC models using Excel, Agile vs Lean strategies, LeAgile supply chain management strategy, Green SCM, Future trends in SC.	9

Text Books	<ol style="list-style-type: none"> 1. Supply Chain Management: Strategy Planning & Operations, Sunil Chopra, PeterMeindl, Pearson 2. Operations Management – Theory and Practice, B Mahadevan, Pearson EducationIndia 3. Supply Chain & Logistics Management, Bowersox, Closs & Cooper, TataMcGraw Hill 4. Designing & Managing the SC – Concepts, Strategies & Case studies, Levi,Kaminsky et. al., Tata Mc Graw Hill
Reference Books	<ol style="list-style-type: none"> 1. Logistics Management & Strategy, Harrison and van Hoek, Prentice Hall 2. Total Supply Chain Management, Basu & Wright, Elsevier 3. Logistics Management: The Supply Chain Imperative, Vindo Sople, PearsonEducation 4. Supply Chain Management, Mentzer, Response Books. 5. Global Logistics – New Directions in Supply Chain Management, Edited byDonald Waters, Kogan Page
Websites/ Suggested Readings	<ol style="list-style-type: none"> 1. www.apics.org 2. www.supplychainmanagement.com 3. http://csmp.org/ 4. www.supplychain.org

“KEEP LEARNING & SHARING”

Course Title: SIX SIGMA FOR OPERATIONS

Course Type: Subject Elective (SE-01)

Course Code: 308 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
CO308OSCM.1	REMEMBERING	DESCRIBE the Key Concepts and Definitions associated with Quality Management, Six Sigma and Process of Six Sigma
CO308OSCM.2	UNDERSTANDING	SUMMARIZE the six-sigma philosophy along with understanding of QC Tools.
CO308OSCM.3	APPLYING	PREDICT the change due to Six Sigma Implementation and Application of Six Sigma tools in new settings
CO308OSCM.4	ANALYSING	APPRECIATE use of Six Sigma for services performance improvement and strengthening the Organizational Structures
CO308OSCM.5	EVALUATING	COMPARE outcomes from the use of different six sigma tools implementation.
CO308OSCM.6	CREATING	CREATING a 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 - Deming, Juran, Crosby, Ishikawa, Taguchi etc. 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; Accuracy; Precision; Discrimination; R&R Studies; Linearity; Process Stability; Fundamentals of statistics: Probability theory; Process capability analysis; Key Concepts, Measures and Indices; Non-	6

	normal process capability analysis; Developing the policy for measure.	
UNIT-III	Analyze and Improve Phase	No. of Hours
	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. 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
UNIT-IV	Control Phase	No. of Hours
	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
UNIT-V	Six Sigma Implementation challenges	No. of Hours
	Design for Six Sigma (DFSS): DMADV, DMADOV, DFX Six Sigma Team Management: Composition and Layers, Six Sigma: Case study and Applications, Overview of Lean Six Sigma, Critical Success Factors in Implementation of Six Sigma.	6

Text Books	<ol style="list-style-type: none"> 1. Daniel J. Zrymiak Govindarajan Ramu Roderick A. Munro, The Certified Six Sigma Green Belt Handbook 2. Hemant Urdhwarshhe, Six Sigma for Business Excellence: Approach, Tools and Applications, Pearson Education 3. Mitra, Amitava, Fundamentals of Quality Control and Improvement, Wiley India Pvt Ltd
Reference Books	<ol style="list-style-type: none"> 1. T. M. Kubiak and Donald W. Benbow, The Certified Six Sigma Black Belt Handbook, Pearson Publication. 2. Montgomery, D C. Statistical Quality Control: A modern introduction, Wiley. 3. Forrest W. Breyfogle III, Implementing Six Sigma, John Wiley & Sons. 4. Evans, J R and W M Lindsay, An Introduction to Six Sigma and Process Improvement, CENGAGE Learning. 5. Howard S. Gitlow and David M. Levine, Six Sigma for Green Belts and Champions, Pearson Education, Inc. 6. Montgomery, D C. Design and Analysis of Experiments, Wiley. 7. Larson, Alan, Demystifying Six Sigma: A Company-Wide Approach to Continuous Improvement, American Management Association
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Case study of TATA Motor 2. Case study of Samsung for android implementation 3. Case study of Motorola for mobile production

Course Title: TOYOTA PRODUCTION SYSTEM

Course Type: Subject Elective(SE-02)

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	DESCRIBE 14 principles of the Toyota Way.
CO309OSCM.2	UNDERSTANDING	RELATE the TPS with other business situations.
CO309OSCM.3	APPLYING	IMPLEMENT TPS principles to a real-life situation.
CO309OSCM.4	ANALYSING	EXAMINE the application of TPS principles in a service or manufacturing unit/ organization.
CO309OSCM.5	EVALUATING	DESIGN a process for executing Improvement Initiatives at workplace.
CO309OSCM.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 ToyotaWay	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	Leveling Workload	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
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UNIT-IV	Leadership	NO. OF HOURS
	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
UNIT-V	Organizational Aspects	NO. OF HOURS
	Become a learning organization, Continuous Improvement, Using the Toyota Way to transform organizations, Lean Manufacturing, Lean, Agile and Sustainable Manufacturing.	6

Text Books	1. The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer by Jeffrey K. Liker McGraw- Hill
Reference Books	1. The Toyota Kaizen Continuum: A Practical Guide to Implementing Lean by John Stewart, Taylor and Francis Group 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
Websites/Suggested Readings	https://global.toyota/en/company/vision-and-philosophy/production-system/

“KEEP LEARNING & SHARING”

Course Title: PURCHASING AND SUPPLIER RELATIONSHIP MANAGEMENT**Course Type:** Subject Elective (SE-03)**Course Code:** 310 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
CO310OSCM.1	REMEMBERING	DEFINE the concept of purchase management.
CO310OSCM.2	UNDERSTANDING	EXPLAIN the concept of Supply planning.
CO310OSCM.3	APPLYING	APPLY the skills of physical distribution principals.
CO310OSCM.4	ANALYSING	ANALYSE the marketing channel functions.
CO310OSCM.5	EVALUATING	EVALUATE the supplier relationship management.
CO310OSCM.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

UNIT-IV	Inventory	No. of Hours
	Need and Types of Inventory - Costs associated with Inventory– Basic EOQ Model - EOQ with discounts; ABC Analysis - (Numerical expected on Basic EOQ, EOQ with discounts & ABC); Stacking and Racking Systems. LIFO , FIFO	6
UNIT-V	Current Trends in Supply Chain Management	No. of Hours
able to	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

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

Course Title: FINANCIAL PERSPECTIVES IN OPERATIONS MANAGEMENT

Course Type: Subject Elective (SE-04)

Course Code: 311 OSCM

Credits: 02

L:T:P : 2 : 0 : 0

Co. No.	Cognitive Abilities	Course Outcome
CO311OSCM.1	REMEMBERING	RECALL the key concepts of operations and finance.
CO311OSCM.2	UNDERSTANDING	UNDERSTAND all the finance concepts related to income, profitability , Returns, Liquidity and other.
CO311OSCM.3	APPLYING	PREPARE the Financial Statements from Scratch.
CO311OSCM.4	ANALYSING	ANALYSE the operations which can enhance the Financial Performance of the company.
CO311OSCM.5	EVALUATING	EVALUATE the different scenarios of operation cost and Financial performance.
CO311OSCM.6	CREATING	CREATING and Aligning Operational Strategies to Financial Performance.

UNIT-I	Finance Fundamentals	No. of Hours
	Money & Finance, Amount and Timing, Revenues and Profits, Cost and Investment, Operations and Ownership.	
UNIT-II	Financial Reports	No. of Hours
	Income statement- Formats and Analyzing, Balance sheet- Formats & Analyzing. Cash Flow Statement- Formats and Analyzing, Relationship between the 3 Statements. Returns Working Capital Measurements.	
UNIT-III	Budgeting	No. of Hours
	Cost Account Characteristics Competitive advantage. Estimating Capitalization and Amortization Depreciation Budget Baseline Marginal Costing.	6

UNIT-IV	Variance & Costing	No. of Hours
	Cost Behaviour- Using Sensitivity Analyse to understand the cost behaviour. Tracking Operational Expenses Variance Analysis Cost Variance Reporting Forecasting Expenses.	6
UNIT-V	Operation Finance	No. of Hours
	Product Costing. Simple problems on Product costing. Inventory CostManagement Make versus Buy. Productivity Management.	6
Text Books	Finance Market Operation Management. By Keith Dickinson, Kindle Edition.	
Reference Books	Practical Finance for operations and supply chain Management. By Alejandro Serrano & Spyros D. Lekkakos, E book	
Supplementary Reading Material	The Economic Times The Financial Express Journal of finance	

SEMESTER – III

SPECIALIZATION - MARKETING

2022-24	SEMESTER – III			
	Course Category	Course Code	Course Title	Credits
	GC-017	301	Decision Science	3
	GC-18	302	Summer Internship Project	6
	SC-01	303MKT	Marketing Research	3
	SC-02	304MKT	Consumer Behavior	3
	SC-03	305MKT	Services Marketing	3
	SC-04	306MKT	Product & Brand Management	3
	SC-05	307MKT	Sales & Distribution Management	3
	Block A Total Credits			24
B	SE-01	308MKT	Digital Marketing-I	2
	SE-02	309MKT	Selling Skills	2
	SE-03	310MKT	Marketing of E-Businesses	2
	SE-04	311MKT	Marketing to Emerging Markets & Bottom of Pyramid	2
	Select any two courses of Block B -Total Credits			4
C	ASCC/OE/PCC /MOOC/EDP	ASCC02	As per the approved list	2
	ASCC/OE/PCC /MOOC/EDP	ASCC03	As per the approved list	2
Total Credits S Block C Total Credits-I				32
Mandatory Credits as per UGC circular				
Skill Development-I				1
Cyber Security – III				1

Course Title: MARKETING RESEARCH

Course Type: Subject Core (SC-01)

Course Code: 303 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
CO303MKT.1	REMEMBERING	IDENTIFY and DESCRIBE the key concern areas, problems and steps involved in the marketing research process
CO303MKT.2	UNDERSTANDING	EXPLAIN and DESCRIBE research designs, data sources, data collection instruments, sampling methods, and analytical tools and SUMMARIZE them Strengths & weaknesses.
CO303MKT.3	APPLYING	APPLY and understanding of the ethical framework that market research needs to operate within.
CO303MKT.4	ANALYSING	ANALYSE quantitative data and draw appropriate Inferences to address a real-life marketing issue.
CO303MKT.5	EVALUATING	EVALUATE a market research proposal for a real-life marketing research problem and EVALUATE a market research proposal.
CO303MKT.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
	Need and scope of Marketing Research, Career in Marketing Research, Standard & Secondary sources of Marketing Data, The marketing research process. Group Activity: research article discussion on – Marketing Research, Backward Marketing Research, The value of Information- Cost Conscious Marketing Research.	9
UNIT-II	Data Sources & Designing Techniques	NO. OF HOURS
	Primary Data Sources, Focused Groups, Designing Questionnaire, Sampling Techniques, Fundamental of Data Analysis. Group task: on the basis of problem identification – designing of questionnaire, sampling methods, sample size, different types of scales,	9

	etc.	
UNIT-III	Hypothesis Testing and Regression Analysis	NO. OF HOURS
	Hypothesis testing: types and importance, Parametric and Non-parametric tests, Regression analysis, ANOVA, Logistics Regression, Conjoint Analysis. Group Activity: Collect the Data on Questionnaire, Develop Appropriate Hypothesis and test them using appropriate test.	9
UNIT-IV	Market Segmentation and Profiling	NO. OF HOURS
	Introduction to use of Cluster Analysis for Market Segmentation and profiling, Customer Perception and Customer Value Analysis using Attribute Based Perceptual Mapping and Multi-Dimensional Scaling, Factor Analysis, Cronbach's Alpha for the Scale construction and reliability, Scree Plot and Total Variance Explained for Dimension Reduction, Factor Loading's, Cross-Loading's, Anti-image Matrix, Commonalities, Discriminant Analysis for Classification and Prediction. Group Activity: Descriptive and inferential statistics for prediction and decision making, with managerial and economic applications. Includes a focus on Excel Stat Tools Add-on and IBM-SPSS statistical package for basic graphing skills, descriptive statistics, probability theory and distributions, estimation, hypothesis testing and analysis.	9
Unit-V	Application of Marketing Research: Case Studies and Research Papers	NO. OF HOURS
	Discussion on marketing research related case studies and research papers, identification of problem in Marketing Mix, Problem identification to research paper writing. Group Activity: Data driven marketing strategies and decision making based on combining all aspects of the marketing research process. Integration of results from qualitative and quantitative, exploratory, descriptive, and causal primary and secondary research.	9

Text Books	<ol style="list-style-type: none"> 1. Marketing Research, G C Beri, Tata McGraw Hill Publication. 2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education. 3. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, South Western: Thomson. 4. Marketing Research, Zikmund, Babin, Cengage Learning 5. Marketing Research, Boyd, H.P., R. Westfall and S. F. Stasch, Delhi: A.I.T.B.S. 6. Marketing Research, Burns, G.A. and D. Bush, South Western: Thomson.
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Referenc eBooks	<ol style="list-style-type: none"> 1. Marketing Research, Green, P.E., Tull, D.S. and G. Albaum, New Delhi: Prentice Hall of India. 2. Marketing Research, Suja Nair 3. Marketing Research, Luck, D.J. and R.S. Rubin, New Delhi: Prentice Hallof India. 4. Marketing Research, Tull, D.S. and D.I. Hawkins,New Delhi: Prentice Hall of India.
Websites/ Suggested Readings	<ol style="list-style-type: none"> 1. https://journals.sagepub.com/home/mrja 2. https://www.open.edu/openlearncreate/mod/oucontent/view.php?id=5810 3. https://www.emerald.com/insight/content/doi/10.1108/978-1-78635-746-520161020/full/html 4. https://www.sba.gov/business-guide/plan-your-business/market-research-competitive-analysis 5. https://offers.hubspot.com/thank-you/market-research-kit?hubs_signup_url=offers.hubspot.com%2Fmarket-research-kit&hubs_signup_cta=Download%20Now&hubs_offer=offers.hubspot.com%2Fmarket-research-kit 6. https://www.verifiedmarketresearch.com/

“KEEP LEARNING & SHARING”

Course Title: CONSUMER BEHAVIOUR

Course Type: Subject Core (SC-02)

Course Code: 304 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
CO304MKT.1	REMEMBERING	IDENTIFY and RECALL the theoretical and Conceptual concepts of marketing & buyer behaviour
CO304MKT.2	UNDERSTANDING	EXPLAIN the Internal (Psychological) And External (Sociological) elements and their impact on consumer decision making
CO304MKT.3	APPLYING	ANALYSE the knowledge of various models and frameworks to understand buyer behaviour.
CO304MKT.4	ANALYSING	COMPARE between the Consumer, Business and Family Decision Making
CO304MKT.5	EVALUATING	EVALUATE the concepts and its relevance to real-life marketing situations and practices
CO304MKT.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
	Introduction and Course Overview; The Link Between Consumer Behavior and Marketing, Nature, scope & application; Importance of consumer behaviour in marketing decisions; characteristics of consumer behaviour; role of consumer research; consumer behaviour-interdisciplinary approach; Introduction to Industrial Buying Behaviour; Market Segmentation, VALS 2 segmentation profile.	9
UNIT-II	INTERNAL INFLUENCES ON CONSUMER BEHAVIOUR	NO. OF HOURS

	<p>Consumer Needs & Motivation: Characteristics of motivation, arousal of motives; theories of needs & motivation- Maslow's hierarchy of needs, McClelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives; self-concept & its importance; types of involvement. Consumer Personality- theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory; Theory of self-images; Role of self-consciousness.</p> <p>Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception; Perceptual Process- selection, organization & interpretation.</p>	9
UNIT-III	External Influences on Consumer Behaviour	NO. OF HOURS
	<p>Group Dynamics & consumer reference groups: Different types of reference groups; factors affecting reference group influence; reference group influence on products & brands; application of reference groups.</p> <p>Family & Consumer Behaviour: Consumer socialization process; consumer roles within a family; purchase influences and role played by children; family life cycle.</p> <p>Social Class & Consumer behaviour: Determinants of social class; characteristics of social class.</p> <p>Culture & Consumer Behaviour: Characteristics of culture; core values held by society & their influence on consumer behaviour; introduction to sub-cultural & cross-cultural influences.</p> <p>Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers; interpersonal flow of communication.</p>	9
UNIT-IV	Diffusion of Innovation And Consumer Decision Making	NO. OF HOURS
	<p>Diffusion of Innovation: Definition of innovation; product characteristics influencing diffusion; resistance to innovation; adoption process.</p> <p>Consumer Decision making process: problem recognition; pre-purchase search influences; information evaluation; purchase decision-compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule; post-purchase evaluation; Situational Influences</p>	9
UNIT-V	Consumer Behavior : Project Based Activity	NO. OF HOURS
	<p>Group Activity: Identification of different set of businesses, products/services and consumers buying behaviour for the same. Analysis and evaluation of different types of behaviour. Creation of marketing strategies to influence the behaviour of consumers A Presentation / Report Development on Application of Consumer Behaviour for different set of business / Industry / products / services.</p>	9

Text Books	1. Schiffman, L.G. and Kanuk, L.L., Consumer Behavior, Eight Edition, 2004, Prentice Hall, India. 2. Peter, P.J. and Olson, J.C., Consumer Behavior and Marketing Strategy, Seventh Edition, 2005, McGraw-Hill Higher Education. 3. Wells W.D. and Prensky, D., Consumer Behavior, 1996, John Wiley & sons, Inc.
Reference Books	1. We are like that only by Rama Bijapurkar, Penguin 2. The Marketing White Book, Business World 3. Economic Times, Business Standard, Mint, Business world. (Brand equity & Brand wagon)
Websites/Suggested Readings	https://sscbs.du.ac.in/course/consumer-behaviour/ https://onlinelibrary.wiley.com/journal/14791838, https://study.sagepub.com/sethnaandblythe4e/student-resources/chapter-1/videos https://www.grafiati.com/en/literature-selections/online-consumer-behaviour/

“KEEP LEARNING & SHARING”

Course Title: SERVICE MARKETING**Course Type: Subject Core (SC-03)****Course Code: 305 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
CO305MKT.1	REMEMBERING	DEFINE the nature of services, and distinguish between products and services
CO305MKT.2	UNDERSTANDING	EXPLAIN the major elements needed to improve the marketing of services
CO305MKT.3	APPLYING	DEVELOP an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service
CO305MKT.4	ANALYSING	INFER service blueprinting, the integration of new technologies, and other key issues facing today's customerservice providers and service managers.
CO305MKT.5	EVALUATING	APPRAISE the nature and development of a services marketing strategy
CO305MKT.6	CREATING	FORMULATE services marketing principles can be used as a conceptual framework to help managers identify and solve marketing problems

UNIT-I	Fundamental of Service Marketing	NO. OF HOURS
	Introduction, meaning of services; Service Encounters, Nature, Characteristics, Classification of Services, Strategic and Tactical aspects of service marketing. Consumer Behavior in Services; Current Trends, Growth, and Globalization of Services. 7Ps of Services Marketing.	9
UNIT-II	Marketing Mix for Service Marketing	NO. OF HOURS
	Difference between products and services, 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	9

	Blueprint. Group Activity: Presentation/Assignment on Innovations in Services Marketing: Latest Trends and Technologies.	
UNIT-III	Service Quality Management	NO. OF HOURS
	Service Quality-Levels & Dimensions; Service Quality Models – RATER Model and its attributes, SERVQUAL GAP Model, and Kano's model. Blueprint. Recommendations for Improving Service Quality, Reasons for Success/Failure of New Services; Consumer Response to Service Failure & Recovery, Service Guarantee and Retention, Steps of Complaint Handling and Consumer Grievances Recovery Strategies and different Approaches of Complaint Handling, Service Quality and Satisfaction: Service Metrics,	9
UNIT-IV	Extended Marketing Mix and Service Design and development	NO. OF HOURS
	The role of the Services Manager vs. the Product Manager: Implications, New Service Development; Flower of services; Service setting design and aligning with strategy. Extended P's & Service Marketing Triangle: 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
UNIT-V	Paradigm In Services Marketing	NO. OF HOURS
	Group Activities: Services Management in Hotel and Tourism Industry- Problem identification of selected hotels at Shirdi (Spiritual Destination Marketing). SWOT Analysis, Strategies for development and improving services. Services Management in Banking- Problem identification of selected banks in Kopargaon. SWOT Analysis, Strategies for development and improving services. Services Management in Healthcare/Hospital- Problem identification of selected Hospitals of Kopargaon. SWOT Analysis, Strategies for development and improving services. Services Management in Education Institutions- Problem identification of selected education institutions in Kopargaon. SWOT Analysis, Strategies for development and improving services.	9

Text Books	<ol style="list-style-type: none"> 1. Chirstopher H. Lovelock, Jochen Wirtz, “Services Marketing”, PearsonEducation, New Delhi, 2008 2. Kenneth E Clow, et. Al “Services Marketing Operation Management andStrategy” Biztantra, New Delhi, 2012 3. Services Marketing: People, Technology, Strategy, Seventh Edition by Christopher Lovelock and Jochen Wirtz Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill, Third Edition
Referenc eBooks	<ol style="list-style-type: none"> 1. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008 2. Services Marketing, Zeithaml, Bitner, Gremler&Pandit, TMH Publication 3. Services Marketing, Concepts & Cases, Bhattacharjee, Excel Books. 4. James A Fitzmmons, M. J. (Latest edition). Service Management-Operations, Strategy, Information technology. New Delhi: Tata Mc Graw
Websites/Sug gested Readings	<p> https://iimbx.iimb.ac.in/catalog/servicesmarketing/ https://www.mayple.com/blog/service-marketing https://hbr.org/1984/09/effective-marketing-for-professional-services https://scholar.google.co.in/scholar?q=Service+marketing+research+papers&hl=en&as_sdt=0&as_vis=1&oi=scholart https://www.emerald.com/insight/publication/issn/0887-6045 </p>

“KEEP LEARNING & SHARING”

Course Title: PRODUCT AND BRAND MANAGEMENT

Course Type: Subject Core (SC-04)

Course Code: 306MKT

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
CO306MKT.1	REMEMBERING	DEFINE basic fundamentals of product and Brand development and management.
CO306MKT.2	UNDERSTANDING	EXPLAIN the roles of product manager and brand manager for developing and sustaining a Product in the Market.
CO306MKT.3	APPLYING	IDENTIFY the key issues related to brand portfolio management and strategies brand extension, pruning, revitalization and crisis management.
CO306MKT.4	ANALYSING	ANALYSE different models of brand equity Valuations along with strategies of co-branding and brand endorsements in real business situations.
CO306MKT.5	EVALUATING	EVALUATE different strategies for new Product and brand building, Identifying and establishing brand positioning.
CO306MKT.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 Product Development Process. Finding and Solving Customers' Problems; Product Use Testing, Market Testing, Product Launch Management.	9
UNIT-II	Product Management	NO. OF HOURS

	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, Seven Stages of New Product Development, New Product Development Strategy. Group Activity: Apply the theory of Booz, Allen and Hamilton New Product Development in appropriate product.	9
UNIT-III	Brand Management & Performance	NO. OF HOURS
	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. Group Activity: Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Measuring sources of brand equity and consumer mindset, Co-branding, Celebrity Endorsement	9
UNIT-IV	Brand Positioning Strategies	NO. OF HOURS
	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.	9
UNIT-V	Growing & Sustaining Brand Equity	NO. OF HOURS
	Designing and Implementing Brand Architecture; Brand hierarchy, Branding strategy, Brand extension, brand pruning, and brand transfer; Managing brand over time, Brand Value chain, Brand Audits, Brand Revitalization, Brand Crisis. Group Project: Develop a Brand of your Choice: including brand logo, slogan, jingle, reels, social media accounts, google business account, promotion brochure/flyer, etc.	9

Text Books	<ol style="list-style-type: none"> 1. Kevin Lane Keller, Vanitha Swaminathan, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition, 2. Branding: Concepts and Process by Debashis Pati, Publisher: McMillan India. 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.
Reference Books	<ol style="list-style-type: none"> 1. Gary L Lilien, Arvind Rangaswamy, New Product and Brand Management, Prentice Hall. 2009 2. Product Management 3rd Edition by Donald R. Lehmann (Author), Russell S Winer (Author), Donald Lehmann (Author), Russell Winer (Author) 3. Strategic Brand Management, 3/E by Kevin Lane Keller by PEI. 4. Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications
Websites/Suggested Readings	<ol style="list-style-type: none"> 5. https://hbr.org/2015/06/a-better-way-to-map-brand-strategy 6. https://hbr.org/2004/09/customer-centered-brand-management 7. https://sloanreview.mit.edu/article/brand-management-prognostications/ 8. Journal of Brand Management. Springer (Palgrave imprint), ISSN: 1350-231X

Course Title: SALES & DISTRIBUTION MANAGEMENT**Course Type: Subject Core (SC-05)****Course Code: 307MKT****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
CO307MKT.1	REMEMBERING	DEFINE the key concepts of sales and distribution Management
CO307MKT.2	UNDERSTANDING	UNDERSTAND the role of the function of sales management in the corporate structure
CO307MKT.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.
CO307MKT.4	ANALYSING	ANALYSE the various channel of distribution and Managerial capabilities for effective and efficient promotion strategies
CO307MKT.5	EVALUATING	EVALUATE sales plan, Channel effectiveness, Performance of various Channel Members.
CO307MKT.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

