

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

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



MASTER OF BUSINESS ADMINISTRATION
BATCH 2024-26

Curriculum



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

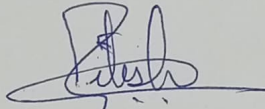
Sanjivani College of Engineering, Kopergaon

(An Autonomous Institute affiliated to SPPU, Pune)

DECLARATION

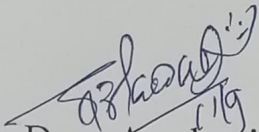
We, the Board of Studies (MBA), hereby declare that, we have designed the Curriculum of First Year MBA Curriculum Structure and Syllabus for semester I & II of NEP Pattern 2024 w.e.f. from A.Y 2024-25 as per the guidelines. So, we are pleased to submit and publish this FINAL copy of the curriculum for the information to all the concerned stakeholders.

Submitted by

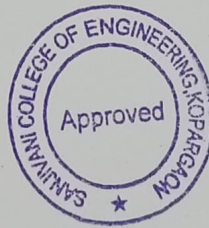


(Dr Ritesh Patel)
BoS Chairman

Approved by



Dean Academics



Director

2024-26



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

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

CURRICULUM

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

BATCH 2024-26

VISION

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

MISSION

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

OBJECTIVES OF THE 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.

2.1.4 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.

2.1.5 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.

2.1.6 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:

- 1 Every ONE-hour session per week of L amounts to 1 credit per semester
- 2 A minimum of TWO hours per week of T amounts to 1 credit per semester,
- 3 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.

2.6 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. MBA PROGRAM COURSE TYPES & EVALUATION PATTERN

BLOCK NO	TITLE	CREDITS	NO OF COURSES	CIA	ESE	TOTAL
A	Generic Core	3	14	14*40= 560	14*60= 840	1400
	Subject Core	3	8	8*40= 320		
TOTAL (BLOCK A)		Total Credits: 66	22	880	1320	2200
B	Subject Elective	2	4	04*50= 200	**	200
TOTAL (BLOCK B)		Total Credits: 08	4	200	**	200
C	IEC 1	2	6	6*50= 300	**	300
	IEC 2	4	2	2*50= 100	2*50= 100	200
	IEC 3	8	1	1*100= 100	1*100= 100	200
TOTAL (BLOCK C)		Total Credits: 28	9	500	200	700
TOTAL (BLOCK (A+B+C))		MBA Credits: 102	35	1580	1520	3100

4.1 Course Types

- **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.
- **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.
- **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.
- **Industry Empowerment Course (IEC):** The Industry Empowerment Course (IEC) is designed to bridge the gap between academic knowledge and industry requirements, fostering a strong connection between students and the professional world. The curriculum aims to empower students with practical experience, industry-relevant skills, and a solid foundation in technology, financial planning, and sustainability practices. By raising awareness of the United Nations Sustainable Development Goals (UNSDGs), the IEC encourages students to integrate sustainability into their professional endeavors. The IEC comprises five key components: Community Connect Projects, Industry-Defined Projects, Summer Internships, Research Projects, and Knowledge Modules
- **Non-Credit Course (NCC):** These courses are empowered students learn important aspects related to personal and profession development under close supervision of expert faculty. However, they are not designed to be evaluated in to marking scheme.

4.2 Evaluation Type:

- **Continuous Internal Assessment (CIA):** Every student will be evaluated by the course instructor with various tools mentioned in curriculum.
- **End Semester Examination (ESE):** Every student will undergo End semester examination after completion of 15 weeks learning.

GC	GENERIC CORE
SC	SPECIALIZATION CORE
SE	SPECIALIZATION ELECTIVE
IEC	INDUSTRY EMPOWERMENT COURSE
NCC**	NON-CREDIT COURSE

MBA PROGRAMME STRUCTURE:**BATCH 2024-26
PROGRAMME STRUCTURE**

Block	SEM-I	Credits	SEM-II	Credits	SEM-III	Credits	SEM-IV	Credits	Total Credits	CIA	ESE	Total
A	GC-01	3	GC-07	3	GC-14	3			66	880	1320	2200
	GC-02	3	GC-08	3	SC-01	3	SC-05	3				
	GC-03	3	GC-09	3	SC-02	3	SC-06	3				
	GC-04	3	GC-10	3	SC-03	3	SC-07	3				
	GC-05	3	GC-11	3	SC-04	3	SC-08	3				
	GC-06	3	GC-12	3								
			GC-13	3								
	18		21		15		12					
B					SE-01	2	SE-03	2	8	200	0	200
					SE-02	2	SE-04	2				
						4		4				
C	IEC-01	2	IEC-04	2	IEC-07	2	IEC-09	4	28	500	200	700
	IEC-02	2	IEC-05	2	IEC-08	8						
	IEC-03	4	IEC-06	2								
		8		6		10		4				
D	NCC-01	**	NCC-02	**	NCC-03	**	NCC-04	**				
		26		27		29		20	102	1580	1520	3100

NOTE:**GC** **GENERIC CORE****SC** **SPECIALIZATION CORE****SE** **SPECIALIZATION ELECTIVE****IEC** **INDUSTRY EMPOWERMENT COURSE****NCC**** **NON-CREDIT COURSE**

