COURSE STRUCTURE
ACADEMIC YEAR
2024
ONWARDS

5		First Semester - Core courses	31-49
		Second Semester- Core courses	50-94
		Open Elective Courses	
		Discipline Specific Electives - Entrepreneurship & Family Business	
		Discipline Specific Electives - Finance	
		Discipline Specific Electives -Human Resources	
		Discipline Specific Electives – Marketing	
6		Third Semester- Core courses	95-162
		Open Elective Courses	
		Discipline Specific Electives – Entrepreneurship & Family Business	
		Discipline Specific Electives - Finance	
		Discipline Specific Electives -Human Resources	
		Discipline Specific Electives -Marketing	
7		Fourth Semester- Core courses	163-218
		Professional Electives – Entrepreneurship & Family Business	
		Discipline Specific Electives - Finance	
		Discipline Specific Electives -Human Resources	
		Discipline Specific Electives -Marketing	

VISION

Be a globally recognized B-School for professional excellence by creating an inclusive ecosystem for our stakeholders to engage with businesses and society.

MISSION

1. Facilitate contextual management education by providing a conducive environment for learning and industry relevant skill training.
2. Nurture research culture which addresses business and social concerns to provide suitable remedial measures.
3. Promote institute-industry interface and alumni connect on a continual basis
4. Enhance employability skills relevant to industry needs and attributes which are highly valued by employers
5. Offering value added courses backed by experiential learning to develop entrepreneurs, intrapreneurs and critical thinkers

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

1. To transform students as effective professionals, who are self-aware and possess leadership, and effective communication skills.
2. To demonstrate an understanding of ethical issues and dilemmas that businesses often face.
3. To apply knowledge and skills to solve business problems,
4. To possess the skills required to integrate concepts from various disciplines to identify and develop business strategies and lead effectively in a team-based environment.
5. To equip students with skills to drive entrepreneurship initiatives either on their own or within organizations where they are employed.

PROGRAM OUTCOMES (POs):

PO 1. Apply knowledge of management theories and practices to solve business problems.

PO 2. Foster analytical and critical thinking abilities for data-based decision making.

PO 3. Ability to develop Value based Leadership ability.

PO 4. Ability to understand , analyze and communicate global, economic , legal, and ethical aspects of business.

PO 5. Ability to lead themseves and others in the achievement of organizational goals , contributing effectively to a team environment.

VALUES

Integrity Commitment Passion

PROGRAM REGULATIONS

I. TITLE

These regulations shall be cited as KLS' IMER regulations governing two year Full Time Master of Business Administration (MBA) Program, Autonomous under Rani Channamma University, Belagavi. The program is divided into four semesters at the Post Graduate Level in the Faculty of Management.

II. EXTENT OF APPLICATION

These regulations shall apply to the Two Year Full Time Master of Business Administration (MBA) Program Autonomous under Rani Channamma University, Belagavi and approved by the competent authorities such as Board of Studies, the Academic Council and the Governing Body of the college as per the existing norms. These regulations come into force from the date of approval by the competent authorities.

III. DEFINITIONS

In these Regulations, unless otherwise mentioned:

a. "Institute" means Karnatak Law Society's Institute of Management Education & Research Belagavi, approved by AICTE & UGC and Permanently Affiliated and Autonomous Institution Under Rani Channamma University, Belagavi

b. "Director" means the Head of the Institute and "Faculty" means faculty members of the institute

c. Post - Graduate Programs means Master's Degree Course in Management (MBA)

d. "Student" means the student admitted to Post-Graduate Program in management at the institute.

e. "Degree" means Post-Graduate Degree i.e., MBA.

f. "Board of Studies (BOS)" means P.G. Board of studies in management of the Institute constituted as per the regulations.

g. "Board of Examinations (BoE)" means Board governing the examinations of the Institute constituted as per the regulations

h. "Academic Council" means Academic Council of the Institute constituted as per the regulations.

i. "Credit" means the unit by which the course work is measured. For this Regulation, one Credit means one hour of teaching work or two hours of practical work per week. Normally a Semester shall be of 16 weeks' duration in any given academic year; As regards the marks for the courses, 1 Credit is equal to 25 marks, 2 credits is equal to 50 marks, 3 credits is equal to 75 marks

and 4 credits is equal to 100 marks as used in conventional system.

j. "Grade" is an index to indicate the performance of a student in the selected course. These Grades are arrived at by converting marks scored in each subject in the examinations. Each course carries a prescribed number of credits. These grades are awarded for each subject after conversion of the marks and after completion of the examinations in each semester.

k. "Grade Point Average" or GPA refers to an indication of the performance of student in a given semester. GPA is the weighted average of all Grades a student gets in a given semester. The GPA depends on the number of courses a student takes and the grades awarded to him/her for each of the subjects.

l. "Cumulative Grade Point Average" or CGPA refers to the cumulative Grade Point Averages weighted across all the semesters and is carried forward

IV. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE:

a. The students who have successfully completed the three-year/four-year Degree program or any other Degree program of Rani Channamma University or of any other University recognized as equivalent thereto by Rani Channamma University shall be eligible for admission to this Post Graduate Program provided they also satisfy the eligibility conditions like percentage of marks etc., as may be prescribed by the competent authorities from time to time.

b. The admission procedure for the courses in the Faculty of Management shall be as outlined below:

   i.   Admission to the MBA Programme shall be as per the Government of Karnataka and other Central or State Level Competent Authority order or guidelines from time to time.

   ii. All eligible candidates seeking admission to MBA are required to fulfill the prescribed eligibility criteria.

   iii. The candidates seeking admissions to this Post Graduate Programme should have appeared for any national/state level entrance tests such as CAT, CMAT, XAT, MAT, PGCET etc. conducted by competent authorities. However, admissions under the Government Quota shall be made as per the prescribed norms and the reservations rules based on the seat matrix as announced by the competent authority.

V. DURATION OF THE PROGRAMME:

The duration of this Post-Graduate Degree programme shall normally extend over

a period of two academic years, each academic year comprising of two semesters, and each semester comprising of sixteen week of class work. No student shall normally be permitted to obtain Degree earlier than four semesters and the student shall complete the course within four years (Eight Terms) from the date of admission to the first semester of Post-Graduate Programme i.e., MBA. However, the student shall be permitted to carry over all the first year courses to the second year.

VI. MEDIUM OF INSTRUCTION:

The medium of instruction for all subjects shall be English.

VII. PROGRAM STRUCTURE:

a. The students of Post-Graduate Program shall study the courses as prescribed by the Board of Studies and approved by the Academic Council of the Institute from time to time.

b. Each course (paper) in this system is designed carefully to include Lectures / Tutorials /Laboratory Work/Workshops/Seminars/ Project work / Practical Training / Report Writing / Viva- Voce etc., to meet effective teaching and learning needs.

c. The normal calendar for the semester shall be issued by the institute every year before the commencement of the first semester.

VIII. CATEGORY OF COURSES:

a. There shall be five categories of courses viz. Discipline Specific Core, Discipline Specific Electives, Skill Enhancement Core, Ability Enhancement Core & Open Elective Courses .

b. Each course shall have a definite Course Objectives, Course Outcomes, Scheme of Evaluation including the components of Continuous Internal Evaluation (CIE) Marks, Projects (if any), the number of contact hours, and the prescribed Credits.

c. The students shall compulsorily undertake a community engagement project and an internship project during the program. The e community engagement project is for two credits and shall be taken up by the students between the first and second semesters. The internship project is for four credits and will be undertaken after the second semester.

IX. TOTAL CREDITS:

A student to qualify for the Degree in Management- MBA, should have registered and obtained a total of 112 credits.

SEMESTER WISE DISTRIBUTION OF CREDITS FOR MBA PROGRAM

Total credits for the MBA Program: 112 credits

Category	Minimum Credits to be covered in				Total credits to be earned
	I -Sem	II -Sem	III - Sem	IV- Sem	
Discipline Specific Core	28	12	04	08	52
Skill Enhancement Courses	02	02	02	----	06
Discipline Specific Electives	----	08	16	16	40
Open Elective Courses	----	04	04	----	08
Ability Enhancement Courses (Internship)	----	02	04	----	06
Total	30	28	30	24	112

Percentage of Category Wise Courses

Category	%
Discipline Specific Core	46.43
Skill Enhancement Courses	05.36
Discipline Specific Electives	35.71
Open Elective Courses	07.14
Ability Enhancement Courses	05.36
Total	100.00

X. ATTENDANCE:

a. Each paper shall be taken as a unit for the purpose of calculating the attendance.

b. Each student will be marked for his/her attendance for every hour of teaching of each course. At the end of every month all teachers shall notify the attendance of every student on the Notice Board of the institute. The Director of the institute shall certify the fulfilment of required attendance of every candidate in the Examination Form.

c. A student shall be considered to have satisfied the requirement of attendance for each course, if he/she has attended not less-than 75% of the number of classes held upto the end of the semester including tests, seminars, group discussions, practical, tutorials, etc.

d. However, a student shall be eligible to claim attendance for her/his absence if participated in any event/activity on behalf of the institute for the actual number of days participated subject to a maximum of 20 days in a semester based on the specific recommendations of the director.

i. This facility shall also be extended to the students who were absent due to accident/serious illness leading to actual hospitalization. Their period of absence will be treated as present for calculation of attendance subject to approval of the concerned teacher, mentor and the Director.

ii. In the case of students, selected to participate in the national level events, he/she shall be eligible to claim attendance for actual number of days participated subject to a

maximum of 20 days in a semester based on the specific recommendation of the Director.

iii. A student who does not satisfy the requirements of attendance shall not be permitted to take the examination of that paper. All such students shall repeat that paper in the subsequent year as regular student at his/her own risk and will have to make up for the loss of attendance by attending classes as regular student. All his prior Continuous Internal Evaluation (CIE) marks in the concerned subject shall be cancelled and he/she will have to appear for his/her CIE again for the concerned papers.

XI. DURATION OF THEORY AND PRACTICAL PAPERS

a. Each theory course having four credit will be taught for four hours per week & two credit course will be taught two hours per week.

b. The general duration of the Semester will be of 16 weeks.

c. Duration of practical is as per the respective course regulations.

XII. COURSE WEIGHTAGE:

Course Weightage would be equal to the number of credits awarded to the particular course. For instance, if the Course has a Credit award of four, then the appropriate Weightage for the course would be four.

XIII. EVALUATION:

a. Each Course would have two components- the first being Continuous Internal Evaluation (CIE) and the second being the Semester End Exams (SEE). The CIE marks are based on continuous internal assessment. The total marks for the CIE would be based on the total credit awarded to the Course. For instance, if a Course has a Credit award of 4, then the total maximum marks would be 100 for the course. Out of the total marks of 100 for such a course, 40 marks shall be earmarked for CIE and remaining 60

marks for SEE. If a Course has a Credit award of 2, then the total maximum marks would be 50 for the course. Out of the total marks of 50 for such a course, 20 marks shall be earmarked for CIE and remaining 30 marks for the SEE.

b.   The internship project is evaluated for a total of 100 marks. To evaluate the continuous performance of the student undergoing the internship project the CIE will be done by the Company Guide as well as Internal Guide for 40 marks (combined together). The internship project report will be evaluated for 30 marks and the balance 30 marks is earmarked for viva-voce.

c.   In case of candidates who wish to appear in improvement examinations, if any, the marks obtained in the CIE shall not be revised. There is no improvement for CIE.

d.   The suggested distribution of CIE marks is given below:

Components	Internal Test	Assessment 1	Assessment 2	Assessment 3
Maximum 40 Marks for 4 credit course	10	15	10	5
Maximum 20 Marks for 2 credit course	5	7	5	3

Note: *The faculty has freedom to choose mode of evaluation for the award of CIE

Faculty is supposed to choose minimum 3 or max 4 components out of these options
1.   Case Study
2.   MCQ / Test
3.   Field Visit / Rural Visit
4.   Individual/Group -Written Assignment
5.   Role Play
6.   Live Project & Presentation

e.   There shall be one semester end examination of two hours duration for four credit course comprising of 60 marks & One hour duration for two credit course of 30 marks.

f.   One hour mid term examination for four credit courses and 30 minutes for 2 credit course.

g.   All students of the MBA Program are required to fill in his/her exam forms and appear and pass in the semester-end examination in each of the courses of the MBA program. Minimum marks to pass in SEE will be 50%. Aggregate marks to be scored will be 50% comprising both CIE and SEE.

h.   If any student has filled in his/her examination form and not appeared for

any/all the courses, he/she shall be marked absent and declared as "fail" in those courses. Such candidates who have failed can appear for the examinations as and when announced by the Institute.

i. The answer scripts of all semester-end examinations will be evaluated by a panel of examiners approved by the Board of Examinations.

XIV. INTERNSHIP PROJECT:

All MBA students have to undertake one internship training with a business or service organization after 2nd Semester. The training shall be of 60 days' duration in any Manufacturing Industry, Services Industry, Government or NGOs or a socially relevant project.

The following rules and regulations apply to Student Internship Project (SIP):

a. The student will be guided by one internal faculty (internal guide) from the Institute and one external guide from the host organization in which the student is undergoing internship training.

b. At the end of the 60 days of Internship, the student has to submit a detailed project report hard copy in A4 size hard bound (Minimum 50 pages and Maximum 75 pages, excluding annexures), along with soft copy.

c. The report will be assessed for Plagiarism with the help of authorized plagiarism software. The report with more than 25% similarity index shall be rejected and the student has to resubmit the report within one week to the concerned authorities.

d. Project Reports will be examined by a Panel of Examiners constituted by the BOE/Institute.

e. All the students completing internship program will have to attend a viva voce.

XV. PRACTICAL EXAMINATION/ EXTERNAL VIVA

a. Practical Examination and viva shall be conducted by the examiner/s for the courses wherever applicable.

b. The practical and viva evaluation shall be done as per the respective course regulation.

c. External examiner/s shall be appointed by the office of CoE from the approved panel of examiners.

XVI. BOARD OF EXAMINATIONS AND VALUATION:

a. A panel of Examiners for MBA shall be approved by the BOS. The Panel will contain both Internal and External examiners. Internal examiners will be the all regular faculty of the institute and external examiners are approved by BOS.

b. A Board of Examinations (BOE) will scrutinize and approve the question paper set by the paper setters.

XVII. REVALUATION:

A student who desires to apply for revaluation of any paper/s may do so by submitting an application along with the fee prescribed by the Institute from time to time, within stipulated time from the date of announcement of the result. The final award of marks will be the maximum out of earlier valuation and revaluation.

XVIII. COMPLETION OF THE PROGRAM:

a. The MBA Program is a two year full time program.

b. A candidate is expected to successfully complete the MBA program within four years from the date of admission to the program.

c. Whenever the syllabus is revised, the candidate reappearing shall be allowed to appear for examinations according to the syllabus in force at the time of his/her admission.

d. A candidate must complete 110 credits to be eligible for the award of MBA degree.

e. The Choice Based Credit System (CBCS) scheme for MBA is fully carry-over system. However, the four-semester two years' course should be completed by a student within four years. For these periods, candidate may be permitted to take examination in even semester examination in even and odd semester examination in odd semester, after paying the examination fees as prescribed by the Institute from time to time.

f. Supplementary examination will be scheduled within one month from the date of declaration of the SEE results. The candidate is eligible for supplementary examination only if he/she has applied for the regular SEE and failed in the course/s. In case the candidate has applied for the regular SEE but remained absent for course/s, he/she has to submit relevant documents justifying his/her absence to the office of the CoE. The decision to allow such candidates to appear for the supplementary examination will be taken by the Office of the CoE.

XIX. DECLARATION OF RESULTS:

a. Minimum marks to be scored for passing in each course shall be 50% of the total marks including both the CIE and the semester end examinations. However a student has to score minimum 50% marks in SEE.

b. The candidates, seeking improvement of their results shall submit a representation along with the permissible fees to the institute and surrender the degree certificate/provisional pass certificate/original marks cards of that semester within 15 days of announcement of result. Such candidates will not be considered for the award of ranks.

XX. MARKS AND GRADING:

The grading of successful candidate at the examination shall be as follows-

Percentage marks	GPA/CGPA	Letter	Class
75.00% and above	7.5 and above	A	Distinction
60.00 to 74.99%	6.00 to 7.49	B	First Class
50.00 to 59.99%	5.00 to 5.99	C	Second Class
Less than 50.00%	Less than 5.00	F	Fail

XXI. GRADING OF THE STUDENTS:

The Grade Point Average (GPA) shall be given to each candidate based on students' performance during the semester- which includes both the CIE and the semester end exams. The GPA of each semester should be carried to next semester as Cumulative Grade Point Average (CGPA) an illustration is given below:

Grade Points

Name: XYZ Semester I

Registration No:

Course Code	Name of the Course	Credits	Maximum Marks	Marks Obtained	Semester Grade Points	Credit Points
22DSC101	Economics for Managers	4	100	70	07.00	28.00
22DSC102	Entrepreneurship Development	4	100	80	08.00	32.00
22DSC103	Fundamentals of Universal Human Values	2	50	40	08.00	16.00
22DSC104	Human Resource Management	2	50	40	08.00	16.00

22DSC105	Management Accounting	4	100	60	06.00	24.00
22DSC106	Marketing Management	4	100	70	07.00	28.00
22DSC107	Principles Of Management	2	50	40	08.00	16.00
22DSC108	Statistics for Managers	4	100	60	06.00	24.00
22SEC101	Employability Skills - I	2	50	40	08.00	16.00
	Total	28	700	500	66.00	200.00

Semester I GPA = 200/28 = 7.14

Likewise, if the GPA's for various semesters is calculated and is as follows:

Semester	Max Credits	Credits Opted	Credit Points	GPA
First	28	28	200	7.14
Second	28	28	180	6.43
Third	30	30	210	7.00
Fourth	24	24	160	6.67

Cumulative Grade Point Average = $\dfrac{\text{Credit points of I Sem+II Sem+III Sem+ IV Sem}}{\text{Credits of I Sem + II Sem + III Sem + IV Sem}}$

= (200+180+210+160)/ (28+28+30+24)

= 750/ 110

= 6.82

XXII. CONDUCT OF ODD AND EVEN SEMESTER EXAMINATION

a. All students of MBA program are required to fill in his/her exam forms and appear and pass in the semester end examination in each of the courses relevant to his/her program. If he/she is absent for any semester end examination for any courses/s, such candidate will be marked as AB (Absent) and will be declared as "fail" in those course/s. Such candidates who have failed can appear for the examinations as and when announced by the Institute.

b. Institute shall conduct semester end examinations i,e. I, II, III and IV semester for MBA. The examinations will be conducted, question papers will be set and answer scripts will be evaluated by the panel of examiners. The marks card for all semester's examination shall be issued by the Institute and the degree certificate will be awarded by Rani Channamma University, Belagavi.

Question Paper Pattern

a. Semester End Examination Question Paper Pattern – 04 Credit

QP Code [ ][ ][ ][ ][ ][ ]   USN [ ][ ][ ][ ][ ][ ][ ][ ][ ][ ]

KLS Institute of Management Education and Research, Belagavi (Autonomous)

I/II/III/IV Semester MBA
Semester End Examination
Course Name / Course Code

Maximum Time – 02 hours   Maximum Marks - 60

Instructions for the Students

a. Question no.1 is compulsory. 05 sub questions and each sub question carries 2 mark each.
b. Answer any 5 questions of Question no. 2 to Question no. 8. Each question shall have two sub questions. Sub question a carried 3 marks and sub question b carries 7 marks.

Que. No.		Questions	M
1		All questions are compulsory. Each question carries 2 mark.	
	a		2
	b		2
	c		2
	d		2
	e		2

Answer any 05 questions from Question no. 2 to Question no. 8

Que. No.		Questions	M
2	a		3
	b		7
3	a		3
	b		7
4	a		3
	b		7
5	a		3
	b		7
6	a		3
	b		7
7	a		3
	b		7
8	a		3
	b		7

b. Semester End Examination Question Paper Pattern – 02 Credit

QP Code [ ][ ][ ][ ][ ][ ]   USN [ ][ ][ ][ ][ ][ ][ ][ ]

KLS Institute of Management Education and Research, Belagavi (Autonomous)

I/II/III/IV Semester MBA
Semester End Examination
Course Name / Course Code

Maximum Time – 01 hours   Maximum Marks - 30

Instructions for the Students
   c. Question no.1 is compulsory. 05 sub questions and each sub question carries 2 mark each.
   d. Answer any 5 questions of Question no. 2 to Question no. 8. Each question shall have two sub questions. Sub question a carried 3 marks and sub question b carries 7 marks.

Que. No.	Questions	M
1	All questions are compulsory. Each question carries 2 mark.	
	a	2
	b	2
	c	2
	d	2
	e	2

Answer any 02 questions from Question no. 2 to Question no. 4

Que. No.	Questions	M
2	a	3
	b	7
3	a	3
	b	7
4	a	3
	b	7

c. Mid Semester Examination Question Paper Pattern

ROLL NO. ☐☐☐☐☐☐☐

KLS Institute of Management Education and Research, Belagavi (Autonomous)

I/II/III/IV Semester MBA
Mid Semester Examination
Course Name/ Course Code

Maximum Time – 60 Minutes   Maximum Marks - 30

Instructions for the Students
a. Question no.1 is compulsory. 05 sub questions and each sub question carries 2 mark each.
b. Answer any 2 from Question no. 2 to Question no. 4

Que. No.		Questions	M
1		All questions are compulsory. Each question carries 2 mark.	
	a.		2
	b.		2
	c.		2
	d.		2
	e.		2
		Answer any 02 questions from Question no. 2 to Question no. 4	
Que. No.		Questions	M
2	a.		3
	b.		7
3	a.		3
	b.		7
4	a.		3
	b.		7

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XXIII.   OTHER REGULATIONS:

a. There will be appropriate use of IT applications in teaching, learning and evaluation processes. However there shall be extensive use of IT applications in teaching, learning and evaluation processes in extraordinary situations subject to the approval of the competent authorities.

b. Tuition fees for the course will be as prescribed by the Competent Authority. The tuition and all other fees paid once will not be refunded.

c. The Directions, Orders, Notifications issued by the Institute and University Authorities in respect of matters not covered by these Regulations shall be final, provided they are in conformity with the provisions of the Karnataka State Universities Act-2000 and the ordinances, statutes, Regulations and Rules made there under.

PROGRAM STRUCTURE

CURRICULUM FRAMEWORK

- Curriculum Framework is important in setting the right direction for a Degree/ Diploma/Certificate programme by the Institute, as it takes into account the type and quantum of knowledge necessary to be acquired by a student to qualify for a particular award in his/her chosen branch or specialization area.

- Besides, this also helps in assigning the credits for each course, sequencing the courses semester-wise and finally arriving at the total number of courses to be studied and the total number of credits to be earned by a student to fulfil the requirements for the conferment. The Institute takes into account the AICTE Model Curricula notified from time to time and follow them so as to be abreast of the national trends in this connection.

- At the time of graduation, the minimum expected skills in every graduate, for global acceptance is defined by NBA, through the Program Outcomes (PO's). The PO's are primarily developed through the curriculum, to achieve the Course Outcomes (CO's) of various courses. Hence, the expected skills to be developed through the POs forms an important factor during curriculum design.