	<p>Sales quota, Sales Territory Designing, Sales People Management, Concepts of Sales organization- Specialization – Size of the sales force – recruiting and selecting- sales force – training-motivating-compensating and rewarding the sales force – controlling sales force.</p> <p>Group Activity: Presentation / Assignment on Sales Audit: Sales Force Productivity Indicators (Value and Volume) – Territory Productivity, PerPerson per Month Productivity, Sales to Marketing Expenses Ratio.</p>	9
UNIT – III	Sales Force Management	NO. OF HOURS
	<p>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;Channel Information System.</p> <p>Group Activity: Role Play on Causes for Channel Conflict & Techniques to overcome conflict;</p>	9
UNIT – IV	Channel Intermediaries	NO. OF HOURS
	<p>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.</p> <p>Wholesaling – Functions and types Nature and Importance of Retailing; Types of Retailers; Organized Unorganized Retailing Formats; Retail Merchandising; Retail Decision Location and Size.</p> <p>Direct Retailing Methods, Database Management; Data warehousing; Critical Analysis of E-Retailing Strategies; Customer Relationship Management.</p> <p>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.</p> <p>Group Activity: Field Work; Identify challenges and opportunities faced bythe retailers and wholesalers in a sector of your choice and provide constructive feedback and key learnings.</p>	9
UNIT – V	Retailing	NO. OF HOURS

	<p>Retailer Promotion: Advertising; Sales Promotion and POP Promotion; Shelf Management and Visual Merchandise, Retail Ambience Management; Retail Communication; Retail Economics.</p> <p>New Trends in Retailing; Role and Significance of Multi-level Marketing, Retail Information System (RIS), Acquiring and using information strategies, technology in retail, information sources.</p> <p>Ethical and legal issues in Retailing: Retail Social responsibility, environmental orientation, waste reduction, sustainability at retail stores.</p> <p>Group Activity: Case Presentation and Discussion: Understand in detail unique distribution projects like ITC E-Choupal, Mumbai Dabbawala, HUL project Shakti etc.</p>	9
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<p>Text Books</p>	<ol style="list-style-type: none"> 1. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press 2. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaldar, Vasant M. Cavale, Tata McGraw-Hill
<p>Referencee Books</p>	<ol style="list-style-type: none"> 1. Buskirk; R H and Stanton; W J. Management of SalesForce. Homewood Illinois; Richard D Irwin 2. Johnson; E M etc. Sales Management: Concepts Practices and cases. New York; McGraw Hill 3. Still; R R. & Cundiff; Sales Management; Englewood Cliff; New Jersey; Printice Hall Inc.;

Course Title: Digital Marketing - I**Course Type: Subject Elective (SE-01)****Course Code: 308 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
CO308MKT.1	REMEMBERING	DEFINE various concepts related to Digital Marketing
CO308MKT.2	UNDERSTANDING	EXPLAIN the role of Facebook, Google Ad words, Youtube in digital marketing.
CO308MKT.3	APPLYING	MAKE USE OF Facebook, Google Ad words, Youtube for carrying out digital marketing of real life products.
CO308MKT.4	ANALYSING	ILLUSTRATE the use of Facebook, Google Ad words, Youtube in various contexts of Digital Marketing.
CO308MKT.5	EVALUATING	DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, Youtube.
CO308MKT.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. Group Activity: Students need to identify various digital marketing platforms adopted by various companies for their product and service.	4
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. Group Activity: Students need to identify objectives and right content design strategy to influence stakeholders	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 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, Re-marketing -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	6+2
UNIT-IV	Google Ad Words	NO. OF HOURS
	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. Re-marketing Strategies, Re-marketing Rules, Re-marketing Tracking Code, Linking Google Analytics, Designing Re-marketing Images, Shared Budget, GWD Software, Case Studies.	5+1
UNIT-V	You-Tube Marketing	NO. OF HOURS
	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

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

Course Title: SELLING SKILLS	
Course Type: Subject Elective (SE-02)	Course Code: 309MKT
Credits: 02	L: T:P: 2: 0: 0

CO Number	Cognitive Abilities	Course Outcome
CO309MKT.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
CO309MKT.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO309MKT.3	APPLYING	IDENTIFY the key individuals involved in a real-world sales process for a real world product/ service / e-product /e-service.
CO309MKT.4	ANALYSING	FORMULATE a sales script for a real world sales call for a product/ service / e-product / e-service.
CO309MKT.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/service / e-product / e-service.
CO309MKT.6	CREATING	DEVELOP a sales proposal for a real world product/ service / e-product / eservice and for a realworld selling situation.

UNIT-I	Basics of Selling	NO. OF HOURS
	Introduction to Selling. Role in the context of organization. Types of Selling – different selling situations, service selling, Newton’s classification of sales types, Mc Murry & Arnold’s classification of sellingtypes, Consumer indirect selling. Group Activity: Presentation on Type of Selling: Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales,Franchise selling, International selling.	6
UNIT-II	Pre-Selling Work	NO. OF HOURS

	Traits of Professional Salesperson - Personality & Physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer,territory. Skills Required: Communication skills, Persuasive skills, Interpersonal Skills, Listening Skills, Time Management Skills, Emotional Skills. Sales Management: Personal Diary, Sales Appointment Planning and Scheduling, Managing Sales, Documents and collaterals management. Sources of Inquiry: Online social media and online databases.	6
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UNIT-III	Selling In Action	NO. OF HOURS
	<p>Prospecting: Identifying Sales Prospects, Influencers and Decision Makers.</p> <p>Selling Techniques: Persuasive selling techniques, Identifying Customer Needs, buyer persona, competitor analysis, product knowledge, negotiation and objection handling, Sales Closing, After Sales Service, follow-up.</p> <p>Group Activity: Develop a hand written filed report on selling strategy for a product of your choice in the local market. Present your strategy, highlighting unique selling points and persuasive techniques for the target audience. Address potential challenges and propose solutions. Explain how your MBA skills would contribute to sales success.</p>	6
UNIT-IV	Objection Handling	NO. OF HOURS
	<p>Seven Types of Objections, Analyzing the Reasons for Objections, Listen</p> <p>- Probe - Advise (LPA), Uncovering Objections, Turning Objections into Selling Opportunities, Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity, Exceeding Customer Expectations, Giving Recognition.</p> <p>Group Activity: Role Play Activity Theme: Example Overcoming Price Objections in B2B / B2C Sales. In this activity, participants will engage in a role play scenario. How would you address the price objections and navigate the negotiation process to achieve a successful outcome?</p>	6
UNIT-V	Sales – Closure and Follow Up	NO. OF HOURS

	<p>Strategic Sales Conversations, Trial Closing, Creating an Opportunity. Sales Questioning Technique: Situation vs Problem Questions, Negative and Positive Questions, Directive Questions, Rhetorical Questions. Sales-closing Techniques: FOMO, Options Technique, Assumptive close, Discount Technique, Being Inoffensive, The sharp angle close (If I- Will You Close Technique), Backward Close Technique.</p> <p>Group Activity: Develop a Sales Proposal including Important Factors to Consider, on the Choice of your product.</p>	6
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Text Books	<ol style="list-style-type: none"> 1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd. 2. Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition. 3. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India 4. How to Win Friends and Influence People, Dale Carnegie. 5. The Art of Closing the Sale, Brian Tracy, Pearson Education 6. Selling and Negotiation Skills, Jadhav Rahul; Prashant Chaudhary, Vishwkarma Publications
Reference Books	<ol style="list-style-type: none"> 1. Sales Management, Bill Donaldson, Palgrave Publications 2. You can negotiate anything, Herb Cohen 3. Managing Sales Leads, Crocker and Obermayer, American Marketing Association 4. Professional Sales Management R E Anderson ; J F Hair
Websites/Suggested Readings	<ol style="list-style-type: none"> 1. https://blog.hubspot.com/sales/sales-negotiation-role-play-exercises 2. https://www.trainerslibrary.com/materials/category_docs.aspx?id=3&area=2 3. https://www.businesstrainingworks.com/training-resource/five-free-sales-training-games/ 4. https://www.negotiations.com/articles/case-studies/

Course Title: MARKETING OF e-BUSINESS	
Course Type: Subject Elective (SE-03)	Course Code: 310MKT
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
CO310MKT.1	REMEMBERING	To DESCRIBE basic concepts of e-marketing
CO310MKT.2	UNDERSTANDING	To DISCUSS & EXPLAIN various strategies in e-marketing
CO310MKT.3	APPLYING	To ILLUSTRATE various issues related to e-marketing infrastructure
CO310MKT.4	ANALYSING	To IDENTIFY different strategies relevant to e-marketing
CO310MKT.5	EVALUATING	To JUSTIFY various strategies identified in the context of e-marketing
CO310MKT.6	CREATING	To DESIGN e-business plan of action after analyzing varied case studies in the context of e-marketing

UNIT – I	Introduction To E-Business and E-Commerce	NO. OF HOURS
	Introduction to e-business and e-commerce. types of e-commerce, Difference between e-commerce and e-business, Risks and barriers to digital business adoption, Digital business opportunities. The impact of electronic communications on traditional businesses. Group Activity: Case study presentations on e-commerce businesses of your choice	6
UNIT – II	E-Marketplace Environment	NO. OF HOURS

	e-commerce environment, e-commerce business models, major B2B & B2C business models. Disruptive business practices in e-commerce at national and international markets (strategy, structure, process), challenges in building e-commerce presence for various businesses	6
UNIT – III	E-Business Infrastructure	NO. OF HOURS
	Digital business infrastructure components, Focus on Web services, SaaS, cloud computing and service-oriented architecture (SOA), Managing internal digital communications through intranets and extranets, Web presentation and data exchange standards, Privacy and trust in e-commerce, Environmental and green issues related to Internet usage Group Activity: Critically evaluate website of your choice for e-commerce platform	6
UNIT – IV	E-Business Strategy and E-Marketing	NO. OF HOURS
	Digital business strategy, Selection of digital business strategy, Strategy implementation, Aligning and impacting digital business strategies, Supply chain management implementation, e-procurement, Digital marketing planning, Online branding and identity, e-CRM, social CRM	6
UNIT – V	E-Commerce In Action	NO. OF HOURS
	E-tailing business models, the service sector (offline and online), consumption of media and online content, types of social networks and their business models, turning social networks into businesses. Online auctions, e-commerce portals types and their business model, major trends in B2B e-commerce, collaborative commerce system 2.0, net marketplaces. Group Activity: Design end to end e-business strategy for e-commerce product or service of your choice	6

Text Books	<ol style="list-style-type: none"> Laudon, K. C., & Traver, C. G. (2021). E-Commerce 2021-2022: Business. Technology. Society. Global Edition. Pearson. Chaffey, D. (2014). Digital Business and E-Commerce Management. Pearson Education Limited.
Reference eBooks	<ol style="list-style-type: none"> Xu, J., & Gao, X. (2021). E-business in the 21st Century: Essential Topics and Studies. World Scientific Publishing Company.

**Supplementary
Reading
Material**

1. Heinemann, G. (2023). The new online trade. In Springer eBooks. <https://doi.org/10.1007/978-3-658-40757-5>

“KEEP LEARNING & SHARING”

Sanjivani MBA

Course Title: MARKETING TO EMERGING MARKETS & BOTTOM OF PYRAMID

Course Type: Subject Elective (SE 04)

Course Code: 311 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
CO311MKT.1	REMEMBERING	IDENTIFY opportunities & challenges in Emerging Markets in general & Bottom Of the Pyramid (BOP)segment in particular
CO311MKT.2	UNDERSTANDING	UNDERSTAND difference between emerging & developed markets
CO311MKT.3	APPLYING	APPLY knowledge of BOP & other Management Subjects and Emerging market for Business opportunities
CO311MKT.4	ANALYSING	Analyse the profitable emerging markets & BOP Markets
CO311MKT.5	EVALUATING	Evaluate Opportunities & Challenges in emerging Markets in general & BOP Segment in Particular
CO311MKT.6	CREATING	DESIGN framework for marketing to BOP markets

UNIT-I	Overview Of Emerging Markets	No. of Hours
	Characteristics of Emerging Markets: Poverty alleviation and working on other key problem areas with CSR. Emerging markets vs developed markets, market heterogeneity, sociopolitical governance, chronic shortage of resources, unbranded competition, and inadequate infrastructure. Group Activity: Presentations on key problem areas of emerging market (developing and underdeveloped nations)	6
UNIT-II	Emerging Markets- Perspectives & Practices	No. of Hours

	<p>Exploring business opportunities in BOP markets, Countries constituting emerging markets. Countries BRICS & next 11 entrants. Growing economic power of emerging markets, Demographic & Economic scenario of emerging market. Emerging Market size for different business Sectors.</p> <p>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.</p> <p>Group Activity: Design a Marketing Mix for Product in the Emerging Market of your choice</p>	6
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UNIT-III	Bottom Of the Pyramid Markets	No. of Hours
	<p>Characteristics of BOP Market, Need for segmenting BOP Markets. Difference between Emerging Markets & BOP Markets, Definition, size & composition of BOP markets all over the world, Fortune (CK Prahalads') vs Misfortune at bottom of the Pyramid (Karnani) Job creation and alleviation of poverty.</p> <p>Group Activity: Presentation on BOP Fortune and Misfortune</p>	6
UNIT-IV	Marketing Strategies For Bop Markets	No. of Hours
	<p>Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalads' 12 principles, BOP Protocol, Mutual Value Creation, Building Ecosystem of Partners- Impact Investment, Managing cross-sector collaboration.</p>	6
UNIT-V	The Fortune at The Bottom of The Pyramid	No. of Hours
	<p>Environmental Analysis and Technology advancement, Current trends and practices in Marketing practices, 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.</p>	6

Text Books	1. The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson – Singapore
Referenc eBooks	1. We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.

**Supplementar
yReading
Material**

1. Prahalad, C.K., and A. Hammond. (2002), “Serving the World’s Poor, Profitably”, Harvard Business Review, 80(September), pp. 48-57.
2. World Business Council for Sustainable Development (WBCSD). (2004), Doing business with the poor – a field guide. (March). [Online] Available:
<http://www.wbcsd.org/DocRoot/uCxCGeiOhrCEXcsN5sIo/sl-field-guide-reprint.pdf>
3. United Nations Development Programme (UNDP). (2008), “Creating Value For All: Strategies For Doing Business With Poor”, The Growing Inclusive Markets Initiative, (July). [Online] Available:
<http://www.undp.org/gimlaunch/download.shtml>.
4. <http://www.undp.org/gimlaunch/download.shtml>.
5. Preston, K, A. Libow, A. Bruno, C.Meade, and R. Wells. (2007), Opportunities for the Majority Index: Analysis of Corporate Performance in Latin America and the Caribbean, The Inter-American Development Bank, 21st December. [Online] Available:
http://www.iadb.org/am/2008/docs/OM_Index_Final_Report_v2.pdf.
6. <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-Ways-to-Win-in-Emerging-Markets>

SEMESTER – III

SPECIALIZATION - HUMAN RESOURCE

2022-24	SEMESTER - III			
	Course Category	Course Code	Course Title	Credits
	GC-017	301	Decision Science	3
	GC-18	302	Summer Internship Project	6
	SC - 01	303HRM	HR Operations	3
	SC – 02	304HRM	Organizational Change and Development – Diagnosis & Intervention	3
	SC - 03	305HRM	Employee Empowerment & Engagement	3
	SC - 04	306HRM	Training & Development	3
	SC - 05	307HRM	HR Planning	3
	Block A Total Credits			24
B	SE - 01	308HRM	Emotional Intelligence	2
	SE – 02	309HRM	Positive Psychology for Managers	2
	SE – 03	310HRM	HR Analytics	2
	SE – 04	311HRM	Corporate Communication	2
	SE - 05	312HRM	Neuroscience of Leadership	2
	{Select any two courses of Block B} - Total Credits			4
C	ASCC/OE/PCC /MOOC/EDP	ASCC02	As per the approved list	2
	ASCC/OE/PCC /MOOC/EDP	ASCC03	As per the approved list	2
Total Credits S Block C Total Credits			4	
Semester-3 Total Credits			32	
Mandatory Credits as per UGC circular				
Skill Development-I			1	
Cyber Security - III			1	

Course Title: HR OPERATIONS**Course Type:** Subject Core (SC-01)**Course Code:** 303 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
CO303 HRM.1	REMEMBERING	DESCRIBE structure of Human Resource Administration
CO303 HRM.2	UNDERSTANDING	LEARN drafting of communications for disciplinary actions
CO303 HRM.3	APPLYING	DEMONSTRATE the various contemporary issues in Human Resource Management
CO303 HRM.4	ANALYSING	EXPERIMENT to calculate the computation of Workmen compensation, Bonus and Gratuity as per relevant acts
CO303 HRM.5	EVALUATING	EVALUATING computation of Workmen compensation, Bonus and Gratuity and Labour Welfare
CO303 HRM.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

UNIT-III	Contemporary Issues in Human Resource Development	No. of Hours
	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
UNIT-IV	Compensation And Labour Welfare & Payroll System	No. of Hours
	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
UNIT-V	Breakthrough In Global HRM	No. of Hours
	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

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

**Course Title: ORGANIZATIONAL CHANGE AND DEVELOPMENT – DIAGNOSIS
& INTERVENTIONS**

Course Type: Subject Core (SC-02)

Course Code: 304 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
CO304HRM.1	REMEMBERING	EXPLAIN the concepts, models and approaches to resist change in the organization.
CO304HRM.2	UNDERSTANDING	DESCRIBE the frameworks of organizational development and the relevant steps to be followed while narrating the role of manager.
CO304HRM.3	APPLYING	APPLY the techniques and process of organizational development which impose implications for future managers.
CO304HRM.4	ANALYSING	CLASSIFY the OD Interventions models and typologies, while describing the OD Consultant's role.
CO304HRM.5	EVALUATING	EXPLAIN the diagnosing model at all levels, collecting and diagnosing the information would reflect in designing the OD intervention.
CO304HRM.6	CREATING	CONSTRUCT the components of organizational design, build the action research plan for client and consultant relationship.

UNIT-I	Organizational Change	NO. OF HOURS
	Organizational change- Introduction, nature of change, types of change, Models of change, Resistance to change - reasons for the resistance, overcoming resistance for the change, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change. Group Activity: "Change Impact Mapping" is a group activity that fosters understanding, collaboration, and active participation in organizational change initiatives.	9
UNIT-II	Organizational Development	NO. OF HOURS

	<p>Nature &, Assumptions, Characteristics & Techniques, Historical framework of Organizational Development. Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development. Process of OD, Model of Change, Power, Politics and Organizational Development. Future of Organizational Development: organizing for the Future, Organizations as learning systems, and Implications for future managers.</p> <p>Group Activity: "Organizational Development Quest" is a group activity that deepens their understanding of organizational development concepts and approaches through a fun and interactive quest-style game.</p>	9
UNIT-III	Organizational Development Interventions	NO. OF HOURS
	<p>Organizational Development Interventions, Typology of Organizational Development Interventions - Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions, Issues in Consultant - Client Relationship; OD Consultant's role, Research on OD.</p> <p>Group Activity: "Team Intervention Simulation" is a group activity that simulates team interventions in the context of Organizational Development (OD), allowing them to practice and apply various team intervention techniques.</p>	9
UNIT-IV	Diagnosing Organization Development	NO. OF HOURS
	<p>Diagnosing Organizations - Need for diagnostic models, levels diagnosis - organization, group, individual, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, designing interventions, evaluating and institutionalizing OD Interventions.</p> <p>Group Activity: "Organizational Diagnosis Workshop" is a group activity that enhances their understanding of organizational diagnosis techniques and allows them to practice diagnosing organizations using a simulated scenario.</p>	9
UNIT-V	Action Research & Organizational Design	NO. OF HOURS

	<p>Action Research as a Process and as an Approach, Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision Making Client and Consultant Relationship, Caselets: Action Research Intervention Exercises.</p> <p>Activity Case-let: You are an OD consultant hired by a manufacturing company to improve employee engagement. The company has been experiencing low morale, decreased productivity, and increased turnover. Senior management is concerned about these issues and wants to create a positive work environment that fosters employee engagement and satisfaction. Your task is to design an action research intervention to address the problem. Note: Think critically, apply their knowledge of OD principles and techniques, and come up with practical and feasible action research interventions.</p>	9
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Text Books	<ol style="list-style-type: none"> 1. Organizational Development and Change By Cummings And Worley (7th Edition) 2. Palmer I, Dunford R, Akin G, (2010), 'Managing Organizational Change amultiple perspectives approach, Tata McGraw Hill Publication, New Delhi.
Reference Books	<ol style="list-style-type: none"> 1. Organizational Development by S Ramnarayan, T V Rao. 2. Wendell L. French and Cecil N. Bell Jr., (2008), "Organization Developmentand Transformation" New Delhi, Prentice Hall. 3. Thomas G. Cummings and Christopher G. Worley (2002). OrganizationalDevelopment and Change, Thompson learning- India, New Delhi. 4. Leading Organizational Development and Change: Principles and Contextualperspectives by Riann Singh, Shalini Ramdeo, 2020
Websites/ Suggested Readings	<p>https://hbr.org/ https://library.alliance.edu.in/cgi-bin/koha/opac-detail.pl?biblionumber=18320 www.managementstudyguide.com www.forbes.in www.mckinsey.in www.researchgate.in</p>

Course Title: EMPLOYEE EMPOWERMENT & ENGAGEMENT**Course Type: SUBJECT CORE (SC-03)****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 Number	Cognitive Abilities	Course Outcome
CO305 HRM.1	REMEMBERING	DEFINE the key terms of Employee Empowerment & Engagement
CO305 HRM.2	UNDERSTANDING	ELOBRATE the concept of Employee Empowerment & Engagement
CO305 HRM.3	APPLYING	MAKE USE OF the basic concepts of Employee Empowerment & Engagement to solve the business problem.
CO305 HRM.4	ANALYSING	ANALYSE the importance of Employee Empowerment & Engagement to retain the employee.
CO305 HRM.5	EVALUATING	COMPARE the Employee Empowerment & Engagement practices followed by firms.
CO305 HRM.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.	9
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.	9
UNIT-III	Initiation For Empowerment & Engagement	NO. OF HOURS
	Designing Organization; Work and Reward for Employee empowerment and employee engagement; Information channels; Role of Unions and their involvement; High Involvement Management Practices.	9

UNIT-IV	Evaluation Of Empowerment & Engagement	NO. OF HOURS
	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.	9
UNIT-V	Report Preparation (Real Time Study)	NO. OF HOURS
	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.	9

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

Course Title: TRAINING & DEVELOPMENT

Course Type: SUBJECT CORE (SC-04)

Course Code: 306 HRM

Credits: 03

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
CO306 HRM.1	REMEMBERING	DEFINE the key terms in training & Development
CO306 HRM.2	UNDERSTANDING	EXPLAIN the conceptual framework of training & Development
CO306 HRM.3	APPLYING	MAKE USE OF training & development knowledge for the development of training programme.
CO306 HRM.4	ANALYSING	CLASSIFY different types of training used in organization.
CO306 HRM.5	EVALUATING	INTERPRET the sample development programme for the contemporary entry level managerial roles in real world organizations
CO306 HRM.6	CREATING	DESIGN a training & development programme for different levels of employee in an organization.

UNIT-I	Conceptual Framework of Training and development	NO. OF HOURS
	Introduction to Training and Development; Differentiate – Training and Education; Needs and Objectives of training; T&D in MNCs; Types of Training; Challenges and Issues in Training.	9
UNIT-II	Learning and Development	NO. OF HOURS

	Introduction -Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning, The Learning Process, Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes.	9
UNIT-III	Designing Training Plan	NO. OF HOURS
	Objectives of Designing Training Plan, Competency Mapping, Induction and Orientation. Methods and Styles of Training: Introduction to Training Methods and Techniques, Sensitivity Training, On the Job Training, Basic Teaching and Presentation Skills, Criteria for Method Selection	9
UNIT-IV	E-Learning and Evaluation of T&D programme	NO. OF HOURS
	E-learning methods- Computer Based Training (CBT) – programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of training programme - Conceptual model of training – Effectiveness –Evaluation criteria-Kirkpatrick model.	9
UNIT-V	Design of Training	NO. OF HOURS
	Management Development, Methods of Developments, Objectives of Development, Importance of Management Development, Mentoring and Coaching, Trainer skill development - Facilities design- Trainee design – Resistance in Training- Motivation of Trainee: Goal setting- Pre- training communication –Use of ice breakers to stimulate interest, succession planning	9

Text Books	<ol style="list-style-type: none"> 1. Human Resource Management by K. Ashwa Thapa, Publisher: Himalaya Publishing House 2. Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House. 3. Art of Training and Development in Management by Leslie Rae, Publisher: Crest Publication
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Reference Books

1. Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House
2. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 10/e, Wiley India Pvt. Ltd., 2011

Course Title: HR PLANNING**Course Type:** Subject Core (SC-05)**Course Code:** 307 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
CO307HRM.1	REMEMBERING	DEFINE the key terms for Manpower Forecasting
CO307HRM.2	UNDERSTANDING	EXPLAIN the conceptual framework for Manpower Plan
CO307HRM.3	APPLYING	MAKE USE OF strategic manpower forecasting
CO307HRM.4	ANALYSING	DISTINGUISH different types of human resource development
CO307HRM.5	EVALUATING	INTERPRET the Management development programme for employees
CO307HRM.6	CREATING	DESIGN a training & development programme for managers towards HR Planning and Forecasting

UNIT-I	Manpower Forecasting	NO. OF HOURS
	Definitions and Objectives of HRP - Levels of HRP - Factors affecting HRP - HRP Process - Forecasting Demand - Quantitative Techniques - Qualitative Techniques - Forecasting Supply - Interlinking HRP with HR Functions.	9
UNIT-II	Developing A Manpower Plan	NO. OF HOURS
	Introduction - Developing a Manpower Plan and its Qualitative Sides - Competency Mapping - Competency Mapping Process - Methods of Data Collection - Developing Competency Model from Raw Data - Use of Competencies in Employee Performance Management System - Use and Application of Statistical and Mathematical Model in Manpower Planning.	9
UNIT-III	Strategic Manpower Forecasting	NO. OF HOURS
	Introduction - Definitions of SMP - Benefits of SMP - Strategies for SMP - Tools for SMP - Key Steps For SMP - Business Process Approach to Manpower Planning	9
UNIT-IV	Human Resource Development	NO. OF HOURS
	Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development	9

	Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles.	
UNIT-V	Management Development	NO. OF HOURS
	Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.	9

Text Books	(1) Human Resource Planning and Strategic Change – Acharya, Tripathy – Himalaya (2) Man Power Planning and the development of human resources – Thomas Henry Patten – Wiley – Interscience
Referenc eBooks	(1) Human Resource Planning – Dipak Kumar – Excel Books
Supplementar yReadings	1) https://www.researchgate.net/publication/235647935_A_Case_Study_A_pproach_to_Human_Resource_Planning_-HRP-in_Weaving_Industry_of_Maruthamunai 2) https://www.pdfdrive.com/human-resource-planning-human-resource-planning-e15282999.html 3) https://www.humanresourcestoday.com/case-study/workforce-planning/

***** KEEP LEARNING & SHARING *****

Course Title: EMOTIONAL INTELLIGENCE

Course Type: Subject Elective (SE-01)

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
CO308 HRM.1	REMEMBERING	KNOW various concepts of Emotional Intelligence
CO308 HRM.2	UNDERSTANDING	UNDERSTAND the Components of Emotional Intelligence
CO308 HRM.3	APPLYING	IDENTIFY AND ADMINISTER the workplace emotions
CO308 HRM.4	ANALYSING	INTERPRET the emotional intelligence matter more than IQ
CO308 HRM.5	EVALUATING	EVALUATE the strategies of components of emotional intelligence
CO308 HRM.6	CREATING	CREATE emotional intelligence test to know the level of emotions of an individual.