STRUCTURE

2024-26	SEMESTER – I						
A	[Generic Core-GC/Industry Empowerment Course-IEC/Non-Credit Course- NCC]						
	Course Category	Course Code	Course Title	L	T	P	Credits
	GC-01	101	Fundamentals of Management	3	0	0	3
	GC-02	102	Managerial Accounting	3	0	0	3
	GC-03	103	Indian Ethos, Corporate Governance and CSR	3	0	0	3
	GC-04	104	Managerial Economics	3	0	0	3
	GC-05	105	Business Communication	3	0	0	3
	GC-06	106	Organizational Behavior	3	0	0	3
	Block A Total Credits				18	0	0
C	Course Category	Course Code	Course Title	L	T	P	Credits
	IEC-01	107	Managerial Productivity Tools	1	1	0	2
	IEC-02	108	Entrepreneurship Development & New Venture Management	2	0	0	2
	IEC-03	109	Community Connect Project	0	0	4	4
Block C Total Credits				1	1	4	8
Total Credits Semester-I				19	1	4	26
D	NCC-01	110	Human Rights – I	1	0	0	0

STRUCTURE

SEMESTER -II							
[Generic Core-GC/Industry Empowerment Course-IEC/Non-Credit Course- NCC]							
	Course Category	Course Code	Course Title	L	T	P	Credits
A	CG-07	201	Financial Management	3	0	0	3
	GC-08	202	Marketing Management	3	0	0	3
	GC-09	203	Human Resource Management	3	0	0	3
	GC-10	204	Operations Management	3	0	0	3
	GC-11	205	Business Research and Analytics	3	0	0	3
	GC-12	206	Strategic Management	3	0	0	3
	GC-13	207	Legal and Business Environment	3	0	0	3
Block A Total Credits				21	0	0	21
	Course Category	Course Code	Course Title	L	T	P	Credits
C	IEC-04	208	Personal Financial Planning	2	0	0	2
	IEC-05	209	MOOC [Yoga and Positive Psychology for Managing Career and Life]	2	0	0	2
	IEC-06	210	E- Business	2	0	0	2
Block C Total Credits				6	0	0	6
Total Credits Semester-II				27	0	0	27
D	NCC-02	211	Cyber Security – I	1	0	0	0

Note:

- SAP = If students enroll themselves for the SAP course in Semester -I and complete 200 hours of training (any change of number of hours for training from SAP will be applicable) and qualify for the exam for SAP Certification Then Students can claim up to 08 Credits at the end of the third Semester from block C. Training Certificate in terms of training Hours completed in Semester - I/II/III/IV 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 with equivalent credits and instead opt for the Milestone-based CONTINUOUS comprehensive evaluation for the 'Start-up: Launching and Sustaining' Programme as per the AICTE Policy laid down in this regard.

5. SPECIALIZATIONS OFFERED:

The following specializations will be offered as CORE/ MAJOR / MINOR:

- Marketing Management (MKT)
- Finance & Banking (FIN)
- Human Capital Management (HCM)
- Logistics & Supply Chain Management (LSCM)

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).
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 Dual Specializations [i.e. Major + Minor]
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 appearing like ex. [(Marketing Management (Major) + Operations Management (Minor)]

6. INDUSTRY EMPOWERMENT COURSE (IEC) OVERVIEW:

The Industry Empowerment Course (IEC) is designed to bridge the gap between academic knowledge and industry requirements, fostering a strong connection between students and the professional world. The curriculum aims to empower students with practical experience, industry-relevant skills, and a solid foundation in technology, financial planning, and sustainability practices. By raising awareness of the United Nations Sustainable Development Goals (UNSDGs), the IEC encourages students to integrate sustainability into their professional endeavors. The IEC comprises five key components: Community Connect Projects, Industry-Defined Projects, Summer Internships, Research Projects, and Knowledge Modules

6.1. Community Connect Projects

Objective: To engage students with real-world community issues with awareness of sustainability and develop solutions that create a positive social impact.

Key Activities:

- Identify local community problems.
- Formulate project plans and objectives in view through UNSDGs.
- Collaborate with community leaders and organizations.
- Implement and monitor project progress.
- Present findings and impact assessments.

Expected Outcomes:

- Enhanced problem-solving and project management skills.
- Improved communication and teamwork abilities.
- Increased awareness of social responsibility and ethical considerations.

6.2. Summer Internships

Objective: To offer students immersive work experiences within their field of study, allowing them to apply academic knowledge professionally.

Key Activities:

- Secure internship placements through partnerships with companies.
- Engage in daily tasks and projects assigned by the host organization.
- Participate in training sessions and workshops.
- Reflect on learning experiences through journals and reports.
- Receive evaluations from supervisors.

Expected Outcomes:

- Real-world work experience and professional growth.
- Improved understanding of workplace dynamics and expectations.
- Development of a professional portfolio and resume.

6.3. Research Projects

Objective: To encourage students to undertake in-depth research on topics of interest, contributing to academic and industry advancements.

Key Activities:

- Select research topics aligned with industry trends and academic interests.
- Conduct comprehensive literature reviews.
- Design and execute research methodologies.
- Analyze data and draw meaningful conclusions.
- Publish findings in academic journals or present at conferences.

Expected Outcomes:

- Advanced research skills and academic rigor.
- Contributions to knowledge within the chosen field of study.
- Enhanced critical thinking and analytical abilities.

The IEC aims to create a holistic educational experience, combining academic knowledge with practical industry insights. By engaging in community projects, industry-defined challenges, internships, research, and knowledge modules, students will be well-equipped to transition seamlessly into the professional world, contributing meaningfully to their fields and society at large.

7. PROJECT GUIDELINES FOR IEC COMPONENTS

7.1. Community Connect Projects

Guidelines:

Project Selection:

- Identify community issues through surveys, interviews, and consultations with local leaders.
- Choose projects that have a clear social impact and align with the interests of the student team.