FIRST SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22DSC101	Economics for Managers	DSC	4+0+0	60	40	100	4
22DSC102	Entrepreneurship Development	DSC	4+0+0	60	40	100	4
22DSC103	Universal Human Values and Professional Ethics	DSC	4+0+0	60	40	100	4
22DSC104	Human Resource Management	DSC	2+0+0	30	20	50	2
22DSC105	Management Accounting	DSC	4+0+0	60	40	100	4
22DSC106	Marketing Management	DSC	4+0+0	60	40	100	4
22DSC107	Principles of Management	DSC	2+0+0	30	20	50	2
22DSC108	Statistics for Managers	DSC	4+0+0	60	40	100	4
22SEC101	Employability Skills - I	SEC	2+0+0	30	20	50	2

SECOND SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22AEC200	Community Engagement Project (CEP)	AEC	0+0+2	30	20	50	2
22DSC201	Business Research Methods	DSC	4+0+0	60	40	100	4
22DSC202	Financial Management	DSC	4+0+0	60	40	100	4
22DSC203	Indian Knowledge System	DSC	2+0+0	30	20	50	2
22DSC204	Organizational Behavior	DSC	2+0+0	30	20	50	2
22OEC	Open Electives	OEC	4+0+0	60	40	100	4
	Elective 1	DSE	4+0+0	60	40	100	4
	Elective 2	DSE	4+0+0	60	40	100	4
22SEC201	Employability Skills - II	SEC	2+0+0	30	20	50	2

THIRD SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22AEC301	Student Internship Program	AEC	0+0+4	60	40	100	4
22DSC302	Strategic Management	DSC	4+0+0	60	40	100	4
	Open Electives	OEC	4+0+0	60	40	100	4
	Elective 1	DSE	4+0+0	60	40	100	4
	Elective 2	DSE	4+0+0	60	40	100	4
	Elective 3	DSE	4+0+0	60	40	100	4
	Elective 4	DSE	4+0+0	60	40	100	4
22SEC301	Employability Skills - III	SEC	2+0+0	30	20	50	2

FOURTH SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22DSC401	Corporate Law	DSC	4+0+0	60	40	100	4
22DSC402	Total Quality Management	DSC	4+0+0	60	40	100	4
	Elective 1	DSE	4+0+0	60	40	100	4
	Elective 2	DSE	4+0+0	60	40	100	4
	Elective 3	DSE	4+0+0	60	40	100	4
	Elective 4	DSE	4+0+0	60	40	100	4

II SEMESTER
OPEN ELECTIVES

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22OE201	Communication Skills	DSE	4+0+0	60	40	100	4
22OE202	Computer Skills	DSE	4+0+0	60	40	100	4

BUSINESS ANALYTICS

Course Cod	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22BA201	Basicsof Business Analytics	DSE	4+0+0	60	40	100	4
22BA202	Management Information System	DSE	4+0+0	60	40	100	4
22BA203	Managing E-Business	DSE	4+0+0	60	40	100	4

ENTREPRENEURSHIP & FAMILY BUSINESS

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22FB201	Corporate Entrepreneurship	DSE	4+0+0	60	40	100	4
22FB202	Design Thinking	DSE	4+0+0	60	40	100	4
22FB203	Entrpreneurship & Innovavation	DSE	4+0+0	60	40	100	4

FINANCE

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22FM201	Modern Banking	DSE	4+0+0	60	40	100	4
22FM202	Costing for Managers	DSE	4+0+0	60	40	100	4
22FM203	Financial Markets & Instituttions	DSE	4+0+0	60	40	100	4

HR

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22HR201	Employee Relation	DSE	4+0+0	60	40	100	4
22HR202	Human Resource Planning and Acqusition	DSE	4+0+0	60	40	100	4
22HR203	Learning & Developement	DSE	4+0+0	60	40	100	4

MARKETING

Course Cod	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22MA201	Consumer Behavior	DSE	4+0+0	60	40	100	4
22MA202	Digital Marketing	DSE	4+0+0	60	40	100	4
22MA203	Services Marketing	DSE	4+0+0	60	40	100	4

III SEMESTER ELECTIVES

OPEN ELECTIVES

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22OE301	Technology Management	DSE	4+0+0	60	40	100	4
22OE302	Operations Management	DSE	4+0+0	60	40	100	4

Business Analytics

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
24BA301	Big Data Analytics	DSE	4+0+0	60	40	100	4
24BA302	Business Analytics and Intelligence	DSE	4+0+0	60	40	100	4
24BA303	Decision Science	DSE	4+0+0	60	40	100	4
24BA304	Exploratory Data Analytics for Business	DSE	4+0+0	60	40	100	4
24BA305	Introduction to Python and data control	DSE	4+0+0	60	40	100	4

ENTREPRENEURSHIP & FAMILY BUSINESS

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22FB301	Building Blocks of Family Business	DSE	4+0+0	60	40	100	4
22FB302	Creating Business Plans	DSE	4+0+0	60	40	100	4
22FB303	Family Business Management	DSE	4+0+0	60	40	100	4
22FB304	New Venture Creation	DSE	4+0+0	60	40	100	4
22FB305	Rural Entrepreneurship	DSE	4+0+0	60	40	100	4

FINANCE

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22FM301	Corporate Taxation	DSE	4+0+0	60	40	100	4
22FM302	Corporate Valuations	DSE	4+0+0	60	40	100	4
22FM303	Financial Derivatives	DSE	4+0+0	60	40	100	4
22FM304	Management of Mutual Funds	DSE	4+0+0	60	40	100	4
22FM305	Security Analysis & Portfolio Management	DSE	4+0+0	60	40	100	4

HR

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22HR301	Competency Based Performance Management	DSE	4+0+0	60	40	100	4
22HR302	Legal Environment of Employment	DSE	4+0+0	60	40	100	4
22HR303	Orgnaizational Leadership	DSE	4+0+0	60	40	100	4
22HR304	Strategic Human Resource Management	DSE	4+0+0	60	40	100	4
22HR305	Talent Management	DSE	4+0+0	60	40	100	4

MARKETING

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22MA301	Business to Business Marketing	DSE	4+0+0	60	40	100	4
22MA302	International Marketing Management	DSE	4+0+0	60	40	100	4
22MA303	Retailing Management	DSE	4+0+0	60	40	100	4
22MA304	Sales Management	DSE	4+0+0	60	40	100	4
22MA305	Supply Chain Management	DSE	4+0+0	60	40	100	4

IV SEMESTER

BUSINESS ANALYTICS

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
24BA401	Machine Learning	DSE	4+0+0	60	40	100	4
24BA402	Human Resource Analytsics	DSE	4+0+0	60	40	100	4
24BA403	Social Media and Website Analytics	DSE	4+0+0	60	40	100	4
24BA404	Finance Analytics	DSE	4+0+0	60	40	100	4
24BA405	Business Forecasting	DSE	4+0+0	60	40	100	4

ENTREPRENEURSHIP & FAMILY BUSINESS

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22FB401	Business Ethics	DSE	4+0+0	60	40	100	4
22FB402	Family Business Governance	DSE	4+0+0	60	40	100	4
22FB403	Managing Succession in Family Business	DSE	4+0+0	60	40	100	4
22FB404	MSME	DSE	4+0+0	60	40	100	4
22FB405	Social Entrepreneurship	DSE	4+0+0	60	40	100	4

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FINANCE

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22FM401	Behavioral & Personal Finance	DSE	4+0+0	60	40	100	4
22FM402	Insurance Management	DSE	4+0+0	60	40	100	4
22FM403	International Financial Management	DSE	4+0+0	60	40	100	4
22FM404	Merchant Banking and Financial Services	DSE	4+0+0	60	40	100	4
22FM405	Project Appraisal Planning & Control	DSE	4+0+0	60	40	100	4

HR

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22HR401	Compensation and Benefits Management	DSE	4+0+0	60	40	100	4
22HR402	Global perspective in HRM	DSE	4+0+0	60	40	100	4
22HR403	HR Analytics	DSE	4+0+0	60	40	100	4
22HR404	Interpersonal Effectiveness	DSE	4+0+0	60	40	100	4
22HR405	OC and OD	DSE	4+0+0	60	40	100	4

MARKETING

Course Cod	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22MA401	Customer Relationship Management (CRM)	DSE	4+0+0	60	40	100	4
22MA402	Innovation Marketing	DSE	4+0+0	60	40	100	4
22MA403	Integrated Marketing Communication (IMC)	DSE	4+0+0	60	40	100	4
22MA404	Rural Marketing	DSE	4+0+0	60	40	100	4
22MA405	Strategic Brand Management	DSE	4+0+0	60	40	100	4

FIRST SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week	SEE	CIE	Total Marks	Credit
22DSC101	Economics for Managers	DSC	4+0+0	60	40	100	4
22DSC102	Entrepreneurship Development	DSC	4+0+0	60	40	100	4
22DSC103	Universal Human Values and Professional Ethics	DSC	4+0+0	60	40	100	4
22DSC104	Human Resource Management	DSC	2+0+0	30	20	50	2
22DSC105	Management Accounting	DSC	4+0+0	60	40	100	4
22DSC106	Marketing Management	DSC	4+0+0	60	40	100	4
22DSC107	Principles of Management	DSC	2+0+0	30	20	50	2
22DSC108	Statistics for Managers	DSC	4+0+0	60	40	100	4
22SEC101	Employability Skills - 1	SEC	2+0+0	30	20	50	2

ECONOMICS FOR MANAGERS

Course Code	22DSC101	Credits	4
Course type	DSC	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
- To understand the micro economic concepts
- To get the understanding of basic economic activities.

Module I:	(12 Hours)

Introduction

Introduction to Economy & Basic Problems PPC. Managerial Economics Definition, Nature, Scope, Objectives (Decision Mak-ing, Forward Planning, Problem Solving process) & Importance. Fundamental Concepts Opportunity Cost, Incremental Concept, Discounting Principle, Equi-marginal Principle & Time Perspective. Calculation of Incremental Revenue & Incremental Cost

Self-Learning: Types of Economic Systems

Module II:	(14 Hours)

Demand and supply analysis Utility Analysis

Meaning, Function, Schedule Demand Equation (Simple problems), Types, Law (assumptions, explanation, reasons & exceptions), Change in demand & change in Quantity demanded. Elasticity of demand Price, Income, Cross & Advertisement Elasticity (Types), Methods of

Measurement of Price Elasticity. Problems on Ratio method. Supply Meaning, Function, Law & Elasticity of Supply. Price Mechanism Equilibrium of Price and Demand (Dynamic analysis), Simple problems Demand Forecasting Meaning, levels, Features, Importance Demand forecasting for New and Existing products- Survey & Statistical methods (Problems on Least Square method and trend projection).

Self-Learning: Real world examples of Demand forecasting

Module III:	(10 Hours)

Production analysis

Production - Meaning, Factors of production, Production function (Short & Long term), Cobb-Douglas Production function- an introduction. Measurement of Production Function.

Laws of Production- Law of Variable Proportions & Laws of Returns to Scale. Economies & Diseconomies of Scale and Scope (internal/External).

Self-Learning: Interpretation of Law of Variable Proportion through examples.

Module IV:	(16 Hours)

Market analysis

Cost Analysis: Meaning, Types, Classification of Cost, Cost Curves, Problems. Relation between Costs, AC & MC and LAC.

Revenue Analysis: Meaning, Types and Revenue curves. Revenue under Perfect and Imperfect Markets

Market Analysis: Meaning, Types and Classification. Perfect Competition, Monopoly, Monopolistic Competition, (Features and equilibrium, Long & Short term) and Oligopoly (only features). Meaning of Duopoly, Monopsony, Oligopsony.

Self-Learning topic: Studying market structures in Indian Economy

	Module V:	(10 Hours)

Module V: (10 Hours)

Macro-Economic Factors:

Inflation: Meaning, causes, and effects. Deflation, meaning and effects. BOP and disequilibrium ofBOP. Monetary Policy and fiscal policy. CRR, SLR, Repo rates of RBI. National Income and its calculations. Meanings of HDI.

Self-Learning: Reading Economic Survey

Text Books:

- Managerial Economics by D.N.Dwivedi, 7th Ediction, VPH
- Managerial Economics by D.M. Mithani, HPH
- Managerial Economics by Kalkundrikar A.B. and Kulkarni A.N.
- Managerial Economics Text & cases Haynes, Mote & Paul

Reference Books

- Principles of Micro Economics by Taylor J. and Gugnani R. (Glocal edition), Biztantra
- Economics by Samuelson P and Nordhaus, TMH
- Managerial Economics by Varshneya Maheshwari - S Chand
- Roger Benett, International Business, Pearson Education, New Delhi, 2006
- Principles of Micro Economics by Salvatore D, Oxford UP, International Edition

Course Learning Outcomes (CO's)

		CO's
	CO1	Develop basic understanding of micro economics principles & PPC
	CO2	Apply Demand and supply analysis.
	CO3	Understand production analysis
	CO4	Understand the market structures, Cost & revenue Analysis
	CO5	Understand Macro-Economic Factors

ENTREPRENEURSHIP DEVELOPMENT

Course Code	22DSC102	Credits	4
Course type	DSC	CIE	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To Recognize entrepreneurial competencies
2. To Understand entrepreneurial motivation
3. To find out the ease of doing business in India and eco-system to support entrepreneurs
4. To Understand role of entrepreneurship in the empowerment of women

Module 1 (12 Hours)
Entrepreneurship: Introduction, Concept, entrepreneurship as a career, reasons for growth of entrepreneurs, Entrepreneurial competencies, types of Entrepreneurs, Corporate Entrepreneurship, reasons for entrepreneurial; failure, Case Study of successful entrepreneurs.   **Self-learning topic**: Prepare a profile of a local successful entrepreneurs & Failures in Entrepreneurship.
Module 2 (12 Hours)
Entrepreneurial Development & Training: Models of entrepreneurial development, entrepreneurial motivation – TAT, McClelland's achievement motivation theory, Entrepreneurial training methods, The process of entrepreneurial development.   **Self-learning topic**: Effectual Entrepreneurship
Module 3 (12 Hours)
Entrepreneurial Support: Definitions of MSME, Government policy, Incentives, Institutional support forenterprises, Incubators and Business Accelerators, DIC and Financial Institutions, Business Cluster   **Self-learning topic**: Identify the schemes introduced by government for promoting entrepreneurship in Indiainteracting with Joint Director, DIC and visit local cluster
Module 4 (12 Hours)
Ease of Doing Business: Global Entrepreneurship environment, Global Entrepreneurship Development Index ranking, Business climate in India, Ease of Doing Business ranking, Factors affecting entrepreneurial growth,Creating a favourable environment for entrepreneurship   **Self-learning topic:** Examine the ranking on Ease of Doing Business in India for five years. Examine why the businesses from China are moved to Vietnam.
Module 5 (12 Hours)
Women Entrepreneurs: Role and Significance of women entrepreneurs, Challenges faced by Women entrepreneurs, Strategies for the development of women entrepreneurs, Institutions supporting women entrepreneurs in India, Empowerment of women by entrepreneurship   **Self-learning topic**: Prepare profiles of local women entrepreneurs.

Text Books:
1. Robert D Hisrich et.al., -9/e (2014), Entrepreneurship, McGraw Hill Education
2. Poornima Charantimath, Entrepreneurship Development and Small BusinessEnterprises -3e, (2019) Pearson

Reference Books:

1. Raghu Nanadan, Unleashing your Entrepreneurial Potential, Sage, New Delhi (2009)
2. Peter Drucker, Innovation and Entrepreneurship – Practice and Principles, East WestPress (2010)
3. Anilkumar, S. C. Poornima, Abraham, Jayashree Entrepreneurship Development.New age international (2011)
4. Mahendra Ramasinghani, (2012) The business of venture capital, Wiley.

E-resources (NPTEL/SWAYAM)

1. Entrepreneurial Operations: Launching aStartup, https://www.edx.org/course/operations-for entrepreneurs
2. https://swayam.gov.in/explorer?searchText=Multidisciplinary

Course Learning Outcomes (CO's)

	CO's
CO1	Discuss & Interpret the entrepreneurial competencies
CO2	Identify the Entrepreneurial training methods
CO3	Identify Government schemes Entrepreneurial development
CO4	Examine the Ease of Doing Business in India
CO5	Identify schemes available promoting women entrepreneurs in India

UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS

Course Code	22DSC103	Credits	4
Course type	DSC	CIE	40
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives
1. To develop a holistic perspective based on self-exploration about themselves (as human beings), family, society and nature/existence in students.
2. To help the students appreciate the essential complementarily between 'Values' and 'Skills' to ensure sustained happiness and prosperity, which are the core aspirations of all human beings.
3. To provide understanding of the harmony in the human being, family, society and nature/existence
4. To highlight possible implications of a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behaviour and mutually enriching interaction with Nature
5. To develop the sense of commitment and courage to act in any life situation

Module 1: Fundamentals of Universal Human Values (15 Hours)
Self-Introductions, Aspirations and Concerns, Self-Management, Health, Relationships, Society, Natural Environment, Self -evaluations

Module 2: Introduction to Value Education (10 Hours)

Lecture 1: Right Understanding, Relationship and Physical Facility (Holistic Development and the Role of Education) Lecture 2: Understanding Value Education Tutorial 1: Practice Session PS1 Sharing about Oneself Lecture 3: Self-exploration as the Process for Value Education Lecture 4: Continuous Happiness and Prosperity – the Basic Human Aspirations Tutorial 2: Practice Session PS2 Exploring Human Consciousness Lecture 5: Happiness and Prosperity – Current Scenario Lecture 6: Method to Fulfil the Basic Human Aspirations Tutorial 3: Practice Session PS3 Exploring Natural Acceptance

Module 3: Harmony in the Human Being (10 Hours)
Lecture 7: Understanding Human being as the Co-existence of the Self and the Body Lecture 8: Distinguishing between the Needs of the Self and the Body Tutorial 4: Practice Session PS4 Exploring the difference of Needs of Self and Body Lecture 9: The Body as an Instrument of the Self Lecture 10: Understanding Harmony in the Self Tutorial 5: Practice Session PS5 Exploring Sources of Imagination in the Self Lecture 11: Harmony of the Self with the Body Lecture 12: Programme to ensure self-regulation and Health Tutorial 6: Practice Session PS6 Exploring Harmony of Self with the Body

Module 4: Harmony in the Family and Society and Harmony in the Nature/Existence (15 Hrs)
Lecture 13: Harmony in the Family – the Basic Unit of Human Interaction Lecture 14: 'Trust' – the Foundational Value in Relationship Tutorial 7: Practice Session PS7 Exploring the Feeling of Trust Lecture 15: 'Respect' – as the Right Evaluation Tutorial 8: Practice Session PS8 Exploring the Feeling of Respect Lecture 16: Other Feelings, Justice in Human-to-Human Relationship Lecture 17: Understanding Harmony in the Society Lecture 18: Vision for the Universal Human Order Tutorial 9: Practice Session PS9 Exploring Systems to fulfil Human Goal
Lecture 19: Understanding Harmony in the Nature Lecture 20: Interconnectedness, self-regulation and Mutual Fulfilment among the Four Orders of Nature Tutorial 10: Practice Session PS10 Exploring the Four Orders of Nature Lecture 21: Realizing Existence as Co-existence at All Levels Lecture 22: The Holistic Perception of Harmony in Existence Tutorial 11: Practice Session PS11 Exploring Co-existence in Existence

Module 5 – Implications of the Holistic Understanding – a Look at Professional Ethics (10 Hours)
Lecture 23: Natural Acceptance of Human Values Lecture 24: Definitiveness of (Ethical) Human Conduct Tutorial 12: Practice Session PS12 Exploring Ethical Human Conduct Lecture 25: A Basis for Humanistic Education, Humanistic Constitution and Universal Human Order Lecture 26: Competence in Professional Ethics Tutorial 13: Practice Session PS13 Exploring Humanistic Models in Education Lecture 27: Holistic Technologies, Production Systems and Management Models-Typical Case Studies Lecture 28: Strategies for Transition towards Value-based Life and Profession Tutorial 14: Practice Session PS14 Exploring Steps of Transition towards Universal Human Order   Sum-up (Feedback)

Text Book

1. A Foundation Course in Human Values and Professional Ethics, R R Gaur, R Asthana, G P Bagaria, 2nd Revised Edition, Excel Books, New Delhi, 2019. ISBN 978-93-87034- 47-1

Reference Books:
1. Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004.
2. The Story of Stuff (Book).
3. The Story of My Experiments with Truth - by Mohandas Karamchand Gandhi
4. Small is Beautiful - E. F Schumacher.
5. Slow is Beautiful - Cecile Andrews

Website for e-resources:
https://fdp-si.aicte-india.org

Course Learning Outcomes (CO's)

CO1	Understand self, and surroundings (family, society, nature)
CO2	Self-explore methods to understand and fulfill basic human aspirations
CO3	Understand and apply the concept of "harmony between self and body" in their day-to-day life
CO4	Analyze the basis of human relationship (family and Society) and interconnectedness among different orders of nature
CO5	Develop/design sustainable solutions to the problems in society and nature

HUMAN RESOURCE MANAGEMENT

Course Code	22DSC104	Credits	2
Course type	DSC	CIE Marks	20 Marks
Hours/week: L-T-P	2-0-0	SEE Marks	30
Total Hours:	30 Hrs	SEE Duration	1 Hour

Course Objectives:

1. To introduce the basic concepts, functions and practices of Human Resource Management.
2. To create an awareness of the roles, responsibilities and functioning of Human Resource Department
3. To understand the challenges faced by HR Managers in the present dynamic business Environment

Module 1: Introduction to HRM   (10 hours)
Evolution from Personnel Administration to Strategic HRM to Digital HR. Meaning, Significance and Strategic Value of HRM. Conceptual Clarity – HRM, HRD, Workforce, Intellectual Capital, HRM's contribution to profitability, efficiency, and effectiveness, The HRM Process, Opportunities and Challenges for a HR manager
Self-learning topics: Journey to HRM

Module 2 : HR Functions / Operations   (10 hours)
HR Planning Process – Job Analysis, Job Specification, and Design. Talent Acquisition / Recruitment and Selection –Meaning, Sources, Methods, Types. Induction, Staffing/ Placement. Training – TNA, Steps Process, Types of Training, Conduct of Training, Compensation and Benefits, Statutory Compliances Common Performance Appraisal Methods, Performance, Career Planning, Performance Measurement, Exit Interview.
Self-learning topics: HR operations

Module 3 : Contemporary Aspects of HRM   (10 hours)
International Assignments _ Expatriation, Repatriation, Leveraging Technology in HRM , Artificial Intelligence and impact on HR,Vitual Workforce, Work from Home, Diversity and Generational Differences, The Characteristics and Expectations of the 21st Century, Future Trends in Human Capital and Talent Management , SHRM
Self-learning topics: Changing Life at HRM

Text Books:
Human Resource Management by Seema Sanghi (Vikas Publications)
Human Resource Management – P Subbarao, Latest Addition (Himalaya Publishers)

Reference Books:
Human Resource Management by Garry Dessler (Vikas Publications)

Course Learning Outcomes (CO's)

	CO's
CO1	Realize the worth of Intellectual capital.
CO2	Understand the implications, Interplay and importance of all major HRM functions and operate
CO3	Recognize emerging trends, opportunities and challenges in and future trends for HRM

MANAGEMENT ACCOUNTING

Course Code	22DSC105	Credits	4
Course type	DSC	CIE	40
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hour

Course Objectives:

- To develop knowledge and understanding of Management and cost accounting techniques to support management in planning, controlling, costing and monitoring performance in a variety of business context.

Module 01	(12 Hours)

Introduction
Concept, Functions, Importance & Limitations of Accounting, Accounting Principles, International Accounting Standards, Preparation of Journal, Ledger & Trial Balance, Preparation of Final Accounts, Overview of Financial Statements;
Sources of Financial Information, Nature of Management Accounting
Self-Learning : Objectives & Functions of Management Accounting

Module 02	(12 Hours)

International Financial Reporting Standards
Concept, Background, International Source of Authority, Elements of Financial Statements, Presentation of Financial Statements & additional disclosures, IFRS in India, Process of adopting IFRS in India, IFRS Standards
Self-Learning : Relevance of IFRS

Module 03	(12 Hours)

Financial Performance Analysis I
Tools of Financial Performance Analysis as Ratio Analysis; Liquidity Ratios; Solvency Ratios; Profitability Ratios; Turnover Ratios; Market Test Ratios; Coverage Ratios; Advantages & Limitations of Ratios
Self-Learning : Inter firm and Industry Analysis;

Module 04	(12 Hours)

Financial Performance Analysis II
Common Size & Comparative Statement Analysis; Trend Analysis, M e a n i n g o f Funds Flow, Preparation of Funds Flow Statement, Statement of Changes in Working Capital, Meaning of Cash Flow, Distinction between Funds Flow & Cash Flow, Preparation of Cash Flow Statement
Self-Learning: Objectives & Uses of Funds Flow & Cash Flow

Module 05	(12 Hours)

Budget & Budgeting for Decision Making
Nature and purpose of Budget; Types of Budget; Production, Production cost, Sales, Purchase, Fixed and Flexible Budgets; Budgetary Control and Reporting. Self-Learning: Zero Based Budgeting

RECOMMENDED BOOK:

1. Management Accounting by M.N. Arora, Vikas Publications, 10th Edition.

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:
1. Management Accounting by Pandey I M, Vikas Publication.
2. Financial Cost & Management Accounting by P. Periasamy, Himalaya Publoishing House
   Management Accounting by Khan and Jain, Tata McGraw-Hill, 7th Edition
3. Accounting for Managers by Jelsy Kuppapally by PHI

Course Learning Outcomes (CO's)

	CO's
CO1	Prepare the Financial Statements
CO2	Explain the relevance of IFRS
CO3	Analyse and evaluate the tools of measuring financial performance of a firm.
CO4	Prepare the funds flow and cash flow statements
CO5	Analyse different types of budgets in an Organisation

PRINCIPLES OF MANAGEMENT

Course Code	22DSC107	Credits	2
Course type	DSC	CIE	20
Hours/Week: L-T-P	2-0-0	SEE Marks	30 marks
Total Hours:	30	SEE Duration	1 Hour

Course Objectives :

1. To make students understand the basic principles of management.
2. To develop ability to critically analyze and evaluate management practices in the presentcontext.
3. To enable students emulate and adopt existing management practices

Module: I   Introduction to Management: (08 Hours)
Manager, Managing, Organization, Mintzberg's Managerial Roles, Evolution of Management- Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies and Skills.   Self-Learning Topic: Managerial Competencies
Module: II Module 2- Planning, Organizing &Decision Making (12 Hours)
Meaning, Need, Goals and Plans, types of Plans and planning process, Management by Objectives (MBO) - Process of MBO - Benefits of MBO, Approaches to Setting Goals, Planning Effectively in Dynamic Environments.   Organizing, Organizational Structures, Specialization, Departmentalization, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice. Types of organizational designs.   Decision Making Process, Evaluating Decision Effectiveness. Rationality, Bounded Rationality, the Role of Intuition, and Types of Decisions & Decision-Making Conditions., Decision environment, Timingof decision Effective communication of Decision, Participation in decision Making, Implementation of decision   Self-Learning Topic: - Effective communication of Decision
Module: III Leadership, Motivation & Controlling (10 Hours)
Leadership, theories- trait, behavioural, contingence, leadership styles and leadership grid.   Motivation, Types of motivation, theories- Maslow, Herzberg, ERG, theory X,Y,Z Challenges of motivating and retaining the employees   Controlling, Definition, need and its relevance, The Control Process, Managerial Decisions in Controlling, Feed-forward /Concurrent / Feedback Controls.   Self-Learning Topic: Challenges of motivating and retaining the employees.