UNIT-I	Introduction Of Emotional Intelligence	NO. OF HOURS
	Emotional Intelligence: 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 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.	6
UNIT-IV	EI: Why It Can Matter More Than IQ	NO. OF HOURS
	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
UNIT-V	Emotional Intelligence 2.0	NO. OF HOURS
	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

Case Study	Case Study on Emotional Intelligence Case Study on Emotions at the Workplace
Reference Books	Emotional Intelligence: Why it can matter more than IQ?; Daniel Goleman: Bloomsbury Publications Emotional Intelligence 2.0 : Travis Bradberry & Jean Greaves; Trade SmartPublishers
Supplementary Reading Material	www.mindtools.com www.citehr.com www.hbr.org

Course Title: POSITIVE PSYCHOLOGY FOR MANAGERS

Course Type: Subject Elective (SE-02)

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	REMEMBER key concepts and principles of positive psychology, such as positive emotions, character strengths, and the benefits of a positive work environment.
CO309HRM.2	UNDERSTANDING	EXPLAIN the core principles of positive psychology, including how positive emotions, relationships, and meaning contribute to well-being and success.
CO309 HRM.3	APPLYING	APPLY positive psychology principles to their own leadership practices, such as expressing gratitude, providing regular feedback and recognition, and promoting a sense of community and collaboration.
CO309 HRM.4	ANALYZING	ANALYZE the factors that contribute to employee engagement and motivation, and identify strategies for improving these factors in their workplace.
CO309 HRM.5	EVALUATING	EVALUATE the effectiveness of positive psychology interventions in their workplace, and make adjustments as needed to improve outcomes.
CO309 HRM.6	CREATING	DEVELOP innovative approaches to promoting well-being and positive relationships in their workplace, using the principles of positive psychology as a guide.

UNIT-I	Introduction To Positive Psychology	NO. OF HOURS
	Definition and history of positive psychology; Core concepts and principles of positive psychology; Applications of positive psychology in the workplace; Theoretical frameworks for understanding positive psychology.	6
UNIT-II	Positive Emotions And Character Strengths	NO. OF HOURS
	The importance of positive emotions for well-being and success; The role of character strengths in promoting positive outcomes; Strategies for developing and applying positive emotions and strengths in the workplace; Assessment and measurement of positive emotions and character strengths.	6
UNIT-III	Positive Relationships	NO. OF HOURS
	The benefits of positive relationships in the workplace; Strategies for building and maintaining positive relationships with colleagues and employees; Overcoming challenges in workplace relationships; The role of communication and empathy in positive relationships.	6
UNIT-IV	Meaning And Purpose of Wellbeing	NO. OF HOURS
	The importance of meaning and purpose for well-being and success; Strategies for finding meaning and purpose in work and life; Aligning personal and organizational values for greater fulfillment and engagement; The role of mindfulness and self-reflection in finding meaning and purpose.	6
UNIT-V	Leadership and Organizational Culture	NO. OF HOURS
	The role of leadership in promoting positive outcomes in the workplace; Strategies for developing positive leadership skills; Creating a positive organizational culture that supports employee well-being and success; Ethical considerations in positive leadership and organizational culture.	6

Text Books	<ol style="list-style-type: none"> 1) "Positive Psychology: The Scientific and Practical Explorations of Human Strengths" by Shane J. Lopez and C.R. Snyder 2) "Character Strengths and Virtues: A Handbook and Classification" by Christopher Peterson and Martin Seligman 3) "The Power of Positive Leadership: How and Why Positive Leaders Transform Teams and Organizations and Change the World" by Jon Gordon 4) "Man's Search for Meaning" by Viktor E. Frankl 5) "Drive: The Surprising Truth About What Motivates Us" by Daniel H. Pink
Reference Books	<ol style="list-style-type: none"> 1) "Positive Psychology in Business Ethics and Corporate Responsibility" by Antonio Arreola-Risa and Stuart Allen Sanderson.
Suggested Readings	<ol style="list-style-type: none"> 1) "Introduction to Positive Psychology" online course by Coursera and University of Pennsylvania

“KEEP LEARNING & SHARING”

Course Title: HR ANALYTICS**Course Type: Subject Elective SE - 03****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	ENUMERATE the key concepts related to the subject matter.
CO310HRM.2	UNDERSTANDING	DEMONSTRATE experimentation and innovation.
CO310HRM.3	APPLYING	USE thinking & decision making ability beyond the existing capabilities and present environment.
CO310HRM.4	ANALYSING	ANALYSE the behavioral Patterns of an individual & Map the competency- the audit Perspective.
CO310HRM.5	EVALUATING	DESIGN the balance score card for employee in an organization.
CO310HRM.6	CREATING	FORMULATE the linkage between HR Analytics and Business Analytics.

UNIT-I	Introduction & Concept	NO. OF HOURS
	Disruptive Technological Era: Evolution of Industry Revolution 4.0 and aspect of HR, Big data in HR, understanding of Machine Learning, sensors and cloud computing, Business Intelligence in HR.	7
UNIT-II	Importance of HR Analytics	NO. OF HOURS
	Importance of HR Analytics: Role and Responsibilities of HR Analytics, Framework of contemporary HR Analytics,- Predictive tools and Applications in solving problems using HR analytics. Gartners Analytics Maturity Model.	7
UNIT-III	Innovation	NO. OF HOURS

	Concept of innovation, Kinds of Innovation, Developing Innovative culture in an organization. HR analytics linkage to business outcomes, Measuring use of HR analytics impact on business outcome	6
UNIT-IV	Strategy Formulation	NO. OF HOURS
	Redefining HR Policies and Practices, Robust competency mapping, understanding future of work and workplace, Decision framework. Use of HR analytics in workforce planning: talent acquisition, talent development, talent compensation, talent engagement and retention	6
UNIT-V	Learning From Analysis	NO. OF HOURS
	Case studies and best practices in use of HR Analytics in industry	4

Text Books	<p>Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication</p> <p>The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback, Shonna D. Waters, Valerie N. Streets, Lindsay Mcfarlane, Rachael Johnson-murray</p> <p>Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, Boyce Byerly, Gene Pease, and Jac Fitz-enz</p>
Reference Books	<p>Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Pub</p> <p>The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, Guenole Nigel, Ferrar Jonathan, Feinzig Sheri, Pearson Publication</p>
Suggested Readings	http://u.camdemy.com/sysdata/doc/f/fb30e8a98c5d9a85/pdf.pdf

Course Title: CORPORATE COMMUNICATION**Course Type:** Subject Elective (SE-04)**Course Code:** 311 HR**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
CO311HRM.1	REMEMBERING	DESCRIBE the various forms of Corporate Communications from a HR perspective.
CO311HRM.2	UNDERSTANDING	EXPLAIN the role of Public Relations & Corporate Communications in HRM.
CO311HRM.3	APPLYING	ILLUSTRATE and COMPLETE a PR activity
CO311HRM.4	ANALYSING	EXAMINE the PR campaign & strategies of real-world organizations.
CO311HRM.5	EVALUATING	DEVELOP a strategic communication plan for areal-life corporate communication issue.
CO311HRM.6	CREATING	DESIGN and PLAN an analytical report on the PR activities and communication strategies designed& practiced by the organizations and IMPROVE on it.

UNIT-I	Understanding Organisational Communication	NO. OF HOURS
	Defining structure of an organization, Various kinds of organizations, Management hierarchy, Various kinds of communication in an organization, Role and scope of corporate communication, Interface of corporate communication department with various management disciplines.	6
UNIT-II	Strategies In Corporate Communication	NO. OF HOURS

	Definitions, concept and genesis of CC, Difference and similarities between PR and CC, CC and public affairs, CC and corporate affairs, Publics in CC - Financial publics, media, opinion makers, government, elected representatives, Present state of CC, Organizing corporate communication activities, Areas of strategic thinking in corporate communication.	6
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UNIT-III	Corporate Communication Tools	NO. OF HOURS
	Lobbying, Sponsorship, Financial communication, corporate reputation, corporate identity, Media mileage, Recent Trends and tools applicable to CC.	6
UNIT-IV	Legal, Ethical and Financial Aspects In Corporate Communication	NO. OF HOURS
	Ethics and laws in corporate communication, Defining financial communication, Growth and role of financial communication in present context, Overview of Indian financial system, Capital market – stock exchanges, SEBI- functioning and mandate, financial institutions, financial products (bonds, debentures, shares, ESOPS etc.), Legal and ethical aspects in financial communication, financial communication Campaigns	6
UNIT-V	Corporate Identity and Corporate Brand Management	NO. OF HOURS
	Defining corporate identity, integrating corporate identity into communication process, Making of house styles- the wherewithal, Case studies in corporate identity, Definition and role of corporate image, corporate brand management	6

Text Books	<ol style="list-style-type: none"> 1. Amy O'Connor, (2022). The Routledge Handbook of Corporate Social Responsibility Communication. Routledge, Year: 2022. ISBN: 1032019093,9781032019093 2. Singh, C., & Gupta, M. (2021). Introduction to Corporate Communication. https://doi.org/10.4324/9781003048596
Reference eBooks	<ol style="list-style-type: none"> 1. Cornelissen, J. (2020). Corporate Communication: A Guide to Theory and Practice. SAGE Publications Limited. 2. Lerbinger, O. (2018). Corporate Communication: An International and Management Perspective. John Wiley & Sons. 3. Public Affairs in Practice, Stuart Thomson & Stevee John, Chartered Institute of PR 4. Develop your PR Skills, Neil Richardson & Lucy Laville, The Sunday Times, 5. Creativity in PR, Andy Green, Chartered Institute of PR 6. Running a PR Department, Mike Beard, Chartered Institute of PR

**Supplementary
Reading
Material**

1. Beger, R. (2018). Present-Day Corporate Communication. In SpringereBooks. <https://doi.org/10.1007/978-981-13-0402-6>
2. Public Relations, Phillip Henslowe, Chartered Institute of PR

“KEEP LEARNING & SHARING”

Course Title: NEUROSCIENCE OF LEADERSHIP**Course Type:** Subject Elective (SE-05)**Course Code:** 312 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
CO312HRM.1	REMEMBERING	REMEMBER key concepts and principles of Neuroscience applicable for Leadership and Professional Development; also the concepts of various types & aspects of leaderships
CO312HRM.2	UNDERSTANDING	EXPLAIN the core principles of neuroscience, leadership in line with Neuro Management
CO312HRM.3	APPLYING	APPLY concepts of neuroscience to resolve leadership related issues in business world
CO312HRM.4	ANALYZING	ANALYZE the factors that contribute to success of few leaders while failures of others, what they do differently
CO312HRM.5	EVALUATING	EVALUATE the effectiveness of habits of effective leaders
CO312HRM.6	CREATING	DEVELOP flowcharts or modules or models to enhance the required habits among various leaders

UNIT-I	Introduction of Neuroscience & Leadership	NO. OF HOURS
	Neuroscience – Meaning, Definition and Importance; Cognitive Neuroscience and Mind Vs Brain origins; Three brains of the leader; Various types of leadership; situational intelligence.	6
UNIT-II	Neuro Management	NO. OF HOURS

	Disciplines Applied; Cognitive Neurosciences; Principles – Neuroplasticity and Human Connectome.	6
UNIT-III	Neuro Sciences Applied to Self-Knowledge and Metacognition	NO. OF HOURS
	Connectome – Flexibility and Personality; MBTI personality – Memory and Value Systems – Neuro Motivation – Motivational System	6
UNIT-IV	Neuro Science Applied to Leadership	NO. OF HOURS
	Neuro-Leadership – Executive Functions – Social Cognitive – Relational Brain – Empathy – Social brain	6
UNIT-V	Leadership Beyond Neuroscience	NO. OF HOURS
	Listening like a leader; Being Proactive; Begin with end in mind; Put first things first; Think win-win; Seek first to understand then to be understood; Synergize; Sharpen the saw	6

Text Books	<ol style="list-style-type: none"> 1) Neuroscience for Leadership: Harnessing the Brain Gain Advantage (The Neuroscience of Business), by Kitty Chisholm, Paul Brown, T. Swart 2) Leadership Mindset 2.0: The Psychology and Neuroscience of Reaching your Full Potential, by R. Michael Anderson 3) The Neuroscience of Leadership Coaching, by Denis Sartain, Patricia Bossons, Patricia Riddell
Reference Books	<ol style="list-style-type: none"> 1) The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, by Stephen R. Covey 2) The Source: The Secrets of the Universe, the Science of the Brain, by Tara Swart
Suggested Readings & Online Course	<ol style="list-style-type: none"> 1) https://www.franklincovey.com/solutions/leadership/7-habits-leader-implementation/ 2) https://www.udemy.com/course/neuroscience-for-leadership-and-professional-development/

SEMESTER – III

SPECIALIZATION: FINANCE

2022-24	SEMESTER – III			
	Course Category	Course Code	Course Title	Credits
	GC-017	301	Decision Science	3
	GC-18	302	Summer Internship Project	3
	SC Finance Bucket List	303FIN	Indian Financial System & Financial Markets	3
		304FIN	Taxation	3
		305FIN	Financial Reporting - I	3
		306FIN	Investment Banking Operations	3
		307FIN	Personal Financial Planning	3
		Block A Total Credits		
B	SE Finance Bucket List	308FIN	Fundamental & Technical Analysis	2
		309FIN	Financial Derivatives	2
		310FIN	Fixed Income Securities	2
		311FIN	Valuations	2
		{Select any two courses of Block B} - Total Credits		
C	ASCC/OE/PCC /MOOC/EDP	ASCC02	As per the approved list	2
	ASCC/OE/PCC /MOOC/EDP	ASCC03	As per the approved list	2
Total Credits S Block C Total Credits				4
Semester-3 Total Credits				32
Mandatory Credits as per UGC circular				
Skill Development-I				1
Cyber Security - III				1

Course Title: INDIAN FINANCIAL SYSTEM & FINANCIAL MARKETS

Course Type: Subject Core (SC-01)

Course Code: 303 FIN

Credits: 03

L:P:T:3:0:0

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

CO Number	Cognitive Abilities	Course Outcome
CO303FIN.1	REMEMBERING	RECOGNIZE the components, participants, instruments and services in financial markets
CO303FIN.2	UNDERSTANDING	EXPLAIN Meaning, importance, mechanism, role, structure and components of Indian financial System.
CO303FIN.3	APPLYING	APPLY concepts relevant to financial markets such as valuation of securities, computation of indexes, classification of financial instruments and services
CO303FIN.4	ANALYSING	ANALYZE the appropriate measures of risk and return for various financial instruments and examine role of financial market participants on finance operations.
CO303FIN.5	EVALUATING	INTERPRET the Financial News and formulate an opinion thereon in context of financial markets, institutions and services.
CO303FIN.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
	An Overview of the Indian Financial System, Definition, Introduction, Significance and its Relationship with Economic Development, The Constituents, Structure and Features of Indian Financial System, Recent Developments. Structure and Components of financial system in India, Role of financial system in economic development.	9
UNIT -II	Financial Institutions & Regulators	No. of Hours

	Major Indian Financial Institution: IDBI, IFCI, ICICI, IRCI, SFC's and SIDC's: Management, Working, Operations and Performance and Recent Developments, Concept of Universal Banking. Investment Bankers: UTI, LIC, GIC and Mutual Fund and their Role, Performance and Recent Developments. Regulators of Indian Financial System: RBI, SEBI, IRDAI, PFRDA. Quasi Regulators: NABARD, SIDBI, NHB	9
UNIT-III	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
UNIT-IV	Capital Market	No. of Hours
	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
UNIT-V	Primary & Secondary Markets	No. of Hours
	Primary Market: -Functions of New Issue Market, Methods of New Issue – 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. Secondary Markets: 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	9

Text Books	1. Indian Financial Services, M Y Khan 2. Financial Services In India, Avadhani, V.A. 3. Merchant Banking and Financial services, Dr. D Guruswamy, TATAMcGraw Hill, Third Edition
Reference Books	1. Indian Financial System and Markets, Siddhartha Sankar Saha, TATA McGraw Hill 2. Financial Institutions and Markets, Mudra. 3. Financial Markets, Nalini Tripathy.

Course Title: TAXATION**Course Type: SUBJECT CORE(SC-02)****Course Code: 304FIN****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 FIN.1	REMEMBERING	DEFINE various basic concepts of Taxation
CO304 FIN.2	UNDERSTANDING	EXPLAIN tax related terminologies in detail
CO304 FIN.3	APPLYING	DEVELOP Income tax return filling process using various forms of returns.
CO304 FIN.4	ANALYSING	ESTIMATE Gross Total Income and Income Tax Liability of an individual assessee
CO304 FIN.5	EVALUATING	DETERMINE different tax management techniques for effective tax planning.
CO304 FIN.6	CREATING	CREATE Tax statement for payment of tax liability.

UNIT-I	Introduction To Income Tax	NO. OF HOURS
	Introduction of Income Tax Act, 1961, Definitions and features of taxes, bases of taxation, canons of taxation, objectives of taxation , Income tax concepts: Assessee, Deemed Assessee, Assessment Year, Previous Year, person, Income, Total income, Capital vs Revenue receipts and expenditure, Accounting methods, Residential Status & its effect on taxation, Income exempt from Tax, Payment from NPS Trust to an assessee on closure of his account/Opting out of the pension scheme and Payment from NPS Trust to an employee on partial withdrawal, Agriculture Income.	9
UNIT-II	Heads Of Income- Part I	NO. OF HOURS
	Salaries: Definition & Concepts, Basis of charge, permissible deduction's, Computation of salary income. (Theory & Numerical) House property: Basis of charge, permissible deductions and computation of income from house property. (Theory & Numerical)	9

UNIT-III	Heads Of Income- Part Ii	NO. OF HOURS
	<p>Capital gains: Definition & Concepts, Basis of charge, permissible deductions and computation of income from capital gains. (Theory & Numerical).</p> <p>Profits & gains from business and profession: Definition & Concepts, Basis of charge, permissible deductions & computation of income from Profits and gains from business and profession. (Theory & Numerical)</p> <p>Income from other sources: Basis of charge, permissible deductions (Theory & Numerical).</p>	9
UNIT-IV	Gross Total Income & Tax Management	NO. OF HOURS
	Computation of Gross, Net total income based on 5 heads, set-off and carry forward of losses, 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 income	9
UNIT-V	Goods & Service Tax	NO. OF HOURS
	Basic concepts: concept of supply, time of supply and place of supply. Levy and exemptions of GST, Valuation of taxable Supply, Reverse charge mechanism, Input tax credit, Composition Scheme.	9

Text Books	<p>Direct Taxes, Ravi Kishore</p> <p>Direct Taxes, J.P. Jakhotiya</p> <p>Practical Approach to Direct & Indirect Taxes, Dr. Girish Ahuja & Dr. Ravi Gupta</p> <p>Direct Taxation, Dr. Pradip Kumar Sinha</p>
Reference Books	<p>Students Guide to Income Tax, Dr. Vinod Singhania (Taxmann)</p> <p>Income Tax Law and Practices, V.P. Gaur, D.B. Narang, Puja Ghai & Rajiv Puri (Kalyani Publication)</p> <p>Students' Hand Book on Income Tax, T.N. Manoharan & G.R. Hari</p>
Websites/Suggested Readings	NPTEL : Direct Tax Laws & Practice : Prof. (Dr.) S.S. Sarkar : 15 Weeks

Course Title: FINANCIAL REPORTING - I**Course Type:** Subject Core (SC-03)**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	UNDERSTAND the use and application of the IFRS (and Ind AS in India)
CO305FIN.2	UNDERSTANDING	CLASSIFY Accounting for transactions using accounting standards.
CO305FIN.3	APPLYING	CONSTRUCT the single entity financial statement.
CO305FIN.4	ANALYSING	EXAMINE and interpretation of accounting statements.
CO305FIN.5	EVALUATING	EXPLAIN the main elements of financial accounting information – assets, liabilities, revenue and expenses.
CO305FIN.6	CREATING	IDENTIFY the main financial statements and their purposes.

UNIT-I	Use Of IFRS and IND AS	No. of Hours
	Use of IFRS and IND AS -Understand the application of IFRS in India through the use of IND AS – the applicability of IND AS – the mapping of IND AS to IFRS – differences between IFRS & IND AS – the list of IFRS (IND AS) – Process of transition to IFRS for the first time -Overview of applicable U.S GAAP accounting guidance - Divergence between U.S GAAP and IFRS.	9
UNIT-II	Application Of IFRS (IND AS) For Transactions	No. of Hours
	Application of IFRS (IND AS) for transactions - Asset based standards such as PPE, Intangible assets, borrowing costs, impairment of assets, inventory & biological assets, provisions & contingencies, events after reporting period, accounting policies, estimates & errors.	9

UNIT-III	Revenue Recognition	No. of Hours
	Revenue recognition- Understand the principles of recognising revenue of the business – revenue recognition for goods, services, interest and dividends – concept of deferred income and accounting thereof.	9
UNIT-IV	Preparation & Presentation of Financial Statements	No. of Hours
	Preparation & presentation of financial statements- Thorough knowledge of preparation & presentation of financial statements by incorporating the effects of the accounting standards (covered in module 2 & 3 only) - statement of profit or loss and other comprehensive income – statement of financial position (Balance sheet)	9
UNIT-V	Analysis of Financial Statements	No. of Hours
	Analysis of financial statements- Analyse the financial performance of an entity using the financial statements – use of ratios in performance evaluation – according to statement – according to function – according to purpose - trend analysis – comparison with competition or industry average.	9

Reference Books	<ol style="list-style-type: none"> 1. Subramanyam, K. R. and John, J.W.(2014), “Financial Statement Analysis”, 10th Edition, Tata McGraw Hill, New Delhi. 2. Stephen H. Penman (2014) “Financial Statement Analysis and Security Valuation”, 4th Edition, Tata McGraw Hill, New Delhi. 3. M.S Narasimhan (2016), Financial Statement Analysis, 1st Edition, Cengage Learning India Private Limited, New Delhi. 4. Charles H. Gibson (2013), Financial Statement Analysis, 13th edition, Cengage Learning India Private Limited, New Delhi. 5. Lawrence Revsine, Daniel Collins, Bruce Johnson, Fred Mittelstaedt, Leonard Soffer(2015), Financial Reporting and Analysis, 6th Edition, McGraw-Hill Education, New Delhi. 6. Deepa Agarwal (2017), Financial Reporting and Auditors Responsibility, 2nd edition, Bloomsbury Professional India, New Delhi. 7. Deepa Agarwal (2018), The Law & Practice of Financial Reporting and Auditor’s Responsibilities under Companies Act, 2013, 1st edition, Bloomsbury Professional India, New Delhi.
Research Paper	A research paper on Financial Reporting Quality: A Literature Review by Siriyama Herath

Course Title: INVESTMENT BANKING OPERATIONS	
Course Type: SUBJECT CORE (SC-04)	Course Code: 306 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
CO306FIN.1	REMEMBERING	ACQUIRE knowledge on the Investment Banking Operations.
CO306FIN.2	UNDERSTANDING	GAIN knowledge on services offered by Investment Bank.
CO306FIN.3	APPLYING	INFER about Risks & Market Data Providers.
CO306FIN.4	ANALYZING	EVALUATE about the Trade Life Cycle.
CO306FIN.5	EVALUATING	CLASSIFY about the Fund administration.
CO306FIN.6	CREATING	DESIGN the fund administration strategy

UNIT-I	Introduction To Investment Banking	NO. OF HOURS
	Investment Banking – Introduction - Investment Banking Services – Underwriting and types - Investment bank structure - Types of Investment Banks – Commercial Bank vs Investment Bank - Role of Investment Banking in Financial Market - Role of investment banks during the last financial crisis 2008.	9
UNIT-II	Investment Banking Services	NO. OF HOURS
	Introduction - Custody Services - Transfer Agency – Safekeeping & Settlements, Reporting & Record keeping – Investible Cash - Income Process - Corporate Actions – Collateral Services - Reconciliation - Securities Valuation – Pricing - Fund Accounting– Financial Reporting.	9
UNIT-III	Risk & Market Data Providers	NO. OF HOURS