Planning and Proposal:

- Develop a detailed project proposal on any one of the SDGs including objectives, scope, timeline, resources needed, and expected outcomes.
- Submit the proposal for approval to the faculty advisor.

Team Formation:

- Form multidisciplinary teams to bring diverse perspectives to the project.
- Assign roles and responsibilities within the team.

Implementation:

- Engage with community members and stakeholders regularly.
- Monitor progress and make adjustments as needed to stay on track.

Documentation and Reporting:

- Maintain detailed records of all activities, meetings, and decisions.
- Prepare a final report summarizing the project's impact, challenges faced, and lessons learned.

Presentation:

- Present the project outcomes to community stakeholders, faculty, and peers.
- Include visual aids and real-life testimonials to showcase the impact.

7.2. Summer Internships

Guidelines:

Placement Process:

- Apply for internships through institution placement cells or direct company applications.
- Ensure the internship aligns with academic and career goals.
- Pre-Internship Preparation:
 - Research the company and industry.
 - Set personal learning objectives and expectations.

During the Internship:

- Engage actively in assigned tasks and projects.
- Attend training sessions and workshops offered by the company.
- Maintain a daily journal to reflect on experiences and learnings.

Mentorship and Networking:

- Seek regular feedback from supervisors.
- Network with professionals to understand industry dynamics and opportunities.

Documentation and Reporting:

- Prepare an internship report detailing tasks, projects, learning outcomes, and personal reflections.
- Include any feedback or evaluations received from supervisors.

Post-Internship Presentation:

- Present your internship experience and key learnings to peers and faculty.
- Highlight significant projects and their impact on your professional development.

7.4. Research Projects

Guidelines:

Topic Selection:

- Choose a research topic that aligns with academic interests and industry trends.
- Ensure the topic is feasible for the given timeframe and resources.

Literature Review:

- Conduct a thorough review of existing research to identify gaps and formulate research questions.
- Summarize key findings and theoretical frameworks relevant to the topic.

Proposal Development:

- Draft a detailed research proposal outlining objectives, methodology, and expected outcomes.
- Obtain approval from the faculty advisor.

Research Execution:

- Collect and analyze data using appropriate research methods (qualitative, quantitative, or mixed methods).
- Maintain ethical standards and obtain necessary permissions for data collection.

Documentation:

- Keep detailed records of all research activities, data collected, and analyses performed.
- Regularly update the faculty advisor on progress.

Reporting and Publication:

- Write a comprehensive research report or thesis.
- Aim to publish findings in academic journals or present at conferences.

Presentation:

- Present research findings to faculty and peers.
- Prepare visual aids such as slides, charts, and graphs to support the presentation.

8. 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.

8.2 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.**

9. END SEMESTER EVALUATION (ESE):

1. 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.
2. 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.

10. PROGRAMME FLEXIBILITY:

10.1 Credit Transfer for MOOCs:

10.1.1 Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through NCFM, NPTEL, SAP, SWAYAM, EdX, Coursera, Udemty etc. as part of MOOCs.

10.1.2 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.

10.1.3 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.

10.1.4 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.

10.2 Evaluation of MOOCs through NPTEL, EdX, Coursera, Udemty:

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.

10.3 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:

1. 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.
2. 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.
3. 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.
4. 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.
5. 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

10.4 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.

11.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.

11.1 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.

11.2 Degree Requirements: The degree requirements for the MBA programme are completion of minimum 108 credits.

11.3 Maximum Attempts per Course:

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

11.4 Maximum Duration for completion of the Programme:

The candidates shall complete the MBA Programme within 4 years from the date of admission.

11.5 Grade Improvement:

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

12. MISCELLANEOUS

12.1 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.

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

12.3 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.

12.4 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

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	
	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.	
Unit-II	Planning	
	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.	

Unit-III	Organising	No. of Hours
	<p>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, Teleworking, Global Organizations. Types of Departmentation, Learning Organization, Virtual Organizations, Principles of Organising, Formal and Informal Organization, Empowerment. Peter Drucker Principle.</p>	9
Unit-IV	Staffing & Decision Making	No. of Hours
	<p>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.</p>	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
Text Books	<p>1. Harold Koontz, Heinz Wehrich, “Essentials of Management-An International Perspective”, Tata Mac Graw Hill, , ISBN : 0-07-058339-0 (28305)</p>	

Reference Books	Suggested Reference Books: <ol style="list-style-type: none">1. Stephen P Robbins, David A Decenzo, Sanghamitra Bhattacharya “Fundamentals of Management-Essential Concepts and Application”, Pearson, ,ISBN : 978-81-317-2146-9(49422)2. L M Prasad, “Principles and Practices of Management”, Sultan Chand and Sons, 2013, ISBN : 978-81-8054-695-2 (60481)3. Dr P C Shejwalkar, Dr A Ghanekar, Dr D P Bhivpathaki “Principles and Practices of Management”, Everest Publishing House, , ISBN : 81-8631430 X(52075)4. P C Tripathy, P N Reddy “Principles of Management”, Tata McGraw Hill Publishing Company Limited, 2013, (25886)
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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 systems 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 to know the financial health of the organization.
CO102.6	CREATING	CREATE management accounting reports using financial accounting and cost accounting data.
Unit-I	Fundamentals of accounting	
	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.	No. of Hours 9
Unit-II	Preparation of Financial Statements	
	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.	No. of Hours 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 MixVariance,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, store records, Documents Authorizing Movements of Materials, store 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	
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	Suggested Reference Books: <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 vallay 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 HindustanUnilever Limited.</p>