Recommended Books

1. Fundamentals of Management by Robbins, S.P. and Dec Enzo, D.A., Pearson Education Asia,New Delhi.
2. Management by Schermerhorn J, John Wiley & Sons, Inc., 11 edition
3. Principles of Management – Text & cases by Neeru Vashisht/Vibhuti, Taxmann PublicationsPvt. Limited.
4. The Changing World of the Executives – Peter Drucker, Routledge Newyork, USA.

Reference Books

1. Management, Koontz and Wechrich, TMGH
2. Management - Text & Cases, Satya Raju, PHI, New Delhi.

Course Learning Outcomes (CO's)

	CO's
CO1	Define various managerial competencies , approaches to management and explain the role and need of planning,organizing,decision making ,motivating and controlling for simple as well as complex tasks and projects.
CO2	Compare and contrast various organizational structures/business leaders of variety of business and not-for-profit entities in a real world context.
CO3	Formulate and discuss the decision making criteria used by practicing managers , leaders and entrepreneurs in routine and non-routine decision making situations.

STATISTICS FOR MANAGERS

Course Code	22DSC108	Credits	4
Course type	DSC	CIE	60
Hours/Week: L-T-P	4-0-0	SEE Marks	100 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:

1. To provide basic ideas on various statistical tools.
2. To Apply Techniques to collect, analyse and interpret numerical data
3. To understand MS Excel, Power Bi for applying statistical tools

Module: 1   (14 Hours)
Data Preparation - Introduction to Statistics, Data Collection Methods, Classification, Summarization of data, Tables, Graphs, Frequency Distributions (Discrete & Continuous Variables)
Measures of Central Tendency: Arithmetic Mean, Combined Mean, Weighted Mean & Median, Mode (Grouped & ungrouped data)
Self-learning: Variation in categorical and quantitative variables. Representing data using tables or graphs

Module: 2   **(14 Hours)**
Measures of Dispersion: Range, Interquartile Range, Standard Deviation, Coefficient of Variation (Problems & Cases to be Solved Manually), Only Introduction to Skewness & Kurtosis.
Correlation - Types of Correlation, Correlation & Causation, Scatter Diagram, Karl Pearson's Coefficient of Correlation, Rank Correlation (for Ungrouped Data Only)
Self-learning: To judge the reliability of measures of central tendency. To make a comparative study of the variability of two series. Real life example of correlation and causation

Module: 3
(12 Hours)
Regression - Linear Regression, Regression Coefficients, **Method of least Squares,** Method of Moving Averages
Probability & Probability Distributions
Random Variable, Basic Concepts of Probability, Basic Rules of Probability (Addition, Multiplication Law) Discrete & Continuous Variables, Binomial, Poisson, Normal Distribution and their Characteristics.
Self-learning: Real life examples on bivariate linear regression analysis, The most common distributions used in statistics.

Module: 4
(8 Hours)
Data Visualization - meaning, importance, industry relevance. Types of data visualization – Charts, Tables, Graphs, Maps, Info graphics, Dashboards, Heat Maps, etc. Tableau data/**Power Bi** visualization tools.
Introduction to Marketing Analytics, Financial Analytics, HR Analytics.
Self-learning: Know your data & purpose, Refine your visualization according to best

practices
Module: 5 **(12 Hours)** Statistical Tools for Execution Using Excel/Spreadsheets - Using and Formatting Tables. - Basic Formulas and Use of Functions. - Data Analysis Using Charts and Graphs. - Managing, Inserting, and Copying Worksheets. - Tabulation, bar diagram, Multiple Bar diagram, Pie Chart - Tableau/**Power Bi** for data visualization Measure of central tendency: mean, median, mode. Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines. Time series: Forecasting Method of least squares, moving average method. **Self-learning: Basic operations and functions in Excel**

Reference Books:
1. Fundamentals of Statistics, 6th Edition,S.C. Gupta, Himalaya Publishing House
2. Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill
3. Statistics for Management, Reprint 2010, Anand Sharma, Himalaya Publishing House
4. Statistics for Management. 5th Edition, Levin &Rubin, Prentice Hall of India
5. Quantitative Techniques for Business Managers, 1st Edition, R. K. Bhardwaj,Anuradha R.Chetiya, Kakli Majumdar, Himalaya Publishing House
6. Quantitative Techniques for Managerial decisions, Second Edition, U. K. Srivastava, G. V.Shenoy & S. C. Sharma, New Age International Publication

Reference Books Excel:
1. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.

Course Learning Outcomes (CO's)

	CO's
CO1	Classify data using data summarization tools & Apply statistical tools like measures of central tendency
CO2	Apply measures of dispersion to analyse different data sets & Statistical tools of correlation for ungrouped data
CO3	Apply regression to analyse data sets & time series & Apply Basic Rules of Probability and Probability distribution (Binomial, Poisson. Normal Distribution)
CO4	Demonstrate understanding of the tools used for data visualization. Demonstrate understanding of the importance of analytics in HR, Marketing and Finance
CO5	Analyze Statistical data using MS-Excel

Course Code	22SEC101	Credits	2
Course type	SEC	CIE Marks	20 marks
Hours/Week: L-T-P	2-0-0	SEE Marks	30 marks
Total Hours:	30 Hours	SEE Duration	1 Hour

Course objectives:

- To develop students' verbal, non-verbal, and written communication skills, enabling them to interact
- effectively in professional environments.
- To equip students with the ability to analyze complex business scenarios, think critically, and devise
- practical solutions for real-world challenges.
- To encourage the development of interpersonal skills and teamwork capabilities, enabling students to work collaboratively in diverse group settings.
- To prepare students for effective self-presentation through resume building, professional networking, and interview skills for career advancement.
- To help students master time management techniques and adaptability skills, ensuring they can thrive in dynamic business environments.

Module 1
Quantitative Aptitude
Ratio, Proportion, and Partnership: Concepts of Ratio and Proportion, Direct and Inverse Proportions Problems on Partnerships and Investments, Sharing Profits or Losses, **Percentages** Basic Percentage Calculations, Increase and Decrease Percentage, Successive Percentage Changes, Applications in Profit, Loss, and Discount, **Simple and Compound Interest:** Interest Rate Calculation, Time, Principal, and Rate Relationships, Growth over Multiple Periods, Difference between Simple and Compound Interest. **Time, Speed, and Distance:** Speed, Distance, and Time Formulae, Average Speed and Relative Speed
, Train Problems, Boats and Streams, Races and Circular Tracks **Time and Work:** Work and Efficiency, pipes and Cisterns, Combined Work and Allocation, Work and Wages. **Averages:**
Basic Averages Weighted Averages Applications in Age Problems and Group Scenarios
Mixtures and Alligations: Ratio of Mixing Two Quantities, Replacement Problems, Average Price Method.
Activities:
Understand Concepts: Focus on clarity of fundamental concepts
Practice Regularly: Solve a variety of problems to strengthen problem-solving speed and accuracy.
Mock Tests: Take sectional tests to identify weak areas.
Formulas & Shortcuts: Memorize important formulas and use logical shortcuts where

Module 2
Logical Reasoning

Blood Relations: Family Tree Analysis, Coded Blood Relations, Relation Chain Problems **Clocks and Calendars** ems on Time (Clock Angles, Gaining/Losing Time), Day and Date Calculations ,Odd Day Problems **Direction Sense** Direction Problems (North, South, East, West), Distance and Displacement, Complex Directional Puzzles. **Series and rns:** Number Series, Alphabet Series, Mixed Series (Numbers and Alphabets), Pattern Recognition. **Coding and ding :** Letter Coding, Number Coding, Symbol-based Coding, Conditional Coding. **Syllogisms:** Statements and Venn ams, Traditional Logical Deductions ,possibility Cases in Syllogisms. **Order and Ranking:** Arranging Objects or e by Rank, Height, Age, or Weight Comparisons , Position-based Problems

Activities:

Practice Regularly: Solve sample papers and mock tests to improve speed and accuracy. **Understand Concepts:** Focus on understanding the fundamental concepts behind each topic. **Analyze Mistakes:** Review errors to identify weak areas and work on them.

Time Management: Allocate time wisely during practice and exams.

Module 3	10 Hours
Verbal Reasoning	

Parts of Speech : Nouns, Pronouns , Adjectives, Verbs , Adverbs , Prepositions ,Conjunctions, Interjections. **Tenses : ** Present, Past, and Future Tenses (Simple, Continuous, Perfect, and Perfect Continuous) , **Subject-Verb Agreement :** Rules for matching subjects with verbs in number and person

Active and Passive Voice Conversion of sentences **Direct and Indirect Speech** Conversion rules for statements, questions, and commands **Idioms and Phrases** Common idiomatic expressions and their meanings. **Synonyms and Antonyms** Vocabulary enrichment **Articles :** Use of "a," "an," and "the".

Activities

Practice Mock Tests: Regularly attempt mock tests and analyze errors.

Online Resources: Use apps and websites like Grammarly and Quizlet to refine grammar skills. **Reading Habits**: Read newspapers, novels, and articles to enhance understanding of sentence construction and grammar usage.

References
- "Quantitative Aptitude for Competitive Examinations" by R.S. Aggarwal
- "How to Prepare for Data Interpretation & Logical Reasoning for CAT" by Arun Sharma
- "Word Power Made Easy" by Norman Lewis
- "High School English Grammar and Composition" by Wren & Martin

Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate a thorough understanding of quantitative aptitude, logical reasoning, verbal ability, and general awareness topics.
CO2	Develop strategies for question selection to optimize attempts and accuracy.
CO3	Handle the pressure of competitive exams with confidence and resilience.
CO4	Make informed choices in question attempts under pressure.
CO5	Build a strong foundation for future academic or professional opportunities.

Practice Regularly: Solve a variety of problems to strengthen problem-solving speed and accuracy.
Mock Tests: Take sectional tests to identify weak areas.
Formulas & Shortcuts: Memorize important formulas and use logical shortcuts where

SECOND SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22AEC200	Community Engagement Project (CEP)	AEC	0+0+2	30	20	50	2
22DSC201	Business Research Methods	DSC	4+0+0	60	40	100	4
22DSC202	Financial Management	DSC	4+0+0	60	40	100	4
22DSC203	Indian Knowledge System	DSC	2+0+0	30	20	50	2
22DSC204	Organizational Behaviour	DSC	2+0+0	30	20	50	2
22OEC	Open Electives	OEC	4+0+0	60	40	100	4
	Elective 1	DSE	4+0+0	60	40	100	4
	Elective 2	DSE	4+0+0	60	40	100	4
22SEC201	Employability Skills - II	SEC	2+0+0	30	20	50	2

COMMUNITY ENGAGEMENT PROJECT
(CEP)

Course Code	22AEC200	Credits	02
Course type	Core Course	CIE Marks	20 Marks
Hours/week: L-T-P	0-0-2	SEE Marks	30
Total Hours:	30	SEE	Viva Voce

Introduction

Experiential learning is a unique initiative at KLS IMER, Belagavi. The course is designed with the aim of sensitizing the future business leaders to the social environment, issues and challenges. It is expected that the students understand the issues and apply their knowledge and expertise to provide feasible solutions to the pressing social problems. The course shall also focus on policy initiatives, its implementation and execution gaps if any. This initiative shall help students apply their skills & knowledge in real life situations and also help them shape the right attitude.

Methodology

1. It is a 2 credit compulsory course.
2. Students should work in teams of maximum 6 members each.
3. Each group shall be assigned a faculty mentor.
4. The group shall identify any of the following
   a. An NGO
   b. A Gram Panchayat
   c. A Government or quasi government Institution
   d. A charitable organization
   e. CSR department or project of a corporate
   f. RUDSETI
   g. Self Help Groups (SHG)
5. The mentor shall approve the organization as per above list selected by the group
6. The group shall spend min of 30 hours in the organization chosen by them.
7. These 30 hours will be spread across the first semester.
8. The report should be submitted on the first day of the second semester in the prescribed format, and will be evaluated as per the evaluation guidelines attached.
9. Following activities can be conducted by the group
   Voluntary work in the organization or the village such as plantation, health camp, education camp etc.
   Awareness campaigns such as street play, a walkathon, and lectures etc. on the issues relevant to the organization or the village chosen.
   The group is expected to meet the concerned authorities such as the board members, the secretary and the administrative officers to understand the vision, mission and the progress of the organization so far and the future plan of action. In case of a village the group shall meet the village authorities such as Gram Sevak, Gram Panchayat Officials, etc. to understand the various development schemes and implementation.
10. The group shall identify issues or challenges and suggest a solution.
11. The group is advised to video record and photograph the activities and interviews that they conduct.

12. The report should include following
    1. Introduction of the immersion course
    2. Organization or village profile
    3. Brief of activities conducted with objectives and outcome
    4. Problem or challenge identified
    5. Solution suggested
    6. Evaluation of solution suggested.
    7. The report must include photographs taken
    8. A 5 minutes documentary to be prepared with suitable title and narration

Evaluation of Immersion Course

Internal Assessment Methods – 20 Marks   (This is to be done by the mentor)

Sl. No.	Particulars	Marks
1	Participation in activities	05
2	Documentary	05
3	Regular Interaction	05
4	Quality of activities conducted	05
	Total	20 Marks

External Assessment Method – 30 Marks

Presentation followed by viva voce to be evaluated by the external evaluator

Sl. No.	Particulars	Marks
1	Viva- Voce	15
2	Report	15
	Total	30 Marks

Course Learning Outcomes (CO's)

	CO's	
CO1	Identify the socially relevant issues
CO2	Analyze the social problems
CO3	Suggest suitable solution to the problem

BUSINESS RESEARCH METHODS

Course Code	22DSC201	Credits	4
Course type	DSC	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives
1. To understand the importance of business research as management decision tool.
2. To equip the students with the concept and methods of Business Research

Module: I   (12 Hours)
Meaning of Research, Objectives of Research. Characteristics of Good Research. Meaning of Business Research, Research agencies (Internal research department, External research Agencies /suppliers). Topics for Research in Business, Research Process. Types of Research- Quantitative v/s. Qualitative, Basic v/s. Applied, Descriptive v/s. Analytical, Conceptual v/s. Empirical). Ethical issues in Business Research. Research Design- Exploratory, Descriptive, & Causal research
Module: II   (10 Hours)
Sampling- Meaning, Stages in selection of a sample, Types of Sampling - Probability and non-probability Sampling Techniques, Standard Error, sample size calculation, factors influencing sample size, Errors in sampling
Module: III   (12 Hours)
Measurement and Scaling- Types of Scales – Nominal, Ordinal, Interval, and Ratio. Criteria for good measurement, Attitude Measurement – Simple Attitude Scales, Category Scales, Likert scale, semantic differential scale, numerical scales, staple scale, graphical rating scales, scales measuring behavioural intentions and expectation
Module: IV   (10 Hours) Data Collection Secondary Data – meaning, advantages & disadvantages of secondary data, characteristics ofsecondary data, sources of secondary data (Internal & External) Primary data – meaning, methods of primary data collection (observation method, interview methods, questionnaire method, Schedules, difference between questionnaire and Schedules, consumer panels, use of electronic and mechanical devices, projective techniques - Word Association, sentence completion, story completion, verbal projection test, pictorial techniques, OZMET-Olson and Zaltman Test and TAT-Thematic Appreciation Test) Construction of Questionnaire/schedule

Module: V	
	(16 Hours)

Module: V

(16 Hours)

Data Analysis and Reporting
Stages of data analysis – Processing, analysing and interpretation
Processing of data - editing, coding, tabulation, cross tabulation
Testing of Hypothesis- Introduction to Inferential Statistics, Basic Concepts of Hypothesis Testing,
Type I & Type II error, Hypothesis Testing for Means & Proportions for Large and Small Samples,
Hypothesis Testing for Difference Between Means (Small and Large Samples) and Difference
Between Proportions (Large Sample), Chi- Square Testing of Independence of Attributes,
Introduction to ANOVA (One Way Classification)
Interpretation of data analysis – meaning, techniques and precautions in interpretations
Reporting - Oral, and Written Reports, Components of Research Report
Introduction to SPSS
Steps involved in preparing business research plan/proposal

Reference Books
1. William G. Zikmund, Business Research Methods, Cengage Learning, India 7E
2. Donald Cooper, Pamela Schindler & J.K .Sharma, Business Research Methods, McGraw Hill,11E
3. C. R. Kothari, Research Methodology Methods & Techniques, New Age International Publishers,2E
4. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, PearsonEducation, 2008.
5. J.K. Sachadeva, Business Research Methodology, Himalaya Publication

Course Learning Outcomes (CO's)

	CO's
CO1	Compare different types of research designs
CO2	Demonstrate an understanding of Sampling techniques and Calculate sample size for finiteand infinite population
CO3	Demonstrate an understanding of Measurementsand Scales used in social science
CO4	Demonstrate an understanding of types of data and tools of data collection
CO5	Analyze data using Inferential Statistics(Hypothesis tests)

FINANCIAL MANAGEMENT

Course Code	22DSC202	Credits	4
Course type	DSC	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives
1. To acquaint students with the knowledge of financial management decisions
2. To make students to understand the changing role of Finance Manager

Module 1	(12 Hours)

Introduction to Financial Management- Introduction, Major Financial Decisions, Sources of Finance, Role of CFO/Finance Manager, Cost of Capital- Introduction, Cost of Debt, Cost of Preference, and Cost of Equity: Internal and External Equity, CAPM, Dividend Growth Model, and WACC.

Module 2	(12 Hours)

Capital Structure and Leverage.
Capital structure – Concept; Theories of Capital Structure; NI, NOI, Traditional, Modigliani and Miller Theories. Agency Problem, Impact of changes in Capital Structure.
Leverage – Concept, Types – Operating, Financial, Combined, Degrees of leverage, EBIT – EPS analysis, Usage of leverage concept in optimizing firm's revenue.

Module 3	(14 Hours)

Capital Budgeting- Concept, Time value of money, capital budgeting process, kinds of projects, techniques of capital budgeting- NDCF & DCF, Modified IRR, EVA, Decision Tree analysis, Capital rationing Assignment: Preparation of Project Cash flows for 10 years of various New Projects (sample DPR Cash flow)

Module 4	(10 Hours)

Dividend Policy Decision
Concept; Types of Dividend; Dividend Policy; Dividend Theories- Gordon Model, Walter's Model, M-M Model, Bonus Shares, Stock split and its impact, Buy back of shares, ESOP
Assignment: Dividend Policies / Dividend Behavior of Nifty 50 / Sensex / Nifty Midcap /Companies

Module 5	(12 Hours)

Working Capital Management
Concept; Determinants; WC Estimation; Cash Management. Techniques; Receivable Management. : Optimum Credit Policy, Monitoring Receivables; Exercises; Inventory Management. – Concept, Exercise

RECOMMENDED BOOK:
1. Financial Management: Khan and Jain, TMH Publications.

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:
1. Financial Management: G.Sudarsana Reddy, Himalaya Publishing House
2. Financial Management: Prasanna Chandra, TMH Publications.

Course Learning Outcomes (CO's)

	CO's
CO1	Define the Corporate Finance and determine the Cost of Capital
CO2	Ascertain the impact of Leverage on profitability of a Firm
CO3	Compare the Capital Budgeting techniques
CO4	Compare the Dividend Policies
CO5	Ascertain the Working Capital, choose the Cash Management Techniques and Decide the Optimum Credit Policy

INDIAN KNOWLEDGE SYSTEM

Course Code	22DSC203	Credits	2
Course type	DSC	CIE	20
Hours/Week: L-T-P	2-0-0	SEE Marks	30 marks
Total Hours:	30	SEE Duration	Project Submission & Viva

Course Objectives

1. To appreciate the concept of Indian knowledge
2. To have a fundamental knowledge of systems such as Bhartiya Calander

Module: I	(10 Hours)
Bhartiya Thithi System, Concept of Vikram Calander, Indian Months, Indian Science and Management Thinkers. Self-Learning Topic: Education in ancient India	
Module: II (10 Hours)	
Yoga Meaning, Definition - Need – Nature – Aim and Objectives & Principle of Yoga. History of Yoga-Modem Developments Astanga Yoga: Yama, Niyama, Asana, Pranayama, Pratyahara, Dharana, Dhyana, Samadhi. Self-Learning Topic: Aaasanas	
Module: III (10 Hours)	
Role of yoga in maintaining Health & Wellness, Warming-Up & Stretching Asanas, Flexibility, Agility and Relaxation Cooling down Asanas. (Practice Sessions) Self-Learning Topic: Physical Fitness	

Text Book
1. Kapoor Kapil, Indian Knowledge Systems. (2005). India: Indian Institute of Advanced Study.

Reference Books
1. Debashis Chatterjee, Surya Prakash Pati, Deepa Sethi (Ed). Globalizing Indian Thought: Insights
2. from Indian Knowledge Systems. (2021). India: SAGE Publications.
3. Sengupta, N. (2018). Traditional Knowledge in Modern India: Preservation, Promotion, Ethical
4. Access and Benefit Sharing Mechanisms. Germany: Springer India.

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the concepts of Indian Knowledge
CO2	Able to perform basic Yoga postures
CO3	Able to understand the value of physical fitness with reference to total well-being.