	Risk: What is Risk – Risk Management – Types of Risk – Market Risk -Credit Risk – Liquidity Risk – Regulatory Risk – Operational Risk Market Data Providers: – Meaning – Players – Reference Data –Market Data.	9
UNIT-IV	Trade Life Cycle	NO. OF HOURS
	Trade Life Cycle – Introduction – Transaction Types - Stages of trade life cycle - Pre-Trade – Trade - Post Trade – Equity Trade Life Cycle - Front office - Middle office - Back office – Parties in Trade Life Cycle.	9
UNIT-V	Fund Administration	NO. OF HOURS
	Fund Administration – Role of Fund Administrator – Support Functions of Fund Administration - Responsibilities of Fund Administrator – Technology – Fees – Accounting and other reporting services – Compliance Services – Portfolio Administration – NAV, pricing and valuations – NAV – Pricing of funds – Pricing Assets – Pricing controls & failure impact.	9

Text Books	<ul style="list-style-type: none"> • Investment Banking Guide, Allison Otto – Published by Vanderbilt University • Invest Banking & Financial Services – Published by Gopalan College of Engineering & Management • Securities Operations – A Guide to Trade & Position Management -Michael Simmons – Published by John Wiley & Sons, LTD. • Introduction to Investment Banking Career, Readintrobooks.com • Investment Banking, Concepts, Analysis and Cases, Pratap Giri S, McGraw Hill India. • Investment Banking, Pradeep Subramaniam, McGraw Hill Education • Custody Services - Comptroller’s Handbook Jan 2002 • The Custody Services of Banks – July 2016 – Published by The Clearing House • Investment Banking: Valuation, LBOs, M&A, and IPOs, Joshua Rosenbaum · Joshua Pearl, - Published by Wiley
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**Reference
Books**

- Investment Banking and Financial Services, Dr.S.K.Yadav,
- NISM – Series VII – Securities Operations & Risk Management –Published by National Institute of Securities Markets
- Minimum Capital Requirements for Market Risk – Jan 2019 – Published by Basel Committee on Banking Supervision
- CISI – Global Securities Operations – Edition 16, April 2020 – Published by Chartered Institute for Securities & Investment – Author
- Kevin Petley, Chartered FCSI
- Investment Banking, CA. Tapan Jindal, Published by Bharat Law House Pvt. Ltd.
Risk and Market Data Providers, Dr.K.M.Bhattacharya, Published by Himalaya Publishing House Pvt., Ltd.
- The Trade Lifecycle: Behind the Scenes of the Trading Process, RobertP Baker, John Published by Wiley & Sons Inc
- Fundamentals of Fund administration – Published by CESR
- Fundamentals of Fund Administration, David Loader, Published by Butterworth-Heinemann

“KEEP LEARNING & SHARING”

Course Title: PERSONAL FINANCIAL PLANNING

Course Type: Subject Core (SC-05)

Course Code :307 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
CO307FIN.1	REMEMBERING	DESCRIBE the need and aspects of personal financial Planning
CO307FIN.2	UNDERSTANDING	EXPLAIN the investment options available to an Individual
CO307FIN.3	APPLYING	IDENTIFY types of risk and means of managing it
CO307FIN.4	ANALYSING	ANALYZE the aspects of personal financial planning and investment planning.
CO307FIN.5	ANALYSING	EVALUATE financial plan and perform necessary calculations required.
CO307FIN.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-	9

	selling in investment products. Portfolio construction and management, Regulations of an Investment Advisor.	
UNIT-III	Risk Analysis-Insurance Planning and Debt	No. of Hours
	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 debtmanagement, Regulations of Insurance Industry.	9
UNIT-IV	Tax Planning and Personal Finance Rules	No. of Hours
	What is Tax Deduction? Tax Deductions under the Section and respective Subsections of : 80C,80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other relevant sections, Direct Tax Code (DTC). 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
UNIT-V	Retirement Planning, Estate Planning and Advanced Financial Planning	No. of Hours
	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

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

Course Title: FUNDAMENTAL AND TECHNICAL ANALYSIS

Course Type: Subject Elective SE-01

Course Code: 308 FIN

Credits: 2

L:T:P : 1:0:1

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

CO Number	Cognitive Abilities	Course Outcome
CO308FIN.1	REMEMBERING	RECALL the various concepts in Technical Analysis and Fundamental Analysis.
CO308FIN.2	UNDERSTANDING	EXPLAIN the Implications of various Fundamental Analysis and Technical Analysis Tools.
CO308FIN.3	APPLYING	APPLY the knowledge to identify the buying and selling Points of Securities
CO308FIN.4	ANALYSING	ANALYZE the Fundamental and Technical Analysis Pattern
CO308FIN.5	EVALUATING	EVALUATE the relevance of various Patterns under Fundamental and Technical Analysis
CO308FIN.6	CREATING	DRAFT Investment report using financial and technical analysis

UNIT- I	Introduction To 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.	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	6

UNIT-III	Introduction To 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, Shootingstar and inverted hammer, Twocandle 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>	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, BollingerBands. Using multiple indicators for trading signals, Price sensitive techniques, Volume sensitive techniques, Composite methods.</p>	6
UNIT-V	Trading Strategies, Theory and Trading psychology	NO. OF HOURS

	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.	6
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Text Books:	<ol style="list-style-type: none"> 1. Technical analysis of financial markets—a comprehensive guide to trading methods And applications– John J. Murphy 2. Technical Analysis Explained: The Successful Investor's Guide to Spotting. 3. Investment Trends and Turning Points- Martin J. Pring. 4. Technical Analysis of Stock Trends, 8th Edition- Robert D. Edwards, John Magee, W. H. C. Bassetti. 5. Valuation, Risk Management and Portfolio Strategies (The Wiley Finance Series) – Lionel Martelline, Philippe Priaulet, Stephane Priaulet.
Reference Books:	<ol style="list-style-type: none"> 1. Encyclopedia of Chart Patterns(Wiley Trading) -Thomas N. Bulkowski 2. Supplementary NCFM Modules on Technical analysis 3. Mastering Financial Modeling in Microsoft Excel–Alastair L. Day 4. Business Data Analysis using excel– David Whigham 5. Practical Financial Modeling– Jonathan Swan
Reading Material	Fundamental Verses Technical Analysis of Investment : Case Study of Investors Decision in Indonesia Stock Exchange

Course Title: FINANCIAL DERIVATIVES**Course Type: Subject Elective (SE-02)****Course Code: 309FIN****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
CO309FIN.1	REMEMBERING	EXPLAIN the basic concepts of Derivatives, significance, types and its relative risk associated in the derivative market which able to deal with derivatives.
CO309FIN.2	UNDERSTANDING	BUILD the knowledge of key financial building blocks used in constructing complex derivative instruments.
CO309FIN.3	APPLYING	APPLY the payoff opted through various derivatives strategies enable to be the active player in the Future Market.
CO309FIN.4	ANALYSING	CLASSIFY the Futures & Options instruments and applying them while trading on simulated platform.
CO309FIN.5	EVALUATING	DETERMINE which strategy will be appropriate to get maximum returns at lower risk by constructing the Risk management strategy for the Investor as per his Risk-taking capacity and Expectance of Returns.
CO309FIN.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. Activity: "Paper Trading" , simulate trading activities without using realmoney. This allows the students to practice executing trades, analyze market data, and develop trading strategies without the risk of financial loss.	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. Group Activity: “Ind-Calc” is a group activity to analyze and compare different stock market indices and their performance over a specific period, and to create investment strategies based on these indices.	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 /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. Group Activity: “For Fu” is a group activity to explore forwards and futures contracts, understand their characteristics and mechanics, analyze their uses in risk management and speculation, and create strategies utilizing these instruments.	6
UNIT-IV	Options & Swaps	NO. OF HOURS
	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. Group Activity: “Strata” is a group activity to explore various option & put strategies, understand their characteristics, analyze their risk-reward profiles, and simulate their performance in different market scenarios.	6
UNIT-V	Options & Future Applications In India	NO. OF HOURS
	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. Group Activity: Mini Project on Determination of the fair value of future and options prices with real time data fetching from registered agents and brokers.	6

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

“KEEP LEARNING & SHARING”

Course Title: FIXED INCOME SECURITIES

Course Type: SUBJECT ELECTIVE (SE-03)

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
CO 310 FIN.1	REMEMBERING	DESCRIBE the features of Fixed Income Securities
CO 310 FIN.2	UNDERSTANDING	EXPLAIN Fixed Income Markets- Issuance, Trading, Funding and Classification.
CO 310 FIN.3	APPLYING	ILLUSTRATE the process and various concepts of debt market
CO 310 FIN.4	ANALYSING	ANALYZE the mechanism, types of assets and Risk associated with Fixed Income Securities
CO 310 FIN.5	EVALUATING	EVALAUTE Fixed Income Valuation and Yield
CO 310 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
	<p>Overview- Role of the Debt Market, Importance of Debt Markets, TheBond Market Ecosystem, Role of Regulators, Role of Credit Rating Agencies, Role of Monetary Policy in Debt Markets, Evolution of DebtMarkets, Market Dynamics.</p> <p>Government Debt Market -Introduction to Government Debt Market, Types of Instrumnts 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 SecondaryMarket Trades, G-sec Valuation in India, Regulatory Guidelines for the Indian G-Sec Market</p> <p>Corporate Debt Market- The Indian Corporate Debt Market, Types of Instrumnts 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</p>	6
UNIT-II	Types Of Fixed Income Securities	NO. OF HOURS

	Classification of fixed income securities based on the Type of Issuer, Classification of fixed income securities based on Maturity, Classification of fixed income securities based on Coupon, Classification of fixed income securities based on Currencies, Classification of fixed income securities based on Embedded Options, Classification of fixed income securities based on Security, Other fixed income securities in India.	6
UNIT-III	Risk Associated with Investing In Fixed Income Securities And Pricing Of Bonds	NO. OF HOURS
	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
UNIT-IV	Yield Measures and Total Return	NO. OF HOURS
	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
UNIT-V	Measuring Interest Rates Risk	NO. OF HOURS
	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

Text Books	1.NISM's Fixed Income Securities by Taxman Publications Private Limited.
Reference Books	1.Fixed Income Securities by Frank J. Fabozzi, Wiley publication. 2.The Handbook of Fixed Income Securities by <u>Frank Fabozzi</u> , <u>Steven Mann</u> ,McGraw-Hill Education. 3.The Little Book of Common Sense Investing by JOHN C. Bogle, JohnWiley & Sons

Suggested Readings	1. https://www.nseindia.com/market-data/bonds-traded-in-capital-marketxyz
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“KEEP LEARNING & SHARING”

Course Title: VALUATION

Course Type: Subject Elective (SE – 04)

Course Code: 311 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
CO311FIM.1	REMEMBERING	RECALL the concept of Business Valuation.
CO311FIN.2	UNDERSTANDING	UNDERSTAND the steps in Business Valuation.
CO311FIN.3	APPLYING	APPLY various techniques of Business Valuation for Corporate Mergers & Acquisitions.
CO311FIN.4	ANALYSING	DEVELOP the Optimum Strategy for Corporate Valuation.
CO311FIN.5	EVALUATING	EVALUATE the Business Valuation under Mergers and Acquisitions.
CO311FIN.6	CREATING	DEVELOP various Business Valuation Techniques under various systems.

UNIT-I	Valuation Basics	NO. OF HOURS
	<p>Concept of Value: An understanding of ‘Value’ - The nature and scope of Valuation - Objectives of Valuation - Importance of Business Valuation - Misconceptions about Valuation</p> <p>Principle and Techniques of Valuation: Elements of Business Valuation - Conceptual Overview - Valuation Approaches - Choice of Approach - Fair Market Value - Adjustments for Valuation Purposes</p> <p>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 - Case on DCF Valuation</p> <p>Group Activity: Quiz on Various concepts of Valuation, DCF Valuation, Techniques of Valuation.</p>	6

UNIT-II	Types Of Valuation	NO. OF HOURS
	<p>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 - Case on RCV.</p> <p>Group Activity: Discussion on Relative Valuation Consequences, EV incase of Real Options Valuation.</p>	6
UNIT-III	Business Valuation	NO. OF HOURS
	<p>Asset Valuation: Determining Book Value - Adjusting Book Value -Factors in Asset Valuation</p> <p>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 - Legal Implication in Business Valuation.</p> <p>Group Activity: Group Presentation on Asset Valuation, Changing Capital Structure, Legal Implication in Business Valuation.</p>	6
UNIT-IV	Merger & Acquisition	NO. OF HOURS
	<p>Business Strategy: Strategy for entering a new business – Strategic Vision & Strategy Formulation - Cost of Entry Test</p> <p>Basic Concepts in M&A: Forces driving M&A - Industry Characteristics - Type of Mergers - Situations under Merger &Acquisition</p> <p>Group Activity: Group Discussion on Merger vs Acquisition</p>	6
UNIT-V	Situations In Merger & Acquisition	NO. OF HOURS
	<p>Theories of M&A: Synergy Theory - Hubris Theory - Agency Theory</p> <p>Sensible Reasons for M&A</p> <p>Valuation of M&A: Importance of Valuation - Estimating Merger Gains& Costs</p> <p>The Merger Process: Legal Aspects - Tax Aspects - MergerComplexities</p> <p>Group Activity: Google Hunting on Legal & Tax Aspects of Merger &Acquisition.</p>	6

Text Books	<ol style="list-style-type: none"> 1. Corporate Valuation- ICWA Publishers 2. Corporate Valuation: Text & Cases Second Edition- Prasanna Chandra 3. Business Valuation Management- The Institute of Cost and Work Accountant Publishers
Referenc eBooks	<ol style="list-style-type: none"> 1. Mergers & Acquisitions- TMH 2. Valuation: Measuring and Managing the Value of Companies, Fourth Edition McKinsey & Company Inc., Tim Koller, Marc Goedhart 3. Corporate Valuation: Mario Massari, Gianfranco Gianfrate, Laura Zanetti
Websites/Sug gested Readings	<ul style="list-style-type: none"> • https://bangaloreicai.org/assets/uploads/newsletters/7a3062bf-9e2c-469c-93bc-b124619d78bc.pdf • https://www.wirc-icai.org/images/material/Valuation-Case-Study.pdf • https://jewlscholar.mtsu.edu/server/api/core/bitstreams/2e78b5e7-78a2-4fb7-8ce7-8ef6b5ee3062/content • https://www.researchgate.net/publication/283301673_Case_Study_on_DCF_Valuation_Financial_Forecasting • https://repositorio.ucp.pt/bitstream/10400.14/7716/3/TESE-VERSAO%20DEFINITIVABBBBLLLL.pdf

“KEEP LEARNING & SHARING”

SEMESTER – III
SPECIALIZATION - ABM

2022-24	SEMESTER - III			
	Course Category	Course Code	Course Title	Credits
	GC-017	301	Decision Science	3
	GC-18	302	Summer Internship Project	6
	SC-03	305ABM	Agro Industries Management-I	3
	Block A Total Credits			12
	SE-02	310ABM	Agriculture Input Product Marketing	2
	Select any two courses of Block B -Total Credits			2
C	ASCC/OE/PCC /MOOC/EDP	ASCC02	As per the approved list	2
	ASCC/OE/PCC /MOOC/EDP	ASCC03	As per the approved list	2
	Total Credits S Block C Total Credits:04emester-I			18
	Mandatory Credits as per UGC circular			
	Skill Development-I			1
	Cyber Security - III			1

Course Title: Agro Industries Management-I**Course Type: Subject Core (SC-03)****Course Code: 305 ABM****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
CO305ABM.1	REMEMBERING	RECALL the key terms 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. Employment and income generation from agro based industries at macro level and overall impact on the development of the region or state.
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 to agricultural industry management and marketing problems with the real world examples and case studies

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. Green Revolution: New strategies in development of Indian agriculture; High yielding varieties (HYV) program; Five-year plans - salient features. NITI Aayog; Focus on agriculture in national planning; Problems of food security.	9

UNIT-II	Pre-Harvest and Post-Harvest Management	NO. OF HOURS
	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
UNIT-III	Agro-Processing Industries	NO. OF HOURS
	Agro-based Industries: Importance, significance and classification of agro-based industries; Role of agro-processing industries. Types of agro-based industries: Milling and fruit 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
UNIT-IV	Livestock Industries	NO. OF HOURS
	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
UNIT-V	Allied Agro-Industries	NO. OF HOURS
	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

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

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Course Title: AGRICULTURE INPUT PRODUCT MARKETING**Course Type: Subject Elective (SE-02)****Course Code: 310****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
CO310 ABM.1	REMEMBERING	RECALL the key terms of Agricultural input marketing and Factors affecting demand and supply, Agri market structure.
CO310 ABM.2	UNDERSTANDING	UNDERSTAND the application of Marketing Mix for Agri-input Products and services, different marketing channels.
CO310 ABM.3	APPLYING	APPLY the knowledge of Agri-input Marketing-Marketing Mix, Agri market structure
CO310 ABM.4	ANALYSING	ANALYSE the complex Market Integration, Approaches to the Assessment of Marketing Efficiency, Costs, Margins and Price Spread
CO310 ABM.5	EVALUATING	EVALUATE the Agri-Input product Marketing channels and distribution
CO310 ABM.6	CREATING	FORMULATE creative solutions to Agri Input Product Industries Management and marketing with the various case studies of India

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, Agricultural market structure – meaning, components and dynamics of market structure, agribusiness marketing environment.	6
UNIT-II	Buying Behavior and Market Segmentation	NO. OF HOURS

	Farmers Buying behavior towards Agri Input Products- Buying Behavior, Meaning, effect, Steps involve in buying behavior, Market segmentation for Agri Input products, Types of Input products and segmentation, Market Segmentation Strategies- Demographic, psychographic, and behavioral segmentation, Targeting and positioning strategies, Personalization and customization approaches, Agent Representation and Behavior: Representation of agents in ABM for input products.	6
UNIT-III	Product & Price Management	NO. OF HOURS
	Introduction to Product & Price Management: Overview of product and price management concepts, Importance of effective product and price management in agribusiness. Agri Input products life cycle, product Management, Brand Management, Packaging and labelling of Agri Input products, Pricing of Agri Input products, Effective pricing strategies for various types of Agri Input products, Case study and examples, Agri services Management	6
UNIT-IV	Channel Management And Business Development	NO. OF HOURS
	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, Distribution management - storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agribusiness.	6
UNIT-V	Promotion Of Agri Input Products	NO. OF HOURS
	Promotion mix, Advertising, Sales Profit, Public relation, Direct marketing, Digital Marketing, Traditional Media, Digital Media communication, Product positioning, Targeted marketing campaigns, Product demonstrations and trials, Product Development and Positioning, Market Research and Consumer Behavior, Digital marketing and e- commerce in the agricultural sector, Analysis of successful marketing campaigns for agri input products.	6

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

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SEMESTER – IV

SPECIALIZATION - OPERATIONS & SUPPLY CHAIN

2022-24	SEMESTER - IV			
	Course Category	Course Code	Course Title	Credits
	GC-19	401	Corporate Governance, CSR & Business Ethics	3
	SC-06	402OSCM	Service Operations Management II	3
	SC-07	403OSCM	Quality Management	3
	SC-08	404OSCM	Project Management	3
	SC-09	405OSCM	Manufacturing Resource Planning & Control	3
	SC-10	406OSCM	Industry 4.0	3
	Block A Total Credits			18
B	SE-05	407OSCM	World Class Manufacturing	2
	SE-06	408OSCM	Digitalization in Supply Chain	2
	SE-07	409OSCM	Analytics in Operations & Supply Chain	2
	SE-08	410OSCM	Emerging Trends in Operations & Supply Chain	2
	Select any two courses of Block B -Total Credits			4
Total				22
Mandatory Credits as per UGC circular				
Skill Development-I				1
Cyber Security – III				1

Course Title: Corporate Governance, CSR & Business Ethics

Course Type: Generic Core (GC-19)

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	DEFINE the Key terms and basic concepts in Corporate Governance
CO401.2	UNDERSTANDING	UNDERSTAND the multiple paradoxes and principles related to corporate governance
CO401.3	APPLYING	EXPLAIN the model & mechanism of corporate governance
CO401.4	ANALYZING	IDENTIFY the best CSR Practices in the Industry
CO401.5	EVALUATING	EVALUATE various issues related to ethics in Functional areas of business
CO401.6	CREATING	DEVISING strategies, policies and reporting framework to minimize unethical issues at workplace

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	9
Unit-II	Board And Committee Effectiveness &International Aspects of Corporate Governance	NO. OF HOURS
	Board Composition; Types, Roles & Responsibilities Relationship between Directors and Executives; Visionary Leadership; Directors; Training and Development for CG; Principles for Corporate Governance in the Commonwealth – CACG Guidelines; Introduction to Organization for Economic Cooperation and Development (“OECD”), Issues and Challenges of Board;	9

Unit-III	Corporate Social Responsibility-Planning, Implementation and Challenges	NO. OF HOURS
	Evolution & study for CSR- Need for CSR; Theoretical perspectives; Planning of CSR; 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
Unit-IV	Ethical Decision Making In Business And Stress Management	NO. OF HOURS
	Meaning, Characteristics of Business Ethics, Importance of Business Ethics; Ethical Decision Making process Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics. Categories of Ethics (Personal, Professional, Managerial) Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business; Introduction to Intellectual Property Rights and its relation with Business Ethics, Ethical challenges for Managers, Stress Management in Business.	9
Unit-V	Global Contemporary Issues and Sustainable Development	NO. OF HOURS
	Corporate Strategy and Climate Change, Corporate Strategy and Natural resource depletion, Transparency and accountability in Businesses wrt Social Media. Introduction to ESG and Sustainable Development Goals of UNDP, G20 and its impact on Governance & Practices. Current ethical issues like Bank scams, Airlines etc. Environmental Ethics.	9

Text Books	<ol style="list-style-type: none"> 1. Corporate Governance in India – An Evaluation by S C Das, PHI – Eastern Economy Edition. 2. Business Ethics, CSR and Corporate Governance–Dr.S.S.Khanka, S Chand Publisher 3. Business Ethics (Concept, Application, Framework and Cultural Impact) k. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala, Himalaya Publishing House
Reference Books	<ol style="list-style-type: none"> 1. Corporate Governance by Christine A Mallin, Oxford University Press 2. Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books. 3. Indian Ethos & Values in Management, Nandagopal R, AjithSankar, Tata McGraw Hill Publishing Co. Ltd.
Websites/Suggested Readings	<ol style="list-style-type: none"> 1. www.hbr.org 2. www.india.gov.in 3. www.managementparadise.com 4. www.citehr.com

5. <http://nptel.ac.in/courses/110105079/> “Business Ethics” Prof. SusmitaMukhopadhyay, Vinod Gupta, School of Management, Indian Institute of Technology, Kharagpur
6. <http://textofvideo.nptel.ac.in/109104032/lec22/>” Ethics in the Indian Tradition” Prof. VineetSahu, Department of Humanities and Social Sciences, Indian Institute of Technology, Kanpur.

Sanjivani MBA

Course Title: SERVICES OPERATIONS MANAGEMENT - II**Course Type:** Subject Core (SC-06)**Course Code:** 402 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
CO402OSCM.1	REMEMBERING	DEFINE the key concepts in Services strategy and Service Value model
CO402OSCM.2	UNDERSTANDING	DIFFERENTIATE Service Facility Design & Facility Location
CO402OSCM.3	APPLYING	IDENTIFY the sources of value in a service supply relationship & three factors that drive profitability for a professional service firm
CO402OSCM.4	ANALYSING	CATEGORIZE a service firm according to its stage of competitiveness.
CO402OSCM.5	EVALUATING	MODIFY the Service strategies of an organization for achieving the strategic service vision.
CO402OSCM.6	CREATING	DEVELOP relevant policy for smooth planning and implementation of service flow.

Unit-I	Service Strategy	No. of Hours
	Service strategy, 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 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	
Unit-III	Demand & Capacity Management In Services	No. of Hours
	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
Unit-IV	Service Inventory & Supply Chain Management	No. of Hours
	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
Unit-V	Role Of Services In Economy & Globalization	No. of Hours
	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

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

Course Title: QUALITY MANAGEMENT**Course Type:** Subject Core (SC-07)**Course Code:** 403 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
CO403OSCM.1	REMEMBERING	DESCRIBE the concepts of Quality and importance of the Quality Management Principles.
CO403OSCM.2	UNDERSTANDING	INTERPRET the requirements of ISO 9001:2015 standard.
CO403OSCM.3	APPLYING	APPLY process based thinking and risk based thinking for managing and improving the functioning of an organization.
CO403OSCM.4	ANALYSING	TAKE PART IN planning, conducting and follow-up of QMS audits directed towards maintenance and continual improvements of the QMS.
CO403OSCM.5	EVALUATING	DEVELOP skills for Corrective Action Management and Continual Improvement Project management.
CO403OSCM.6	CREATING	BUILD stakeholder confidence by managing processes in line with the latest requirements.