Course Title: Indian Ethos, Corporate Governance & CSR		
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
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 the concept and importance of various Indian Ethos on management.
CO401.6	CREATING	DEVISING strategies, policies and reporting framework to minimize unethical issues at workplace
Unit-I	CONCEPTUAL FRAMEWORK OF CORPORATE GOVERNANCE	
	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	NO. OF HOURS
		9
Unit-II	BOARD AND COMMITTEE EFFECTIVENESS & INTERNATIONAL ASPECTS OF CORPORATE GOVERNANCE	
	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;	NO. OF HOURS
		9
Unit-III	Corporate Social Responsibility-Planning, Implementation, and Challenges	
	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)	NO. OF HOURS
		9
Unit-IV	INDIAN ETHOS AND VALUES: ITS	
		NO. OF

	RELEVANCE AT WORK PLACE	HOURS
	Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices. Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana). Meaning, Characteristics of Business Ethics, Importance of Business Ethics. Meaning and types of stress at work, causes and consequences, Stress management techniques, Leadership meaning, approaches to leadership. Indian system of Learning, meaning and mechanism.	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 4. Indian Ethos of Management, Tushar Agarawal and Nidhi Chandorkar, Himalaya Publication House. 	
Reference Books	<ol style="list-style-type: none"> 5. Corporate Governance by Christine A Mallin, Oxford University Press 6. Corporate Governance – Global Concepts & Practices, Dr. S Singh, Excel Books. 7. 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. Susmita Mukhopadhyay, Vinod Gupta, School of Management, Indian Institute of Technology, Kharagpur 6. http://textofvideo.nptel.ac.in/109104032/lec22/” Ethics in the Indian Tradition” Prof. Vineet Sahu, Department of Humanities and Social Sciences, Indian Institute of Technology, Kanpur. 	

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	
	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	
Unit-II	Utility, Demand and Supply Analysis	
	Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer’s equilibrium -Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand	
	Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand 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 andLaw 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, SultanChand Sons, New Delhi. 2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons,New Delhi. 3. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi. 4. Microeconomics – David Besanko and Ronal R. Braeutigam, Wiley 4thEdition 5. Principles of Economics- N. Gregory Mankew 	
Reference Books	<ol style="list-style-type: none"> 1. Managerial Economics – Pearson and Lewis, Prentice-Hall, New Delhi 2. Managerial Economics – G.S. Gupta, T M H, New Delhi. 3. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi. 4. Managerial Economics –Joel Dean, Prentice Hall, USA. 8. <p>ManagerialEconomics –HL Ahuja, S Chand & Co. New Delhi.</p>	

Case Study	<ol style="list-style-type: none"> 1. Economics of OnePlus, https://www.thecasecentre.org/products/view?id=142521 2. Harmonizing Demand Forecasting and Supply at Mahindra & Mahindra, Ltd, https://www.thecasecentre.org/products/view?id=119993 3. Volkswagen Trucks at a (Bumpy) Brazilian Crossroad: Choosing a Production Strategy for a Developing Economy, https://www.thecasecentre.org/products/view?id=144381 4. Creating Competitive Advantage: Maruti Suzuki India Ltd., https://www.thecasecentre.org/products/view?id=153388 5. Japan's Automakers Face Endaka, https://www.thecasecentre.org/products/view?id=44797
Supplementary Reading Material	<ol style="list-style-type: none"> 1. Economic Times Daily 2. https://www.imf.org/external/pubs/ft/fandd/basics/bigsmall.htm 3. https://www.tutorialspoint.com/indian_economy/indian_economy_micro_economics.htm 4. https://www2.deloitte.com/us/en/insights/economy/asia-pacific/india-economic-outlook.html

Course Title: Business Communication		
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
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
	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 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	9

	Communication, Business and social etiquette.
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. , NewDelhi 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 PublishingHouse, 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, NewDelhi 6) The Oxford Guide to Writing and Speaking, John Seely, Oxford UniversityPress, 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: 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 Shubha Murlidhar 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: Managerial Productivity Tools- I			
Course Type: Industry Empowerment Course IEC-01		Course Code: 107	
Credits : 02		L:T:P : : 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	SHOW basic menus of MS OFFICE applications and RECALL the functionality.	
COI07.2	UNDERSTANDING	DEMONSTRATE the use of formatting layout and tools of MS OFFICE to create professional word document, spread sheets and slides.	
CO107.3	APPLYING	APPLY various tools of Google drive professionally.	
CO107.4	ANALYSING	ILLUSTRATE various aspects for effective use of MS WORD, MS POWERPOINT and MS EXCEL.	
CO107.5	EVALUATING	DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.	
CO107.6	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		12

	edit presentation properties, Save and close presentations, Compatibility with earlier versions, Create and manage slides , Add and remove slides, Insert new slides , Copy and import slides and content, Hide and delete slides, Divide presentations into sections, Rearrange slides and sections, Apply themes, Change slide backgrounds. 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. 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- IV	INTRODUCTION TO POWER BI	NO. OF HOURS
	Understanding Power BI and its components (Desktop, Service, Mobile), Setting up your Power BI environment, Data Acquisition and Transformation - Connecting to different data sources (Excel, databases, cloud storage), Shaping and cleaning data using Power Query Editor (M Language), Merging and appending data sets; Data Modeling - Creating relationships between tables, Building a data model for effective analysis, Working with hierarchies and filtering; Data Visualization - Choosing the right visuals for your data (charts, graphs, maps), Creating interactive reports with slicers and filters, Formatting and customizing visuals; DAX (Data Analysis Expressions) - Introduction to DAX formulas for	12