ORGANIZATIONAL BEHAVIOUR

Course Code	22DSC204	Credits	2
Course type	DSC	CIE Marks	20 Marks
Hours/week: L-T-P	2-0-0	SEE Marks	30
Total Hours:	30 Hrs	SEE Duration	1 Hour

Course Objectives:
1. To study the factors that influence the Behaviour of Individuals in Organizations.
2. To analyse the Factors for Individual and Group behaviour

Module 1 : Introduction to OB   (10 Hours) Introduction to OB, definition, key elements of OB, , Importance of organizational behaviour, contributing disciplines to OB, challenges and opportunities for OB. Evolution of Organizational Behaviour- Industrial Revolution, scientific management, Human Relations Movement, Hawthorne studies. Case Study: Interpretation of Human Behaviour at work place
Module 2 : Behavioral Aspects in OB   (10 Hours) Foundations of Individual Behaviour- Personal Factors, Environmental Factors, Organizational Systems and Resources. Factors Influencing Individual Behaviour- Personality, Motivation, Perception, Attitudes and Values (Meaning, Types, Importance and Interconnectedness of all the factors with the behaviour of Individuals). Factors Influencing Group Behaviour: Size, Group Norms, Cohesiveness, Group Leadership Style, Team Roles, Group Polarity, Social Loafing. Group Types. Case Study : Culture at 3M and Organizational Performance
Module 3 : Challenges and Strategies for management of Organizational behaviour Power and Politics, Organizational Stress, Conflict Management, Cultural Issues Case Study : The Politics of Backstabbing (Chapter 14, Power and Politics from OB by Stephen Robbins et.al)

Books
Text Books:
1. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2015.
Reference Books:
1. Management of Organizational Behavior January 2015 ,by Hersey/ Blanchhard /Johnson (Author), Pearson Education India; 10th edition

Course Outcomes

	CO's
CO1	Understand and apply acceptable behavioural traits at workplaces
CO2	Comprehend the reasons why people behave differently at workplace and personal space
CO3	Analyse the challenges facing teams and strategies to solve them

COMMUNICATION SKILLS

Course Code	22OE201	Credits	4
Course type	OEC	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To understand and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.
2. To understand the importance of specifying audience and purpose and to select appropriate communication choices.
3. To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication. Objective
4. To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding

Module 1   - Introduction to Communication   (12 Hours) (Fundamentals)   Meaning, Process, Functions of Communication, Medium (Verbal and Non Verbal), Channels (Formal and Informal), Communication codes and meaning , Barriers / Factors affecting in Communication   Self-learning topic / Activity : Language a vehicle or Medium of communication is a barrier or an advantage
Module 2   - ICT   in Communication   (12 Hours)   Organizational culture and communication , Information and communications technology (ICT) in organizations , Organizational structure and communication, Making communication work, Usage of electronic Media for Communication   Self-learning topic: How Does a company culture influence Formal Communication
Module 3   :   (12 Hours   Business writing: planning and organizing , Principles of Effective writing style, Effective design and visual aids Effective business documents, Usage of 7cs of Communication   Self-learning topic: Does the representative system communicate effectively
Module 4   Interpersonal Communication   (12 Hours)   Effective interpersonal communication: Defining interpersonal skills. Interpersonal skills in action: communicating face to face Meetings and presentations Building effective teams   Self-learning topic: Corporate-speak: new words or new actions , Role of Infusing Life into the situation
Module 5 – Business Writing   (12Hours)   Report Writing (Long, Short, Field work, Visits, Feasibility, Grievances. Annual Reporting Writing Minutes of the Meeting. Citations (Types) , References, Bibliography   Self-learning topic: Practical Exercises and Classroom Sessions on all the above

Books
Text Books:
1. Hartley, P., & Bruckmann, C. G. (2014). *Business communication*. Routledge.
2. Kulkarni, M. (2010). *Modern Business communication* (Third). R Chand.

Reference Books
1. Fiona Talbot, How to Write Effective Business English: The Essential Toolkit for Composing Powerful Letters.

Course Learning Outcomes (CO's)

	CO's
CO1	Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
CO2	Identify ethical, legal, cultural, and global issues affecting business communication.
CO3	Select appropriate organizational formats and channels used in developing and presenting business messages
CO4	Communicate via electronic mail, Internet, and other technologies.
CO5	Become Proficient communicators

COMPUTER SKILLS

Course Code	22OE202	Credits	4
Course type	OEC	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 hours

Objectives:
1. To introduce the basic technical skills required for students
2. To enable students gain knowledge of latest developments in IT

Module I: Microsoft Word (12 Hours)
- Opening a New Document, Saving a Document
- Editing the document : inserting, deleting, moving text
- Formatting the document: Applying a Font, Changing Font Size, Font Attributes, Font Colour, Clear Formatting, Text Alignment
- Editing Features of Word : Spell Check, Thesaurus, Auto Correct, Check Word Count
- Track Changes: Page View, Zoom,
- Paragraph formatting: Changing Paragraph Alignment, Indenting Paragraphs, Add Borders or Shading to a Paragraph, Apply Paragraph Styles, Creating Links within a Document, Change
  Spacing Between Paragraphs and Lines.

Module II: Microsoft Word (12 Hours)
- Working with Tables: Creating Tables, Converting text into a table, Quick Tables, Entering Text, Table Tools, Inserting rows and columns, Deleting Cells, Rows or Columns, Merging Cells and Splitting Cells, Adjusting Column Width, Borders and Shading,
- Bulleted and Numbered Lists, Creating a Nested List, Format Your List
- Page formatting: Page Margins, how to Change the Orientation, Size of the Page, or Size of the Columns, Apply a Page Border and Colour, Insert Headers and Footers (Including Page Numbers),
- Inserting Graphics, Pictures, and Table of Contents
- Advanced Tools : Compare and Merge Documents, Protect Document , Mailing Lists,
- Creating a List for Mail Merge
- Creating Macros

Module III: Microsoft Excel (13 Hours)
- Introduction: Uses of Excel, New Functions and Features in Excel
- Getting Started with Excel: Opening a Blank or New Workbook, General Organization
- Highlights and Main Functions: Home, Insert, Page Layout, Formulas, Data, Review,
- View, Add-Ins
- Using the Excel Help Function
- Creating Links within a File
- Creating and Using Templates, Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special
- Arranging data using Sort
- Displaying records with certain criteria using Filter & Advanced Filter

Module IV: Microsoft Excel   (12 Hours)
• Data from External Sources, Using and Formatting Tables   • Basic Formulae and Use of Functions   • Data Analysis Using Charts and Graphs   • Managing, Inserting, and Copying Worksheets   • Securing the Excel Document (Protect Cells and Workbook)   • Advanced Formulae and Functions   • Advanced Worksheet Features   • Advanced Data Analysis using PivotTables and Pivot Charts
Module V: Basics of Programming   (11 Hours)

1   Features of C and its Basic Structure, Simple C programs, Constants, Integer Constants, Real Constants, Character Constants, String Constants, Backslash Character Constants, Concept of an Integer and Variable, Rules for naming Variables and assigning values to variables
 2   Control Statements and Decision Making:
 The go to statement, The if statement, The if-else statement, Nesting of if statements, The conditional expression, The switch statement, The while loop, The do…while loop, The for loop, The nesting of for loops, The break statement and continue statement.
 Lab Exercises
     1.   Write a simple C program to print "Welcome to 'C' Programming"
     2.   Write a C program to find addition of 3 numbers and find average.
     3.   Write a C program to check whether the entered number is even or odd.
     4.   Write a C program to print natural numbers from 1 to n using for loop.

Text Books :
1. Brian W. Kernighan & Dennis M. Ritchie, "The C Programming Language",
2nd Edition, PHI, 2012.

Course Learning Outcomes (CO's)

	CO's
CO1	Describe the fundamental concepts of computers with the present level of knowledge of the students
CO2	Use of word-processing, spreadsheet, and presentation software to solve basic information systems problems.
CO3	Use technology ethically, safely, securely, and legally.
CO4	Define and implement basics of computer programming
CO5	Learn current in technological development

Conduct of Practical Examination:

1. SEE will be practical examination conducted inviting external expert.
2. Examination will be followed by :
   1. Procedure + Execution + Viva
      = 9+ 42+ 9   = 60 Marks

BASICS OF BUSINESS ANALYTICS

Course Code	22BA201	Credits	4
Course type	DSC	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Understand the fundamentals of Business Analytics.
2. Understand the application of contemporary technologies in business management.

Module 1	(8 Hours)

Introduction to business analytics, Role of Data in Business analytics, Types of Business analytics, application and tools. Data Mining, DBMS, evolution in business streams, emerging trends, course overview.

Module 2	(12 Hours)

Introduction to Artificial Intelligence and Machine Learning Concepts of supervised learning and unsupervised learning. Application of AI in different domains like Health care, Insurance, banking, manufacture, automobile, supply chain etc.

Module 3	(14 Hours)

Block chain Fundamentals of block chain Block chain- connection between Business processes and events and smart contracts. Applications of block chain in different domains Application of block chain using permissioned platform with practical application

Module 4	(14 Hours)

Concepts and relevance of IOT in the business context. Application of IOT in Insurance, banking, manufacture, automobile, supply chain, Health care etc. Virtual Reality and Augmented Reality Concept, scope for marketers and other applications

Module 5	(12 Hours)

Introduction to Language Learning Models, Foundations of Transformer Models, Generative Pre-trained Transformer (GPT), Prompt Engineering, Applications of Language Learning Models, Advanced Applications and Future Directions

Text Books:
1. Technology and Innovation Management by Sanjiva Shankar Dubey, PHI learning, Second Edition.
2. Management Information Systems, W.S Jawedekar, TATA McGraw Hill, 2010

Course material
Block chain
1. https://www.udemy.com/course/understanding-blockchain-technology/
2. https://www.pluralsight.com/courses/blockchainfundamentals?clickid=wEmz%3ArSoTxyIWhoR1QSe7 wjMUkDwg1xhqwy1wU0&irgwc=1 &mpid=1193463&aid=7010a000001xAKZAA2&utm_medium=digital_affiliate&utm_cam paign=1193463&utm_source=impactradius
3. https://www.coursera.org/learn/smarter-contracts#syllabus
4. http://tech.seas.harvard.edu/free-blockchain
5. AI

1. AI https://www.edx.org/course/artificial-intelligence-for-everyone

2. https://www.edx.org/course/AI-applications-with-watson
3. https://www.edx.org/course/AI-chatbots-without-programming

Course Learning Outcomes (CO's)

	CO's
CO1	Understand the basics of Business analytics
CO2	Understand AI and its applications
CO3	Comprehend Block chain and its applications
CO4	Understand the concepts of IOT, VR and AR.
CO5	Comprehend GPT's and apply prompt engineering in using GPT's.

MANAGEMENT INFORMATION SYSTEM

Course Code	22BA202	Credits	4
Course type	DSC	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
3. Understand the concept of MIS.
4. Understand and analyze the information using the tools that helps in decision making in business.
5. Apply MIS in various fields of business.

Module 1	(12 Hours)

MIS concepts, Definition, role of MIS, Role and importance of management, Impact of MIS, Introduction to E-Business Enterprise, Models of E-Business Enterprise- E-Business, E- Commerce, E- Collaboration, Information Security – Managing Security Threat in E- Business

Module 2	(11 Hours)
Decision Making, Decision Making Concept, Decision Making Process, Behavioural Concept in DM, MIS and DM concepts. Information: Classification of Information, Methods of Data and Information collection; Value of Information.	
Module 3	(14 Hours)
Systems Analysis and Design: System Concepts, Systems Control, Types of Systems, Classes of System. System Analysis, System analysis of Existing and New Requirement, System/ Software Development Models, Structured System analysis and Design.	
Module 4	(12 Hours)
Decision Support System: concept and philosophy, Types of Decision Support System, Introductionto DSS Models, Enterprise Management Systems - EMS, ERP, ERP Models and Modules, ERP Implementation. Business Intelligence (BI), Tools and Techniques of BI, Introduction to Artificial Intelligence, Virtual Reality, Augmented Reality, IOT and Block chain	
Module 5	(11 Hours)
Introduction to DBMS, Data Warehouse and Data Mining Concepts, Electronic payment Systems,Web Enabled Business Management Applications of MIS - Applications in Manufacturing sector – Introduction, Financial Management, Production Management, Materials Management and Marketing Management. MIS Applications in Service Industry	

Text Books:
3. Management Information Systems, W.S Jawedekar, TATA McGraw Hill, 2010
4. Management Information Systems, Robert Schulheis, TATA McGraw Hill, 1999

Reference Books:
1. Management Information Systems, Gordon B Davis, Margrethe H. Olson, TATA McGrawHill.
2. Management Information Systems, Ken Laudon, Pearson.
3. Management Information Systems, James A O'Brien, Georage Ma Marakas, TATA McGrawHill.

Course Learning Outcomes (CO's)

	CO's
CO1	Understand MIS and how it has impact on Business performance
CO2	Identify and analyse requirements for information systems
CO3	Analyse and understand the development of MIS by applying system design and software engineering Models
CO4	Define DSS and models used in development of DSS
CO5	Apply MIS in various fields like Marketing, Finance, servicesectors

MANAGING E-BUSINESS

Course Code	22BA203	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:

1. Understand paradigm shift to E-enterprise
2. Expose students to enterprise software: ERP/SCM/CRM.
3. Understand the value chain including the information, negotiation, and processing phase of electronic business transactions

Module 1   (13 Hours)
Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise, E-business Models
Module 2   (12 Hours)
E-business strategies: Strategic planning process, SCM, CRM, ERP, Procurement, Web enabled business management, CMS, Case Studies
Module 3   (12 Hours)
E-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet, based Business Models.
Module 4   (12 Hours)
Electronic Payment System: Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart, Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.
Module 5   (11 Hours)
Legal, Ethics and privacy issues in E-Commerce – Protection needs and methodology – consumer protection - cyber laws - contracts and warranties. Taxation and encryption policies.

Text Books:

1. Schneider Gary P. Electronic Commerce. 9th Edition, Thomson Learning.
2. Efraim Turban et al, Electronic Commerce –A managerial perspective, 3rd Edition, Pearson Education Asia.
3. Management Information Systems, W.S Jawedekar, TATA McGraw Hill, 2010

Reference Books:

1. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 4th Edition. Tata McGrawHill Publications, 2008.
2. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang E-Commerce – Fundamentals and Applications, Wiley India Pvt Ltd, 2007.

Course Learning Outcomes (CO's)

	CO's
CO1	Discuss database concepts and database management system software.
CO2	Create a relational database from a relational schema
CO3	Create various advance SQL queries
CO4	Apply E-R modelling to several practical examples.
CO5	Demonstrate the working of different concepts of DBMS

ENTREPRENEURSHIP & FAMILY BUSINESS

CORPORATE ENTREPRENEURSHIP

Course Code	22FB201	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Understand the reasons for interest in Corporate Entrepreneurship
2. To Discuss how established firms can develop an entrepreneurial culture and the challenges

Module 1 (12 Hours)
Corporate Entrepreneurship: Introduction to corporate entrepreneurship (CE), Benefits, Entrepreneur vs Intrapreneur, Types and Models, Dimensions of Corporate Entrepreneurship, Managerial vs entrepreneurial decision making. Corporate Entrepreneurship as a strategic plan for succession planning. Characteristics of an entrepreneurial environment in organisations. Self-Learning topic: Reasons for interest in Corporate Entrepreneurship

Module 2 (12 Hours)
Establishing Corporate Entrepreneurship in the Organisation Environmental heterogeneity, role of managers, model of managers' Corporate Entrepreneurial behaviour by smith and Di Gregorio. Triggering events for corporate entrepreneurship. Corporate entrepreneurship strategy. Establishing a culture for Corporate Entrepreneurship. Self-Learning topic: Examples of companies promoting Corporate Entrepreneurship in India

Module 3 (12 Hours)
Corporate Entrepreneurship behaviour among managers: Innovation and entrepreneurship, Enablers and drivers of corporate entrepreneurship, Introduction and list of problems faced by corporate entrepreneur. Process problems, human problems, structure problem, and the leadership problem. Leadership characteristics of Corporate Entrepreneurship, Self-Learning topic: Failures and successful efforts for CE.

Module 4 (12 Hours)
International Corporate Entrepreneurship Introduction, Corporate Entrepreneurship and organizational learning, role of absorptive capacity, knowledge integration and learning in ice, vicious Ice cycle: Implications for competence development. Profile study of Mr. Satya Nadella from Microsoft, Sunder Pichai from Google Corp, Arvind Krishna from IBM, Shantanu Narayan (Adobe), Ajay Banga (Master Card), Rajeev Suri (Nokia), V K Narasimhan (Novartis), D C Paliwal (HARMAN), Ivan Menezes (DIAGEO) Self-Learning Topic: Study of Global business Environment for promoting Corporate Entrepreneurship

Module 5 (12 Hours)
Inspiring Corporate Entrepreneurship: Infosys technologies, ITC Limited, Google (Alphabet), SAP Labs India, Bosch IERO, Sony Computer entertainment, Ford Motor Company, Hindustan Unilever, DreamWorks Studios, Societe Generale. Self-Learning Topic: The CEO Factory by Mr. Sudhir Sitapati - Book review

Text Books:
1. Robert D Hisrich et.al., -9/e (2014), Entrepreneurship, McGraw Hill Education
2. Jerome A. Katz and Dean A. Shepherd (2004), Corporate Entrepreneurship: 7, Advances in Entrepreneurship, Firm Emergence and Growth, :Emerald Group Publishing Limited
3. Vijay Sathe , Corporate entrepreneurship, Top Managers and New Business Creation, Cambridge

Reference Books:
1. Mr. Sudhir Sitapati (2019), The CEO Factory: Management Lessons from Hindustan Unilever, Juggernaut.
E-resources (NPTEL/SWAYAM etc.)
1. www.afce.co/corporate-entrepreneurship
2. https://www.lifehack.org

Course Learning Outcomes (CO's)

	CO's
CO1	Develop the link between leadership and Corporate entrepreneurship
CO2	Classify types of Corporate Entrepreneurs
CO3	List Problems faced by Corporate Entrepreneurs in India
CO4	Develop Profile of Global Corporate Entrepreneur
CO5	Develop Profile of Indian Corporate Entrepreneur

DESIGN THINKING

Course Code	22FB202	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To Understand the characteristics of successful product development
2. To identify the customer needs
3. To formulate product specification

Module 1 (12 Hours)
Introduction: Introduction, Characteristics of successful product development, Product development cycle, A generic development process, Concept development, Duration and Cost of Product Development. Self-Learning Topic: The Challenges of Product Development Case Study: Product Development at Apple
Module 2 (12 Hours)
Product Planning and Identification of Customer Needs: Identify opportunities, evaluate and prioritise projects, resource allocation, complete pre-project planning, gather and interpret raw data from customers, establish relative importance of needs and reflect on results and process Self-learning topic: Four types of product development projects
Module 3 (12 Hours)
Product Specification and Concept Generation : Definition of specification, establishing target specifications and setting the final specifications, the activity of concept generation, A five step method of concept generation Self-learning topic: Importance of Specifications
Module 4 (12 Hours)
Concept Selection and Testing: Concept selection as an integral part of the product, development process, concept screening and concept scoring, detailed concept testing steps (seven steps) Self-learning topic: Methods used for choosing a concept
Module 5 (12 Hours)
Prototyping and Product Development Economics: Prototyping basics, Principles of prototyping, Planning a prototype, Prototyping technologies, Elements of economic analysis, quantitative and Qualitative, Estimation of timing and magnitude of future cash inflows and outflows, Computation of Net Present Value (NPV) of the cash flows. Self-learning topic: Types of Prototypes

Text Books:
1. Karl T Ulrich and Steven D Eppinger -2e (2000), Product Design and Development, McGraw Hill Higher Education
2. Rajeev Roy (2013), Entrepreneurship-2e, Oxford University Press

Reference Books:
1. Raghu Nanadan, Unleashing your Entrepreneurial Potential, Sage, New Delhi (2009)
2. Jimmy Jain (2018), Design thinking for Stratups, Notion Press
3. Rashmi Bansal (2008), Stay Hungry Stay Foolish (2008), The inspiring stories of 25 IIM Ahmedabad graduates who chose to tread a path of their own making.

E-resources (NPTEL/SWAYAM etc.)
1. https://www.coursera.org/learn/new-product-development
2. https://swayam.gov.in/explorer?searchText=Multidisciplinary

Course Learning Outcomes (CO's)

	CO's
CO1	Understand the NPD model
CO2	Identifying customer needs
CO3	Develop Product Specification
CO4	Apply methods for detailed concept testing
CO5	Apply four-step method for planning a prototype and Develop Prototype

ENTREPRENEURSHIP AND INNOVATION

Course Code	22FB203	Credits	04
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To discuss creativity and the techniques of creative problem solving
2. To understand the inter-relationship between creativity, innovation and entrepreneurship
3. To discuss methods available for generating business opportunities.

Module 1 (12 Hours)
Creativity & Innovation: Creativity, Innovation & Entrepreneurship, Concept of creativity innovation and its importance, The Creative Process, CREATES, Creativity & Business idea, Process of creativity, creative thinking and lateral thinking, Six thinking hats (Edward De Bono)   Self-learning topics: Creativity, innovation and entrepreneurship linkage   Case Study: Sanjeev Bikhchandani, naukri.com
Module 2 (12 Hours)
Innovation and Entrepreneurship: Invention and Innovation, Systematic innovation, purposeful innovation, seven sources for innovative opportunity – the unexpected, Incongruities, process need, industry and market structures, demographics, changes in perception, new knowledge. Disruptive innovation, principles of innovation, Types of innovation, S curve, Entrepreneurial innovation, Jugaad innovation.   Self-learning topic: Importance of Innovation
Module 3 (12 Hours)
Design Thinking : The concept of design thinking and its role within NPD and innovation, A framework of Design thinking, Design thinking as nonlinear process, the principles and "mind-set' of design thinking, tools for design thinking, the key roles of stories and prototypes in design thinking.   Self-learning topic: Personas as a practical tool for design
Module 4 (12 Hours)
Creative Problem Solving: Brainstorming, Reverse brain storming, Brain writing, Gordon method, Checklist method, Free association, Forced relationships, Collective notebook method, Attribute listing, Big-Dream approach, Parameter analysis, Delphi technique, Scenario analysis, Cause-effect analysis, Value analysis.   Self-learning topic: Morphological analysis, Synectics
Module 5 (12 Hours)
Sources of New Ideas: Trends- Green trend, Clean energy trend, Organic-orientation trend, Economic trend, Social trend, Health trend, Web trend, Digital trend, Sources of new ideas, methods of generating ideas, idea lab   Self-learning topic: Current trends in business

Books
Text Books:
1. Peter Drucker, Innovation and Entrepreneurship – Practice and Principles, East West Press (2010)
2. Michael Luchs, et.al., Design thinking (2018), Wiley
3. Navi Radjou, Jaideep Prabhu, Simone Ahuja (2012), Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth, Jossey-Bass.

Reference Books:

1. Raghu Nanadan, Unleashing your Entrepreneurial Potential, Sage, New Delhi (2009)
2. Joe Tidd et.al., (2017), Managing Innovation, Wiley
3. Edward De Bono (1999), Six thinking Hats, Back bay books
4. Jimmy Jain (2018), Design thinking for Stratups, Notion Press
5. HBR's 10 must Reads on Innovation (2013), HBR
6. Rashmi Bansal (2015), Arise, Awake – The inspiring stories of 10 young entrepreneurs who graduated from college into a business of their own, Westland.

E-resources (NPTEL/SWAYAM etc.)
1. https://www.edx.org/learn/innovation
2. https://nptel.ac.in/courses/110/106/110106124/
3. https://nptel.ac.in/courses/110/107/110107094/

Course Learning Outcomes (CO's)

	CO's
CO1	Develop the link between creativity, innovation and entrepreneurship
CO2	Classify types of innovation
CO3	List Design thinking tools
CO4	Apply methods of creative problem solving
CO5	Identify the sources of new ideas

FINANCE
MODERN BANKING

Course Code	22FM201	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives
- To understand framework of Indian banking sector and financial institutions
- To equip students with modern technologies in banking
- To help students to understand transformation of banks in India

Module: I	(14 Hours)

Introduction to Banking Sector

Regulatory & Legal Framework: BASEL I, II and III Report; Regulatory Authorities in India; Changes in Banking Environment

RBI and Its Functions; Types of Banks - Commercial, Rural, Developmental, Public, Private, Cooperative, Small finance and payment banks. Role of Commercial Banks; Competition in Banking Industry; Performance of Commercial Banks in India; Factors Influencing Performance; Anti-Money Laundering, Operations Risk Management

Self-Learning Topic: Study the functioning of a public and private bank.

Module: II	(12 Hours)

Banker and customer- Definition of Customer, General Relationship between customer and banker, obligations of a banker-obligation to honour the cheques- Garnishee order, meaning application to different accounts and Banker's Rights and obligations.

Self-Learning Topic: Opening of bank account and different types of cheques

Module: III	(12 Hours)

Banking and other financial institutions in India; Regulations governing banking and other financial institutions; social obligations of banks in India; An overview of monetary system in India

Module: IV	(12 Hours)

Technology in Banks

Distribution Channels- ATM; Online Banking; Tele-Banking; Debit Card; Credit Cards; Smart Cards; E-Commerce; Payment and Settlement Systems – NEFT; RTGS; CHIPS/CHAPS; SWIFT; EFT-POS; New Age Clearing & Payment Gateways, UPI, Blockchain Technology

Self-Learning Topic: Impact of demonetization on Banking technology

Module: V	(12 Hours)

Neo Banks: Introduction, Benefits, factors behind raising popularity of Neo banks in India and worldwide, Difference Between neo banks, digital banks and traditional banks, Top 10 Neo banks in India.

Self-Learning Topic: Adoption of Blockchain Technology in Indian Banks

Recommended Books
1. Principles and Practice of Banking, IIBF, Macmillan Publications
2. Banking Principles and Operations by M N Gopinath, Snowwhite Publications Pvt Ltd.