Unit-I	Quality Management Systems	No. of Hours
	Quality, Quality Concepts, Concepts and Characteristics of Quality as a Business Imperative, Quality Management Systems Map, Advantages of the Quality Management Systems, Process approach, Seven Quality Management Principles, Organization and it's Context, Needs and Expectations of Interested Parties. Need for Quality Management System, Management System Standards (MSS), High Level Structure (HLS), Integrated Management Systems, Risk Management, How processes affect each other, The Plan – Do – Check (Study) – Act Cycle (PDCA) and terminology; PDCA and its relation in business processes , Quality Policy and Objectives at all functions and levels.	
Unit-II	ISO Standards: QMS	No. of Hours

	ISO 9001 Useful Terms, ISO Supporting Standards, Understanding the terms and definitions of the ISO 9001: 2015 standard, Broad overview of the requirements of ISO 9001: 2015, The principles, structure and language of ISO 9000 and ISO 9001, Applying the ISO 9001: 2015 standard when developing and implementing a QMS.	9
Unit-III	Documentation and Implementation Planning	No. of Hours
	Phased Approach Method and Tools, Executive and Management Overview, Planning, Gap Assessment and Planning, Documentation, Implementation and Training, Internal Assessment and Management Review, 3rd Party Registration Assessment, Sustain and Continual Improvement.	9
Unit-IV	Risk Assessment	No. of Hours
	Concept and principles of Risk Assessment, Risk Based Thinking and Management Responsibility within an effective QMS, Applying the Framework of Risk Assessment, Understand the differences between the different techniques - Root Causal Analysis, Failure Modes and Effects Analysis (FMEA), Hazard Analysis and Critical Control Points (HACCP), Capability Index.	9
Unit-V	Internal Audit	No. of Hours
	Understanding and application of Internal Audit Process requirements, Planning the Audit, Scheduling the Audit, Preparing the Audit, Conducting the Audit, Documenting Audit Findings, Reporting Audit Findings, Corrective Action Follow-up, Auditing practices and techniques, Role plays and/or scenarios to relevant field, The personal and interpersonal skills and competencies required for auditing	9

Text Books	<ol style="list-style-type: none"> 1. Mastering ISO 9001:2015: A Step-By-Step Guide To The World's Most Popular Management Standard, Gregory Peckford 2. Understanding ISO 9001: 2015 Quality Management System, Virendra Kumar Gupta 3. ISO 9001: 2015 - A Complete Guide to Quality Management Systems, Itay Abuhav 4. Operations Management: An Integrated Approach, Danny Samson and Prakash Singh, Cambridge University Press.
Reference Books	<ol style="list-style-type: none"> 1. Managing Quality, Barrie G Dale, Ton van der Wiele and Jos van Iwaarden (Editors),Blackwell Publishing 2. ISO 9001:2015 Standard

Course Title: Project Management	
Course Type: Subject Core (SC-08)	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	DEFINE the key terms and concepts in projectmanagement.
CO404OSCM.2	UNDERSTANDING	EXPLAIN the Importance of project management methodologies and tools at the distinct stages in theProject's life cycle
CO404OSCM.3	APPLYING	ILLUSTRATE the importance of PM in most industries and businesses
CO404OSCM.4	ANALYSING	EXAMINE the importance of Leadership specificallyin heterogenous and virtual teams as well as governance and approaches to conflict resolutions
CO404OSCM.5	EVALUATING	EVALUATE the Role and Responsibilities of the project Manager, Planning, Organizing, Controlling,Skills of the Project Manager
CO404OSCM.6	CREATING	DESIGN dashboard, status report and index forKey Performance Indicators of project for the Management

Unit-I	Overview Of Project Management	No. of Hours
	Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure,	9
Unit-II	Project Planning	No. of Hours

	Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining estimates and contingency funds. Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Node Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques.	9
Unit-III	Project Scheduling & Risk Management	No. of Hours
	Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration Graph, Practical considerations. Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management.	9
Unit-IV	Project Organization: The Project Manager	No. of Hours
	Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change. Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict. Managing Virtual Project teams, Project team pitfalls.	9
Unit-V	Project Evaluation	No. of Hours
	Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, Need for an Integrated Information System, Developing a dashboard, status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.	9

Text Books	<ol style="list-style-type: none">1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill2. Effective Project Management, Clements and Gido, Thomson – India Edition.3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Wiley India4. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill
Reference Books	<ol style="list-style-type: none">1. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI Publication

Course Title: MANUFACTURING RESOURCE PLANNING & CONTRL

Course Type: Subject Core (SC-09)

Course Code: 405 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
CO405OSCM.1	REMEMBERING	DEFINE basic terms and concepts related to MRP.
CO405OSCM.2	UNDERSTANDING	DESCRIBE the integrated planning structure and functions incorporated within MRP.
CO405OSCM.3	APPLYING	USAGE of MRP as a top management planning tool
CO405OSCM.4	ANALYSING	IDENTIFY the vertical and horizontal cross-functional integration within the MRP II planning
CO405OSCM.5	EVALUATING	EVALUATE how, what-if, simulation, modelling, and analysis are used to produce
CO405OSCM.6	CREATING	DEVELOP MRP design that supports the company's cost, quality, and delivery operating

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	9
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.	9

Unit-III	Capacity Requirement Planning (CRP) & Distribution Resource Planning (DRP)	No. of Hours
	Introduction to „Capacity“ and „Capacity management“; Capacity Expansion Strategies; Capacity Planning levels vis-à-vis Manufacturing planning levels; Capacity measurement; Rough Cut Capacity Planning (RCCP); Capacity Requirement Planning (CRP); Distribution resource planning (DRP); Scheduling strategies- Backward & Forward scheduling; Infinite & Finite loading; Production smoothing policies.	9
Unit-IV	Manufacturing Resource Planning (MRP-II)-(Module- I)	No. of Hours
	Introduction to MRP-II; Roles & functions of MRP-II; MRP-II framework; Information flow in MRP-II; Relation of MRP-II with Supply management; Demand management; Capacity management & forecasting	9
Unit-V	Manufacturing Resource Planning (MRP-II)-(MODULE- II)	No. of Hours
	Transition from MRP-I to MRP-II ; Closed loop MRP, Comparison between MRP-I and MRP-II; Plant & supplier scheduling; Problems associated with MRP-II; Benefits and prospects of MRP-II; Compatibility between MRP-II & Just-in-Time (JIT); Developing Manufacturing calendar of MRP-II	9

Text Books	<ol style="list-style-type: none"> 1. Manufacturing Resource Planning System, Mr. Oliver W.Wight, John Wiley & Sons 2. Manufacturing Resource Planning , Mr. Khalid Shaikh, McGraw-Hill Education 3. Manufacturing Resource Planning System, S. M. Emberly,
Reference Books	<ol style="list-style-type: none"> 1. Operations Management by Terry Hill, Palgrave 2. Fundamentals of Production Planning and Control by Stephen Chapman, Pearson
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Case study of Hindustan Unilever 2. Case study Patanjali Ayurved 3. Case study Walmart

Course Title: INDUSTRY 4.0

Course Type: Subject core (SC-10)

Course Code: 406 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
CO406OSCM.1	REMEMBERING	DESCRIBE the drivers, enablers, and compelling forces for Industry 4.0's advancement.
CO406OSCM.2	UNDERSTANDING	UNDERSTAND the power of Cloud Computing in a networked economy
CO406OSCM.3	APPLYING	IDENTIFY the opportunities, challenges brought about by Industry 4.0.
CO406OSCM.4	ANALYSING	OUTLINE the various systems used in a manufacturing plant and their role in an Industry 4.0 paradigm.
CO406OSCM.5	EVALUATING	APPRAISE the smartness in Smart Factories, Smart cities, smart products, and smart services.
CO406OSCM.6	CREATING	PREDICT how organizations and individuals should prepare to reap the benefits.

Unit-I	Introduction To Industry 4.0	NO. OF HOURS
	Overview of the Various Industrial Revolutions, Digitization and the Networked Economy, Industry 4.0 Paradigm, Industry 4.0 characteristics – Interoperability, Virtualization, Decentralization, Realtime capability, Service orientation, Modularity, Convergence, Cost reduction and efficiency, Mass customization. Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0, Evolution in USA, Europe, China and other countries, Comparison of Industry 4.0 Factory and Today's Factory, Trends of Industrial Big Data and Predictive Analytics for Smart Business Transformation	9
Unit-II	Key Building Blocks	NO. OF HOURS
	Internet of Things (IoT), Industrial Internet of Things (IIoT), Internet of Services, Smart Manufacturing, Smart Devices and Products, Smart Logistics, Smart Cities, Predictive Analytics	9
Unit-III	Technological Ecosystem	NO. OF HOURS
	Technologies for enabling Industry 4.0, Cyber physical Systems, Robotic Automation and Collaborative Robots, Support System for Industry 4.0, Mobile Computing, Related Disciplines, Issues of Cyber Security	9
Unit-IV	Data As a Resource	NO. OF HOURS
	Role of data, information, knowledge and collaboration in future organizations, Resource based view of a firm, Data as a new resource for organizations, Harnessing and sharing knowledge in organizations, Cloud Computing Basics, Cloud Computing, and Industry 4.0	9
Unit-V	Applications and The Way Ahead	NO. OF HOURS
	Automotive, Agriculture, Retail, Healthcare, Fintech, Manufacturing, Applications and Case Studies: Industry 4.0 laboratories, IoT case studies, Business issues in Industry 4.0 - Opportunities and Challenges, Future of Works and Skills for Workers in the Industry 4.0 Era, Strategies for competing in an Industry 4.0 world.	9

Text Books	<ol style="list-style-type: none"> 1. Industry 4.0: Managing the Digital Transformation, Ustundag, Alp, Cevikcan, Emre, Springer. 2. Hands-On Industrial Internet of Things: Create a powerful Industrial IoT infrastructure using Industry 4.0, Giacomo Veneri.
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Reference Books	<ol style="list-style-type: none"> 1. Internet of Things: A Hands-On Approach, Arshdeep Bahga. 2. Industry 4.0: The Industrial Internet of Things Paperback, Alasdair Gilchrist
Websites/Suggested Readings	<p>https://www.forbes.com/sites/bernardmarr/2018/09/02/what-is-industry-4-0-heres-a-super-easy-explanation-for-anyone/</p> <p>https://www.twi-global.com/what-we-do/research-and-technology/technologies/industry-4-0</p> <p>https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-are-industry-4-0-the-fourth-industrial-revolution-and-4ir#:~:text=Industry%204.0%E2%80%94also%20called%20the,interaction%2C%20and%20improvements%20in%20robotics.</p>

“KEEP LEARNING & SHARING”

Course Title: World Class Manufacturing

Course Type: Subject Elective (SC-05)

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
CO407OSCM.2	UNDERSTANDING	SUMMARIZE the features of various frameworks used for World Class
CO407OSCM.3	APPLYING	IDENTIFY the challenges to Manufacturing Industry in information
CO407OSCM.4	ANALYSING	ANALYZE the usage of information management tools, material processing and
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 Information Age Operating Environment of Information Age. India's Global Competitiveness and Manufacturing Excellence. Manufacturing Challenges of The Information Age.	6
Unit-II	World Class Manufacturing and The Competitive Advantage	NO. OF HOURS
	Manufacturing excellence and competitiveness. Concept of World Class Manufacturing. Halls framework of Value-added Engineering. Schonberger's framework 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

Unit-III	World Class Manufacturing – Systems AndTools	NO. OF HOURS
	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
Unit-IV	World Class Manufacturing – IndianScenario	NO. OF HOURS
	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
Unit-V	Leading India Towards World ClassManufacturing	NO. OF HOURS
	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

Text Books	1. World Class Manufacturing – A Strategic perspective by B S Sahay, KBC Saxena, Ashish Kumar, Macmillan Publishers India Ltd. 2. World Class manufacturing by K. Sridhara Bhat, Himalaya
Reference Books	1. Making Common Sense Common Practice – Models for Manufacturing Excellence by Ron Moore, Elsevier Pub., 3 rd Ed. 2. Competitive Manufacturing Management by John Nicholas, TMGH. 3.The Japanese manufacturing Techniques by Richard Schonberger, The Free Press. 4. Just In Time Manufacturing by M.G. Korgaonkar, Macmillan Publishers
Websites/Suggested Readings	https://www.managementstudyguide.com/world-class-manufacturing.htm

<https://www.biscuitpeople.com/magazine/post/World-Class Manufacturing-WCM-and-Implementing-Strategies/>

<https://www.creativesafetysupply.com/glossary/world-class->

[manufacturing/](#)

<https://ujcontent.uj.ac.za/vital/%20access/manager/Repository/uj:28>

“KEEP LEARNING & SHARING”

Course Title: DIGITALIZATION IN SUPPLY CHAIN	
Course Type: Subject Elective(SE-06)	Course Code: 408 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
CO408OSCM.1	REMEMBERING	DESCRIBE the concept of digitalization in supply chains and its importance in modern business
CO408OSCM.2	UNDERSTANDING	IDENTIFY and analyze the key digital technologies transforming supply chain management
CO408OSCM.3	APPLYING	APPLY digital tools and techniques to optimize e-commerce and omni-channel fulfillment on supply chain design.
CO408OSCM.4	ANALYSING	ANALYSE various options of e-commerce and omni-channel fulfillment on supply chain design.
CO408OSCM.5	EVALUATING	APPRAISE supply chain visibility and real-time tracking using digital solutions.
CO408OSCM.6	CREATING	FORMULATE strategies for successful implementation of digitalization in supply chains.

Unit-I	Introduction to Supply Chain Management and Digitalization	No. of Hours
	Overview of digitalization in supply chains, Role of digital technologies in supply chain transformation, Challenges and benefits of adopting digitalization in supply chains, Evolution of Supply Chain Digitalization - Historical development of supply chain technologies, Emergence of digital technologies and their impact on supply chains	6
Unit-II	Digital Technologies for Supply Chain Integration	No. of Hours
	Cloud computing and its application in supply chain integration, Internet of Things (IoT) for real-time tracking and monitoring, Big data analytics for supply chain optimization, Blockchain technology for transparency and trust in supply chains, Robotic Process Automation (RPA) in supply chain tasks, Autonomous vehicles and drones in logistics and warehousing	6
Unit-III	E-commerce and Omni-channel Fulfillment	No. of Hours

	Digital retailing and its impact on supply chain design, Fulfillment strategies for omni-channel distribution, Last-mile delivery innovations and challenges, Reverse logistics and handling returns in e-commerce, E-Sales: e-Sales in the e-Commerce environment, CRM as a philosophy, e-Distribution: distribution strategies in the e-age, e-Payment: transactions along the e-Supply chain, e-SCM scorecard: controlling in e-Supply chain management,	6
Unit-IV	Supply Chain Visibility and Real-time Tracking	No. of Hours
	Track and trace technologies for real-time visibility, Enhancing supply chain transparency using digital solutions, ASNs, tracking systems, Satellite global positioning systems (GPS) and geographic information systems (GIS), Bar-coding and scanning, Electronic signature technology, Wireless technology, Radio frequency identification (RFID) Supply chain risk management and mitigation through visibility, Real-time analytics for proactive decision-	6
Unit-V	Implementing Digitalization in the Supply Chain	No. of Hours
	Steps to successful supply chain digital transformation, Change management and overcoming resistance to digitalization, Integration challenges and strategies for a seamless transition, Best practices and lessons from real-world digitalization projects, Electronic procurement (e-Procurement), E-business logistics and its benefits. Electronic data interchange, ERP Enterprise resource planning systems, Decision support systems.	6

Text Books:	<ol style="list-style-type: none"> 1. The Digital Supply Chain, Bart MacCarthy and Dmitry Ivanov, Elsevier 2. Digital Transformation of the Supply Chain, Albert Tan and Sameer Shuklla, World Scientific. 3. Digital Supply Networks: Transform Your Supply Chain and Gain Competitive Advantage with Disruptive Technology and Reimagined Processes, Amit Sinha, McGraw-Hill Education
Reference Books:	<ol style="list-style-type: none"> 1. The Digital Transformation of Supply Chain Management, Michela Pellicelli, Elsevier 2. Digital Transformation and Industry 4.0 for Sustainable Supply Chain Performance, Sachin S. Kamble, Rahul S. Mor, Amine Belhadi, Springer 3. Blockchain in Supply Chain Digital Transformation, Trevor Clohessy, CRC Press 4. Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl, Pearson

Course Title: ANALYTICS IN OPERATIONS & SUPPLY CHAIN**Course Type:** Subject Elective (SE-07)**Course Code:** 409 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
CO409OSCM.1	REMEMBERING	DESCRIBE the importance of the basics of Supply Chain Analytics and Optimization
CO409OSCM.2	UNDERSTANDING	EXPLAIN the role and applications of Descriptive, Predictive & Prescriptive Analytics in a Supply Chain
CO409OSCM.3	APPLYING	ILLUSTRATE the basics of Modeling through R Language.
CO409OSCM.4	ANALYSING	EXAMINE the level of uncertainty associated with the supply of products and services to targeted customer segments and justify the choice of a supply chain strategy and its fit with competitive strategy.
CO409OSCM.5	EVALUATING	DETERMINE the right tools for addressing various issues in Supply Chain Analytics.
CO409OSCM.6	CREATING	COMBINE the various approaches to Supply Chain Analytics for improvements in the supply chain system

Unit-I	Context Of Supply Chain Analytics	No. of Hours
	Context of today's supply chains (SC) analytics. Understanding and defining supply chain analytics (SCA). Review of Basics of Supply Chain Management, Significance of Analytics in a supply chain, Relating Operations Management with Supply Chain concepts and SC Analytics. The importance of supply chain analytics in the flows involving material, money, information and ownership. Key issues in Supply chain analytics, Case studies	6
Unit-II	Supplier Selection Analytics	No. of Hours
	Linear Programming, Rating method, Ranking method, Borda Count, Clustering, Goal Programming and related multi-criterion decision making (MCDM) techniques.	6
Unit-III	Transportation Modeling and Analytics	No. of Hours

	Transportation models, Route planning, Transshipment, Shipment schedule, Flow path optimization.	6
Unit-IV	Warehousing Modeling and Analytics	No. of Hours
	Warehouse location problem, MILP formulation, Location with foreign exchange risks, space calculation for warehouse, Non-linear optimization for warehouse space allocation.	6
Unit-V	Strategic Performance Improvement	No. of Hours
	Data Envelopment Analysis for competitive comparisons among multiple warehouses and service units and formulation of strategic action plans for improving the efficiencies of non-performing DMUs, Stochastic Frontier Analysis.	6

Text Books:	<ol style="list-style-type: none"> 1. Unleashing the Potential of Supply Chain Analytics by Melissa R. Bowers, Adam Petrie and Mary C. Holcomb, Oreilly 2. Modeling the Supply Chain, Jeremy F. Shapiro, Duxbury Thomson Learning 3. Supply Chain Management, Sunil Chopra, and Peter Meindl, Pearson 4. Business Analytics, Rahul Saxena and Anand Srinivasan
Reference Books:	<ol style="list-style-type: none"> 1. Designing and Managing the Supply Chain concepts, Strategies and Case studies, D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Tata McGraw Hill, New 2. Global Business Analytics Models: Concepts and Applications in Predictive, Healthcare, Supply Chain, and Finance Analytics by Hokey Min 3. Supply Chain Planning and Analytics by Gerald Feigin

Course Title: EMERGING TRENDS IN OPERATIONS & SUPPLY CHAIN**Course Type:** Subject Elective (SE-08)**Course Code:** 410 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
CO410OSCM.1	REMEMBERING	IDENTIFY and analyze emerging trends and technologies in operations and supply chain management.
CO410OSCM.2	UNDERSTANDING	UNDERSTAND the potential impact of Industry 4.0 and digitalization on supply chain integration and transparency.
CO410OSCM.3	APPLYING	APPLY concepts of artificial intelligence and machine learning to optimize supply chain decision-making and processes.
CO410OSCM.4	ANALYSING	ANALYZE the potential impact of Industry 4.0, blockchain technology and digitalization on supply chain operations and strategies.
CO410OSCM.5	EVALUATING	EVALUATE the importance of sustainability and green practices in supply chain management and its effects on business performance.
CO410OSCM.6	CREATING	DEVELOP strategies for building agile, resilient, and customer-centric supply chains

Unit-I	Introduction To Emerging Trends in Operations & Supply Chain	No. of Hours
	Definition and importance of emerging trends in the context of operations and supply chain management, Overview of current challenges and opportunities in the industry, Role of technology and innovation in shaping the future of operations and supply chains, Industry 4.0 and its core principles, Role of the Internet of Things (IoT) and smart manufacturing in operations, Leveraging big data and analytics for supply chain optimization, Digital transformation and its impact on supply chain integration and transparency	6
Unit-II	Sustainability and Green Operations	No. of Hours
	Green supply chain practices and their significance in a sustainable world, Circular economy principles and their application in supply chains, Strategies for minimizing environmental impact and reducing carbon footprint, Balancing economic viability with environmental responsibility in operations	6

Unit-III	Artificial Intelligence (AI) And Machine Learning In Operations & Supply Chain	No. of Hours
	Applications of AI and machine learning in supply chain planning and decision-making, Predictive analytics for demand forecasting and inventory management, AI-driven automation and robotics in operations and warehousing, Internet of Things, Augmented and Virtual Reality	6
Unit-IV	Block Chain Technology and Supply Chain Traceability	No. of Hours
	Blockchain and its role in ensuring supply chain transparency, Applications of blockchain in tracking and tracing products and materials, enhancing supply chain security and trust with blockchain technology, Data analytics for supply chain insights and optimization, Data-driven decision-making and performance measurement, Integrating business intelligence tools for real-time visibility	6
Unit-V	Globalization And Supply Chain Risk Management	No. of Hours
	Managing risks and uncertainties in global supply chains, Strategies for mitigating risks and building resilient global supply networks, Necessity of agility and resilience in volatile and uncertain markets, Strategies for building adaptive supply chains capable of responding to disruptions, Customer-Centric Supply Chains: Personalization and customization trends in operations and logistics, E-commerce and last-mile delivery innovations to enhance customer experience	6

Text Books	<p>5. Trends in Supply Chain Design and Management: Technologies and Methodologies by Hosang Jung, Fengshan Frank Chen, Bongju Jeong. Springer (2010).</p> <p>6. Emerging Frontiers in Operations and Supply Chain Management: Theory and Applications, B. Vipin, C. Rajendran, Deepu Philip, Ganesh Janakiraman, Springer (2021).</p> <p>7. Blockchain Meets Supply Chain: Rewiring Business Operations for the Digital Age by Ken Cottrill, Peter Harris. Amazon Asia-Pacific</p>
Reference Books	<p>3. Emerging Trends in Sustainable Supply Chain Management and Green Logistics, Abul Quasem Al-Amin, Muhammad Waqas, Syed Abdul Rehman Khan, IGI Global</p> <p>4. Technology in Supply Chain Management and Logistics: Current Practice and Future Applications, By Anthony M. Pagano, Matthew Liotine, Elsevier 2019</p>

SEMESTER – IV

SPECIALIZATION - MARKETING

2022-24	SEMESTER - IV			
	Course Category	Course Code	Course Title	Credits
	GC-19	401	Corporate Governance, CSR & Business Ethics	3
	SC-06	402MKT	Marketing Strategy	3
	SC-07	403MKT	Marketing of BFSI	3
	SC-08	404MKT	Integrated Marketing Communication	3
	SC-09	405MKT	Retail Tourism & Hospitality Management	3
	SC-10	406MKT	Marketing 4.0 to 5.0	3
	Block A Total Credits			18
B	SE-05	407MKT	Digital Marketing	2
	SE-06	408MKT	Rural & Agricultural Marketing	2
	SE-07	409MKT	Marketing Analytics	2
	SE-08	410MKT	Business to Business Marketing	2
	Select any two courses of Block B -Total Credits			4
Total				22
Mandatory Credits as per UGC circular				
Skill Development-I				1
Cyber Security - III				1

Course Title: MARKETING STRATEGY**Course Type: Subject Core (SC-06)****Course Code: 402 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
CO402MKT.1	REMEMBERING	DISCOVER perspectives of Market, Marketing & strategy.
CO402MKT.2	UNDERSTANDING	UNDERSTAND the intricacies of competitive marketing situations and ways to handle each situation.
CO402MKT.3	APPLYING	BUILD a market strategy through integrating concepts like product life cycle, adoption, and segmentation, branding, pricing, distribution, and market communication.
CO402MKT.4	ANALYZING	ANALYZE a company's current situation through applying internal and external analyses
CO402MKT.5	EVALUATING	EXPLAIN alternative ways to measure the outcome of market strategies.
CO402MKT.6	CREATING	CREATE Marketing Strategy for suitable Product or service

Unit-I	Introduction To 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, Marketing Communication & IMC	9
Unit-II	Marketing Environment Analysis	NO. OF HOURS
	Market Forecasting: Introduction, Purpose, Techniques Forecasting Based on Current Demand: Method Forecasting Based on Past Demand, Leading indicators, Marketing Intelligence, Significance & Application, Macro and Micro Analysis using PESTEL, Porter's Five Forces, BCG & GE model	9

Unit-III	Targeting Attractive Market Segments & Positioning: Connecting with Customers	NO. OF HOURS
	Choosing Attractive Market Segments – Segment synergies, Segment invasion strategy, Targeting Strategies, Factors influencing choice of Targeting, A five step process of Targeting, Different Targeting Strategies; Differentiation Based on (Product, Image, Channel, Personnel & Services); Positioning Process: Identifying relevant competitors, identifying determinant attributes, collecting information on perceptions of customers on products and services. Connecting with Customers: Customer satisfaction, Customer Perceived Value (CPV), Customer Lifetime Value, CRM	9
Unit-IV	Current Trends In Marketing Strategies- A Paradigm Shift	NO. OF HOURS
	Market Specific Strategies: New Entrants, Growth Market, Mature Market, 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. User – centric design – Empathy Mapping.	9
Unit-V	Marketing Metrics for Study of Competition and Brand Building	NO. OF HOURS
	Designing Marketing Metrics - Process: Setting Standards of Performance, Specifying & Obtaining Feedback Data, Evaluating Feedback Data, Taking Corrective Actions, Organizational issues. Strategic wear-out. Gap Identification & Bridging Tools: Strategic Gap Planning Model like Ansoff Matrix & Market profitability analysis & Marketing Control. Competitive forces, process of identifying and analyzing competitors. Brand Building Strategies; Role of Brands, Brand Loyalty, Brand Preference. Brand Equity, Brand elements - meaning and criteria for choosing brand elements. Note: Select Industry/Market/Product & Service of Your choice for activity for all units.	9