	calculations, Creating calculated columns and measures, Using time intelligence functions; Sharing and Collaboration - Publishing reports and dashboards to Power BI Service, Sharing and collaborating with colleagues, Configuring security using Row-Level Security (RLS); Advanced Topics (depending on the course) - Using Power BI with Azure Analysis Services, Creating custom visuals, Integrating R with Power BI, Report automation and scheduling	
UNIT – V	INTRODUCTION TO TABLEAU DESKTOP	NO. OF HOURS
	Introduction - Discover the Tableau Platform, Application Terminology, Identify Visual Cues for Fields; Tableau Workflow - Recognize Elements of a Visualization, Get Started in Tableau; Connection and Data Source Setup - Identify Tableau File Types and Extensions, Create a Live Data Connection, Save and Edit a Data Source, Modify Data Attributes, Understand Changes to Data; Data Simplification and Sorting - Filter Data, Create Date Filters, Sort Data, Data Organization - Use Groups, Create and Use Hierarchies; Specific Values - Create Crosstabs, Generate Grand Totals, Subtotals, and Changing Aggregation Build Highlight Tables; Data by Date - Work with Dates in Tableau, Use Discrete Date Parts and Continuous Date Values; Multiple Measures in a View - Measure Values and Names, Combine or Share Axis Charts, Create Dual Axis Charts, Relationships Between Numerical Values - Show Correlations and Outliers with Scatter Plots, Create a Scatter Plot, Analyze Using the Highlighter, Analyze an Outlier with the Data Guide, Use the Analytics Pane, Build Trend Lines and Models, Reference Lines and Bands; Geographic Data Mapping - Map in Tableau, Navigate and Select in Maps; Data Customization - Calculate in Tableau, Choose Between Calculation Types, Create and Edit Calculated Fields, Follow Formula Editor Conventions, Identify Types of Calculated Fields, Conduct Calculations and Aggregations, Use String Functions, Build Splits and Custom Splits, Convert Types, Calculate Dates; Quick Table Calculations - Discover Table Calculations, Use Quick Table Calculations, Harness Rank To Show Biggest to Smallest, Breakdowns of the Whole - Generate Pie Charts and Parts of the Whole, Create Tree Maps; View Sharing - Build Dashboards, Demonstrate Relations Between Dashboards and Worksheets, Generate Tiled or Floating Objects, Format Components, Change Dashboard Device Layouts Conduct Dashboard Actions, Publish Your Dashboard Online	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 3. Microsoft Excel 2016 Step by Step, Curtis Frye 4. Introducing Microsoft Power BI, Alberto Ferrari and Marco Russo, Microsoft Press 5. Tableau 10 for Beginners: Step by Step guide to developing visualizations in Tableau. Chandraish Sinha. 6. Mastering Tableau. First/Second Edition. Packt Publishing Ltd. 	

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 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 4. https://www.microsoft.com/en-us/power-platform/products/power-bi
<p>Note:</p> <ul style="list-style-type: none"> • 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: Entrepreneurship Development & New Venture Management		
Course Type: Industry Empowerment Course IEC-02		Course Code: 108
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
CO108.1	REMEMBERING	DESCRIBE entrepreneurship, entrepreneurship development, start-up & strategic decisions involved in establishing a start-up.
CO108.2	UNDERSTANDING	EXPLAIN the decision- making matrix of entrepreneur in establishing a start-up.
CO108.3	APPLYING	IDENTIFY the issues in developing a business and / or grow a start-up
CO108.4	ANALYSING	FORMULATE a go to market strategy for a start-up.
CO108.5	EVALUATING	DESIGN a workable funding model for a proposed start-up.
CO108.6	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	
	Concept of Entrepreneur and Intrapreneur, Difference between Entrepreneur and Intrapreneur, Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Entrepreneurial Competencies, The entrepreneurial ecosystem, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India and world.	No. of Hours 6
Unit-II	Idea generation and incubation	
	Finding business from your skills, interest, and passion. Interlink it with the business opportunities, Idea generation, Types of idea and its features, Selection process of useful idea, Idea exploration and validation, Idea incubation, Making of prototype model, problem rectification, Gap Identification for Target audience, Finalization of product, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the your venture	No. of Hours 8
Unit-III	The Project Planning Road Map	
	Financial planning- Different overheads like legal fees, licensing fees, office expenses, marketing budgets, HR and training budget, building , land, machinery budget. Sources of Finances for Start-ups, How to raise money for business, Bootstrapping, angel	No. of Hours 6

	investor, contests, microloans, purchase order funding, Friends & Family, Seed Funding, Venture Capital Funding, Incubation Funding; Crowd funding. Various schemes -PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR, MUDRA LOAN.	
Unit-IV	Entrepreneurial Leadership and Legal Aspects	No. of Hours
	Building and managing the founder team, Legal Matters- Organizational form- Startup, Partnerships, Sole proprietorship, LLP, Types of companies- Pvt. Ltd, Public Ltd, One person company, Framers producers company, Different legal norms- Shop and establishment act, Udyam, FSSAI, DIPP, GST, Weight and measurement act, Pollution act, RTO – POLICE dept. permissions, import- export license, NOC by local authority/ District Collector, Certificates by NABARD/ SEBI/ RBI/ IRDA, etc	8
Text Books	<ol style="list-style-type: none"> 1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F.Kuratko and Jeffrey S.Horns by, 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, Anjan Rai choudhuri, 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. Leadlikean 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. <p>Indian Entrepreneurial Culture by A Gupta, NewAge International.</p>	