Reference Books
1. Banking Theory and Practice by Dr. P. K. Srivastava, Himalaya Publishing House
2. L M Bhole and Jitendra Mahakud (2017), financial institutions and Markets, 6th edition, Mc Graw Hill.
3. Benton Gup (2016) Banking and Financial Institutions, Wiley Publications.
4. Legal and Regulatory Aspects of Banking, 3rd edition, Macmillan
5. Indian Institute Of Banking & Finance, (2015), Banking Products And Services, Taxmann Publications Pvt. Ltd

Course Learning Outcomes (CO's)

	CO's
CO1	Understand framework of Indian banking sector
CO2	Discuss the key concepts of banking
CO3	Describe financial institutions and regulations in India
CO4	Identify the technologies used in banking sector
CO5	Leverage the transformation of banks in India

COSTING FOR MANAGERS

Course Code	22FM202	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives
1. To make student to understand the basics of time value of money
2. To acquaint student with the knowledge of cost management techniques for changing roles of Finance Manager.
3. To acquaint student with the basics of financial planning.

Module: I	(12 Hours)

Concepts of value and return
Time preference of money, Future Value: single cash flow, annuity, sinking fund. Present Value: single cash flow, annuity, sinking fund. Net present value and rate of return, IRR calculations; Exercises
Self-Learning Topic: Value of Annuity due

Module: II	(12 Hours)

Marginal costing
Marginal Costing Concepts, Techniques and Tools; BEP Analysis; CVP Analysis; BEP Charts; Marginal Cost Equation; Decision making through Application of BEP & CVP Analysis.
Differential Costing and Incremental Costing: Concept - Method of Calculation - Decision Making such as Sales, Replacement & Buying – Exercises
Self-Learning Topic: Product Life Cycle Costing

Module: III	(14 Hours)

Overhead Costing & Process Costing:
Meaning of Overhead Cost, Classifications of Overhead Costs, Collection & Distribution of Overheads, Allocation & Apportionment & Reapportionment of Overheads, Absorption of Overheads
Process Costing: Nature & Suitability, Cost Accumulation, Normal Loss, Abnormal Loss & Abnormal Gain, Exercises;
Self-Learning Topic: Advantages of ABC over Traditional costing

Module: IV	(12 Hours)

Service Costing
Service Costing of Services – Goods and Passenger Transport, Hospital, Catering, hotels, Education, Financial Services, Power Generation; Service Cost Units; Computation of Service Cost; Exercises

Self-Learning Topic: Service Costing of water supplies

Module: V	(10 Hours)

Inventory Valuation
Cost of Inventory, Methods of Inventory Costing: First In First Out, Last In First Out, Weighted Average Method, Choice of a Method
Self-Learning Topic: Target Costing v/s Traditional Costing Method

Reference Books

1. Financial Management by I M Pandey, Vikas Publishing house
2. Financial Management by khan and Jain.
3. Cost Accounting: Principles and Practice by M.N. Arora
4. Advanced Cost Accounting by J.K. Mitra

5. Principles and Practice of Cost Accounting by Asish K. Bhattacharya
6. Advanced Management Accounting by Dr. J.B Gupta, *Taxmann Publication*
7. Advanced Management Accounting By Ravi M.Kishore, Taxman Publication

Course Learning Outcomes (CO's)

	CO's
CO1	Analyze the concepts of time value of money
CO2	Estimate the Marginal cost
CO3	Estimate the Overhead Cost & the Process Cost
CO4	Estimate the Cost of Service
CO5	Assess the Cost of Inventory

FINANCIAL MARKETS & INSTITUTIONS

Course Code	22FM203	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

This course is designed for students who wish to pursue a career in the financial markets in India and learn the fundamentals of Financial Markets and Institutional framework governing the Financial Markets. The course is structured to help the students understand the basics of primary markets, secondary equity and debt markets and related institutions

Objective:
1. To help students to get a basic understanding of the players and functioning of financial markets, particularly the primary and the secondary market.
2. To understand the terms and jargons used in the financial newspapers and periodicals

MODULE: 1	(10 Hours)

Financial Markets Concepts; Indian Financial System; Types of Financial Markets; Role and Need of Financial Markets; Capital Market and Economic Development; Financial Engineering; Regulatory Bodies - SEBI, Registrar of Companies; Legal Framework (Key Provisions only) -

MODULE: 2	(15 Hours)

Primary Markets Concepts; Methods of raising money from Primary Market; Market Players - Merchant Bankers, Depository, Brokers, Bankers, Underwriters, Lead Managers; SEBI guidelines; IPOs – Concept, Issue Process, Book Building; FPO; Private Placement; QIB Placement; Rights Issue (Detailed Process)

MODULE: 3	(12 Hours)

Secondary Market Concepts; Membership of Stock Exchanges; Dematerialization; Rematerialisation; Rolling Settlement; Market Players; Trading, Clearing and Settlement Mechanism; Stock Exchanges in India-BSE, NSE, OTCEI; Market Capitalization; Investor Protection Fund (IPF); Insider Trading; Unfair Trade Practices; Stock Indices- Concept, Types –BSE and NSE - Construction

MODULE: 4	(15 Hours)

Indian Debt and Money Markets
Concept; Instruments (instruments traded in Indian Debt Market): Concept, Types, Issuer, Market Participants; Wholesale Debt Market - Market Participants; Pricing of Issue; Face Value; Coupon Rate; Trading and Settlement System in BSE and NSE; Product and Services offered by NSE and BSE; Yield Curve; Corporate Debt; Market Reporting Platform; Retail Debt Market – Market Participants; Money Market - Concept, Instruments, Issuer, Market Participants, Pricing, Primary & Secondary Market.

MODULE: 5	(08 Hours)

Specialized Financial Institutions NBFC's, Microfinance Institutions, Credit Corporative, HFC's, Project Finance Institutions. Insurance as a Financial Product.

Essential Readings

Financial Institutions and Markets by Bhole, L. M., Tata McGraw Hills, New Delhi.

Suggested Reading:

1. Indian Financial System by Pathak, Pearson Education.
2. Financial Markets & Services by Gordon & Natarajan, HPH
3. Indian Financial System Khan, M.Y by Tata McGraw Hill, New Delhi.
4. Indian Financial System by Machiraju, H.R, Vikas Publishing House.
5. Working of Stock Exchange in India by Machiraju H.R., New Age Publication.
6. Finance India
7. Indian Journal of Finance
8. The Economic Times
9. Business Line
10. Business Standard

Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate an understanding of Indian Financial System and Types of Financial Markets
CO2	Demonstrate an understanding of the methods of raising money from Primary Markets and detailed process of various primary issues and apply the concepts learnt
CO3	Demonstrate an understanding of the functioning of Stock Exchanges in India and Process of Clearing and settlement in secondary markets and apply the concepts learned to place order in secondary markets
CO4	Demonstrate an understanding of the concept of raising capital through debt market, debt market instruments, their issuances and process of clearing and settlement in debt markets
CO5	Demonstrate an understanding of the functions of NBFC's, Microfinance Institutions, Credit Corporative, HFC's, and Project Finance Institutions. To understand Insurance as a Financial Product

HR

EMPLOYEE RELATIONS

Course Code	22HR201	Credits	04
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Introduction: - It is the broad term to refer to the relationship that is shared between an organization and its employees. Employee relations as an area of study and practice has its primary focus employment relationship, conflict in employment relations and various forms of employee participation

Course Objectives:
1. To introduce to the students, the concepts related to employee relations.
2. To make the students aware of the tools and strategies used to foster relationship between management and employees
3. To understand various forms of employee conflict resolutions mechanisms including negotiation, collective bargaining

Module 1 INTRODUCTION TO EMPLOYEE RELATIONS (ER)   (12 Hours)
Overview of Employee Relations management, Importance of Employee Relations Management, Employee Relations Management Tools, Core Issues of Employee Relations Management. Self-learning topic: Employee Relations vs Industrial Relations

Module 2 STRATEGIC EMPLOYEE RELATIONS   (12 Hours)
Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Capitalism, labour markets, ownership, Diversity, migration, Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages The Psychological Contract: Interest and Expectations, Self-learning topic: Globalization, PESTLE and ER

Module 3   CONFLICT RESOLUTION IN ER   (12 Hours)
Conflict Management– Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict –intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources.   Negotiations-Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.

MODULE 4, PARTICIPATION AND EMPOWERMENT.   (12 Hours)
Employee Participation Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment and engagement   Employee Empowerment - Objectives, types and factors which encourage employee empowerment Employee engagement – types, strategies and best practices   Self-learning topic: Employee advocacy groups , Employee resource groups (introduce the concept)

Module 5. CONTEMPORARY ISSUES IN EMPLOYEE RELATIONS (12 Hours)
Stress and Employee wellbeing in organisation, Organisational Justice, Organisational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations during Organisational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession, Mergers and Acquisition, Separation Management, Employee Assistance Program Self-learning topics: Employee burnout and stress

Text Books:
1. Human Resource Management, by R. K. Ghai S. P. S Bedi
2. Contemporary Human Resource Management Improving Performance in the Workplace Alam Shahbaz
3. Employee Engagement, Vipul Saxena, Notion Press

Reference Books:
1. Employee Empowerment: The Rhetoric and the Reality, By Rozana Huq
2. The business of employee empowerment by Thomas A. Potterfield
3. Counselling and Negotiation Skills for Managers Paperback by Premvir Kapoor

E-resources (NPTEL/SWAYAM)
1. https://wwwpeoplematters.in www.hrzone.com
   https://www.bamboohr.com/hr-glossary/employee-relations/
2. https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/

Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate an understanding of the growing importance of employee relations
CO2	Identify the right strategies to foster harmonious employee relations
CO3	Identify the factors that encourage employee engagement.
CO4	Distinguish those activities which lead to employee empowerment and employee engagement
CO5	Design basic employee empowerment and employee engagement programmes

HUMAN RESOURCE PLANNING & ACQUISITION

Course Code	22HR202	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To discuss the techniques of effective Human Resource Planning
2. To explain the concept of Human Resource Acquisition.
3. To discuss various methods of Recruitment & Selection

Module 1	(12 Hours)
Human Resource Planning (HRP): Objectives, need for HRP, HRP Process- Organizational Analysis, Demand Forecasting, Supply Forecasting, Estimating HR requirements, Redeployment, Internal Mobility, Retrenchment, Lay-offs, (Downsizing, Rightsizing), Recent trends in HRP Self-learning topic: Factors affecting HRP-Issues and Challenges	
Module 2	(10 Hours)
Human Resource Acquisition (HRA): Meaning, Stages of HRA, Importance of effective HRA, Employee Value Proposition, Employer Branding, Employer Branding Strategies Self-learning topic: Basics of Staffing	
Module 3	(14 Hours)
Recruitment: Recruitment Process, Sources of Recruitment, Contemporary techniques of Recruitment, Recruitment Marketing, Emerging Trends in Recruitment Self-learning topic: Basics of Employer Branding, Recruitment	
Module 4	(12 Hours)
Selection Process: Selection Process (Application/Resume Screening, Employment Tests, Interviews, Referral Checks, Background Check, Job Offer, Appointment Letters), Contemporary techniques in Selection Self-learning topic: Study the formats of various Corporate correspondence during R & S	
Module 5	(12 Hours)
On boarding Process: Meaning & Purpose of On boarding, On boarding Vs Induction/Organizational Socialization/Orientation, Importance of effective on boarding process Self-learning topic: Examples of On boarding process	

Books
Text Books:
1. P Subbarao, Essentials of HRM and Industrial Relation 5th Edition, Himalaya Publishing House Pvt. Ltd. (2013)
2. Seema Sanghi, Human Resource Management, Vikas Publishing

Reference Books
1. Deepak Kumar Bhattacharya, Human Resource Planning, Excel Books 3rd edition

E-resources (NPTEL/SWAYAM, etc.)-
https://onlinecourses.nptel.ac.in/noc20_mg15/unit?unit=2&lesson=11

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the process of Human Resource Acquisition
CO2	Analyse the techniques of effective Human Resource Planning
CO3	Compare various methods of Recruitment & Selection
CO4	Explain the importance of Referral and background checks
CO5	Will help new employees for smooth on boarding once they join their jobs

LEARNING AND DEVELOPMENT

Course Code	22HR203	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	3-1-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:

To enable students to be aware of the field of learning and development and its role in optimizing individual and organizational performance.

To make students understand the process of analyzing training needs and evaluating training programs.

To provide the students an overview of the contemporary Training and Development Methods and Techniques.

Module 1: Introduction to Learning and Development (8 Hours)

Introduction to learning; Meaning and its significance in organizations, Factors contributing to enhanced learning, The basic principles of learning, Individual differences in learning process, Learning Theories: Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, (pedagogy Vs andragogy); Learning Strategies and Styles, Concept of Learning Outcome (Gagne's Classification of learning capability)

Self-learning topic: Blooms Taxonomy and its application

Module 2 Training Need Analysis and HRD Framework (10 Hours)

Meaning and significance of training need analysis(TNA), types of TNA-Organizational, Task and Person Analysis, (data collection, analysis and interpretation) Introduction to HRD Framework,

Self-learning topic: Training Need Analysis for different job roles

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Module 3: Designing Effective Training and Development (T & D) Program (16 Hours)

Make vs Buy Decision Components of Effective T & D (Objectives, Lesson Plan, Methods Materials, & Media, Work Environment), transfer of knowledge, organizational environments encouraging transfer of knowledge,

Self-learning topic: Training Design as a process.

Module 4: Methods of Training and Training Evaluation (16 Hours)

Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods. E- Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration, New Technology Training Methods. Micro Learning.

Meaning and significance of training evaluation, Data collection for training evaluation, Determining Costs, Evaluation Practices in different organizations; Training Evaluation Models: Donald Kirk Patrick's Evaluation Model, Return on investment in Training,

Self-learning topic: OBL in MNCs

Module 5: L & D Applications in organizations   (10 Hours)

Employee Orientation, Skill Development, Performance Management, Career Development, Wellness Services, Management Development, Leadership Development, Diversity Management,

Self-learning topic: Stakeholder Engagement through Training and Development

Text Books:

1. Human Resource Development, Jon M. Werner, Randy L DeSimone, 5th Edition, CengageLearning

Reference Books:

1. Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005
2. Training & Development, Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2005
3. Employee Training & Development, Noe A Raymond, 2nd edition, McGraw HillPublication, 2011, ISBN: 0072436611, 9780072436617
4. Training for development– Rolf Lynton &UdaiPareek, Sage Publications, 2011
5. Effective HR Training Development Strategy – Ratan Reddy, HPH, 2005
6. E-resources (NPTEL/SWAYAM etc.)
   https://www.youtube.com/watch?v=MPQuNwMX_BE

Course Learning Outcomes (CO's)

	CO's
CO1	Understand and explain the concepts and theories of learning and development
CO2	Identify and analyze training needs at three levels (Organizational, Task and Individual) using various data collection tools
CO3	Design training based on needs
CO4	Appraise various methods of learning and development.(Traditional and Contemporary) and evaluate effectiveness of training and development programs
CO5	Explain the various applications of L & D in organizations

DATABASE MANAGEMENT SYSTEMS AND DBMS LAB

Course Code	22IT201	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To expose the students to the concepts of DBMS.
2. To emphasize effective ways of building a model of the real world and optimizing it through normalization algorithms
3. To create an understanding of the user-views of the real world and how such views are organized through ORACLE

Module 1 (14 Hours) DBMS [Database Management System]: Introduction, Database Environment, Working of a Simple Centralized Database System, Properties of Database, Tradition al File Systems vs. Modern Database Management Systems, Types of Database Users, Advantages of using DBMS, Applications of traditional Database
Module 2 (10 Hours) Database Core Concepts and Applications: Introduction, Data Model, Schemas and Instances, three schema architecture, Languages and Interfaces, DBMS Components, Classification of Database Management Systems
Module 3 (12 Hours) Entity-Relationship Model: Introduction, Conceptual Data model for Database Design, ER Model Concept with an example:, Components of an ER Model, Relationships, Roles and Structural Constraints, Constraints on Relationship Types
Module 4 (12 Hours) SQL: Introduction, types of SQL queries, Arithmetic Operations, DATE functions, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language, The Create Table Statement
Module 5 (12 Hours) Database Administration and Security: Roles and responsibility of DBA, Roles and Responsibilities of DBA, Database User Accounts, Creating a User, Profiles and Users. Database Security Revoke Unnecessary Privileges from PUBLIC, Restrict the Operating System Directories Accessible by the User, Limit Users with Administrative Privileges, Manage Default User Accounts, Implement Standard Password Security Features.

Practical Learning:
SQL Programming:
- Design, develop, and implement the specified queries for the following problems using Oracle, MySQL, MS SQL Server, or any other DBMS under LINUX/Windows environment.
- Create Schema and insert at least 5 records for each table. Add appropriate database constraints.

Text Books:

1. Silberschatz Korth and Sudharshan, Database System Concepts, 6th Edition, Mc-GrawHill, 2013.

2. R. Elmsari & S. D. Navathe. Fundamentals of database systems. 7th Edition, Pearson Education, 2017.
   Reference Books:
   1. Ivan Bayross, SQL, PL/SQL- The Programming Language of Oracle, 4th Edition, BPB Publications, 2010.
   2. Michael Laughlin, Oracle Database 12c PL/SQL Programming, Oracle press

Course Learning Outcomes (CO's)

	CO's
CO1	Discuss database concepts and database management system software.
CO2	Create a relational database from a relational schema
CO3	Create various advance SQL queries
CO4	Apply E-R modelling to several practical examples.
CO5	Demonstrate the working of different concepts of DBMS

MANAGING E-BUSINESS

Course Code	22IT202	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Understand paradigm shift to E-enterprise
2. Expose students to enterprise software: ERP/SCM/CRM.
3. Understand the value chain including the information, negotiation, and processing phase of electronic business transactions

Module 1	(13 Hours)
Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise, E- business Models	
Module 2	(12 Hours)
E-business strategies: Strategic planning process, SCM, CRM, ERP, Procurement, Web enabled business management, CMS, Case Studies	
Module 3	(12 Hours)
E-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet, based Business Models.	
Module 4	(12 Hours)
Electronic Payment System: Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart, Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.	
Module 5	(11 Hours)
Legal, Ethics and privacy issues in E-Commerce – Protection needs and methodology – consumer protection - cyber laws - contracts and warranties. Taxation and encryption policies.	

Text Books:

1. Schneider Gary P. Electronic Commerce. 9th Edition, Thomson Learning.
2. Efraim Turban et al, Electronic Commerce –A managerial perspective, 3rd Edition, Pearson Education Asia.
3. Management Information Systems, W.S Jawedekar, TATA McGraw Hill, 2010

Reference Books:

1. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 4th Edition. Tata McGrawHill Publications, 2008.
2. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang E-Commerce – Fundamentals and Applications, Wiley India Pvt Ltd, 2007.

Course Learning Outcomes (CO's)

	CO's
CO1	Discuss database concepts and database management system software.
CO2	Create a relational database from a relational schema
CO3	Create various advance SQL queries
CO4	Apply E-R modelling to several practical examples.
CO5	Demonstrate the working of different concepts of DBMS

SOFTWARE PROJECT MANAGEMENT

Course Code	22IT203	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To understand the Process of Software development process.
2. Aims to expose students to Risk management in software development
3. Understanding of the discipline of software engineering and methodologies involved in software engineering project management

Module 1	(12 Hours)
Software Product and Process: Software Characteristics & Applications, Software Process, Software Process Models; Prototyping Model, RAD Model, Evolutionary Software Process Models, Software Development Process and life cycle.	
Module 2	(13 Hours)
Software Project Planning: Software Requirement, Software Requirements Specification, Requirements Validation, Software Design Principles, and Software Project Estimation: Size Oriented, Function Oriented, Software Metrics, Software Cost Estimation, COCOMO Model.	
Module 3	(12 Hours)
Project Scheduling: Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization &Control Structure. Project Monitoring & Control Techniques. User interface design, Software Configuration Management	
Module 4	(11 Hours)
Risk Management: Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.	
Module 5	(12 Hours)
Software Quality Assurance & Configuration Management: Software Quality, Software Quality Assurances, Validation and software testing, Formal Technical Reviews, ISO Software Quality Standards, Software Configuration Management, SCM Process, Configuration Audit.	

Text Books:

1. Ian Sommerville: Software Engineering, 10th Edition, Pearson Education, 2017.
2. Michael Blaha, James Rumbaugh : Object Oriented Modelling & Design with UML, 2nd Edition, Pearson Education, 2005.

Reference Books:

1. Roger S. Pressman: Software Engineering-A Practitioners approach, 7th Edition, Tata McGraw Hill.
2. Pankaj Jalote: An Integrated Approach to Software Engineering, Wiley India

Course Learning Outcomes (CO's)

	CO's
CO1	Explain a software system, component, or process to meet desired needs within realistic constraints.
CO2	Explain project management in terms of the software development process.
CO3	Identify the strategies to calculate risk factors involved in IT projects
CO4	Apply the concepts of project management & planning in software development
CO5	Explain the quality management, validation and software testing

MARKETING

CONSUMER BEHAVIOR

Course Code	22MA201	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To understand the fundamentals of consumer behaviour
2. To learn individual and group behaviour of consumers.

Module 1	(08 Hours)

Introduction to Consumer Behaviour
Definition, Meaning and Evolution, Factors influencing Consumer Behaviour, Consumer Decision Making, Input-Output model. EKB model. Changing profiles of Indian consumer, Technological impact on consumer behaviour in India, Trends in demography.

Module 2	(12 Hours)

Consumer as an Individual:
Consumer motivation, Facets of motivation, classification of motives. Maslow' Theory and Its Application in marketing, WJ McGuire's Behaviour Motives,
Personality: Meaning, Nature & Types. Freud' theory: Stages & Levels of Mind. Personality Traits. Defence Mechanism & Buying Behaviour.
Perception: Meaning, elements and process. JND, Subliminal perception, Weber's Law. Perceptual map and risk.

Module 3	(08 Hours)

Consumer Learning:
Learning: Meaning, Features and Process, Classical conditioning theory, Cognitive learning theory, Involvement Theory and their marketing Applications. Consumer attitude, determinants and features, Tri Component Model of Attitude and Multicomponent

Module 4	(08 Hours)

Group and Social Behaviour
Family: Meaning, Types and Importance, Family Buying Roles, Social class-meaning and classification. Reference groups. Factors that influence reference group influence. Consumer behaviour applications in social class.
Self-learning topic : Top trends in consumer behaviour

Module 5	(9 Hours)

Culture and Innovation
Culture- Meaning and importance. Influence of culture in Indian Markets. WoM and its significance. Degree of Globalization- Cultural perspective. Components of Culture and Adaptation. Comparative Cultural Values (East & West). Addressing the global diversity and understanding the marketing perspective.
Diffusion of innovation-The diffusion process, adoption of innovation

Text Books:
1. Consumer Behavior -11[th]e , Schiffman, Joseph Wisenblit, S.Ramesh Kumar, Pearson
2. Consumer Behavior In Indian Perspective – 2[nd]e, Suja Nair, 2nd Edition, Himalaya Publishing

Reference Books:
1. Consumer Behavior, Oxford Higher Education - Rajneesh Krishna
2. Consumer Behavior, India Ed. - Cengage Learning - Blackwell, Miniard, Engel,
3. Consumer Behavior Buying, Having, and Being, 7[th]e, Michael R Soloman, PHI
4. Consumer Behaviour, A Managerial Perspective – 1[st]e , Dheeraj Sharma, and Jagdish Sheth
    and Banwari Mittal

E-Sources
www.tutor2u.com

Course Learning Outcomes (CO's)

	CO's
CO1	Develop the link between market and consumers
CO2	Classify types of Consumers
CO3	List strategic thinking tools
CO4	Apply methods of creative problem solving
CO5	Identify the sources of new ideas

DIGITAL MARKETING

Course Code	22MA202	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives
1. Create the right content and campaigns for different target groups.
2. To understand the important concepts related to e-marketing
3. To learn the use of different electronic media for designing marketing activities.
4. To acquaint the students with the latest techniques of e-marketing.

Module I	(14 Hours)

Internet- (meaning, advantages, disadvantages, history, and growth, LAN, WAN, www). Introduction to Online Marketing Environment - Dotcom Evolution, Essentials of e-marketing, Traditional and Digital Marketing, Business models (Brokerage model, Advertising model, Infomediary model, Merchant model, Direct model, Affiliate model, Community model, Utility model), E-marketing Mix Self-learning topic - Internet marketing Challenges.