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

Course Title: MARKETING OF BFSI**Course Type: Subject Core (SC-07)****Course Code: 403 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
CO 403MKT.1	REMEMBERING	DESCRIBE the key terminology of BFSI Products & Services
CO 403MKT.2	UNDERSTANDING	UNDERSTAND the distinctive characteristics of financial services
CO 403MKT.3	APPLYING	APPLY the marketing framework for developing a marketing strategy for financial services
CO 403MKT.4	ANALYSING	IDENTIFY the problems and issues in marketing of financial services
CO 403MKT.5	EVALUATING	DEVELOP the communication and critical thinking skills needed to address the managerial problems in the industry
CO 403MKT.6	CREATING	ACQUIRE the skills and techniques in analysing problems in real life settings

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 SBI, HDFC, ICICI, ETC; Role of various regulators as RBI, IRDA, AMFI, SEBI, MCA and participants in Indian	9
Unit-II	Understanding of BFSI Products & Services	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 & Credit Card, Other online Merchant outlets Payment services like Google Pay, PAYTM, Phonepe etc. Activity: Detailed analysis of Promotional Contents-Online and Offline	9
Unit-III	Marketing of BFSI Products & Services	No. of Hours
	The evolution of marketing in the financial services sector, 7 P's of BFSI,	9

	Loyalty and relationship marketing, Marketing financial services, Service Marketing Triangle, Service Gap model Group Activity: Comparative study of ICICI and HDFC	
Unit-IV	Consumer Buying Behaviour & STP OF BFSI Products & Services	No. of Hours
	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, (STP) Segmentation and target marketing, Market segmentation, Bases for market segmentation, Consumer responses, Segmentation for the corporate sector, Segmentation & Positioning strategies. Activity: Role play on STP & CB	9
Unit-V	Promotion & Distribution of BFSI Products & Services	No. of Hours
	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. Activity: Planning for a Promotional Campaign online and offline such as Loan Mela for M&M Finance	9

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

Course Title: INTEGRATED MARKETING COMMUNICATION

Course Type: Subject Core (SC-08)

Course Code: 404MKT

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 need and environment of Integrated Marketing Communications (IMC).
CO404MKT.2	UNDERSTANDING	EXPLAIN the different tools of IMC such as Advertising, Publicity, Public relations, Sales Promotions, Personal Selling, and Direct Marketing.
CO404MKT.3	APPLYING	APPLY the concepts of IMC to effectively implement business promotion campaigns on different media platforms (Print, Radio, TV, Outdoor, Catalog, Web, Mobile, E-mail, Social Media).
CO404MKT.4	ANALYZING	ANALYZE the relevant Legal Aspects of Advertising, Green Marketing, and other Regulatory Requirements for the IMC Campaigns.
CO404MKT.5	EVALUATING	EVALUATE the different Advertising Appeals suitable in relevant real business situations.
CO404MKT.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
	Meaning and role of IMC in Marketing process, Evolution of IMC, scope and importance of IMC, Features of IMC. One voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship. The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer Behavior.	9

UNIT – II	IMC Planning and Process	NO. OF HOURS
	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). Role of IMC in marketing process, IMC planning model; Marketing and promotion process model. Communication process in IMC, Steps involved in developing IMC programme, Effectiveness of marketing communications, Purpose, Role, Functions, Types, Advertising Mix Vs Marketing Mix; Consumer Processing Model (CPM Model) ; The Hedonic, Experiential Model (EMP Model).	9
UNIT – III	IMC - Objectives, Budgeting, and Legal Aspects	NO. OF HOURS
	Setting Marcom Objectives, The Hierarchy of Marcom Effects, The Integrated Information Response Model (IIRM Model), Marcom Budgeting, various aspects in 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.	9
UNIT – IV	Advertising Management	NO. OF HOURS
	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, Email 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),	9
UNIT – V	Sales Promotions & Personal Selling	NO. OF HOURS
	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	9

	<p>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), Catalog Selling, Direct Marketing, Sales Person Performance and Effectiveness, Excellence in Selling.</p>	
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<p>Text Books</p>	<ol style="list-style-type: none"> 1. Clow, K. B. (2021). Integrated Advertising, Promotion, and Marketing Communications, Global Edition. 2. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill 3. Guolla, M., Belch, G., & Belch, M. (2020). Advertising & promotion an integrated marketing communications perspective (7th ed.). McGraw-Hill Ryerson Limited. Type: ISBN-13: 9781260065985 4. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch &Keyoor Purani, TATA McGraw Hill. 5. Advertising, Promotions, and other aspects of Integrated Marketing Communications, Terence A. Shimp, J. Craig Andrews, 09th Edition, 2016, Cengage Learning India Pvt. Ltd.
<p>Reference Books</p>	<ol style="list-style-type: none"> 1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill 2. Advance Marketing Management, Lam, Hair, Sharma, McDaniel, Roberts, Zahay, Patel (2018), Cengage Learning India Pvt. Ltd. 3. Advertising: Principles and Practice, Wells, Moriarty and Burnett, Pearson. 4. Integrated Advertising, Promotion, and Marketing Communications, Kenneth E. Clow, Donald E. Baack, 06th Edition, 2014, Pearson. 5. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press. 6. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D“Souza, Tata McGraw Hill.
<p>Supplementary Reading Material</p>	<ol style="list-style-type: none"> 1. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press

“KEEP LEARNING & SHARING”

Course Title: RETAIL TOURISM AND HOSPITALITY MANAGEMENT

Course Type: Subject Core (SC-09)

Course Code: 405MKT

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	IDENTIFY the fundamental principles essential for hospitality and tourism industry
CO405MKT.2	UNDERSTANDING	UNSERSTAND the utility of various tools and technology to solve problems. Understand the sustainable and eco-tourism
CO405MKT.3	APPLYING	APPLY theoretical knowledge to design various tour packages for clients and Strategies For Hospitality Entrepreneurship
CO405MKT.4	ANALYSING	ANALYZE changing trends in Hospitality& Tourism industry at Domestic &International level
CO405MKT.5	EVALUATING	EVALUATE recent trends in hospitality & tourism industry.
CO405MKT.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	9
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	9

Unit-III	Hospitality Industry Overview	NO. OF HOURS
	Origin, Nature & Importance; Organizational Structure & Management of various types of hotels; Star Categories of Hotels; Grading Systems and Criteria.	9
Unit-IV	Hotels & Restaurants Operations	NO. OF HOURS
	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.	9
Unit-V	Event Management	NO. OF HOURS
	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 Sponsorship	9

Text Books	Hospitality and Tourism Management - Rajat Gupta, Nishant Singh, Ishita Kirar & Mahesh Kumar Bairwa, Vikas Publishing House Pvt. Ltd
Suggested Readings	<ul style="list-style-type: none"> • Tourism Promotions and Marketing. • State / Country as a Tourism Product. • Role and impact of online tour planning and booking companies. • 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. • Role of Government in enhancing tourism industry. • GST structure for different categories of hotels and restaurants.

Course Title: MARKETING 4.0 to 5.0	
Course Type: Subject Core (SC-10)	Course Code: 406MKT
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
CO406MKT.1	REMEMBERING	DEFINE the scope and importance of Marketing 4.0 and 5.0 in the business world
CO406MKT.2	UNDERSTANDING	UNDERSTAND new frameworks for marketing in Digital Economy, DISTINGUISH traditional marketing and Marketing 4.0& 5.0
CO406MKT.3	APPLYING	APPLY the new trends of marketing to solve business Problems
CO.406MKT.4	ANALYZING	ANALYZE the various marketing strategies used by corporate world to make marketing program more Effective
CO406MKT.5	EVALUATING	EVALUATE innovative Marketing strategies in current era of business world
CO406MKT.6	CREATING	DEVELOP 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 / e-service

UNIT – I	Fundamental Trends Shaping In Marketing	NO. OF HOURS
	From Marketing 3.0 To Marketing 4.0. 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

UNIT – III	Human-Centric Marketing, Content and Marketing Omni Channel Marketing	NO. OF HOURS
	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
UNIT – IV	Marketing 5.0	NO. OF HOURS
	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
UNIT – V	Augmented and Agile Marketing	NO. OF HOURS
	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

Text Books	<ol style="list-style-type: none"> 1. Marketing 5.0 Technology for Humanity, Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan John Wiley & Sons, Inc. Hoboken, New Jersey 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) 3. Marketing 4.0: Moving from Traditional to Digital Kindle Edition by Philip Kotler, Hermawan Kartajaya, Iwan Setiawan 4. Marketing 3.0: From Products to Customers to the Human Spirit by Philip Kotler, Hermawan Kartajaya
Reference Books	<ol style="list-style-type: none"> 1. MASTERING ONLINE MARKETING_ by Magnus Unemyr 2. Content Marketing Made Easy: Why You Need It

	<p>/ How To DoIt by Susan Crossman Fast,</p> <ol style="list-style-type: none"> 3. Cheap and Viral: How to Create Game-Changing Content on a Shoestring Budget by Aashish Chopra 4. <u>Engagement Marketing: How Small Business Wins in a Socially Connected World</u> by <u>Gail F. Goodman</u> 5. Omni Channel Marketing: The Roadmap to Create and Implement Omni channel Strategy for Your Business by Shady Ramadan 6. Human Minded Care: The Pathway to Your Customer’sHeart by Cem Ozguven 7. When Digital Becomes Human: The Transformation of Customer Relationships by Steven Van Belleghem
<p>Supplementary Reading Material</p>	<ol style="list-style-type: none"> 1. 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/ 2. https://contentmarketinginstitute.com/ 3. https://neilpatel.com/what-is-content-marketing/ 4. https://www.youtube.com/watch?v=JbzTDtlhpnU, Introduction to Marketing 5.0: Technology for Humanity with Iwan Setiawan, accessed on 7th June 2021 5. https://www.youtube.com/watch?v=jwUobgplGqk, Marketing 5.0, Book Review ,accessed on 7th June 2021 6. https://www.youtube.com/watch?v=tav4S11KA_g, Agile Marketing ,accessed on 7th June 2021 7. https://www.youtube.com/watch?v=ZFTgGi06vbM, AR vs VR, What are virtual and Augmented Realities, accessed on 7th June 2021. 8. https://www.youtube.com/watch?v=1obcLCB5WTU, what is Contextual Marketing. Benefits of Contextual Marketing, accessed on 7th June 2021 9. https://marketingtrends.com/episodes/erik-newton/ 10. https://anchor.fm/irish-tech-news/episodes/The-evolution-of-marketing-with-industry-legend-PhilipKotler--author-most-recently-of-Marketing-5-0-e1219ih

“KEEP LEARNING & SHARING”

Course Title: DIGITAL MARKETING - II**Course Type:** Subject Elective(SE-05)**Course Code:** 407 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
407MKT.1	REMEMBERING	DEFINE various concepts related to Digital Marketing
407MKT.2	UNDERSTANDING	EXPLAIN the role of Search Engine Marketing, Affiliate marketing, Email and Mobile marketing
407MKT.3	APPLYING	MAKE USE OF Content Marketing, Affiliate Marketing, Email and Mobile Marketing & digital analytics.
407MKT.4	ANALYSING	ILLUSTRATE the use of Content Marketing, Affiliate Marketing, Email and Mobile Marketing & digital analytics.
407MKT.5	EVALUATING	EVALUATE Marketing Program on different platforms
407MKT.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 with 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, E3 Model, Understanding Web and Mobile Marketing perspective, Key Terms.	4
Unit-II	Content Marketing	NO. OF HOURS
	Introduction to Content Marketing: Definition, history, devolution, objectives, importance, role of content marketing in businesses. Content Curation and its importance. 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,	5+1

	websites and Emails, 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	
Unit-III	Affiliate Marketing	NO. OF HOURS
	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	6+2
Unit-IV	Email & Mobile Marketing	NO. OF HOURS
	Introduction to Email & Mobile Marketing, Email techniques & Current Trends, Email Statistics-types of emails (welcome email, promotional email or weekly newsletter): Organizing the Mailing List, Email Content, Automating Emails and Spam Compliance, Analyzing and tracking email marketing; Email Marketing Benefits Mobile Applications, Mobile Payments (case study on Phonepe and PayTM) and Mobile Entertainment; Email & Mobile Marketing Strategies, Privacy and security in Email & Mobile marketing, SMS, MMS messaging	5+1
Unit-V	Digital Analytics	NO. OF HOURS
	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, 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.	5+1

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

“KEEP LEARNING & SHARING”

Course Title: RURAL & AGRICULTURE MARKETING**Course Type: Subject Elective (SE – 11)****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	DEFINE the concept of Rural and Agriculture Marketing.
CO408MKT.2	UNDERSTANDING	EXPLAIN the rural segmentation and Agriculture Management.
CO408MKT.3	APPLYING	APPLY the knowledge of Rural and Agriculture Marketing Strategies
CO408MKT.4	ANALYSING	ANALYZE the importance of Rural and Agriculture Marketing Strategies
CO408MKT.5	EVALUATING	EVALUATE the potential of Rural and Agriculture Marketing in India.
CO408MKT.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	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. Communication Strategy. Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Selecting the Communication Channels.	6
Unit-III	Agri-Input Marketing	No. of Hours
	Agriculture Inputs – Seeds, Pesticides, Insecticides, Fertilizers and Farm	6

	<p>Machinery - Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/Equipment's</p> <p>Agri-input marketing case study- GODREJ AGROVET</p> <p>A Case Study on KRIBHCO - Supporting Farmers and Cooperatives in Rural India</p> <p>A Case Study on IFFCO in the Service of Farmers</p> <p>A Case Study on Agricultural Machinery Industry in India (Manufacturing, marketing and mechanization promotion)</p> <p>Rallis, a turnaround a case study of Tata Chemicals Limited</p>	
Unit-IV	Agriculture Product (Output) Marketing	No. of Hours
	<p>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.</p> <p>Case study on processing industries of different commodities - Food grains, Fruits, Vegetables, Milk and Milk products etc.</p> <p>A case study on Food Processing Industry in India: Challenges and Potential.</p> <p>AMUL The Taste of India a case study</p> <p>A case study on Mapro: Sustaining a Family Run Business</p>	6
Unit-V	Agriculture 4.0	No. of Hours
	<p>An overview of agriculture 4.0 development: Systematic review of descriptions, technologies, barriers, advantages, and disadvantages. Prospects for Agriculture 4.0 in Developing Countries</p>	6

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

Course Title: MARKETING ANALYTICS

Course Type: Subject Elective (SE-07)

Course Code: 409MKT

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	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions
CO409MKT.2	UNDERSTANDING	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices
CO409MKT.3	APPLYING	IDENTIFY what customers' value in a product, and assess what they are willing to pay for it.
CO409MKT.4	ANALYSING	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data
CO409MKT.5	EVALUATING	DETERMINE the most effective target markets
CO409MKT.6	CREATING	DESIGN a study that incorporates the key tools of Marketing Analytics

Unit-I	Market Analytics & Segmentation Techniques	NO. OF HOURS
	Introduction to Marketing Analytics, Market Segmentation Variables, Market Segmentation Types, Marketing Data Landscape, Data for Segmentation, Analytics for Need Based Segmentation - Voice of the Customer, managing "Voice of the Customer" Data, Customer Co-Creation, RFM Analysis, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Clustering, Conjoint Analysis Segmentation, The Cluster Analysis Discriminant Analysis Approach.	6
Unit-II	Approaches in Choosing Target Segment	NO. OF HOURS

	Types of Approaches in choosing Target Segment; Mass Marketing, Differentiated Marketing, Niche Marketing, Micro Marketing; Rationale for Segment Targeting, Analytics for Perceptual Mapping and Product Positioning, Multidimensional Scaling (MDS) and Factor Analysis, Relevance of Mapping for Product Positioning, Preference Mapping, Incorporating Preferences in Perceptual Mapping, Understanding of STP.	6
Unit-III	Product/Service Design Analytics	NO. OF HOURS
	Meaning and Concept of Product/Service design, The Relevance of Trade-off Approaches, Conjoint Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results. Challenges in Product/Service Design, Relationship of Product design in relation to other functional areas	6
Unit-IV	Analytics for Tracking Customer Growth	NO. OF HOURS
	Customer Growth Parameter; Rationale for Customer Analytics, Customer acquisition cost, Customer Churn, Customer Attrition models, Customer lifetime value, Net promoter score, Calculating the number of new customers, Calculating average customer age & Days to convert, Calculating customer acquisition cost & Average purchases, Calculating touch points & Lead conversion, Analyzing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Diffusion Models - The Bass Model.	6
Unit-V	Modeling New Marketing Initiatives	NO. OF HOURS
	Introduction to modeling, evaluating new ad channels, Modeling strategies and best practices, Two Major categories of Marketing Models- Top-Down and Bottom-Up, SOSTAC Model, Projecting ad revenue, Projecting organic follower revenue, Projecting expenses, Calculating net profit and breakeven, Understanding ROI, calculating returns, Creating a single-variable sensitivity table, Creating a multi-variable sensitivity table	6
Text Books	1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston 2. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger 3. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Mike Grigsby	
Reference Books	1. Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Paul Farris, Rajkumar Venkatesan, and Ronald T. Wilcox	

“KEEP LEARNING & SHARING”

Course Title: BUSINESS TO BUSINESS MARKETING**Course Type: Subject Elective (SE-08)****Course Code: 410MKT****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
CO410MKT.1	REMEMBERING	DEFINE Fundamentals of Business to Business Marketing
CO410MKT.2	UNDERSTANDING	UNDERSTAND STPD, Pricing & Distribution to capitalize on business opportunities
CO410MKT.3	APPLYING	APPLY various concepts, procedures and processes in business context for a particular segment.
CO410MKT.4	ANALYZING	CLASSIFY key requirements of clients, partners in context of businesses for particular segment
CO410MKT.5	EVALUATING	COMPARE suitable Pricing and Channel management Strategy
CO410MKT.6	CREATING	DESIGN suitable Marketing Mix for Client and other Stakeholders

Unit-I	Overview Of Business-To-Business Marketing	NO. OF HOURS
	Introduction to B2B Marketing, Market Opportunity Identification– Analysis & Evaluation–Customer Analysis–Customer Relationship Management Strategies for Business Markets. Organizational & Government Markets, Organizational Buying Behaviour (Comparison between domestic sourcing vs- global sourcing). 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. Concept of Positioning	6

	and Positioning strategies. Factors affecting positioning, Importance of Positioning with examples.	
Unit-III	Product Pricing Strategy For B2B Markets	NO. OF HOURS
	<p>Pricing-Key Account Management, Pricing: Factors influencing Pricing Decisions, Premium Pricing, Cost-Plus, Value based Pricing, Competitor based pricing, Price Skimming, Economy Pricing, Dynamic Pricing.</p> <p>Pricing Strategies – Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction.</p> <p>Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing.</p> <p>Role of Intermediaries, Agents, Bank- LOC, Tariff and other factors affecting Pricing.</p>	6
Unit-IV	Personal Selling & Promotions for B2B Markets	NO. OF HOURS
	<p>Personal Selling: Role & Characteristics of Personal Selling, Business Marketing Communication-Business Marketing, Communication- B2B Branding. Development & Management of Sales Force, Key Account Management - ABC and VED Analysis of Industrial Customers.</p> <p>Promotions: Developing Industrial Communication Programme, Trade Shows, Exhibitions, Catalogs, Samples, Public Relations, Advertising, Listing on Government and other institutions sites, Promotion through online platforms like India Mart, trade associations etc.</p> <p>Online vs offline promotion tools. (India mart and physical outlet)</p>	6
Unit-V	INDUSTRIAL DISTRIBUTION CHANNELS	NO. OF HOURS
	<p>Introduction to 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 channel members.</p> <p>Classification of Distribution channels, factors affecting choice of distribution channel, Challenges and Importance of industrial distribution channels.</p>	6

Text Books	<p>Industrial Marketing By Krishna Havaladar Mcgraw Hill Higher Education</p> <p>B2B Marketing: A South-Asian Perspective By Michael D. Hutt Dheeraj Sharma Thomas W. Speh, Cengage Learnings.</p>
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Reference Books	<ol style="list-style-type: none">1. Industrial Marketing by Richard M. Hill, Ralph S. Alexander Edition 4 Publisher Irwin, 19752. Industrial Marketing by Hory Sankar Mukerjee Published by Excel Books, 2008
Websites/Suggested Readings	<ol style="list-style-type: none">1. Marketing White Book Latest edition

Sanjivani MBA

SEMESTER – IV

SPECIALIZATION – HUMAN RESOURCE MANAGEMENT

2022-24	SEMESTER – IV			
	Course Category	Course Code	Course Title	Credits
	GC-19	401	Corporate Governance, CSR & Business Ethics	3
	SC - 06	402HR	Performance Management & Competence Mapping	3
	SC – 07	403HR	Human Capital Management & HR Audit	3
	SC – 08	404HR	Compensation & Reward Management	3
	SC – 09	405HR	Industry Relations & Employment Laws	3
	SC – 10	406HR	Global HR Practices	3
	Block A Total Credits			18
B	SE - 06	407HR	Games People Play	2
	SE – 07	408HR	Bhagavad Gita – HR’s Paradise	2
	SE – 08	409HR	Employer Branding	2
	SE – 09	410HR	Creating High Performance Organization	2
	SE - 10	411HR	Agile HR	2
		{Select any two courses of Block B} -Total Credits		
	Semester-4 Total Credits			22
Mandatory Credits as per UGC circular				
Skill Development-I				1
Cyber Security - III				1

Course Title: Performance Management and Competence Mapping**Course Type:** Subject Core (SC-06)**Course Code:** 402 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
CO402 HRM.1	REMEMBERING	DEFINE the key terms related to performance management and competency development
CO402 HRM.2	UNDERSTANDING	EXPLAIN various models of competency development.
CO402 HRM.3	APPLYING	PRACTICE competency mapping.
CO402 HRM.4	ANALYSING	ANALYSE competencies required for present and potential future job roles at various levels and across variety of organizations
CO402 HRM.5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.
CO402 HRM.6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements

Unit-I	Performance Management System	No. of Hours
	Introduction of PMS-Definition, Scope, Importance, Performance Planning – Individual Goal Setting, Linking individual goals to Organization goals, Performance Coaching- Identification of Training Needs- Job Specification, Identify the Performance Gap, Training Specification, Choose appropriate training module, Counselling for Better Performance, Feedback Mechanism in Organization.	9
Unit-II	Introduction to Competency	No. of Hours
	Definition and History of Competency, Basic Components of Competency(Knowledge(K),Skill(S), Attitude(A)), Performance Vs Competency, Difference between Competence and Competency, Type of Competency- Generic Vs Key Competency, Functional and Technical Competency, Leadership and managerial Competency, Need for Competency Framework, Limitation and Learning from Competency Framework, Myth about Competency	9

Unit-III	Competency Development & its Models	No. of Hours
	Need and Importance of Competency Development, Stages in developing Competency Model, Types of Competency Model – Core/Generic, Job Specific, Managerial/Leadership, Custom, Development of Personnel Competency Framework – Lancaster Model of Competency	9
Unit-IV	Competency Mapping	No. of Hours
	Procedures/Steps-Determining objectives and Scope, clarifying implementation goals and standards, create an action plan, define competency based performance effectiveness (Key Result Area (KRA) & Key Performance Indicators(KPI)), tools for data collection, data analysis, validating competency model, mapping future jobs and single incumbent jobs, using competency profile in HR decisions, Mapping Competency for Recruitment and Selection, Training and Development, Performance and Compensation.	9
Unit-V	Competency Driven Career and Culture	No. of Hours
	Role of Competency in Career Progression - Transactional Competency, Tradition Competency and Transformational Competency, Evaluation of Career through KSA (Knowledge, Skill and Attitude) Competency based Succession and Career planning, Corporate Competency driven Culture.	9

Case Study	Case Study on Performance Management System Case Study on Competency Mapping
Text & Reference Books	Competency based HRM, Ganesh Shermon, Tata Mc Graw Hill Publishing The handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Seema Sanghi, Sage Publication Inc
Reference Book	Human Capital Measurement: An Introduction, K Sangeetha ICFAI University Competency Mapping, R K Sahu Competency Study: Mapping the Future, Paul R Bernthal, ASTD Press Human resource Management, K Ashwathappa

Course Title: HUMAN CAPITAL MANAGEMENT & HR AUDIT

Course Type: Subject Core (SC-07)

Course Code: 403 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
CO403HRM.1	REMEMBERING	DEFINE the key terms in Human capital & HR Audit.
CO403HRM.2	UNDERSTANDING	ELOBRATE the concept of Human capital & HR Audit.
CO403HRM.3	APPLYING	APPLY the knowledge of Human capital & HR Audit to solve the workplace issue.
CO403HRM.4	ANALYSING	COMPARE human capital & HR audit in details.
CO403HRM.5	EVALUATING	DESIGN the balance score card for employee in an organization.
CO403HRM.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	9
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, Organizational Performance Model; Human Capital Index; Engagement Model; People and Performance Model; Human capital reporting-applications of HCM	9

Unit-III	HCM & ITS Linkage	NO. OF HOURS
	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	9
Unit-IV	ROI On Human Capital	NO. OF HOURS
	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	9
Unit-V	Human Resource Auditng	NO. OF HOURS
	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.	9

Text Books	Human Capital Management- Achieving Added Value Through People by Angela Baron & Michael Armstrong, Kogan Page Publication. Human Resource Accounting-advances in concepts, Methods, and Applications, by Eric G. Flamholtz, Kluwer Academic Publishers. The ROI of Human Capital-Measuring The economic Value of Employee Performance by Jac Fitz-enz
Reference Books	Human Resource Accounting by M K Kolay, ICWAI Auditing your Human Resources by John McConnell HRD Audit by T V Rao
Suggested Readings	https://www.journalcra.com/article/human-capital-and-economic-growth-india http://www.sosyalarastirmalar.com/cilt2/sayi8pdf/marimuthu_arokiasamy_ismail.pdf https://www.ijitee.org/wp-content/uploads/papers/v8i7c2/G10710587C219.pdf https://www.ripublication.com/ijbamspl17/ijbamv7n2spl_18.pdf http://ijmsrr.com/downloads/3009201412.pdf

Course Title: COMPENSATION AND REWARD MANAGEMENT**Course Type:** Subject Core (SC-08)**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
CO404 HRM.1	REMEMBERING	DESCRIBE concept of compensation and cost
CO404 HRM.2	UNDERSTANDING	UNDERSTAND compensation and reward management process
CO404 HRM.3	APPLYING	COMPARE issues related to compensation and survey of wages & salary administration in various industries
CO404 HRM.4	ANALYSING	EXPERIMENT to calculate various types of monetary and profit sharing incentives
CO404 HRM.5	EVALUATING	CALCULATE income tax as per the current slabs for the employees under different salary brackets
CO404 HRM.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

Unit-III	Comparisons of Compensation Surveys In Various Industries	No. of Hours
	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
Unit-IV	Incentives, Reward System & Pay Restructuring	No. of Hours
	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
Unit-V	Tax Planning And Payroll Components	No. of Hours
	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

Case Study	Case Study on Compensation Case Study on Reward Management
Text & Reference Books	Compensation & Reward Management, BD Singh, Excel Books Compensation, Milkovich & Newman, Tata McGraw Hill Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education 3. Compensation Management, Er Soni Shyam Singh, Excel Books.
Supplementary Reading Material	www.mindtools.com www.citehr.com www.hbr.org

Course Title: INDUSTRY RELATIONS & EMPLOYMENT LAWS	
Course Type: Subject Core(SC-09)	Course Code: 405 HRM
Credits: 3	L: T:P: 3: 0: 0

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

CO Number	Cognitive Abilities	Course Outcome
CO405HRM.1	REMEMBERING	EXPLAIN the concepts of industrial relations, and its influence on labour legislations in India
CO405HRM.2	UNDERSTANDING	POINT the prerequisites of collective bargains, negotiating types and the principles of workers participation, procedures and approaches to manage discipline in industry.
CO405HRM.3	APPLYING	APPLY the procedures, rights and responsibilities of trade unions while resolving problems in TU.
CO405HRM.4	ANALYSING	ANALYSE the major provision of labour legislations while handling the cases related to the factories, disputes, insurance.
CO405HRM.5	EVALUATING	DIAGONISE the major provision of labour legislations while handling the cases related to the wages, bonus and compensation.
CO405HRM.6	CREATING	DESIGN the industrial relation policies and procedure for the selected industries.