Supplementary Reading Material	Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare Decision making matrix https://open.lib.umn.edu/principlesmanagement/chapter/11-3-understanding-decision-making/
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SANJIVANI MBA

Course Title: Community Connect Program		
Course Type: Industry Empowerment Course IEC-03		Course Code: 109
Credits : 04		L:T:P : 0 : 0 : 4
CO Number	Cognitive Abilities	Course Outcome
CO109.1	REMEMBERING	RECALL information and concepts related to community needs and learn to recognize and articulate specific areas requiring intervention.
CO109.2	UNDERSTANDING	DEMONSTRATE understanding the dynamics involved in community engagement and stakeholder collaboration, comprehending the importance and methods of effective communication and partnership.
CO109.3	APPLYING	APPLY management theories and techniques to real-world situations, effectively planning and executing community-based projects.
CO109.4	ANALYSING	ANALYZE data and information from their projects, evaluate their interventions' effectiveness, and report their findings systematically.
CO109.5	EVALUATING	EVALUATE their learning and development, assessing their experiences, challenges, and the lessons learned to improve future practices.
CO101.6	CREATING	SYNTHESIZE information and create detailed project proposals, including objectives, and timelines, demonstrating creativity and innovation in addressing community needs.

Course Overview

The Community Connect Project course is designed to instill a sense of social responsibility and enhance practical understanding among MBA students by involving them in community-based projects to prioritize sustainability. This course emphasizes the application of management theories to address real-world social issues and promotes experiential learning through direct community interaction over 15 weeks (4 hours a week). Students will identify community needs, plan and implement projects, and reflect on their experiences to develop a holistic understanding of community engagement and management. The course is aligned with the United Nations Sustainable Development Goals (UNSDGs).

Guidelines for Community Connect Project Objectives

1. Enhance Social Responsibility: Foster a sense of responsibility towards societal well-being.
2. Practical Application: Apply management theories to real-world social issues.
3. Community Engagement: Promote direct interaction and collaboration with community stakeholders.
4. Experiential Learning: Develop practical skills through hands-on project work.
5. Reflection and Growth: Encourage personal and professional development through reflective practices.

Project Phases

- Needs Assessment:

- Conduct field visits to identify community needs.
- Analyze and prioritize areas of intervention.
- Project Proposal:
 - Develop a comprehensive project proposal with clear objectives and deliverables.
 - Include a timeline and budget for the project.
- Stakeholder Engagement:
 - Engage with community stakeholders through meetings and discussions.
 - Ensure their involvement and buy-in for the project.
- Planning and Implementation:
 - Create detailed project plans including risk management strategies.
 - Implement the project as per the plan, making adjustments as necessary.
- Monitoring and Evaluation:
 - Develop frameworks for monitoring and evaluating project progress.
 - Conduct regular evaluations and adjust the project plan accordingly.
- Reporting and Presentation:
 - Prepare interim and final project reports.
 - Present findings and outcomes to peers, faculty, and community stakeholders.
- Reflection:
 - Reflect on the learning outcomes and personal growth.
 - Discuss challenges faced and lessons learned.

Assessment and Grading

CIA:

Project Proposal:	10%
Project Plan:	20%
Project Implementation:	20%

ESE:

Final Project Report:	25%
Final Presentation:	25%

Semester - II

SANJIVANI MBA

Course Title: Financial Management		
Course Type: Generic Core (GC-07)		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, leverage, and Capital Budgeting.
CO201.2	UNDERSTANDING	EXPLAIN in detail concepts related to Financial Management.
CO201.3	APPLYING	PERFORM all the required calculations about Financial Management.
CO201.4	ANALYSING	ANALYZE the situation and comment on the financial position of the firm, estimate the working capital required, decide the 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	
	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	No. of Hours 9
Unit-II	Techniques of Financial Statement Analysis	
	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	No. of Hours 9
Unit-III	Working Capital Management	
	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	No. of Hours 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 	
Refer ence 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) 	
Supplem entary 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 	

Course Title: Marketing Management		
Course Type: Generic Core (GC-08)		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
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	DESIGN Marketing mix and Marketing Plan for a real-World business enterprises.
Unit-I	Introduction To Marketing	
	Marketing- Evolution, Definition, Functions of Marketing, Scope and Core concepts of marketing (such as Need, Want, Demand), Customer & Consumer- satisfaction, Delight, Loyalty. Marketing Vs market- Definition ,Competition, key customer markets, Market places and Market spaces, Meta markets, CRM, Marketing Myopia, societal, transactional, relational and Holistic Marketing, 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.	No. of Hours 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>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, Strategy to attack or avoid. Competitive intelligence. Competitive strategy & position. Leader & challenger strategies.</p> <p>Environment-Concept, Need for analyzing the Marketing, Macro & Micro Environment. Components, characteristics, Need, trends and factors affecting on Macro and Micro Environment., Demographics, Political, Economic, Socio-cultural, Technical and Legal, and 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, Mass, Long Tail Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Case study on Market Segmentation ,positioning, market share and FTP.</p>	9
Unit-V	Marketing Mix	No. of Hours
	<p>Four Ps and Seven Ps of Marketing Mix, Product Life Cycle: Meaning, Concept, Characteristics, relevance and application of PLC, Product Development Process: Idea Generation to commercialization. product hierarchy, Product mix, Branding, Packaging, Labeling, Price: Meaning, role of pricing, importance and factor influencing pricing decision types of pricing strategy Place: Importance, functions and flow of channel distribution, channel design decision-objectives and constraints. Promotion mix elements- Five M for advertising , sales promotion and their tools. <i>Case study : Patanjali IMC, Is going digital a mess or message?: A case study of how a start-up implemented digital marketing strategiesto grow</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 - 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: Human Resource Management		
Course Type: Generic Core (GC-09)		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, its 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-10)		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
	Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems – Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. Service System Design Matrix: Design of Service Systems, Service Blueprinting Computer-Aided Design & Manufacturing: Introduction, Need, Importance, advantage & Disadvantages		9
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, and 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 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. Inventory control - Classification of material – ABC Analysis VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model- Periodic Review and 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, and 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)	
Referenc eBooks	<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>	
Supplementar y Reading Material	1. Krajewski, L. J., Ritzman, L. R., Malhotra, M. K. and Srivastava, S. K., 2010, Operations Management - Processes and supply chain, 9th edition, Pearson	