Module II	(12 Hours)

E-marketing planning process, Product benefits (attributes, branding, support services, labeling), new product strategies for e-marketing, Pricing strategies (fixed, dynamic, renting), online channel intermediaries, and e-marketing communication tools.

Module III	(12 Hours

E-Commerce - Meaning, definition, e-commerce in India, Traditional commerce versus e-commerce, Advantages of e-commerce, Limitations of e-commerce, Drivers of e-commerce, Myths of e-commerce, Opportunities of e-commerce, categories of e-commerce (B2C, B2B, C2B, C2C), E-Commerce payment systems. Mobile-commerce, Social Commerce, Live Commerce, Quick Commerce
Self-learning topic – Compare major e-commerce platforms in India

Module IV	(14 Hours)

Website - Meaning, Types of websites, Search Engine& Links, keywords, Website design decisions, and guidelines. Web analytics.
Content marketing, Blogs, Search engine optimization (SEO), ORM (Online Reputation Management), SEM, SMM, Google Ads, PPC, and e-mail marketing, Basics of Digital Marketing through Facebook, Twitter, LinkedIn, Instagram, and YouTube.
Affiliate marketing, CRO (Conversion Rate Optimization)
Self-learning topic – The importance of mobile Apps in Marketing

Module V	(8 Hours)

Legal & IPR Issues– Introduction to Cyber Law, copyrights in online marketing, copyright issues, Copyright (Amendment) Act, 1999, Information Technology Act 2000,
Strategies for cyber security, digital signature, Trademarks online (Meta tags, sale of trademarks as keywords, pop-up advertisements, mouse trapping, framing) Domain names, Patents (Business method patents & Software patents)

Text Books
1. E-Marketing in Digital Age – Text and Cases – Prof Vinod V Sople, Second Edition, Biztantra publication

2. E-Marketing - Judy Strauss and Raymond Frost, 5th Edition, PHI publication

Reference Books
1. Introduction to E-Commerce -Nidhi Dhawan, 1ˢᵗ Edition, InternationalBook HousePublication
2. e-commerce – C.S.V Murthy, Himalaya Publishing House

Course Learning Outcomes (CO's)

	CO's
CO1	Explain e-marketing models and objectives.
CO2	Outline e-marketing 4Ps framework.
CO3	Compare e-commerce types and their strategies
CO4	Explain the use of search engine marketing, online advertising and marketing strategies.
CO5	Explain legal and IPR issues related to digital marketing.

SERVICES MARKETING

Course Code	22MA203	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:

1. To gain insights into several facets in the area of services marketing
2. To equip the students with all aspects of services – design, standards, delivery and measurement

Module: I (12Hours)
Introduction to Services: Definition, Why Services Marketing? Differences in Marketing of Tangible Goods versus Services, Classification of Services, The Services Marketing Mix. GAPS Model of Service Quality, Services and Technology - emergence of self service, automation in services, Internet services.
Module: II (12 Hours)
Focus on The Customer-Consumer Behavior in Services, Customer Expectations of Services, Zone of Tolerance, Customer Perceptions of Services, Service Encounters, Building Customer Relationships, Relationship Strategies, Types of complainers, Services Recovery Strategies, Service Guarantees
Module: III Hours) (12 Hours
Aligning Service Design and Standards, Customer-Defined Service Standards, Services Blueprint, Physical Evidence & Servicescape, Measuring and Improving Service Quality (SERVQUAL)
Module: IV (12 Hours)
Delivering and Performing Service - Employees Role and Customers Role in Service Delivery, Delivering Service Through Intermediaries and Electronic Channels, Customer's Role in ServiceDelivery, Strategies for managing Demand and Capacity
Module: V (12 Hours)
Integrated services marketing communication - Communication and Services Marketing Triangle, Strategies to match service promises with delivery
Pricing of Services – Role of Non-Monetary Costs, Approaches to pricing services, Pricing Strategies that Link Four Value Definitions

Text Books:

1. Services Marketing-Valarie A Zeithmal & Mary Jo Bitner, 5/e, TMH, 2011

Reference Books

1. Services Marketing: Operation, Management and Strategy-Kenneth E Clow & David L.Kurtz, 2/e, Biztantra, 2007
2. Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006
3. Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010
4. Service Marketing - Jha S. M, HPH

Course Learning Outcomes (CO's)

	CO's
CO1	Explain services Marketing mix.
CO2	Explain the difference between customer expectation and perception
CO3	Analyze 5 service quality dimensions through SERVQUAL framework.
CO4	Analyze strategies for managing Demand and Capacity in services
CO5	Explain pricing strategies

EMPLOYABILITY SKILLS – II

Course Code	22SEC201	Credits	2
Course type	SEC	CIE Marks	20 Marks
Hours/week: L-T-P	2-0-0	SEE Marks	30
Total Hours:	30	SEE Duration	Personal Interview

Module I - Basic English grammar, Framing sentences, few practical on usage in corporates, Written communication including E-Mailing (15 hours)
Module II- Resume writing (5 Hours)
Module III-Aptitude revision (10 hours)

Course Learning Outcomes (CO's)

	CO's
CO1	Will be able to frame grammatically correct sentences.
CO2	Will be able to write professional emails.
CO3	Will be able to prepare fresh resume.

THIRD SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22AEC301	Student Internship Program	AEC	0+0+4	60	40	100	4
22DSC302	Strategic Management	DSC	4+0+0	60	40	100	4
	Open Electives	OEC	4+0+0	60	40	100	4
	Elective 1	DSE	4+0+0	60	40	100	4
	Elective 2	DSE	4+0+0	60	40	100	4
	Elective 3	DSE	4+0+0	60	40	100	4
	Elective 4	DSE	4+0+0	60	40	100	4
22SEC301	Employability Skills - III	SEC	2+0+0	30	20	50	2

III SEMESTER ELECTIVES

OPEN ELECTIVES

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22OE301	Technology Management	DSE	4+0+0	60	40	100	4
22OE302	Operations Management	DSE	4+0+0	60	40	100	4

Business Analytics

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
24BA301	Big Data Analytics	DSE	4+0+0	60	40	100	4
24BA302	Business Analytics and Intelligence	DSE	4+0+0	60	40	100	4
24BA303	Decision Science	DSE	4+0+0	60	40	100	4
24BA304	Exploratory Data Analytics for Business	DSE	4+0+0	60	40	100	4
24BA305	Introduction to Python and data control	DSE	4+0+0	60	40	100	4

ENTREPRENEURSHIP & FAMILY BUSINESS

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22FB301	Building Blocks of Family Business	DSE	4+0+0	60	40	100	4
22FB302	Creating Business Plans	DSE	4+0+0	60	40	100	4
22FB303	Family Business Management	DSE	4+0+0	60	40	100	4
22FB304	New Venture Creation	DSE	4+0+0	60	40	100	4
22FB305	Rural Entrepreneurship	DSE	4+0+0	60	40	100	4

FINANCE

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22FM301	Corporate Taxation	DSE	4+0+0	60	40	100	4
22FM302	Corporate Valuations	DSE	4+0+0	60	40	100	4
22FM303	Financial Derivatives	DSE	4+0+0	60	40	100	4
22FM304	Management of Mutual Funds	DSE	4+0+0	60	40	100	4
22FM305	Security Analysis & Portfolio Management	DSE	4+0+0	60	40	100	4

MARKETING

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22HR301	Competency Based Performance Management	DSE	4+0+0	60	40	100	4
22HR302	Legal Environment of Employment	DSE	4+0+0	60	40	100	4
22HR303	Orgnaizational Leadership	DSE	4+0+0	60	40	100	4
22HR304	Strategic Human Resource Management	DSE	4+0+0	60	40	100	4
22HR305	Talent Management	DSE	4+0+0	60	40	100	4

HR

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22MA301	Business to Business Marketing	DSE	4+0+0	60	40	100	4
22MA302	International Marketing Management	DSE	4+0+0	60	40	100	4
22MA303	Retailing Management	DSE	4+0+0	60	40	100	4
22MA304	Sales Management	DSE	4+0+0	60	40	100	4
22MA305	Supply Chain Management	DSE	4+0+0	60	40	100	4

STUDENT INTERNSHIP PROGRAM

Course Code	22AEC301	Credits	4
Course type	AEC	CIE Marks	40 Marks
Hours/Week: L-T-P	0-0-4	SEE Marks	60 marks
Total Hours:	60	SEE Duration	Viva - Voce

OBJECTIVES OF INTERNSHIP PROJECT

- To gain first-hand knowledge of the day-to-day operations of the Organization.
- To enhance employability skills among the Students.
- To enable the Students to enhance his/her latent potentiality through experiential learning.

Internship Program is an integral part of MBA curriculum. It is an extremely important activity for management student. It enables all MBA students to hone their management skills. It gives an opportunity to the student to apply the theoretical concepts in real life situations. The InternshipProject also facilitates interaction between the students and the industry and allows the student to havein depth knowledge about the working of an industry. Students of MBA 2nd Semester has to undergo 8-week Internship Project in companies immediately after the completion of 2nd Semester end Examination.

It carries a weightage of 4 Credits and the Credits are included in the 3rd Semester Marks Card. TheInternship Project should be conducted by the students with all sincerity and dedication to get the maximum mileage out of the opportunity. A well done Internship Project adds great value to the Curriculum Vitae of the student. The experience of project training helps a candidate to improve his practical knowledge and to become good manager/leader in the future. If the student completes the project successfully and satisfies company management then there are more chances for him to be absorbed in the same company.

Course Learning Outcomes (CO's)

	CO's
CO1	Students should be able to appraise the basics operations of a company.
CO2	Students should be able to choose suitable job profiles available in his / her domain.
CO3	Students should be able to explain the relationships between theory and practice.
CO4	Students should be able to prioritize the tasks assigned to him/her during the internship.

CO5	Students should be able to assess the industry/profile potential.

STRATEGIC MANAGEMENT

Course Code	22DSC302	Credits	4
Course type	DSC	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives
1. To introduce the basic concepts of strategic management as they apply to business.
2. To provide a critical overview business implications and opportunities arising from social and environmental issues
3. Familiarize and apply modern tools of strategy implementation and control

Module: I	**(08 Hours)**

Introduction to Strategic Management: Definition, Meaning and scope, Nature and significance, Levels of strategy. Mintzberg's 5Ps for strategy. The basic model of Strategic Management Process. Strategic decision making - Mintzberg's Modes of strategic decision making Strategic fit.

Strategy formulation – strategic intent, vision, core values & purpose, mission, business definition, objectives and goals, policies. Strategic Fit. Strategic stretch. Strategic leverage. Strategic intent and synergy.

Self-Learning Topic: Views of Eminent Thinkers – Vijay Govindrajan, Tom Peter, Sumantra Ghoshal

Module: II	**(12 Hours)**

Strategic Analysis: Environmental Analysis – Defining an Industry (Industry & Sector, Industry & Market Segments, changing Industry boundaries). The New BCG Matrix (2X2 – Fragmented, Specialists, Stalemate & Volume Industry). Porter's Five Forces Model.

Industry Life Cycle Analysis. PESTEL framework.

Internal Analysis – Types of resources, Critical success factor (CSF), Porter's value chain framework, VRIO framework, SWOT analysis, Benchmarking.

GE nine Cell Matrix.

Self-learning topic: Competitive Environment in various Industries.

Module: III	(12 Hours)

Business Strategies: Generic Competitive Strategies – Low cost, Differentiation, Focused Strategies.

Strategic alternatives - Strategic alliances, Collaborative partnerships, Mergers and acquisition, Joint Ventures, Outsourcing

Grand Strategies – Stability, Growth, Retrenchment and combination Strategy

Long term Objectives - Qualities of Long term objectives. Concentrated growth, Market development & Product development. Innovation, Integration (Horizontal & vertical), Diversification(Concentric & Conglomerate), Restructuring and turnaround.

Self-Learning Topic - Case studies on Tata Steels, Face Book and Pantaloons.

Module: V	(12 Hours)

Module: V (12 Hours)

Contemporary Strategies:

Blue Ocean Strategy –Meaning, Red ocean v/s blue ocean, Introduction to six principles of Blue ocean strategy, Four actions Framework (Reduce, Eliminate, Create, & Raise)

Co-Creation – Meaning, changing the role of the customer, consumer- company interaction. Introduction to building blocks of co-creation experience (D-dialogue, A- access, R- risk assessment, & T- transparency). Sustainable Development Goals and significance.

Self-Learning Topic: Strategic gains from Globalization

Text Books

1. Strategic Management – an Integrated Approach – Indian Edition – Cengage Learning – CharlesHill & Gareth Jones
2. Concepts in Strategic Management & Business Policy – 12e – Pearson – Thomas Wheelen & J. David Hunger

Reference Books

1. Blue Ocean Strategy – Harvard Business Review – W. Chan Kim & Renee Mauborgne
2. Future of competition –Co-creating Unique Value with Customers – HBS Press – C.K. Prahalad& Venkat Ramaswamy.
3. Crafting and Executing Strategy: The Quest for competitive advantage- McGraw Hill- Arthur

Course Learning Outcome's

	CO's
CO1	Explain business & corporate level strategies and concepts learnt
CO2	Apply knowledge of functional areas to enable holistic decisions.
CO3	Evaluate strategic alternatives and Formulate strategy with organizational structure, culture and leadership
CO4	Explain contemporary approaches to strategy development processes
CO5	Examine the key structural drivers in the business environment to identify opportunities, threats and strategic gaps

Technology Management

Course Code	22OE301	Credits	4
Course type	OEC	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Understand the fundamentals of Technology management.
2. Understand the application of contemporary technologies in Service and operations management.

Module 1	(12 Hours)

Introduction: Introduction to new technologies, List and scope, business applications, evolution in manufacturing and service operations, emerging trends, Fundamentals of block chain, AI and ML. Connection between Business processes and events and smart contracts.

Module 2	(14 Hours)

IOT: Evolution of Internet of Things – Enabling technologies – IoT Architectures: one M2M, IoT World Forum (IoTWF) and Alternative IoT models – Simplified IoT architecture and core IoT functional stack -– Fog, Edge and Cloud in IoT – Functional blocks of an IoT ecosystem – Sensors, Actuators, Smart objects and Connecting smart objects

Module 3	(14 Hours)

Digital Supply chain: Digital supply chain strategy, Role of IoT, AI, Block chain to build digital supply chain, Supply chain analytics optimization, Managing supply chain to support omni channel strategy Smarter supply chains, Agile supply chains, Best practices & implementation issues.

Module 4	(12 Hours)

Green Technology: Introduction, Use of technology & science, Human impact on environment, Range of scientific research spanning green technologies: Energy, Atmospheric science, Agriculture, Material science, Hydrology, Innovations in green technology.

Module 5	(08 Hours)

Emerging areas: Additive Manufacturing (3D Printing), Circular Economy and Sustainable Operations, Robotic Process Automation (RPA), Smart Manufacturing and Industry 4.0, Digital twins and their applications.

Text Books:
1. Technology and Innovation Management by Sanjiva Shankar Dubey, PHI learning, Second Edition.

Reference Books:
1. Joshi, A V. Introduction to AI and ML. Machine learning and artificial intelligence, 2020.
2. R. Singh, "Green technologies and environment sustainability" Springer, 2017
3. Pandey S.N., "Future of Green Technology" Jananda Prakashan Publishing, 2018
4. Michael Grover, Digital Supply Chains and Human Factor, Springer Edition 2020
5. Vinod kumar Shukla, Sonali Vyas, Shaurya Gupta and Suchi dubey, Emerging applications of block chain technology, Nova Publishers, 2023

Course Learning Outcomes (CO's)

	CO's
CO1	Evaluate the impact of emerging technologies, such as block chain, on business processes
CO2	Apply machine learning and AI to analyze and interpret data in various domains.
CO3	Demonstrate proficiency in designing and implementing IoT architectures for different applications
CO4	Assess the environmental impact of technological advancements and propose green solutions.
CO5	Understand the integration of AI, block chain, and IoT technologies into various industries.

OPERATIONS MANAGEMENT

Course Code	22OE302	Credits	04	
Course type	OEC	CIE Marks	40	
Hours/week: L-T-P	4-0-0	SEE Marks	60	
Total Hours:	60	SEE Duration	2 Hours	

Course Objectives:
1. Understand key concepts of Operations Management.
2. Apply strategies for location, layout, and planning.
3. Learn inventory control and scheduling techniques.
4. Explore advancements in quality control and Industry 4.0.

Module 1	**(10 Hours)**

Operations Management- An overview
Concept of operations, production as a system function, Evolution from manufacturing to Operations Management, Role & importance of OM, Historical evolution of OM-Scientific Management, Moving Assembly Line, Hawthorne Studies, Operations Research,.
Production Planning and Control
Basic functions of PPC and its variants in different systems of manufacture (mass production, Batch production, Job- shop production, projects),
Self-Learning topic: Study the Global scenario of Industrialization

Module 2	(12 Hours)

Location Strategy
Importance of location decisions, factors influencing locations, selection of locality, exercises on Point Rating method, factor rating and Locational Break- Even Analysis, Qualitative Factor, Analysis Method.
Layout Strategy
Meaning, definition, scope, objectives of good layout, types of layout, service facility layout, Special arrangements for particular types of plants, Basics of layout planning models- Graphic, Load distance analysis and Centroid method Computer models- CRAFT.
Self-Learning topic: Understand the concept of production cycle and Chinese manufacturing system

Module 3	(14 Hours)

Aggregate Planning tactics
Introduction, need of aggregate planning, role of aggregate planning, involvement of various functions in formulating aggregate plan MRP & MRP II- general concepts, objectives,advantages, Bill of material (BOM), ERP (scope, advantages & industrial applications) Fundamentals of Inventory Control
Purpose of inventories, basic requisites for management of inventory, types of inventory costs, EOQ, Safety Stock, ABC Classification, JIT(Concept understanding), Materials handling equipment
Self-Learning topic: Inventory control using IOT

Module 4	(12 Hours)

Operations Scheduling Techniques
Forms of scheduling, basic scheduling problems- n jobs with m machines, product sequencing (Exercises on Johnson's rule of sequencing), Project Management techniques Basics of project scheduling- Construction of a network, Networking techniques: CPM, PERT, Difference between CPM/PERT.
Self-Learning topic: PERT/CPM using software's.

Module 5	**(12 Hours)**

Quality Control Techniques and Industry 4.0

Introduction, Quality Control, Cent percent Inspection, Sample inspection, Statistical Quality Control- acceptance sampling, attribute sampling, Statistical process control- Types of Quality Control Charts(X , R, n, p, c, np)(numerical expected for control charts)

Advances in Operations management, Industry 4.0 and smart manufacturing, Digital Twin, Self-Learning Topic: Block chain in SCM and Additive Manufacturing.

Text Books:
1. K. Aswthappa, Shridhar Bhat. Production & Operations Management-5e, Himalaya Publishing house
2. S. A. Chunawala, D. R. Patel, Production & Operations Management-7e, Himalaya Publishing house

Reference Books:
1. Ajay k. Garg, Production & Operations Management, McGraw Hill Education(India) Pvt
2. Productions & Operations Management, N.G. Nair, TMH (21st Reprint)
3. E-resources (NPTEL/SWAYAM etc.)
1. https://nptel.ac.in/courses/112/107/112107238/

Course Learning Outcomes (CO's)

	At the end of the course, the student will be able to
CO1	Discuss the evolution, importance and technological changes in operations management
CO2	Summarize PPC and examine location strategy and layout
CO3	Analyse aggregate planning and operations scheduling technique.
CO4	Outline the supply chain management system
CO5	Explain the scope of logistics.

EMPLOYABILITY SKILLS – III

Course Code	22SEC301	Credits	2
Course type	SEC	CIE Marks	20 Marks
Hours/week: L-T-P	2-0-0	SEE Marks	30
Total Hours:	30	SEE Duration	1 hour

Module 1	**10 Hours**
Advanced Corporate Communication	

Presentation skills using tools like PowerPoint and Canva. Handling virtual communication: Video calls and webinars. (Zoom, Google meet, MS Teams) and cross-cultural communication.

Activities:
1. Mock presentations (Exploring Market Dynamics Across Sectors like Technology and Innovation, Healthcare and Pharmaceuticals, Financial Services, Retail and Consumer Goods, Energy and Utilities, Real Estate and Construction, Automotive Industry, Agriculture and Food Processing, Travel and Tourism, Education and E-Learning) with peer feedback.
2. Virtual Exchange Program: Partner with students from international universities for various collaborations via video conferencing

Module 2	10 Hours
Holistic Intelligence , Social Networking	

Holistic Intelligence: Develop cognitive, emotional, and social intelligence, Enhance self-awareness and empathy, Improve relationship management skills, Strengthen effective communication abilities

Social Networking: Build and maintain professional networks,Utilize digital platforms for networking,Learn effective networking strategies,Enhance personal branding,Leverage networks for career advancement

Activities:
1. Self-Assessment Survey.
2. Panel Discussions with Industry Experts: Invite industry experts to discuss the importance of holistic intelligence and networking in their careers.
3. Networking Strategy Plan: Develop a personal networking strategy plan, including goals, key contacts, and action steps.

Module 3	10 Hours
Career Readiness	

Group discussion, Video Resume writing and cover letters. Behavioral and technical interview preparation. Understanding gig economy, freelancing, and hybrid work models and sustainability.

Activities:
1. Mock interviews with industry professionals,
2. Career Exploration Projects: Students will have to prepare projects that require students to research and present on various careers and Job search strategies.
3. Peer review of resumes and Linked-in profiles.

References:
- Business Communication for Success" by Scott McLean.
- Harvard Business Review articles on communication strategies.
- Thinking, Fast and Slow" by Daniel Kahneman.
- McKinsey Quarterly articles on decision-making.
- What Color is Your Parachute?" by Richard N. Bolles.
- Industry reports from McKinsey, Deloitte, and World Economic Forum.

- Articles on LinkedIn Learning and Coursera.

Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate skills essential for effective teamwork and leadership in a corporate environment
CO2	Exhibit job readiness through mastery of resume building, interview techniques, and professional networking.
CO3	Display adaptability and innovative thinking aligned with current industry trends such as digital transformation and sustainability
CO4	Integrate emotional intelligence (EI) and cross-cultural competency to enhance professional relationships and career growth.

BIG DATA ANALYTICS

Course Code	24BA301	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
- Understand the Big Data Platform and its use cases
- Provide an overview of Apache Hadoop
- Provide HDFS concepts and Interfacing with HDFS
- Understand Map reduce Jobs
- Exposure to Data Analytics with R
- Apply analytics on Structured, Unstructured Data

Module 1 : Introduction to Big Data and Hadoop :   (12 Hours)

Types of Digital Data, Introduction to Big Data, Big Data analytics, History of Hadoop, Apache Hadoop, Analysing data with Unix tools, Analysing data with Hadoop, Hadoop Streaming, Hadoop Echo system, IBM Big data strategy, Introduction to Info sphere Big Insights and Big sheets.

Module 2 : HDFS (Hadoop Distributed File System   (12 Hours)

The design of HDFS, HDFS concepts, Command line interface, Hadoop file system interface, Data flow, Data ingest with Flume and Scoop and Hadoop archives, Hadoop I/O: Compression, Serialization, Avro, and File-Based Data structures.

Module 3: Map Reduce   (10 Hours)

Anatomy of a Map Reduce job run, Failures, Job scheduling. Shuffle and Sort, Task Execution, Map reduce types and Formats, Map reduce features.

Module 4: Hadoop Eco System   (12 Hours)

Introduction to PIG, Execution modes of Pig, Comparison of Pig with Databases, Grunt, Pig Latin.
User defined Functions, Data processing operators.
Hive: Hive Shell, Hive services, Hive metastore, Comparison with traditional databases, HiveQL,
Tables, Querying data and user defined functions.
HBase: HBasics, Concepts, Clients

Module 5: Data Analytics with R and NoSQL   (14 Hours)

Introduction, Supervised Learning, Unsupervised learning, collaborative Filtering, Big data Analytics with Big R
Structured and unstructured data, Taxonomy and NoSQL Implementation, Discussion of basic architecture of Hbase, Cassandra and Moogo Db

Text Books:

1. Tom White "Hadoop: The Definitive Guide" Third Edit on, O'reily Media, 2012

2. Seema Acharya, subhasiniChellappan, big Data Analytics: Wiley 2015

3. Michael Berthhold David J. Hand, "intelligent Data Analysis:, Springer, 2007

4. Jay Liebowitz, "Big Data and Business Analytics" Auerbach Publications, CRC press (2013

Course Learning Outcomes (CO's)

	CO's
CO1	Understand Big Data and its Business implications
CO2	Apply the knowledge of Hadoop and Hadoop Eco-system in big data analysis
CO3	Analyse the big data and provide data visualization and helps in decisions
CO4	Develop Big data Solutions using Hadoop eco system
CO5	Apply Machine Learning Techniques using R

BUSINESS ANALYTICS AND INTELLIGENCE

Course Code	24BA302	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
- To impart the skills needed to manage database of large scale organization, techniques for data mining.
- To become familiar with the processes needed to develop, report, and analyse business data.
- To provide a comprehensive introduction to various visualization techniques.
- To focus on solving problems around Data Processing and Analysis

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Module 1: (10 Hours)
INTRODUCION TO BUSINESS ANALYTICS
What is business analytic? Historical Overview of data analysis.
Data Scientist vs. Data Engineer vs. Business Analyst
Career in Analytics.