Unit-I	Introduction To Industrial Relations	NO. OF HOURS
	Introduction: Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, importance of IR. Approaches to Industrial relations, Theories of IR and historical initiatives for harmonious IR, Best practices of IR, Recent trends in IR.	9
Unit-II	Collective Bargaining & WPM	NO. OF HOURS
	Collective Bargaining: Meaning, essential of collective bargaining, collective bargaining process, prerequisites for collective bargaining. Negotiations-Types of Negotiations - Techniques of negotiation, negotiation process, essential skills for negotiation. Workers Participation in Management: objectives, factors influencing participation, forms, principles of WPM. Grievance: approaches to grievance machinery,	9

	Grievance procedures. Disciplinary: procedures, approaches to manage discipline in Industry.	
Unit-III	Trade Unions	NO. OF HOURS
	Trade Unions: Meaning, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Rights and responsibilities of TUs, Problems of trade unions, Important provisions of Trade Union Act, 1926. Trade relations in MSMEs.	9
Unit-IV	Employment Legislations - I	NO. OF HOURS
	The major provisions of the employment legislations: Factories Act 1948; Employees' State Insurance (ESI) Act, 1948; Maternity Benefit Act, 1961; Contract Labour Act, 1970; Industrial disputes act of 1947.	9
Unit-V	Employment Legislations - II	NO. OF HOURS
	The major provisions of the employment legislations: Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Gratuity Act 1972; Employees' Provident Fund and Miscellaneous Provisions Act 1952; Payment of Bonus Act, 1965; Employees Compensation Act in 2013 Employee relations in IT Sector	9

Text Books	<ol style="list-style-type: none"> 1. Industrial Relation by Arun Monappa, Tata McGraw Hill Edition. 2. Labour welfare Trade union & Industrial relation By S. D.Punekar, Himalaya Publication 3. Industrial Relations and Labour Laws, S. C. Srivasta, 8th Edition, 2022, Vikas Publications 4. Industrial Relations and Labour Laws, Gupta CB (Dr), Kapoor N.D., Tripathi PC, 2020, Sultan Chand & Son
Reference Books	<ol style="list-style-type: none"> 1. Labour Laws for managers – B D Singh 2. Industrial & Labour Laws – S P Jain 3. Essential of HRM & Industrial relation by P. Subbarao, Himalaya Publication. 4. Dynamics of Industrial relation by Mamoria & Gankar, Himalaya Publication
Websites/Suggested Readings	<ul style="list-style-type: none"> • https://labour.gov.in/e-book-1 • 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 • https://www.emerald.com/insight/publication/issn/0142-5455

“KEEP LEARNING & SHARING”

Course Title: GLOBAL HR PRACTICES**Course Type:** Subject Core (SC-10)**Course Code:** 406 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
406HRM.1	REMEMBERING	REMEMBER key concepts and principles of Global HR practices
406HRM.2	UNDERSTANDING	EXPLAIN the core principles of Global HR,
406HRM.3	APPLYING	APPLY positive psychology principles to their own leadership practices, such as expressing gratitude, providing regular feedback and recognition, and promoting a sense of community and collaboration.
406HRM.4	ANALYSING	ANALYZE the factors that contribute to employee engagement and motivation, and identify strategies for improving these factors in their workplace.
406HRM.5	EVALUATING	EVALUATE the effectiveness of positive psychology interventions in their workplace, and make adjustments as needed to improve outcomes.
406HRM.6	CREATING	DEVELOP innovative approaches to promoting well-being and positive relationships in their workplace, using the principles of positive psychology as a guide.

Unit-I	Global Aspects Of HR	No. of Hours
	Introduction - Growth of International Business and Globalization - Operational Objectives and Means of Globalization in HR Perspective - Use of Balanced Score Card - Choosing an International Competitive Strategy - Forms of Operations.	9
Unit-II	HR Challenges & Opportunities	No. of Hours
	HR Challenges & Opportunities - National Differences Facing Operations – Domestic & MNC Perspectives - Linkages among Countries - Governance of Operations - Individual and Company Concerns – Multi cultural orientation to employees – Research and documentation Orientation in Global organizations - Ethical and Socially Responsible Behavior - Careers in International Business	9

Unit-III	HR Policies & Global Operations	No. of Hours
	HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions -Planning, Organizing, Directing & Control - Operations - Manpower Planning to Separations in a Global Set-up - Staffing - Skill & Knowledge Development - Incentives & Compensation Package - Motivational Systems – Reporting Relationships – Performance Appraisal Systems – Employee Empowerment – Value systems – Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms	9
Unit-IV	Global HR Models	No. of Hours
	Change Management Model - Appreciating Change - Industry Analysis - Business Models - Mobilizing Support - Executing Change - Building Change Capability - Leadership and Change –Diversity as Enhancer of Learning and Effectiveness Within Groups and Organizations – HR to Develop Global Organizational Learning Systems.	9
Unit-V	Global HR Quality Enhancement	No. of Hours
	Quality Performance in Knowledge Based Organizations - Technology – Behavioral & Technical - Universal Quality Standards & HRM – Eastern Management Thought for Global Management - Commitment, Quality, and Stress Free Work Life.	9

Text Books	(1) Punnett Betty Jane, INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT
Reference Books	(1) M.E. Sharpe, 2009 Monir Tayeb, INTERNATIONAL HRM, Oxford University Press,2005 (2) Dowling & Welch, INTERNATIONAL HRM: MANAGING PEOPLE IN MULTINATIONAL CONTEXT, Cengage Learning, NewDelhi,1999

***** KEEP LEARNING & SHARING *****

Course Title: GAME PEOPLE PLAY**Course Type:** Subject Elective (SE-06)**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
CO407 HRM.1	REMEMBERING	DESCRIBE concept of compensation and cost
CO407 HRM.2	UNDERSTANDING	UNDERSTAND compensation and reward management process
CO407 HRM.3	APPLYING	COMPARE issues related to compensation and survey of wages & salary administration in various industries
CO407 HRM.4	ANALYSING	EXPERIMENT to calculate various types of monetary and profit sharing incentives
CO407 HRM.5	EVALUATING	CALCULATE income tax as per the current slabs for the employees under different salary brackets
CO407 HRM.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

Unit-IV	Inbound And Outbound (IBOB) Training	No. of Hours
	Meaning; Objectives; Importance; Design IBOB; Framework of OBT, IBOB program methodology; Description of IBOB games and its leanings.	6
Unit-V	GOAL Oriented Games for Workplace Success	No. of Hours
	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

Reference Books	<p>Game People Play – Psychology of HRM – Eric Berne</p> <p>Games People Play: Game Theory in Life, Business, and Beyond - Professor Scott P. Stevens James Madison University</p> <p>GOAL – Goal Oriented Activity Based Learning – Ashraf Ali – Life Academy</p>
Supplementary Reading Material	<p>www.mindtools.com</p> <p>www.citehr.com</p> <p>www.hbr.org</p>

Course Title: BHAGAVAD GITA – HR’S PARADISE**Course Type:** Subject Elective (SE-07)**Course Code:** 408 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
CO408 HRM.1	REMEMBERING	Remembering the basic introduction of Bhagavad Gita concepts
CO408 HRM.2	UNDERSTANDING	Concepts of Leadership and Self-Realization
CO408 HRM.3	APPLYING	Principles of managing work relationship
CO408 HRM.4	ANALYSING	Relationship of Work-Life Balance and Stress Management at Workplace
CO408 HRM.5	EVALUATING	Evaluating Gita Principles to HR Challenges
CO408 HRM.6	CREATING	Develop the different strategies from Bhagavad Gita

Unit-I	Introduction To the Bhagavad Gita	No. of Hours
	Overview of the Bhagavad Gita: historical context, authorship, and significance - Understanding the structure and chapters of the Gita - Key concepts and themes: Dharma, Yoga, Karma, and Self-realization.	9
Unit-II	Leadership And Self-Realization	No. of Hours
	The concept of self-realization and its relevance to leadership - Leadership qualities and values inspired by the Gita - Applying Gita principles in decision-making and problem-solving - Developing emotional intelligence and self-awareness.	9
Unit-III	Managing Work Relationships	No. of Hours
	Communication and interpersonal skills inspired by the Gita - Building effective teams and fostering collaboration - Conflict resolution and managing workplace dynamics - Ethical considerations in HR practices based on Gita principles.	9
Unit-IV	Work-Life Balance and Stress Management	No. of Hours

	Understanding the concept of work-life balance in the Gita - Techniques for stress management and achieving inner peace - Mindfulness and meditation practices for increased productivity - Nurturing a positive work environment inspired by Gita teachings.	9
Unit-V	Applying Gita Principles to HR Challenges	No. of Hours
	Addressing diversity and inclusivity in HR policies and practices - Incorporating Gita teachings in talent acquisition and retention - Strategies for managing change and adaptation in organizations - Enhancing employee well-being and work-life integration.	9

Case Study	Case Study on Management Principles in Gita Case Study on Leadership in Gita
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Course Title: EMPLOYER BRANDING	
Course Type: Subject Elective (SE-O8)	Course Code: 409HRM
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	Recall the definition and concept of employer branding.
CO409HRM.2	UNDERSTANDING	Explain and summarize the relationship between a company's business plan and talent needs and its employer brand.
CO409HRM.3	APPLYING	Illustrate an employer value proposition that aligns with a company's culture and goals.
CO409HRM.4	ANALYSING	Analyze the company's culture and values to identify the brand roots that can form the foundation of the employer brand.
CO409HRM.5	EVALUATING	Evaluate and justify the impact of the employer brand on employee engagement, retention, and productivity.
CO409HRM.6	CREATING	Design an employer branding strategy that aligns with a company's business plan and talent needs.

UNIT – I	Introduction To Employer Branding	NO. OF HOURS
	Meaning of Employer Branding, Understanding Business Plan and Talent need of an organization; Importance of Employer Branding in Modern Scenario, Brand Positioning & Differentiation, Brand Vision & Brand Reality, Benefits of Employer Branding.	6
UNIT – II	Employer Brand Insights	NO. OF HOURS
	Employee Engagement and Commitment, Benchmarking, Culture Mapping, Brand Roots, Projective and Enabling Techniques, Employer Brand Image.	6
UNIT – III	Employer Brand Positioning & Management	NO. OF HOURS

	Brand Identity, Employer Brand Proposition, Employee Value Proposition, Employer Brand Management (External Reputation, Internal Communication, Internal Measurement Systems, Team Management, Performance Appraisal, Learning and Development, Reward and Recognition).	6
UNIT – IV	Creating And Diagnosing Employer Brand	NO. OF HOURS
	Five essential steps for diagnosing your employer brand, five essential steps to creating your employer brand, the stages of employee experience, five essential steps in applying employer branding,	6
UNIT – V	Nurturing Your Employer Brand	NO. OF HOURS
	Focusing on experience, eight communication basics, five essentials to marketing your employer brand, six steps to nurture your employer brand, five essential steps for nurturing your employer brand.	6

Text Books	<ol style="list-style-type: none"> 1. Employer Branding for Dummies - Richard Morsley, Lars Schmidt, Wiley Publication 2. Simon Barrow & Richard Mosley. Employer Brand: Bringing the Best of Brand Management to People at Work, Wiley Publication, ISBN: 9780470012734. 3. Rosethorn, H (2009) The employer brand: Keeping faith with the deal, Gover Publishing.
Reference Books	<ol style="list-style-type: none"> 1. The Talent Magnet - Richard Evans, Writer Motive Publication. 2. Alicia A. Garibaldi (2014). Employer Branding for Dummies; Glassdoor Special Edition, John Wiley & Sons Inc, Year: 2014. ISBN: 9781118952665, 9781118955246
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Brand from the inside - Libby Sartain and Mark Schuman, Jossey-Bass Publication

“KEEP LEARNING & SHARING”

Course Title: CREATING HIGH PERFORMANCE ORGANISATION

Course Type: Subject Elective (SE-09)

Course Code: 410HRM

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
CO410HRM.1	REMEMBERING	Memorize the benefits of creating a high-performance culture and recall the key characteristics
CO410HRM.2	UNDERSTANDING	Explain the principles and practices that underpin high-performance organizations.
CO410HRM.3	APPLYING	Demonstrate how to create a high-performance culture within an organization.
CO410HRM.4	ANALYSING	Evaluate the impact of different leadership styles on creating a high-performance culture.
CO410HRM.5	EVALUATING	Critique the effectiveness of current organizational practices in creating high-performance organizations.
CO410HRM.6	CREATING	Design a plan to create a high-performance culture within an organization and create a strategy to sustain it.

UNIT – I	Performance Management	NO. OF HOURS
	Relationship between development strategies and business performance; Performance planning, Goal setting; Implementation of performance plans; performance review/ appraisals; Methods of Appraisal; Interpersonal dynamics in performance management; Performance feedback and coaching; legal and Ethical Considerations, Role of Appraisers; Competency Mapping; Key Result Areas and Performance Indicators; Best Practices; Holistic Frameworks for performance management - balanced scorecard, stake holder approach, Baldrige Award, EFQM Excellence Model, and the triple bottom line approach, etc. and their adaptations in India;	6
UNIT – II	Learning And Development	NO. OF HOURS

	Elements of an effective learning and training process; Linkages between performance management and effective learning and development processes; A Systematic Approach to Training - Needs Assessment; Objective Setting; Program Design: Incorporating Learning Principles; Instructional Techniques: Training Evaluation: Training Department and Trainers' Roles; Moving from Training to Performance	6
UNIT – III	Drivers For Designing High Performance Organisations	NO. OF HOURS
	Structures and processes for excellence; Factors/Issues in Performance Management; corporate social responsibility and corporate citizenship behavior; building and leading high-performance teams	6
UNIT – IV	Sustaining A High-Performance Organisations	NO. OF HOURS
	Define organization culture. Identify your organization's culture, the effects of culture on developing and maintaining an HPO. Discuss the statistics of a low performance culture. Explain how to design an organizational culture to implement a HPO and discuss the role of the mission statement in supporting a HPO. Defining diversity, the benefits of diversity in a HPO and how you can manage diversity-related conflicts in the workplace. We will also the role of leadership in a diverse workplace.	6
UNIT – V	Leadership And Strategy for High Performance Organization	NO. OF HOURS
	Defining participative leadership. Growing talent internally to become leaders for a HPO, the leadership role in an HPO and define leadership and management styles that contribute to a HPO. Corporate governance contribution towards HPO. The strategic planning process and how to implement and evaluate the strategic plan. Choosing the right strategy for HPO and how the strategic plan contributes to the implementation of a HPO.	6

Text Books	<ol style="list-style-type: none"> 1. Katzenbach, J. R., & Smith, D. K. (2015). The Wisdom of Teams: Creating the High-performance Organization. 2. Every Trainer's Handbook by Devendra Agochiya, Latest Edition, Sage Publications 3. Holbeche, L. (2005). The High-Performance Organization: Creating Dynamic Stability and Sustainable Success. Routledge.
Reference Books	<ol style="list-style-type: none"> 1. Transforming Training by David Mackey & S Livsey, Kogan Page publishers, Latest edition. 2. Effective Training by P.N. Blanchard, J W Thacker & V A. Anand Ram, Latest edition, Pearson

**Supplementary
Reading
Material**

1. Performance Management by A.S. Kohli & T. Deb, Latest edition, Oxford Higher education Press
2. Performance Planning and Review- Making Employee appraisals work by Richard Rudman, Allen & Unwin Publishers, Latest edition.

“KEEP LEARNING & SHARING”

Course Title: AGILE HR**Course Type:** Subject Elective (SE-10)**Course Code:** 411 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
411HRM.1	REMEMBERING	REMEMBER key concepts and principles of agile, agility and disruptions, including agile HR
411HRM.2	UNDERSTANDING	EXPLAIN the core principles of agile, agility and disruptions, including agile HR
411HRM.3	APPLYING	APPLY concepts of agile and agility to HR functions
411HRM.4	ANALYZING	ANALYZE the factors that differ in agile HR from the traditional HR
411HRM.5	EVALUATING	EVALUATE the effectiveness of agile HR practices and its social impact in business world
411HRM.6	CREATING	DEVELOP realistic agile HR models or processes for MSMEs in rural area.

Unit-I	Introduction To Agile Concept	NO. OF HOURS
	Concept of Agile, Agility and Disruption, 3 Dominant approaches of Agile; Agility & Business Model Transformations, Project Management & Agile Methodology, Insights from the Agile Manifesto, Adopting Agile Values & Principles, Agile Vs Agility	6
Unit-II	Traditional Vs Agile HR	NO. OF HOURS
	Evolution of HR, Understanding Digital Evolution and Disruption, Agile HR Concept, Application of Agile in Traditional HR, Agility and new world of work.	6

Unit-III	Agile HR Frameworks	NO. OF HOURS
	Agile HR Canvas, Agile HR Manifesto, and the Agile HR Operating Model. Ethical consideration including privacy, data protection, and social responsibility, Agile Performance Management	6
Unit-IV	Personal Agility For HR Career Progression	NO. OF HOURS
	Beating Anti-Agile Postures, Improving Personal Agility, G.O.C.A.L.L. Model for personal Agility, Digital Agility for HR Professionals	6
Unit-V	Agile HR In Practice	NO. OF HOURS
	Agile and Agility for Recruitment, Learning/Development, Performance Management, Compensation/Benefits, Case Studies	6

Text Books	<ol style="list-style-type: none"> 1) Agile HR: Deliver Value in a Changing World of Work, by Natal Dank, Riina Hellström 2) Agile People: A Radical Approach for HR & Managers (That Leads to Motivated Employees), by Pia-Maria Thoren
Reference Books	<ol style="list-style-type: none"> 1) Agile Workforce Planning: How to Align People with Organizational Strategy for Improved Performance, by Adam Gibson 2) Doing Agile Right: Transformation Without Chaos, by Darrell Rigby, Sarah Elk, Steve Berez 3) The Agile Leader: How to Create an Agile Business in the Digital Age, by Simon Hayward
Suggested Readings & Online Course	<ol style="list-style-type: none"> 1) https://hbr.org/2018/03/hr-goes-agile 2) https://www.aihr.com/blog/agile-hr/ 3) https://www.udemy.com/course/the-agile-hr-course/

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SEMESTER – IV

SPECIALIZATION: FINANCE

2022-24	SEMESTER – IV			
	Course Category	Course Code	Course Title	Credits
	GC-19	401	Corporate Governance, CSR & Business Ethics	3
	SC -06	402FIN	Corporate Finance	3
	SC -07	403FIN	Risk & Insurance Management	3
	SC -08	404FIN	Security Analysis & Portfolio Management	3
	SC -09	405FIN	Merger Acquisition & Corporate Restructuring	3
	SC -10	406FIN	International Finance	3
	Block A Total Credits			18
B	SE - 06	407FIN	Behavioral Finance	2
	SE - 07	408FIN	Fin-Tech	2
	SE - 08	409FIN	Commodity Markets	2
	SE - 09	410FIN	Financial Reporting - II	2
	{Select any two courses of Block B} -Total Credits			4
Semester-4 Total Credits				22
Mandatory Credits as per UGC circular				
Skill Development-I				1
Cyber Security – III				1

Course Title: Corporate Finance**Course Type: Subject Core (SC-06)****Course Code: 402 FIN****Credit: 03****L: T: P: 3:0:0**

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

Co. No.	Cognitive Abilities (CA)	Course Outcome
CO402FIN.1	REMEMBERING	Recalling the Important & All key concepts in Corporate Finance
CO402FIN.2	UNDERSTANDING	Understand the Use of corporate finance in measuring the risk and return of portfolio, merger and acquisition and corporate governance.
CO402FIN.3	APPLYING	Calculate the risk and return of single asset and portfolio.
CO402FIN.4	ANALYSING	Analyze the reports generated by Corporate finance in Financial management decision making.
CO402FIN.5	EVALUATING	Able to Evaluate the overall Performance of the company using EVA and other Tools.
CO402FIN.6	CREATING	Designing the optimum asset portfolio to maximize the returns on it.

	Introduction To Corporate Finance	No. of Hours
Unit-I	The advantages of corporate firm over the sole traders and partnerships. The life-cycle of the corporation at the capital market: funds raising, investing and benchmarks, returning money to investors at the capital market. Financial Management – Introduction to finance, objectives of financial management – Firm Value and equity value– profit maximization and wealth maximization - Changing role of finance managers - Organization of finance function.	9
Unit-II	Risk And Expected Return: Principles of Portfolio Analysis	No. of Hours
	Concepts of Risk and Return – Diversifiable and Non-Diversifiable risk – Risk & return of single asset, risk and Return of a portfolio, Measurement of market risk for single asset and portfolio	9
	Capital Asset Pricing Theory: CAPM And Its Use In Corporate Finance	No. of Hours

Unit-III	The role of CML in pricing models derivation. Assumptions for capital asset pricing model. The market portfolio. Security market line (SML): the slope, the comparison to CML. The stock's beta: true beta, factors affecting true beta. Improving the beta estimated from regression (top down beta). The problem of adjusted beta. Estimating the market risk premium. Critiques of the CAPM.	9
Unit-IV	The Market for Corporate Control: Mergers & Takeovers Strategic and Financial Restructuring	No. of Hours
	Types of mergers and takeovers. The principles of valuation of mergers and takeovers. Stand - alone value of the target and of the buyer. Efficiency theories of M&A activities: differential efficiency, inefficient management, synergy effects theory. The sources and types of synergy. Agency theories of M&A. Signalling theories of M&A. Hostile takeovers and free - rider problem. Management defences. Valuing synergy on the basis of DCF. The methods of corporate restructuring. Corporate divestitures and the problem of control. The sources for synergy in restructuring. Bankruptcy and corporate control. Restructuring distressed companies. LBOs: the effect on stock prices. Financial analysis of efficiency in case of restructuring.	9
Unit-V	Corporate Governance and Corporate Value	No. of Hours
	Types of corporate governance. Managerial incentives and corporate investing decisions Managerial control and capital structure choices. Management control and performance measurement. The use of economic value added (EVA) in firm's performance measurement and managerial incentives planning.	9

Books	<p>Text Books</p> <ol style="list-style-type: none"> 1. Damodaran A. Applied Corporate Finance. Wiley&Sons. 1999 2. Brealey R.A., Myers S.C. Principles of Corporate Finance. 6th edition. McGraw Hill. 2000 3. Megginson, W. L., Corporate Finance Theory. Addison &Wiley, 2001 <p>Reference Books</p> <ol style="list-style-type: none"> 1. Grinblatt/ Titman. Financial Markets and Corporate Strategy. McGraw Hill.- G&T 2. Frantz, P. and R. Payne. Study Guide. Corporate Finance. First Edition. 1999
Supplementary Reading Material	The Economic Times The Financial Express Journal of Corporate finance

Course Title: Risk & Insurance Management**Course Type: Subject Core (SC-07)****Course Code : 403 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
CO403 FIN.1	REMEMBERING	UNDERSTAND foundational principles of risk and insurance management.
CO403FIN.2	UNDERSTANDING	DESCRIBE the risk assessment techniques
CO403 FIN.3	APPLYING	ILLUSTRATE the apply risk analysis process for effective risk management.
CO403 FIN.4	ANALYSING	COMPARE various insurance products to design effective risk management for various individuals
CO403 FIN.5	EVALUATING	RECOMMEND appropriate solution for providing protection against exposures to risks.
CO03 FIN.6	CREATING	DEVELOP the plan for individual risk areas and the extent and type of protection best suited for the client's financial situation and financial goals.