	<ol style="list-style-type: none">2. Stevenson, W. J., 2014, Operations Management, 9th edition, McGraw-Hill Education3. Heizer, J., Render, B., and Rajashekhar, J., 2009, Operations Management, 9th edition, Pearson4. Nahmias, S., 1997, Production and Operations Analysis, 3rd Edition, Irwin
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SANJIVANI MBA

Course Title: Business Research and Analytics			
Course Type: Generic Core (GC-11)		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	
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 techniques, Sample Size calculation tools, and 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
	<p>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 like Paired Comparison & Forced Ranking - Concept and Application, Problems in Scaling</p> <p>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.</p>	9
Unit-IV	Sampling	No. of Hours
	<p>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</p>	9
Unit-V	Data Analysis & Report Writing:	No. of Hours
	<p>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 Pearson's Coefficient of Correlation and Spearman's Rank Correlation; Scatter plots, Chi-Square Test (Testing hypothesis), Association of Attributes. (Only Interpretation)</p> <p>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.</p> <p><i>Note: Extensive use of MS Excel/SPSS/Tableau is expected in learning unit no.5</i></p>	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 2. Approaches to social research by Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press, 2nd Edition 3. Handbook of Research Design and Social Measurement by Delbert Charles Miller, Neil J. Salkind, Sage Publication, 6th Edition 4. Research Methods: The Basics by Nicholas S. R. Walliman, Nicholas Walliman, Routledge, 1st Edition 5. SPSS Handbook by Himalaya Publications
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: Strategic Management		
Course Type: Generic Core (GC-12)		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 a 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 counteractions
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 5Ps – 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 & Strategy Evaluation	NO. OF 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;	9

	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	
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-13)		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 Acts and Business Environments.
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 Markets.
CO207.5	EVALUATING	COMPARE different Negotiable instruments acts & their use in national and international business.
CO207.6	CREATING	DESIGN legal solutions by using various provisions such as Mediation, Conciliation & Arbitration.
Unit-I	Legal Aspects of Business & Indian Contract Act	
	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	
Unit-II	Sale Of Goods Act and Negotiable Instruments Act	
	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: 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 – Cyberlaw 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, NewAge 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://ncdr.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: Personal and Financial Planning		
Course Type: Industry Empowerment Course (IEC-04)		Course Code: 208
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
CO208.1	REMEMBERING	DESCRIBE the needs and aspects of personal financial planning
CO208.2	UNDERSTANDING	EXPLAIN the investment options available to an Individual
CO208.3	APPLYING	IDENTIFY types of risk and means of managing it
CO208.4	ANALYSING	ANALYZE the aspects of personal financial planning and investment planning.
CO208.5	ANALYSING	EVALUATE the financial plan and perform the necessary calculations.
CO208.6	EVALUATING	DESIGN a financial plan for a variety of individuals.
UNIT-I	Introduction To Financial Planning:	
	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.	No. of Hours 6
UNIT-II	Investment Planning:	
	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 misselling in investment products. Portfolio construction and management, Regulations of an Investment Advisor.	No. of Hours 6
UNIT-III	Risk Analysis-Insurance Planning and Debt	
	Risk analysis, Concept of long term risk, Insurance decisions impersonal financial planning, Types of insurance cover-mortality, health, disability, property and liability, ULIPs and Term, Life and Health Insurance Rule. Plans, Credit Card Financing, Types of Consumer and Home Loans- cost and risk, Credit Score. Cash flow and debt management, Regulations of	No. of Hours 6

	Insurance Industry.	
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.	6
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.	6
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. Fogue, Southwest-Western Cengage Learning. 4. Fundamentals of Financial Planning, Michael Dalton, Joseph Gillice, James Dalton and Thomas Langdon, 5. Money Education 6. Personal Financial Planning, Benedict Koh Wai Mun Fong, Pearson 7. Personal Financial Planning, Lawrence J. Gitman , Michael D. Joehnk, Cengage. 	