Module 2:
INTRODUCTION TO BUSINESS INTELLIGENCE (14 Hours)
Meaning, Purpose and Structure of Business Intelligence Systems. Understanding Multidimensional Analysis Concepts: Attributes, Hierarchies and Dimensions in data Analysis. Understanding Dimensional Data Warehouse: Fact Table, Dimensional Tables, Surrogate Keys and Alternative Table Structure. What is multi-dimension

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Module 3
BUSINESS PROBLEM SOLVING AND TABLEAU (14 Hours)
Introduction to Tableau, Evaluation of Tableau, Tableau Architecture and Installation of Tableau. Data analysis and data communication with Tableau. Tableau public and desktop. Knowing your data, importing data, the "Data Visualization Process", table view, Dashboard, Tableau Basics : Dimensions, measures, Tableau workspace, cards and shelves, marks card, formatting how to analyse structured data using Tableau, exporting data.

Module 4 (10 Hours)
BUSINESS PROBLEM SOLVING AND VISUALISATION USING TABLEAU
Visualization Graphs and application: using device designer, maps in Tableau, editing unrecognized locations, custom geocoding, polygon maps, map box integration, types of calculations, calculation syntax

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Module 5 (12 Hours)
INTRODUCTION AND VISUALISATION USING POWER BI
SQL Server Introduction, Introduction to Power BI, Basic report design, Visual sync, Grouping Visualization Properties. Data preparation, visualizing data in charts and tables, Relationships in tables Spatial Visualization

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Text Books:
- Business Intelligence and Analytics: systems for Decision Support: by Ramesh Sharda Pearson
- Business Intelligence, Analytics, and Data Science: A managerial perspective 4th edition, by Pearson Paperback by Ramesh Sharda / DursunDelen / Efraim Turban
- Visual Analytics with Tableau by Alexander Loth, Wiley

- Learning Tableau 2020: Create effective data visualizations, build interactive visual analytics and transform your organization, 4th Edition by Joshua N. Milliga
- Data Visualization: Using Power BI, Orange and Excel – by Dr. Shirshendu Roy, sold by BOOKNETZ
- Mastering Power BI – by Chandraish Sinha, sold by Epitome Books

Course Learning Outcomes (CO's)

	CO's
CO1	To understand concepts of business analytics and business intelligence
CO2	To apply the knowledge of the processes needed to develop, report, and analyse business data
CO3	Analyse data using Excel and Excel add-ins to solve business problems
CO4	Evaluate the Data structure and pattern for decision making in business management

DECISION SCIENCE

Course Code	24BA303	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Module 1 : Introduction (Hours)

Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR study, Characteristics and limitations of OR, models used in OR, Linear Programming Problem (LPP), Generalized LPP-Formulation of problems as L.P.P. Solutions to LPP by graphical method (Two variables). Solutions to LPP by Simplex method, Bid-M Method

Module 2: Transportation Problem (Hours)

Formulation of transportation problem, types, initial basic feasible solution using North-West Corner rule, Vogel's approximation method. Optimality in Transportation problem by modified distribution (MODI) method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem.

Module 3: Assignment Problem (Hours)

Formulation, Solutions to assignment problems by Hunfarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems, Travelling salesman problem (TSP), Numerical problems.

Module 4: Network analysis (Hours)

Construction of networks, Fulkerson's rule for numbering the nodes, AON and AOA diagrams; Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; Cost analysis in network. Crashing of networks - Problems

Module 5: Game Theory (Hours)

Definition, Pure strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, solution of games with saddle point. Mixed stratefy problems. Solution of 2x2 games by arithmetic method, solution of 2xn m and mx2 games by graphical method.

Text Books:
1. D.S. Hira and P.K. Gupta, Operations Research, (Revised Edition), Published by S. Chand & Company Ltd, 2014
2. 2 Operations Research, An Introduction Hamdy A. Taha PHI Private Limited Seventh Edition, 2006

Reference Books:

- Operations Research, Theory and Applications J K Sharma Trinity Press, Laxmi Publications Pvt.Ltd. Sixth Edition, 2016

- Operations Research Paneerselva n PHI

- Operations Research A M Natarajan, P Balasubram ani Pearson Education, 2005

Course Learning Outcomes (CO's)

	CO's
CO1	To analyze and solve linear programing problem in presence of constraints.
CO2	To optimize the movement of goods using transportation problem.
CO3	To evaluate the allocation of resources using assignment problem
CO4	To evaluate project timelines using CPM and PERT for effective project management.
CO5	Assess optimal strategies in competitive scenarios using game theory principles.

EXPLORATORY DATA ANALYTICS FOR BUSINESS

Course Code	24BA304	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
- To make students to understand data analysis and visualization process
- To make students to use tools to extract trends from existing data to drive business decisions
- To make students to analyze and to visualize different characteristics of a data set.
- To make students to develop summarized reports

Module 1 : Introduction to Data Mining	(14 Hours)

Applications – Nature of the problem – Classification problems in real life – Email spam, Handwritten Digit recognition, Image segmentation, Speech Recognition, DNA Expression Microarray, DNA Sequence Classification. Exploratory data analysis (EDA) -   What is Data – Numerical Summarization – Measures of similarity and dissimilarity, Proximity – Distance – Euclidean distance, Minkowski distance, Mahalanobis distance Visualisation – Tools for displaying single cariables – Tools for Displaying relationships between two variables – Tools for displaying more than two variables
R Scripts – R Library: ggplot2 –R Markdown

Module 2: Statistical Learning and Model Selection	(10 Hours)

Prediction Accuracy – Prediction Error, Training and Test Error as a function of model complexity, Over fitting a Model, Bias-variance trade-off, Cross Validation-Holdout sample: Training and test data, Three-way split: Training, Validation and test data, cross-validation, Random sub sampling, K-fold cross-validation, Leave-one-out cross-validation with examples for each.

Module 3: Linear Regression and Variable Selection	(10 Hours)

Meaning – Review expectation, Variance, Frequentist basics, Parameter Estimation, Linear Methods, Point Estimate, Example Results, Theoretical Justification, R Scripts

Module 4: Regression Shrinkage methods and Tree based method	(14 Hours)

Meaning types – Ridge Regression, compare squared loss for Ridge Regression, More on Coefficient shrinkage, The Lasso.
Tree based methods – construct the tree, The Impurity function, Estimate the Posterior Probabilities of classes in each node, Advantages of the Tree-structured approach, Variable Combinations, Missing values, right sized tree via Pruning, Bagging and Random Forests, R Scripts, Bagging, From Bagging to Random Forests, Boosting

Module 5 : Principal Components Analysis and SVM	(14 Hours)

Principal Components, Principal Components Analysis(PCA), Geometric Interpretation, Acquire data, Classification – Classification Error Rate, Bayes Classification Rule, Linear Methods for Classification, Logistic Regression – Assumptions, Comparison with Linear Regression on Indicators – Fitting based on Optimization Criterion, Binary Classification, Multiclass Case (K>=3), Discriminant Analysis – Class density estimation, Linear discriminant analysis, Optimal classification
Overview, When data is linearly Separable, Support vector Machine (SVM) Classifier, when data is NOT linearly separable, Kernel Functions, Multiclass SVM.

Text Books:

- John W. Tukey "Exploratory Data Analysis", 1st Edition, ISBN13: 978-0201076165, ISBN-10:0201076160
- Foster Provost and Tom Fawcett. "Data Science for Business: What you need to know about data mining and data analytic thinking". O'Reilly Media, latest edition, ISBN-13: 9781449361327
- Hadley Wickham, Garrett Grolemund. "R for Data sciene: Import, Tidy, Transform, Visualize and Model data", Publisher: O'Reilly Media, Inc, 2016, ISBN 1491910364, 9781491910368
- Cathy O'Neil, Rachel Schutt. "doing data science: straight: Straight Talk from the Frontline", Publisher: O'Reilly Media, Inc, 2013, ISBN 144936389X, 9781449363895

Course Learning Outcomes (CO's)

	CO's
CO1	Understand Data Mining and its importance
CO2	Apply knowledge of research design for business problems
CO3	Analyse the cause and effect relationship between the variables from the analysis
CO4	Evaluate Regression and decision tree based methodsto solve business problems

INTRODUCTION TO PYTHON AND DATA CONTROL

Course Code	24BA305	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
3. To understand python programming
4. To develop Python programs with conditionals and loops.
5. To define Python functions and call them.
6. To use Python data structures – lists, tuples, dictionaries and do with input / output with files in Python

Module 1: Introduction to Python Program (12 Hours)

Creativity and motivation, Computer hardware architecture, understanding programming, word and sentence, Conversing with Python, Terminology, Debugging, the learning journey.

Module 2: Variables, Expressions and Statements: (12 Hours)

Python installation data types: Int, float, Boolean, string, and list; variables, expressions, statements, precedence of operators, comments; modules, function and its use, flow of execution, parameters and arguments.

Module 3: Control Flow, Loops and Conditionals (12 Hours)

Boolean values and operators, conditional (if), alternative (if-else), chained conditional (if-elif-else); Iteration: while, for, break, continue.

Module 4: Functions, Arrays and Fruitful functions (12 Hours)

Return values, parameters, local and global scope, function composition, recursion; Strings: string slices, immutability, string functions and methods, string module; Python arrays, Access the Elements of an Array, array methods.

Module 5: Lists, Tuples, Dictionaries (12 Hours)

List operations, list slices, list methods, list loop, mutability, aliasing, cloning lists, list parameters, list comprehension; Tuples: tuple assignment, tuple as return value, tuple comprehension; Dictionaries: operations and methods, comprehension;

Text Books:
1. "Think Python: How to Think like a Computer Scientist", Allen B Downey, 2nd edition.
2. Updated for Python 3, Shroff/O'Reily Publishers, 2016
3. "Core Python Programming", R. Nageshwara Rao dream tech
4. Python Programming: A Modern Approach, Vamsi Kurama, Pearson
5. Core Python Programming. W. Chun, Pearson
6. Introduction to Python, Kenneth A. Lambert, Cengage
7. Learning Python, Mark Lutz, Orielly

Weblinks

- www.Programiz
- www.CodeCademy
- www.FreeCodeCamp

Course Learning Outcomes (CO's)

	CO's
CO1	Understand the concepts of python programming
CO2	Structure a simple Python programs for solving problems.
CO3	Apply the knowledge to decompose a Python program into functions
CO4	Analyse and represent compound data using Python lists, tuples, dictionaries
CO5	Read and write data form/to files in Python Program.

ENTREPRENEURSHIP & FAMILY BUSINESS

BUILDING BLOCKS OF FAMILY BUSINESS

Course Code	22FB301	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Discuss need for Professionalization in Family Business
2. Explain Challenges for improving Relationships in Family Business
3. Discuss Ten Commandments for family business perpetuity.

Module 1 (12 Hours)
Family and Business: Coexistence of multiple stake holders, Amoebic model of family business, Family-Business System, Family Orientation and Business Orientation, The Family Business Space (Leenders and Waarts 2003). The Business Relationships, When family and Business meet, Understanding Relationship Intelligence, The Relationship Intelligence challenges, Improving Relationship Intelligence: Tools and Methods, Promoting RQ through Stewardship
Self-learning topics: Family and Business: Compassion versus Competitiveness
Case Study: Religare Group: Growth History
Module 2 (12 Hours)
Ten Commandments for family business : Communicate and Build trust, Professionalise your business, Preserve and Practice values, Manage Leadership and ownership challenges, Redefine rolebut never retire, Successfully manage Succession in Business, Build business Entrepreneurially, Develop Long- term Business Strategy, Give back to society by Family Philanthropy, Understand togetherness: Role of Consultative and Compassionate leadership.
Self-learning topic: Leaders role as Custodian of Wealth
Module 3 (12 Hours)
Professionalisation of Family Business : Professionalism, Importance, Challenges, Building Professional organization, Developing organization structure, Defining roles, responsibility and accountability, establishing communication channels, Professionalism as organization value, Building Strategic Alliance Professionally, Attracting and Retaining talent in Family Business.
Self-learning topic: Professionalise your business or perish
Module 4 (12 Hours)
Creating Legacy: Road map to legacy, The four capitals of the Legacy family: Human, Intellectual, Financial and Social, Creating Wealth, Investing for family business success, Governance, Support for next generation, Professional advisers and Consultants, Family as an institution.
Self-learning topics: Non-Family Executives in Family Business
Case Study: Harilela family from Hong Kong
Module 5 (12 Hours)
Successful Family Businesses in India: Tatas, Ambanis, Birlas, Godrej, Wadias, Munjals, Mahindra, Thapars, Mittals, Shaparji Paollonji, Jindals, Adanis, Anil Aggarwal – Vedanta, Bajaj, Ruias, Ranbaxy.
Self-learning topic: Indian Origin Families That Made It To Forbes' List Of Richest Asian Dynasties

Text Books:
1. Kavi Ramachandran (2015), The 10 Commandments for Family Business, SAGE
2. Walter Vieira and Mita Dixit (2019), The 5Gs of Family Business, SAGE
3. Edwin A Hoover and Colette Lombard Hoover (1999), Getting along in Family Business: TheRelationship Intelligence Handbook, Routledge.

Reference Books:
1. Allan R Cohen and Pramodita Sharma (2016), Entrepreneurs in every generation, CollinsBusiness
2. Lee Hausner et. al., (2009), The Legacy Family, Palgrave Macmillan.

E-resources (NPTEL/SWAYAM etc.)
1. https://www.youtube.com/watch?v=y1jkb6kNv4Y
2. https://swayam.gov.in/explorer?searchText=Multidisciplinary

Course Learning Outcomes (CO's)

	CO's
CO1	Identify the relation between Family Orientation & BusinessOrientation
CO2	Examine the 10 Commandments for Family Business
CO3	Explain importance and challenges of Professionalization for FamilyBusiness
CO4	Plan creating a family Legacy
CO5	Identify the best Practices for Successful family businesses in India

CREATING BUSINESS PLANS

Course Code	22FB302	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To Understand the Purpose of a Business Plan
2. Explain the contents of a Business Plan
3. Design and Present a Business Plan

Module 1	(12 Hours)

Basics of Business Plan: Introduction, Scope and value of the Business plan, Kinds of Business Plan, Contents of Business plan, Importance of Executive Summary, Business description, The Problem statement, The Solution, Business Concept, Business Strategy, SWOT analysis, Types of Business models.
Self-learning topic: Analysis of Business Environment

Module 2	(12 Hours)

Marketing Plan: Product or service, Industry and the market, Supply, Market structure, competitor analysis, distribution, trends, competitive advantage, branding, advertising, promotion, market segmentation, differentiation, pricing, barriers to entry, market research, sales forecast.
Self-learning topic: marketing mix

Module 3	(12 Hours)

Organisational and Operations Plan: Founder and Management team, Organisation structure, raw materials, Processes, Location and environment, Production plan, Logistics and supply chain, , Technology, Plant and equipment, Facilities, Quality, human resources.
Self-learning topic: Risks and Contingencies

Module 4	(12 Hours)

Financial Plan: Startup costs and Sources of funds, Operating and Capital Budgets, Break-even Analysis, Proforma Income Statements, Pro Forma Cash Flow Statement, Pro Forma Balance Sheet, Sensitivity analysis.
Self-learning topic: Fund raising Strategies

Module 5	(12 Hours)

Presenting and Implementing Business Plan: Elevator pitch, Oral and Visual presentation, Business plan competitions, Using and implementing the business plan, measuring plan progress, Updating the plan.
Self-learning topic: Why some business plans fail.

Text Books:
1. Garrett Sutton, ESQ (2012), Writing Winning Business Plans, RDA Press LLC
2. Brian Finch (2013), How to Write a Business Plan, Kogan Page
3. Sarada Ramani (2017), The Business Plan Write up Simplified, Notion Press

Reference Books:
1. Charantimath Poornima, (2019), Entrepreneurship Development & Small BusinessEnterprises -3e, Pearson
2. Creating Business Plans (2014), HBR Press
3. Rajeev Roy (2013), Entrepreneurship-2e, Oxford University Press
4. Nicolai J. Foss and Tina Saebi (2014), eds. Business Model Innovation: The OrganizationalDimension. Oxford: Oxford University Press,

E-resources (NPTEL/SWAYAM etc.)
1. https://www.edx.org/learn/innovation
2. https://swayam.gov.in/explorer?searchText=Multidisciplinary

Course Learning Outcomes (CO's)

	CO's
CO1	Understand Significance of Business Plan and Identify Businessmodels
CO2	Develop Marketing Plan
CO3	Develop Organisational and Operations Plan
CO4	Develop Financial Plan
CO5	Build a Business Plan Model

FAMILY BUSINESS MANAGEMENT

Course Code	22FB303	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Understand the uniqueness of Family Business
2. Explain the Dilemmas and Challenges for family Business
3. Explain the role and importance of Family Business in India

Module 1	(12 Hours)

Concepts of Family Business: Definitions, Family Business in India-An Overview, Premature Mortality of Family Business, Significance of Family Business, Family Business, Contribution of family business across the globe and in India, Uniqueness and Strengths of Family Business.
Self-learning topics: Growing Complexity in Family Business
Case Study: Dupont Family – Video Case Study

Module 2	(12 Hours)

Family: The three Dimensional model of Family Business, The Family System, Dimensions of a Family System, Family Legacy, Family Culture, Common Vision, Managing Differences, Family Business People-founders, Husband and wife teams, Son and daughter, In-laws, Cousins and their role in family and business.
Self-learning topic: Women in Family Business

Module 3	(12 Hours)

Ownership : Attributes of Ownership, Ownership Structure, Many Roles of Ownership, , Rightsand Responsibilities of owners, types of ownership, Key Dilemmas in Ownership, Ownership Options and Involvement in Business, Effective role of owner, Types of Assets, Emotional ownership, Responsible Ownership, Multi-generational Ownership.
Self-learning topic: Founder as Owner

Module 4	(12 Hours)

Business: Strategic Planning in Family Business, Benefits of Strategic planning in Family Business, Crafting Strategy, The Parallel Planning Process, Family and Business Vision, Drafting a Family Business Vision, Integrating family vision with business vision.
Self-learning topic: Non-Family Executives in Family Business

Module 5	(12 Hours)

Integration – Family, Business and Ownership: The Seven Territories, Major risk areas in Family Business System, Family Governance risks, Business Management risks, Ownership risks, Wealth Management risks, Succession risks, Lifecycle of Family Business, Types of Capital in Family Business, Self-learning topic: When Family Businesses are Best

Books
Text Books:
1. Peter Leach, South Asian Edition (2010), Family Businesses: The Essentials, Profile BooksLtd.
2. Ernesto J Poza and Mary S Daugherty- 4e (2014), Family Business, Cengage Learning.

Reference Books:
1. Randel S Carlock and John L Ward (2010), When Family Businesses are Best, , PalgraveMacmillan
2. Kavi Ramachandran (2015), The 10 Commandments for Family Business, SAGE
3. Shobha Bondre (2013), forward by Narendra Modi, Dhandha: How Gujarati's do thebusiness.Penguin

E-resources (NPTEL/SWAYAM etc.)
1. https://www.classcentral.com/course/edx-family-business-strategy-essentials-7883
2. https://swayam.gov.in/explorer?searchText=Multidisciplinary
3. https://www.youtube.com/watch?v=INSuLnQJvuY

Course Learning Outcomes (CO's)

	CO's
CO1	Outline the concepts and uniqueness of Family Business
CO2	Identify Challenges for Family Business
CO3	Make use of three Circle model of Family Business
CO4	Analyse Family Dimension Vs Business Dimension
CO5	Identify the benefits of setting Family Foundation

NEW VENTURE CREATION

Course Code	22FB304	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Identify business Opportunity
2. Understand the Procedure for setting up an enterprise
3. Identify fund raising strategies to start the venture

Module 1	(12 Hours)
From Idea to Opportunity: Defining the business goal, In-depth analysis of business environment, understanding industry, target market, feasibility study, Four stage Growth model, Evaluation framework to scale a business. Self-learning topic: Domestic and International opportunities	
Module 2	(12 Hours)
Legal Forms of Business: Private Ltd Company, Public Ltd Company, Unlimited Company, Sole proprietorship, Joint Hindu Family business, Joint Stock Company, Franchising, Partnership, Cooperatives, Limited Liability Partnership (LLP), Joint Venture company, Liaison Office, Branch Office, Project Office, Subsidiary Company Self-learning topic: Corporation, S- Corporation, C-Corporation, Trust, NPO	
Module 3	(12 Hours)
Procedure for Setting up an Enterprise: Steps for setting up a business enterprise, Selection of a project, Decide on the constitution, procedure for registration, obtain clearances as applicable, arrange for infrastructure, Prepare Business plan Self-learning topic: Project Profile and Project Report	
Module 4	(12 Hours)
Funding the Venture: Resource requirements, Sources of Capital, Informal risk, Personal funds, family and friends, internal and external funds, capital market, Debt and Equity, Angel, Venture capital, Networking, Going Public. Self-learning topic: Fund raising Strategies	
Module 5	(12 Hours)
Intellectual Property Rights: Introduction, Types of IPR, Laws relating to IPR in India, patents, copyright, industrial design rights, trademarks, plant variety rights, trade dress, geographical indications, and in some jurisdictions trade secrets and confidential information. Self-learning topic: Importance and Significance of IPR	

Text Books:
1. Charantimath Poornima, (2019), Entrepreneurship Development & Small BusinessEnterprises -3e, Pearson
2. Jeffry A Timmons et.al., (2009), New Venture Creation, Mc Graw Hill International Edition
3. David H Hilt, Entrepreneurship-New Venture Creation, (2002) PHI

Reference Books:
1. Rajeev Roy (2013), Entrepreneurship-2e, Oxford University Press
2. Nandini Vaidyanathan (2011), Entrepedia- A step by step guide to becoming an entrepreneurin India -2e, Embassy Books
3. Rashmi Bansal (2014), Take Me Home – The inspiring stories of 20 entrepreneurs from Smalltown India with Big-time dreams, Westland Ltd.

E-resources (NPTEL/SWAYAM etc.)
1. https://www.edx.org/learn/innovation
2. https://swayam.gov.in/explorer?searchText=Multidisciplinary

Course Learning Outcomes (CO's)

	CO's
CO1	Identify Business Opportunities in India
CO2	Examine various forms of Business entities
CO3	Explain the Procedure for setting up an enterprise
CO4	Identify various methods of funding a venture
CO5	Identify types of IPR

RURAL ENTREPRENEURSHIP

Course Code	22FB305	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To introduce the students on the fundamentals of rural entrepreneurship and the relatedconcepts
2. To enable the students' articulate rural problems that need to be solved.
3. To find out the support system for starting rural enterprises.
4. To learn the fundamentals of rural enterprise plan.