Unit-I	Concepts Of Insurance and Risk Management	No. of Hours
	Introduction to Insurance, Advantage of Insurance, Perils and Hazard, Types of Hazard, Principles of Insurance, Risk, Types of Risk, Insurable Risk, Insurable Risk, Method of handling risk, Difference between Insurance and Hedging, Advantage/disadvantage of Insurance in handling risk, Re-insurance, Fundamental Principle of Insurance, Principle of Contribution, Principle of Subrogation, Principle of loss minimization, Insurance Contract, Essentials of Insurance Contract, Legal Characteristics of Insurance Contract, Distinct Legal characteristics of Insurance Contract, Basic parts of Insurance Contract, Insuring Agreement,	9
Unit-II	Insurance Contract and Legal Liability	No. of Hours
	Insurance contract and its features, Distinct Features of Insurance Contract, Important Terms of Insurance, Nomination and Assignment, Rate making and its calculation, Premium Calculation, Analysis and selection of Insurance Products, Torts	9

Unit-III	Life Insurance	No. of Hours
	Risk Exposure, Human Life Basics, HLV-Income Based Approach, HLV-Need Based Approach, HLV-Numerical, Term and Endowment Plan, Whole life and Unit Linked Investment Plan, Insurance linked Annuities, Riders, Bonus and its types, calculating return on saving component and taxation, Numerical on Insurance Policy, Provisions-Grace period, Free look period and Claim concession, Calculating Surrender valued loan for policy	9
Unit-IV	General Insurance	No. of Hours
	Health Insurance Features, Travel and Motor Insurance, Umbrella and Household Insurance, Key man Insurance and Professional Indemnity Insurance, Directors and Officers liability and ESI, Marine, Hull and Cargo Insurance, Accident Insurance.	9
Unit-V	Regulatory Framework of Insurance	No. of Hours
	IRDA and Insurance Act, Public Liability Motor vehicle Act and Indian Contract Act, Consumer protection workmen compensation and Employee state act, Other Regulatory aspects of Insurance and Agency Law	9

Text Books	CFP Practice Book - Risk Analysis & Insurance Planning Loose Leaf
Reference Books	<ol style="list-style-type: none"> 1. Risk Management and Insurance (McGraw-Hill/Irwin Series in Finance, Insurance, and Real Estate. 2. Principles of Risk Management and Insurance Mass Market Paperback – 1 April 2017 by <u>E. Rejda George</u> (Author), <u>McNamara Michael</u> (Author)

Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Type: Subject Core (SC-08)

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
CO404FIN.1	REMEMBERING	DESCRIBE about the different financial assets and classify the investment avenues on multiple bases while performing the role of portfolio manager.
CO404FIN.2	UNDERSTANDING	EXPLAIN the correct use of tools for risk - return analysis for investment purposes.
CO404FIN.3	APPLYING	POINT out the bonds and equities valuation concepts while using different valuation models.
CO404FIN.4	ANALYSING	Demonstrate the ability to work independently or as part of team, for managing investment portfolios.
CO404FIN.5	EVALUATE	INTERPRET the constraints of portfolio revision by using revision strategies and portfolio evaluation perspectives.
CO404FIN.6	CREATING	DESIGN optimal portfolio for a different situation based on real time scenario.

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.	9
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	9

	Finance: Meaning of Behavioral finance, deals with when, how and why psychology influences investment decisions.	
Unit-III	Valuation Of Bonds And Shares	NO. OF HOURS
	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.	9
Unit-IV	Portfolio Analysis & Selection	NO. OF HOURS
	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.	9
Unit-V	Portfolio Revision & Evaluation	NO. OF HOURS
	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.	9

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

	4. Investment Analysis and Portfolio Management, Frank K. Reilly and Keith C. Brown ,Thomson Learning 5. Modern Investments and Security Analysis, Fuller R J; Farrel JL, McGraw Hill 6. Investment Management, V.K. Bhalla, S. Chand & Co
Websites/Suggested Readings	Security Analysis and Portfolio Management, A.P. Dash, I.K. International

“KEEP LEARNING & SHARING”

Sanjivani MBA

Course Title: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Course Type: Subject Core (SC-09)

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
CO405 FIN.1	REMEMBERING	DESCRIBE the major strategic, economic, financial, and governance issues of mergers and acquisitions
CO405 FIN.2	UNDERSTANDING	CHOOSE a framework for analyzing transactions including understanding strategic rationale, valuation methodologies, deal structures, bidding strategies, and the need for a value proposition.
CO405 FIN.3	APPLYING	IDENTIFY the process, trends of takeovers and M & A plays in the contemporary corporate world, and use as a strategic tool to provide growth, and create shareholder value corporate restructuring.
CO405 FIN.4	ANALYSING	ANALYZE the concepts on valuation of company and utilize appropriate negotiation and persuasion techniques for a given negotiation situation to achieve desired outcomes.
CO405 FIN.5	EVALUATING	INTERPRET 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.
CO405 FIN.6	CREATING	REPORT the impact of various mergers and acquisition and corporate restructuring on valuation, stock prices and growth, legal and tax issues of real 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	9

	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.	
Unit-II	Corporate Restructuring Strategy	NO. OF HOURS
	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
Unit-III	Trends In the Financing of Takeovers	NO. OF HOURS
	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
Unit-IV	Valuation Of Target Companies	NO. OF HOURS
	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 Target.	9
Unit-V	Taxation Aspects In M&A	NO. OF HOURS

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

“KEEP LEARNING & SHARING”

Course Title: INTERNATIONAL FINANCE**Course Type:** Subject Core (SC-10)**Course Code:** 406 FIN**Credits:** 03**L: T:P :** 3:0:0 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.	9

Unit-II	Introduction To Foreign Exchange Markets	NO. OF HOURS
	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.	9
Unit-III	The Transactions on The International Foreign Exchange Market	NO. OF HOURS
	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.	9
Unit-IV	Taxation Systems and World Happenings	NO. OF HOURS
	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. Multinational banks and global business activities Asian and European financial markets and the process of financial globalization Credit risk, liquidity risk and market risk and business expansion China's capital market, the Yuan as a major world currency and the role of China for business expansion in Asia, credit risk, Basel III and securitization The implications of the G20 and BIS policies on global and regional financial institutions	9
Unit-V	International Receivables and Cash Management	NO. OF HOURS

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

Course Title: BEHAVIORAL FINANCE**Course Type: Subject Elective(SE-05)****Course Code : 407 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
CO407FIN.1	REMEMBERING	Describe the needs and aspects of Behavioral finance
CO407FIN.2	UNDERSTANDING	Explain the core concepts of Behavioral finance
CO407FIN.3	APPLYING	Identify the behavioral risk and means of managing of finance
CO407FIN.4	ANALYSING	Analyse the aspects of behavioral finance and challenges to overcome it
CO407FIN.5	EVALUATING	Evaluate the psychological aspects and make necessary calculations using capital budgeting, capital structure and dividend policy decision
CO407FIN.6	CREATING	Develop possible remedies to overcome financial crisis.

Unit-I	Foundations of Behavioral Finance	No. of Hours
	Heuristics and Biases, Self-Deception, Prospect Theory and Mental Accounting, Challenges to Efficient Markets Hypothesis, Emotional Factors and Social Forces, Neuroscientific and Evolutionary Perspective	6
Unit-II	Neoclassical Finance and Behavioral Challenge	No. of Hours
	Rational Markets Hypothesis and the Challenge of Behaviouralists, Intellectual Underpinnings, The Rise of the Rational Markets Hypothesis, Impact on Wall Street and the Corporates, The Challenge of Behaviouralists, Synthesis and Future Horizons. Foundations of Rational Finance, Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Markets Hypothesis, Agency Theory, The Influence of Psychology	6
Unit-III	Behavioral Aspects of Investing	No. of Hours
	Investor Behavior, Portrait of an Individual Investor, e Heuristics and Biases Mean for Financial Decision Making, Implications of Overconfidence for Decision Making, Influence of Emotions, Market Outcomes, Size Effect and Seasonality, Momentum and Reversal, Behavioral Asset Pricing Model, Value	6

	Investing, Central Tenets of Value Investing, Evidence and Prospects of Value Investing	
Unit-IV	Behavioral Corporate Finance	No. of Hours
	Behavioral Corporate Finance, Rational Managers with Irrational Investors Approach, Valuation, Capital Budgeting, Capital Structure , Dividend Policy, Building a Smart Organization, Challenges in Building a Psychologically Smart Organization, Accounting.	6
Unit-V	Global Financial Crisis	No. of Hours
	Contributory Factors-Macro-economic Imbalance, Macro-economic Imbalance, Misplaced Reliance on Sophisticated Math's, Flawed VAR Calculations, Explosive Growth in Derivatives, Regulatory Laxity, Regulatory Laxity, Possible Remedies, Factors that contribute Global Financial Crisis.	6

Text Books	1. Behavioral Finance by Prasanna Chandra
Reference Books	1. Behavioral Finance by MEIR STATMAN 2. Behavioral Finance –The psychology of investing 3. Once upon Wall Street- By Peter Lynch

Course Title: FIN-TECH

Course Type: Subject Elective (SE-06)

Course Code: 408FIN

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
CO408 FIN.1	REMEMBERING	DEFINE and recall the basic terminologies in FinTech
CO408 FIN.2	UNDERSTANDING	EXPLAIN new major technological trends in FinTech
CO408 FIN.3	APPLYING	APPLY knowledge of business and regulatory implications of technology for the financial industry
CO408 FIN.4	ANALYSING	ANALYZE the forces that are driving technology innovation in Finance
CO408 FIN.5	EVALUATING	EVALUATE new technology that impacts economies, markets, companies, and individuals
CO408 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, 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), Stablecoins (Feron Labs), Legal and Regulatory Implications of Cryptocurrencies (King & Wood Mallesons), Introduction to Blockchain,	6

	The Benefits from New Payment Stacks (Applications of Ripple for Standard Chartered Bank)	
Unit-III	Digital Finance and Alternative Finance	NO. OF HOURS
	A Brief History of Financial Innovation, Digitization of Financial Services, Fintech & Funds Industry Showcase: How AI is Transforming the Future of Fintech (Microsoft), How Will AI Transform Financial Analysis? (MioTech), 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 - New Models and New Products, ICOs, Collaborative and Contextual Banking (WeBank)	6
Unit-IV	FinTech Regulation and RegTech	NO. OF HOURS
	FinTech Regulations (Part 1 &2), Evolution of RegTech , RegTech Ecosystem: Financial Institutions, Startups, Challenges & Regulators Industry Showcase: Use Case of AI in Smart Regulation (Mindbridge) and Fraud Detection, Regulatory Sandboxes, Smart Regulation, Redesigning Better Financial Infrastructure (India Stack)	6
Unit-V	Data & TechFin	NO. OF HOURS
	History of Data Regulation, Data in Financial Services Industry Showcase: Application of Data Analytics in Finance European Big-Bang: PSD2 / GDPR / MiFID2, PSD2: Open Banking API for Start-ups (Gini), 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.	6

Text Books	<ul style="list-style-type: none"> • Inclusive FinTech: Blockchain, Cryptocurrencies and ICO: David Kuo Chuen Lee and Linda Low • The Wealthtech Book: Fintech handbook for investors, entrepreneurs and finance visionaries, Thomas Puschmann
Reference Books	<ul style="list-style-type: none"> • Advances in Financial Machine learning Marcos Lopez de Prado • Fintech for Beginners, Author Swanson Seth, Publisher: Create space Independent Publishing Platform

	<ul style="list-style-type: none"> • Fintech Bigtech And Banks Digitalization and Its Impact On Banking Business Models (HB 2019) Author: Tanda , Publisher- SPRINGER, ISBN 9783030224257
Websites/Suggested Readings	<ol style="list-style-type: none"> 1. https://www.accenture.com/t20170720t034938zw/us-en/acnmedia/pdf-57/accenture-fintech-did-someone-cancel-the-revolution.pdf 2. Mobile Payments for the Developing World, Harvard Law School, The Case Studies. 3. Anti-Money Laundering and Blockchain Technology, Harvard Law School, The Case Studies. 4. https://www.my-mooc.com/en/mooc/introduction-to-fintech/

“KEEP LEARNING & SHARING”

Course Title: Commodity Market**Course Type: Subject Elective (SE-07)****Course Code: 409 FIN****Credits: 2****L: T:P: 2: 0: 0****COURSE OUTCOMES:** On successful completion of the course the learner will be able to:

CO Number	Cognitive Abilities	Course Outcome
CO409 FIN.1	REMEMBERING	REMEMBER the basic concepts and principles of commodity markets.
CO409 FIN.2	UNDERSTANDING	EXPLAIN the factors that influence commodity prices.
CO409 FIN.3	APPLYING	DEMONSTRATE proficiency in trading different types of commodities.
CO409 FIN.4	ANALYZING	ANALYZING the impact of supply and demand on commodity prices.
CO409 FIN.5	EVALUATING	EVALUATING the effectiveness of commodity trading strategies in generating profits.
CO409 FIN.6	CREATING	DEVELOP a commodity trading strategy that maximizes profits while managing risks.

Unit-I	Introduction To Commodity Markets	NO. OF HOURS
	Definition of commodity markets; Historical evolution of commodity markets; Types of commodities and their uses; Market participants and their roles; Supply and demand dynamics of commodity markets; Price discovery mechanisms in commodity markets	6
Unit-II	Commodities	NO. OF HOURS
	Agricultural Commodity Trading- Agricultural commodity markets and trading, Factors affecting agricultural commodity prices; Energy Commodities Trading – Crude Oil & Natural Gas, Coal, electricity and renewables, Energy infrastructure and market trends, Energy policies and regulations; Metals and Minerals- Precious metals (gold, silver, etc.), Base metals (copper, aluminum, etc.), Industrial minerals (iron ore, coal, etc.), Mining and exploration trends ; Trading strategies and risk management techniques for Metal and Minerals	6
Unit-III	Commodity Futures & Options	NO. OF HOURS

	Types of instruments (future, options); Basics and Payoffs; Pricing commodity derivatives; Hedging strategies and risk management techniques	6
Unit-IV	NCDEX Platform	NO. OF HOURS
	Structure of NCDEX; Exchange membership, Capital Requirement; Commodities traded on NCDEX platform; Instruments available for trading- Clearing & Settlement; Use of commodity futures in hedging, speculation and arbitrage.	6
Unit-V	Regulatory Framework & Taxation Aspect	NO. OF HOURS
	Rules governing commodity derivatives exchanges; Intermediaries, Investor grievances and arbitration; Implications of sales tax	6

Text Books	Jaffray, E., & Nieuwenhuysse, C. V. (2017). The Economics of Commodity Markets (2nd ed.). Wiley-Blackwell.
Reference Books	Brian, J. (2019). Commodity Trading Manual. John Wiley & Sons. Pirrong, C. (2018). Commodity Markets (3rd ed.). Oxford University Press.
Websites	https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-commodities-market-module

“KEEP LEARNING & SHARING”

Course Title: Financial Reporting - II**Course Type: SE08 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
CO410FIN.1	REMEMBERING	OVERVIEW of Investment Company Industry.
CO410FIN.2	UNDERSTANDING	SUMMARIZE apply the funding strategies applicable to Investment companies.
CO410FIN.3	APPLYING	ILLUSTRATE and interpret the financial statements Operations.
CO410FIN.4	ANALYSING	OUTLINE the Capital Accounts and methods of computing Income of Investment Companies.
CO410FIN.5	EVALUATING	DEVELOP the quality report of financial statements.

UNIT-I	Overview Of Investment Company Industry	NO. OF HOURS
	Introduction: Meaning, Definition and Classification. Types of Investment Company Fair Value ASC 820 - Organization Providing Services to Investment: The Investment Adviser - The Distributor - The Custodian - The Transfer Agent - The Administrator. Regulations - Financial Reporting to shareholders - Accounting Rules and Policies - Effective Date of Transaction.	6
UNIT-II	Investment Companies and Fund	NO. OF HOURS
	Investment companies and Fund – Overview: Fund Administration - Hedge Fund – Defining the Hedge Fund - Types of Hedge Fund - Private Equity Funds - Venture capital fund. Domestic and offshore Hedge fund – Hedge fund strategy – Size of the Hedge fund market – Reasons for Rapid Growth of Hedge fund industry – Market benefits of Hedge fund industry – Hedge fund in Different Jurisdictions: United states of America.	6

UNIT-III	Investment Accounts and Financial Instruments	NO. OF HOURS
	Investment Objectives and Policies - Operations and Controls. Accounting: Net Assets value per share - Basis of recording securities transactions - Valuing Investments - Valuation Techniques: The Present Value Techniques - The fair value Hierarchy. Money Market Funds - Accounting for foreign investments. Financial Instruments: Money Market Instruments - Repurchase Agreement - US Government Securities: Treasury Bills - Notes and Bonds. Securities: Mortgage-Backed Securities - High Yield Securities.	6
UNIT-IV	Capital Accounts	NO. OF HOURS
	Introduction - Operations and Controls - Accounting for Capital Structure Transactions and Distributions - Auditing Procedures - Complex Capital Structure: Operational and Accounting Issue - Financial Statement Preparation - Audit Consideration - Methods of Allocating Income, Fund-Level Expenses and Realized and Unrealized Gains/Losses - Methods of Computing Income Distributions per shares. Taxes: Introduction - Taxation of Regulated Investment Companies.	6
UNIT-V	Financial Statement of Investment Companies	NO. OF HOURS
	Financial Statement Introduction - Comparative Financial Statement- Schedule of Investments - Statement of Operations - Financial reporting - Common fund- Categories: Legal Structure and Investment types. Income statement- Integrated reporting – equity transactions- Income measurement. Fund GAV and NAV, IRR - Capital subscription, distribution, commitments - Distribution of waterfall and Management fees - Financial statements for funds / investment companies - SAL, SOP, SOC, SCF, SOI, FiHi	6

Text Books

1. Sanjay Dhamija, “Financial Reporting and Analysis”, SULTAN CHAND & SONS Educational Publishers New Delhi, First Edition: 2020.
2. Deepa Agarwal (2018), The Law & Practice of Financial Reporting and Auditor’s Responsibilities under Companies Act, 2013,1st edition, Bloomsbury Professional India, New Delhi

	<ol style="list-style-type: none">3. Deepa Agarwal (2017), Financial Reporting and Auditors Responsibility, 2nd edition, Bloomsbury Professional India, New Delhi.4. M.S Narasimhan (2016), Financial Statement Analysis, 1st Edition, Cengage Learning India Private Limited, New Delhi.
Reference Books	<ol style="list-style-type: none">1. Lawrence Revsine, Daniel Collins, Bruce Johnson, Fred Mittelstaedt, Leonard Soffer (2015), Financial Reporting and Analysis, 6th Edition, McGraw-Hill Education, New Delhi.2. Subramanyam, K. R. and John, J.W. (2014), “Financial Statement Analysis”, 10th Edition, Tata McGraw Hill, New Delhi.3. Stephen H. Penman (2014) “Financial Statement Analysis and Security Valuation”, 4th Edition, Tata McGraw Hill, New Delhi.4. Charles H. Gibson (2013), Financial Statement Analysis, 13th edition, Cengage Learning India Private Limited, New Delhi.

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SEMESTER – IV

SPECIALIZATION - ABM (Minor)

2022-24	SEMESTER – IV			
	Course Category	Course Code	Course Title	Credits
	GC-19	401	Corporate Governance, CSR & Business Ethics	3
	SC-09	404ABM	Agro Industries Management-II	3
	Block A Total Credits			6
	SE-06	409ABM	Agriculture Output Product Marketing	2
	Select any two courses of Block B -Total Credits:04			2
	Total			8
	Mandatory Credits as per UGC circular			
	Skill Development-I			1
	Cyber Security – III			1

Note: (as per selection of major specialisation - 14 credits will be added as below-

ABM Minor credit = 5

General Core = 3

Major Specialization = 14

Total Credits = 22

Course Title: AGRO INDUSTRIES MANAGEMENT -II**Course Type: Subject Core(SC-09)****Course Code- 404 ABM****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
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	9

	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	
Unit-III	Management Of Agri Cooperatives	No. of Hours
	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
Unit-IV	E-Business In Agriculture	No. of Hours
	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 ecommerce 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
Unit-V	Agri-Entrepreneurship	No. of Hours
	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

Text Books	<ol style="list-style-type: none"> 1. Acharya, S. S. and N.L. Agrawal. Agricultural marketing in India. Oxford and IBH publishing co. Ltd. 66 Janpath, New Delhi. 110 001.5thedition 2. R.R.Paul. Money, Banking and International Trade. Kalyani Publishers, Rajinder Nagar,Ludhiana-141 008 3. 'Kadam/Bishe' Text Book on Agricultural Entrepreneurship, 2018 ISBN: 9789387590045 4. Naresh, R K Crop Production & Management 2020, ISBN: 9789389235012
Reference Books	<ol style="list-style-type: none"> 1. Agriculture Economics by Reddy, P. Raghuram 2. Indian Journal of Agricultural Economics and Statistics (Hind Publication) 3. Agriculture Economics and research review New Delhi 4. S. Subbareddy, P. Raghu ram, Agricultural economics, oxford and IBH publishing company Pvt. Ltd. 2004 5. Barik/Nayak, Agri Business : Concept and Current Challenges 2018, ISBN: 9789387590076 6. Prabha/Negi, Objective Seed Technology, 2014, ISBN: 978938247156
Supplementary Reading Material	<ol style="list-style-type: none"> 13. Marketing Whitebook (Latest Edition) 14. Official Website of NABARD Bank, Bankable projects 15. Brand Equity Supplement of the Economic Times 16. Brand Wagon Supplement of the Financial Express 17. Strategist Supplement of Business Standard 18. NCAER - http://www.ncaer.org/

Course Title: AGRI OUTPUT PRODUCT MARKETING	
Course Type: Subject Elective (SC-06)	Course Code-409 ABM
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
CO409ABM.1	REMEMBERING	REMEMBER the key terms of Agricultural output product marketing and Agriculture Marketing Institutions and Organizations
CO409ABM.2	UNDERSTANDING	Understand the application of Marketing Mix for Agri-output products
CO409ABM.3	APPLYING	APPLY the knowledge of Agri output Import and Export Management
CO409ABM.4	ANALYSING	ANALYSE the complex market integration, managing retail operations, managing retailers' finances. Value chain and value additions across the chain in food retail
CO409ABM.5	EVALUATING	EVALUATE the strategies for Agri-output product Marketing channels and distribution
CO409ABM.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. Role of Institutions and Organizations in growth of Agri Processing. 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 Strategies for Agri-Output Products	No. of Hours
	Importance of agricultural commodities in agricultural marketing. Marketing of cereals - rice wheat and jowar. Marketing of pulses - mung, tur, gram, urid, etc. Marketing of fruits and vegetables. Improving efficiency in commodity marketing. Marketing of commercial crops with special reference to all marketing functions and price analysis. Unique selling proposition. Study the promotion skills of wholesalers and retailers. Study the promotion strategies implemented by various agri-based companies for different agricultural	6

	commodities and their products (Food-grains, fruits, milk and milk products, etc.).	
Unit-III	Agri Import and Export Management	No. of Hours
	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. Case study.	6
Unit-IV	Retail Management in Output Products	No. of Hours
	Introduction to Agriculture Produce Retailing- Supply Chain Management, Types of Retail Outlets, Quality and Safety Standards. Inventory Management- Consumer Behavior, E-commerce and Technology Challenges and Opportunities Sustainability and Ethical Practices. 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
Unit-V	Future Trends In Agricultural Output Marketing	No. of Hours
	Digital Marketing and E-Commerce: Online marketplaces and direct-to-consumer sales. Data Analytics and Precision Marketing: targeted advertising, personalized offers, and data-driven decision-making to increase efficiency and reduce waste. Sustainability and Organic Products: Organic products, Traceability and Food Safety: traceability and quality assurance measures to build trust with customers. Block chain Adoption: transparency and traceability, reduce fraud, and enable efficient record-keeping. Promotion of Local and Regional Products, Climate-Resilient Crops and Marketing. Value-Added Products.	6

<p>Text Books</p>	<ol style="list-style-type: none"> 1. Berman & Evans (2008). Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India. 2. Acharya, S. S & Agarwal, N. L. 2004. Agricultural Marketing in India. 4th Ed. Oxford & IBH. 3. Srivastava, U.K. Agro-processing Strategy for Acceleration and Exports. Oxford University Press YMCA, Library Building, Jai Singh Road, New Delhi -110 001. 4. K. Loknandhan, K. Mani, K. Mahendran (2009), Innovations in Agri Business. NIPA. 5. S.S. Johl, T. R. Kapoor (2009), Fundamentals of farm business management. Kalyani. 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 7. R. R. Paul Money, 2004, Banking and International Trade. Kalyani Publishers, Rajinder Nagar, Ludhiana-141 008. 8. Gupta Sanjeev, Forecasting Of Agriculture Output In India, 2003, ISBN- 9788180960130
<p>Reference Books</p>	<ol style="list-style-type: none"> 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. 2. Indian Journal of Agricultural Economics and Statistics (Hind Publication). 3. Agro Processing and Value Addition for Entrepreneurship Development by Shukadev and Mangaraj, 2014, ISBN: 9789381226902
<p>Supplementary Reading Material</p>	<ol style="list-style-type: none"> 19. Marketing Whitebook (Latest Edition). 20. Official Website of NABARD Bank, Bankable projects. 21. Brand Equity Supplement of the Economic Times. 22. Brand Wagon Supplement of the Financial Express. 23. Strategist Supplement of Business Standard. 24. NCAER - http://www.ncaer.org/.

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