Course Title: Yoga and Positive Psychology for Managing Career and Life		
Course Type: Industry Empowered Course (IEC-05)		Course Code:209
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
CO209.1	REMEMBERING	DEFINE and know the need for self-management
CO209.2	UNDERSTANDING	OUTLINE the interlink of yoga and positive psychology
CO209.3	APPLYING	APPLY the various ways of attaining well-being for self-management
CO209.4	ANALYSING	ANALYSE the interventions of Managing Self and Career
CO209.5	EVALUATING	PRIORITIZE the intervention for managing career and life
CO209.6	CREATING	Adapt the management of career and life through yoga and positive psychology
Unit-I	Managing Self	
	Need for the Course on Managing Self, Why Positive Psychology and Yoga, Positive Psychology: First and Second Wave	No. of Hours
		6
Unit-II	Yoga and Positive Psychology	
	Yoga from the Lens of Positive Psychology, Yogic Perspective of Positive Events and Positive Institutions, Yogic Perspective of Governance, and Micro Macro Integration of Life	No. of Hours
		6
Unit-III	Health and Wellbeing	
	Perspectives from Positive Psychology, Yoga and Ayurveda, Human Self and Ladder of Joy: Yogic, Sankhya and Vedantic Perspective, Tattva Bodh and Indriyajaya: Ways of Attaining Wellbeing, DharmahKriya, and Sukhayu-Hitayu: Ways of Attaining Wellbeing. Kleshas: The Obstacles on the Way of Attaining Wellbeing, Shat Sampatti: The Means to Surpass the Obstacles on the Way of Attaining Wellbeing	No. of Hours
		6
Unit-IV	Interventions for Managing Self and Career	
	Realms and Types of Interventions for Managing Self and Career, Food as the First Intervention for Managing Self, Asanas as the Intervention for Managing Self and Career, Prana and Types of Pranayam, Pranayams as the Intervention for Managing Self and	No. of Hours
		6

	Career, Pratyahara as the Intervention for Managing Self and Career	
Unit-V	Intervention for Managing Emotions	No. of Hours
	Yogic Intervention for Managing Emotions, Yogic Intervention for Making Mind a Friend	6
Text Books	<ol style="list-style-type: none"> 1. Lopez, S. J., Pedrotti, J. T., & Snyder, C. R. (2021). Positive psychology: The scientific and practical explorations of human strengths. Sage publications. 2. Rao, K. R., & Paranjpe, A. C. (2016). Psychology in the Indian tradition. Springer India. 3. Parker, S. (2015). Clearing the Path: The Yoga Way to Clear and Pleasant Mind. Lotus Press. 4. Cornelissen, M. (2011). Foundations of Indian Psychology, vol. 2, Practical Applications. Pearson Education India. 	
Reference Reading	<ol style="list-style-type: none"> 1. Dagar, C., & Pandey, A. (2020). Well-Being at Workplace: A Perspective from Traditions of Yoga and Ayurveda. The Palgrave Handbook of Workplace Well-Being, 1-28. 2. Dagar, C., Pandey, A. & Navare (2022). A. How Yoga-Based Practices Build Altruistic Behavior? Examining the Role of Subjective Vitality, Self-transcendence, and Psychological Capital. J Bus Ethics 175, 191–206 3. Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. American psychologist, 56(3), 218. 4. Fredrickson, B. L., & Losada, M. F. (2005). Positive affect and the complex dynamics of human flourishing. American psychologist, 60(7), 678. 5. Keyes, C. L. (2002). The mental health continuum: From languishing to flourishing in life. Journal of health and social behavior, 207-222. 6. Pandey A and Navare A. (2018). Paths of Yoga: Perspectives for Workplace Spirituality, in 7. Dhiman S., Roberts, G.E. and Crossman, J. E. (edis.) The Palgrave Handbook of Workplace 8. Spirituality and Fulfillment, Pub. Palgrave, the concern of Springer (accepted for publication) 9. Kudesia, R. S., Pandey, A., & Reina, C. S. (2020). Doing More with Less: Interactive 	

	<p>16. Effects of Cognitive Resources and Mindfulness Training in Coping with Mental Fatigue</p> <p>17. From Multitasking. Journal of Management, https://doi.org/10.1177/0149206320964570</p> <p>18. Pandey A, Chandwani R, Navare A. (2018). How can mindfulness enhance moral reasoning? An examination using business school students. Business Ethics: A European Review. Vol. 27, No. 1, pp. 56–71.</p> <p>19. Salagame K.K.K. (2013). The Perspectives on Reality in Indian Traditions and their Implications for Health and Well-Being. In: Morandi A., Nambi A. (eds) An Integrated View of Health and Well-being. Cross-Cultural Advancements in Positive Psychology, vol 5. Springer, Dordrecht</p> <p>20. Salagame, K. K. (2014). Positive psychology and Indian psychology: Birds of the same feather. Psychological Studies, 59(2), 116-118.</p> <p>21. Wrzesniewski, A., McCauley, C., Rozin, P., & Schwartz, B. (1997). Jobs, careers, and callings: People's relations to their work. Journal of research in personality, 31(1), 21-33</p>
Supplementary Reading Material	www.dharmawiki.org

Course Title: E-Business		
Course Type: Industry Empowerment Course (IEC-06)		Course Code: 210
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
COIEC06.1	REMEMBERING	DESCRIBE the conceptual framework of e-commerce, mobile commerce, and social commerce.
COIEC06.2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT, and related technologies on society, markets & commerce.
COIEC06.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
COIEC06.4	ANALYSING	EXAMINE the changing role of intermediaries, the changing nature of supply chain and payment systems in the online and offline world.
COIEC06.5	ANALYSING	CLASSIFY the prevalent digital business models into various groups and OUTLINE their benefits and limitations.
COIEC06.6	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 Marketplace, Web 2.0. Drivers, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society	6
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	6

	Gadgets.	
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.	6
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	6
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. 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>	6
<p>Text Books:</p>	<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. 	