Module 1 (12 Hours)
Concepts of Rural Entrepreneurship: Definition, Understanding rural economy, Scope and importance of rural entrepreneurship in India, Rural development in India through rural entrepreneurship, types of rural entrepreneurship and rural enterprises.   Self-learning topic: Role of Stakeholders
Module 2 (12 Hours)
Rural Innovations: Definition, Concepts of rural innovation, Drivers of rural innovation, types of rural resources, rural innovation in India, rural innovation model, Opportunities for rural entrepreneurs, assessing and prioritizing opportunities, rural innovation labs, rural innovation fund, innovations for sustainable rural development, cost-effective rural innovations, Recent examples of rural innovation, rural innovation awards, Technology and innovation for rural enterprises.   Self-learning topic: Incredible inventions that changed rural India
Module 3 (12 Hours)
Support System to Start Rural Enterprises : Forms of rural entrepreneurship – Individual, Group, Cluster formation, Co-operatives, Problems, policies and prospects of rural enterprises in India, Government Schemes for promoting rural entrepreneurship, Rural Entrepreneurship Development Programmes, NABARD, KVIC, PMEGP, RSBDC, NSIC, SIDBI, NSEUS, SVEP, Steps to develop rural entrepreneurship.   Self-learning topic: Ministry of rural development and rural development institutions in India
Module 4 (12 Hours)
Self-Help Group (SHG): Meaning, Objectives, Grass root entrepreneurship through self-help groups, Formation of Self-help Group, Need for Self-Help Group, Functioning of SHG, SHG Registration, SHG as catalyst for rural development and empowerment, advantages of SHG, Micro finance.   Self-learning topic: Government schemes for self-help groups in India
Module 5 (12 Hours)
Successful Rural Entrepreneurs in India: Rural artisans in India, Types of Artisans, Jaipur rugs,SABALA, FabIndia, ToeHold, Terracotta of Kutch, Glazed pottery of Khurja, Navalgund durries, eCraftIndia,   Self-learning topic: Dr. Shivaram Karantha's, Pilukula Nisargadhama conserving biodiversity, heritage& culture, Study of Artisans village.

Text Books:
1. Soundarapandian M (2001), Rural Entrepreneurship: Growth and Potentials, Kanishka
2. Singh B M and Namboodiri KVN (2006), Unleashing Rural Entrepreneurship, The ICFAIUniversity Press.

Reference Books:
1. C K Prahalad (2019), The Fortune at the Bottom of the Pyramid,
2. Issa Mohamed , Venkatakrishnan V (2013), Rural Entrepreneurship, LAMBERT

E-resources (NPTEL/SWAYAM etc.)
1. https://www.youtube.com/watch?v=Y ObCQ725pHs
   https://www.youtube.com/watch?v=B r8ZnQH7quA
2. https://swayam.gov.in/explorer?searchText=Multidisciplinary

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the concepts of rural entrepreneurship
CO2	Identify opportunities for rural enterprise
CO3	Classify Forms of rural Enterprises & Examine eco-system
CO4	Explain role of SHG to promote rural entrepreneurship
CO5	Identify Successful Rural Entrepreneurs/Enterprises

FINANCE
CORPORATE TAXATION

Course Code	22FM301	Credits	04
Course Type	DSE	CIE Marks	40
Hours/Week: L-T-P	4 hours	SEE Marks	60
Total Hours	60	SEE Duration	2 Hours

Course Objective:

1. Acquaint students with basic principles underlying the provisions of direct and indirect tax laws
2. Provide Basic knowledge of corporate tax planning and its impact on decision-making.
3. Provide basic knowledge about business restructure- Tax Planning
4. Familiarize students with relevant provisions of the Goods & Services Tax Act, 2017

Module 1 – Residential Status of Companies and Tax Incidence   (14 hours)

General Framework of Direct Taxation in India, Basic concepts, Indian / Domestic v. Foreign company , Widely held and Closely held Company, Residential status of companies and tax incidence; Taxation of closely held companies u/s 79

Self Learning: Work on practical examples of companies being classified as residents or non-residents.

Module -2   Tax Liability Computation of Companies   (14 hours)

Taxable Business income computation and Tax liability (simple problems) , Tax concession and incentives for Corporate Decisions ; Minimum alternate tax (MAT - Sec. 115JB) with special emphasis on SEZ and companies under 80IA/IB; Tax planning and new business - Location aspect, nature of business, the form of organization.

 Self Learning: Section 5 of the IT Act covering the scope of total income for companies.

Module -3 Tax planning with reference to specific management decisions   (14 hours)

Tax planning with reference to financial management decisions; dividend tax, employees' remuneration tax, Sections 10, 17, and 37 of the IT Act ; tax planning with reference to conversion of sole proprietary business or firm into Company, Slump sale; (Practical problems and relevant case studies) ;
Tax planning with reference to receipt of insurance compensation ; Tax planning w.r.t. Distribution of assets at the time of liquidation

Self Learning: visit websites like TaxGuru, ClearTax, or CAClubIndia for updated tax news and case studies.

Module -4 Returns and Forms Applicable for Domestic Company   (8 hours)

E-filing ; Tax Slabs for Domestic Company for the A.Y.; Surcharge, Marginal Relief and Health & Education Cess; ITR - 6 (For Companies other than claiming exemption under section 11) ; ITR -7 , Form-26 , Annual Information Statement (AIS) ; Form - 10 IC for Domestic Companies willing to opt taxation u/s 11BAA ; Tax deductions specified under Chapter VI-A of the Income Tax Act - u/s 80G to 80PA

Module -5 Goods & Services Tax Act, 2017 (10 hours)

Overview of GST Act- Registration & Tax rate on Goods & Services. Meaning and Scope of Supply of Goods & Services. Time & Valuation of Supply (small problems), Types of Supply. Tax provisions related to Input Tax Credit.

Self learning: Tax provisions related to Job Work & E-Commerce

Recommended Book:

Corporate Tax Planning & Management by;
1. Singhania, Vinod K. and Monica Singhania. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish. and Ravi Gupta.. Bharat Law House, Delhi.

Reference books and supplementary readings
1. Acharya, Shuklendra and M.G. Gurha. Tax Planning under Direct Taxes. Modern Law Publication, Allahabad.
2. Mittal, D.P. Law of Transfer Pricing. Taxmann Publications Pvt. Ltd., New Delhi.
3. IAS – 12 and AS – 22. B.Com (Hons.) CBCS 49
4. T.P. Ghosh. IFRSs.Taxmann Publications Pvt. Ltd. New Delhi.

Course Learning Outcomes (CO's)

	CO's
CO1	Define different concepts of taxation, Residential Status and tax incidence of Companies
CO2	Illustrate corporate tax planning, income computation and MAT
CO3	Analyze tax planning for management decisions like employee remuneration, conversion, liquidation etc.
CO4	Assess the corporate tax liabilities under IT Act
CO5	Understand the GST Law in India

CORPORATE VALUATION

Course Code	22FM302	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives

1. Identify the purpose of corporate valuation and to obtain an overview of the basic corporate valuation process
2. To familiarize the students with the standard techniques of corporate valuation.
3. To develop analytical skills and communication strategies for discussing corporate valuation

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Module: I **(14 Hours)**

Corporate valuation-an Overview: Enterprise DCF Model-Analysing Historical Performance- Estimating the cost of Capital-Forecasting Performance-Estimating the continuing value Calculating and interpreting the Results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model Adjusted present value Model-Economic Profit Model- Advantages and Limitations of DCF analysis (Theory and problems)

Self-Learning Topic: Real life applications of DCF method with cases

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Module:II **(14 Hours)**

Non DCF approaches to valuation: Book value approach, Adjusted book value approach, Stock and debt approach (numerical problems in each of these methods). Market efficiency and valuation. Call option based valuation (theory only). Intrinsic (Book) Value and Extrinsic valuation. Relative Valuation-Steps involved in Relative Valuation- Price, Equity Valuation Multiples-Enterprise valuation Multiples-Choice of Multiple-Best practices using Multiples-Assessment of relative evaluation. (Theory and problems).

Self-Learning Topic: Numerical problems on Black and Scholes model

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Module: III **(12 Hours)**

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India: Nature and incorporation of LLP-De merger- strategic alliance-buyback of shares-employee stock ownership plans (ESOP)

Self-Learning Topic: Case Study: Examine a successful and an unsuccessful joint venture.

Module: IV **(12 Hours)**

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy

Self-Learning Topic: Review successful mergers that achieved significant synergies, such as Disney-Pixar or Exxon-Mobil

Module: V	**(08 Hours)**

Accounting for amalgamation –amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013

Self-Learning Topic: Amalgamation in the nature of purchase, with assets and liabilities reassessed.

Reference Books
1. Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill,2011.
2. Aswath Damodaran, Damodaran on Valuation, 2/e, John Wiley and Sons,2006.
3. Mergers, Restructuring And Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education,2015
4. Mergers, Acquisitions and Corporate Restructuring: Text and Cases, Dr. S R Vishwanath ,2nd edition, Sage Publications, 2018

Course Learning Outcomes (CO's)

	CO's
CO1	Analyze corporate valuation using Discounted cash flow models
CO2	Analyze corporate valuation using Non-Discounted cash flow models
CO3	Compute the valuation associated with M&A
CO4	Evaluate synergies of mergers & acquisition deals
CO5	Develop a comprehensive understanding of accounting practices for amalgamations,

FINANCIAL DERIVATIVES

Course Code	22FM303	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Enable a better understanding of various derivatives products available in equity derivatives markets
2. Understand the various trading strategies that can be built using futures and options.
3. To provide exposure to managing investment risk
4. To provide an understanding of pricing Financial Derivatives

Module 1	**(08 Hours)**

Introduction to Derivatives
Basics of Derivatives; Derivatives Market – History & Evolution; Indian Derivatives Market; Market Participants, Types of Derivatives Market; Significance of Derivatives;
Self-Learning: Reforms and Developments in Derivatives Market

Module 2	**(16 Hours)**

Forward and Futures Contracts
Forward Contracts – Concept; Types; Forward Rates; Forward Markets;
Future Contract – Concept; Types; Participants, Marking to Market;
Futures Pricing; Pricing by Arbitrage; Futures & Spot Price (cost of carry and reverse cost of carry)
Self-Learning: Future Market Trading Clearing and Settlement Mechanism

Module 3	**(18 Hours)**

Introduction to Options
Concept; Terminology; Types & Classification; Participants; Moneyness of Options, Intrinsic Value & Time Value; Factors affecting Option Price; Option Pricing: Bounds for Option Prices; Black-Scholes Model & Binomial Model, Put-Call Parity, Open Interest
Self-Learning: SEBI Guidelines on Options

Module 4	**(10 Hours)**

Option Trading & Hedging Strategies
Option Greeks – Delta, Gamma, Theta, Vega & Rho; Delta Hedging;
Trading Strategies – Bull Spreads; Bear Spreads; Butterfly Spread; Calendar Spreads; Straddle; Strangle
Self-Learning: The Realities of Hedging

Module 5	**(08 Hours)**

Swaps & Forward Rate Agreements
Concepts; Mechanics of Interest rate swaps, Day count issues, Nature of SWAP rates, Comparative advantage argument, Valuation of interest rate swaps
Forward Rate Agreements, Concept, Nature, Contracted Rate, Forward Spot Rate, Valuation of FRAs Designing; Self-Learning: Nature of Swap rates

RECOMMENDED BOOKS:
1. Option and Futures by John C Hull, 6th Edition

Reference Books and Supplementary reading Materials :

1. Futures and Options by Vohra and Bagri.
2. Financial derivatives by S.S.S. Kumar, PHI Learning
3. Financial Derivatives by S.L Gupta, PHI Learning
4. Derivatives- Valuation & Risk Management by Dubofsky & Miller, Oxford University Press
5. Derivatives and Risk Management by Rajiv Srivastava, Oxford University Press.

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the Types of Derivatives and Compare Forward and Future Contracts
CO2	Construct Daily Settlement of a Future Contract & Analyse the Arbitrage strategy in Future Contracts
CO3	Ascertain Price of Options and Determine Put-Call Parity
CO4	Interpret Option Greeks and Design Hedging Strategies
CO5	Design SWAP & FRA Contracts

MANAGEMENT OF MUTUAL FUNDS

Course Code	22FM304	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To help students to gain knowledge of the dynamics of the Mutual Fund Sector in India
2. To make students conversant with mutual fund advisory services.

Module 1 (12 Hours)
Introduction to Mutual Fund Concepts; Role; MF as Investment Avenue; Risk Factor; Fund Structure and Constituents; Types of Mutual Fund : Open & Close Ended – Equity – Debt – Gold – Real Estate – International MF Schemes - Exchange Traded – Index MF – Monthly Income Plan – Fixed Maturity Plan, Capital Protection Oriented Plan
Module 2 (12 Hours)
Mutual Fund Investment New Fund Offer's & Procedure for Investing in NFO; Offer Document ; Listed Schemes;- Expenses (Initial Issue Expense); Cut off Timing; Information Sources : Scheme Information Sheet, Statement of Additional Information, Key Information Memorandum, Fund A/c Statement, Fact Sheet, Annual Reports, Portfolio Statements; MF Players in India; Investor Services;- Investors Rights and Obligations
Module 3 (12 Hours)
Financial Planning through Mutual Funds Introduction to Financial Planning; Alternate Financial Planning Approaches; Life Cycle & Wealth Cycle in Financial Planning; Concept of NAVs; Measurement of NAVs; Mark to Market; Sale Price; Re-Purchase Price & Loads; Investor Risk Profiling; Asset Allocation & Model Portfolios; Financial Blood-Test Report (FBR); Scheme Selection; Exit from Schemes; Tips and Tricks
Module 4 (12 Hours)
Evaluation of Mutual Fund Schemes Return Measurement - Simple Return, XIRR, Compounded Annual Growth Rate, Compounding Periodic Return, Annualized Return, Absolute and Relative Return; Risk Measurement - Standard Deviation, Variance, Beta, Weighted Average Maturity, Modified Duration; Risk Adjusted Return: Alpha, Sharp Ratio, Treynor Ratio, Jensen's Alpha, Sortino Ratio - Return on Risk Adjusted Capital CRISIL Rating and Ranking - SEBI Disclosure Norms on Return
Module 5 (12 Hours)
Mutual Fund Players and Regulatory Environment Market Players; Investor Protection; Standard Protections; Time Standards; Legal and Regulatory Environment; Sponsor; Trusteeship; Asset Management Company (AMC); Maintenance of Investor Records; Unique Client Code; Custody of Investments (Custodian); Registrar; Transfer Agent; AMFI

RECOMMENDED BOOKS:
1. Indian Mutual Funds Handbook-A Guide for Industry Professionals and Intelligent Investors by Sundar Sankaran, Vision book India.

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:
1. Mutual Funds in India by Joydeep Sen, Shroff Pub & Dist. Pvt. Ltd
2. Everything you wanted to know about investing in Mutual Funds by Deepa Venkatraghvan,
3. Prosperity through Mutual Funds by Arvind Paranjpe, Tejal Prakashan
4. Mutual Funds in India: A Study of Investment Mgt. by Amitabh Gupta, Anmol Publications
5. AMFI Study Materials

Course Learning Outcomes (CO's)

	CO's
CO1	Compare different types of Mutual Fund & Analyse the MF as Investment Avenue
CO2	Describe the procedure for investing in NFO and analyse Information sources such as Annual reports
CO3	Analyse Life cycle & Wealth Planning and Design Financial Planning
CO4	Measure the Returns and understand the SEBI disclosure norms on Return
CO5	Analyse the role played by different players and understand SEBI norms on Investors Protection

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code	22FM305	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
- To provide students with a conceptual and analytical framework of evaluating a security.
- To provide students with working knowledge framework of different financial instruments, their risk and returns and their usefulness while constructing portfolios.
- To familiarize students with portfolio construction and management techniques and strategies

MODULE: 1 (12 hours)
Introduction to Investment: Investment, Speculation, Investment objectives, Investment Process Investment Alternatives: Investment planning, Investment avenues, Marketable securities (Equity, Bonds/Debentures, Money market instruments, Derivatives, Mutual funds), **Self-learning: Non Marketable financial assets, real assets.**

MODULE: 2 (12 hours)
Analyzing Risk and Return: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns for Stocks (Post facto & Ex Ante). Risk return Analysis of stocks using Microsoft excel **Self-learning: Estimate expected returns based on history, peers, and projections**

MODULE: 3 (14 hours)
Efficient Market Hypothesis: Market Efficiency, Random walk and Forms of Market Efficiency Modern Portfolio Theory (Portfolio Analysis): Markowitz Model -Portfolio Risk and Return ((Post facto & Ex Ante), Efficient Frontier, Sharpe single index model, Capital Asset pricing model, Arbitrage Pricing Theory Portfolio Evaluation: Measures of portfolio performance Markowitz Model -Portfolio Risk and Return using Microsoft excel **Self-learning: Portfolio Analysis**

MODULE: 4 (12 hours)
Fundamental Analysis: Economic analysis, Industry and Company Analysis. Equity Valuation: Dividend Discount Models single period, multi period and constant growth model), Valuation through P/E ratio, P/B ratio. Bond Return and Valuation **Self-learning: Yield curve**

MODULE: 5 (10 hours)
Technical Analysis: Concept, Theories- Dow Theory. Charts-Types, Trend and Trend Reversal Patterns. Technical Indicators and Oscillators–Moving averages, ROC, RSI, Market Indicators, MACD. **Self-learning: Eliot wave theory**

Recommended Books:
1. Investment Analysis and Portfolio management – Prasanna Chandra, TMH.
2. Security Analysis & Portfolio Management – Punithavathy Pandian, Vikas.

Reference Books and Materials:
1. Security Analysis & Portfolio Management – Fisher and Jordan, Pearson
2. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011
3. Security Analysis & Portfolio Management – Avadhani V. A, HPH
4. Investment Analysis & Portfolio Management– Reilly, Cengage Learning
5. Fundamentals of Investment – Alexander, Sharpe, Bailley, PHI, 2001.
6. Investments – ZviBodie, Kane, Marcus & Mohanty, TMH, 2010
7. Security Analysis & Portfolio Management – Sudhindra Bhat, Excel Books.
8. NCFM Investment Analysis and Portfolio Management Module
9. NCFM Fundamental Analysis Module
10. NCFM Technical Analysis Module
11. NISM-Series-X A Investment Adviser module

Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate an understanding of various Investment Alternatives
CO2	Demonstrate an understanding of and Analyze Risk and Return for Stocks
CO3	Demonstrate an understanding of Modern Portfolio Theory & Evaluate Performance of Portfolio using various models
CO4	Demonstrate an understanding of Fundamental Analysis and Analyze Stocks using Fundamental Analysis and Value stocks using Dividend Discount Models. Demonstrate pricing of Bond.
CO5	Demonstrate an understanding of tools in Technical Analysis of Stocks

HUMAN RESOURCES

COMPETENCY BASED PERFORMANCE MANAGEMENT

Course Code	22HR301	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To understand the concept of Competency Mapping
2. To understand the process and approaches to Performance Management in an organization
3. To discuss the importance of Competency based Performance Management

Module 1	(12 Hours)

Introduction to Competency Mapping: Meaning and Purpose, Tools and techniques to identify competencies, Competency Models, Significance of Competency based HR functions (Special focus on Performance Management)
Self-learning topic: Generic Competency Model for Leadership

Module 2	(14 Hours)

Performance Management (PM): Philosophy behind PM, Relationship of PM with other functions of HR, Pre-requisites of PM, Objectives, PM Model, Competency based PM, Performance Planning (Setting Performance Criteria and Standards)
Self-learning topic: Implementing effective PM in an organization-Role of Organization Culture and Leadership

Module 3	(12 Hours)

Performance Appraisal (PA): Meaning, Process, Approaches and Methods/Techniques of Performance Appraisal, Designing effective Performance Appraisal Forms, Common errors and bias in PA process, Periodical Feedback system, Ethical issues
Self-learning topic: Assessment Centre-History and Application

Module 4	(12 Hours)

Performance Feedback: Performance Reviews, Constructive Feedback, Performance Counselling, 360 Degree Feedback, Role of HR Professionals in Performance Management
Self-learning topic: Self-Appraisal, Performance Improvement Plans

Module 5	(10 Hours)

Contemporary approach to Performance Management: Role of technology in PM, Performance Management System Software, Rethinking Performance Management
Self-learning topic: Changing face of Performance Management in Digital Era

Text Books:
1. Ganesh Shermon, Competency Based HRM: A Strategic Resource for Competency Mapping, Assessment and Development Centres, Tata McGraw-Hill Education, 2004
2. Kohli, A.S., Deb, Tapomoy, Performance Management, Oxford University Press
3. Sanghi Seema, The Hand Book Of Competency Mapping : Understanding, Designing And Implementing Competency Models In Organizations, Response-Business Books from Sage Publication
4. Sahu R.K. Competency Mapping, Excel Books India

Reference Books:
1. Sanghi Seema, Human Resource Management, Vikas Publication
2. Roy, Anindya Basu, Ray, Sumati, Competency based Human Resource Management, Sage Publication

E-resources (NPTEL/SWAYAM etc.)
1. http://humancapitalonline.in
2. https://www.peoplematters.in
3. https://www.hrkatha.com/
4. Relevant Course contents available on Swayam/NPTEL portals

Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate an understanding of the concept of Competency Mapping
CO2	Explain the significance of Competency based Performance Management
CO3	Analyse the Performance Management Model
CO4	Explain various methods of Performance Appraisal
CO5	Design the Performance Appraisal Form

LEGAL ENVIRONMENT OF EMPLOYMENT

Course Code	22HR302	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Provide students with basics of Indian Constitution and the Articles related to labour laws in India, the rationale of labour laws in organizations, the role of International Labour Organization(ILO),
2. To equip the students with the adequate legal knowledge on Acts, Rules and Regulations related to Wages, Industrial relations, Social Security and Occupational Health and Safety in Industries
3. Impart knowledge on new labour reforms in the form of New Labour Codes in India

Module 1 (8 Hours)
INTRODUCTION TO INDIAN CONSTITTUION AND LABOUR LEGISLATION
Indian Constitution. Fundamental Rights. Articles of the Constitution relating to labour legislation in India, Evolution of Labour legislation in India, International Labour Organization (ILO), Role of ILO in regulating Labour Welfare across the globe, Current Labour Reforms in India
Self-learning topic : Features of New Labour Codes in India

Module 2 (12 Hours)
LEGISLATIONS RELATED TO INDUSTRIAL RELATIONS
Purpose and application of following Acts in various employment and related institutional mechanism for compliance
1. The Trade Unions Act, 1926;
2. The Industrial Employment (Standing Orders) Act, 1946;
3. The Industrial Disputes Act, 1947
Self-learning topic: Trade Unions in India and their role in present Indian Context

Module 3 (12 hours)
LEGISLATIONS RELATED TO WAGES
Purpose and application of following Acts in various employment and related institutional mechanism for compliance
1. The Payment of Wages Act, 1936,
2. The Minimum Wages Act, 1948,
3. The Payment of Bonus Act, 1965
4. The Equal Remuneration Act, 1976
Self-learning topic: Wages across various occupations in India

Module 4   LEGISLATIONS RELATED TO SOCIAL SECURITY   (14 hours)

Purpose and application of following Acts in various employment and related institutional mechanism for compliance

- a.   The Employee's Compensation Act, 1923;
- b.   The Employees' State Insurance Act, 1948;
- c.   The Employees' Provident Funds and Miscellaneous Provisions Act, 1952;
- d.   The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959;
- e.   The Maternity Benefit Act, 1961;
- f.   The Payment of Gratuity Act, 1972;
- g.   Other related Acts

Self-learning topic: Social Security for migrant workers in India

Module 5   (14 hours)

LEGISLATIONS RELATED TO THE OCCUPATIONAL SAFETY, HEALTH AND WORKING CONDITIONS

Purpose and application of following Acts in various employment and related institutional mechanism for compliance

a. The Factories Act, 1948;

b. The Contract Labour (Regulation and Abolition) Act, 1970;

c. The Sales Promotion Employees (Conditions of Service) Act, 1976;

d. The Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979;

e. The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996.

f. PoSH Act, 2013

g. Other related Acts

Self-learning topic: Mental Health issues in employees working in Service sectors and remedies

Text Books:

Industrial Relations, Trade Unions and Labour Legislation, Jun 2017 by P.R.N. Sinha Indu Bala , Shekhar Seema Priyadarshini

1. Labour and Industrial Law with Latest Amendments by Ravi Shinde, 2018
2. Compliances Under Labour Laws - A User's Guide to Adhere with the Provisions Under Various Employment Related Acts, Sep 2017 by H L Kumar
3. Industrial Relations and Labour Laws, by B. D. Singh

Reference Books:
1. Bare Acts

E-resources
NPTEL/SWAYAM/ any MOOC Courses on Labour Laws
https://labour.gov.in/labour-codes

Course Learning Outcomes (CO's)

	CO's
CO1	Understand and identify the nature and scope of labour laws in India and explain the importance of legislations for regulating employment conditions
CO2	Explain the context related to Industrial Relations with the understanding of suitable legislations
CO3	Explain the mechanism related to regulation of Wages
CO4	Explain the scope of legislations related to Social Security
CO5	Explain the scope of legislations related to Working Conditions, Occupational Safety and Health

ORGANIZATIONAL LEADERSHIP

Course Code	22HR303	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To make students understand fundamental concepts and principles of organizational leadership.
2. To make students knowledgeable of the theoretical aspects and practical applications of leadership styles in an organization.
3. To make the students understand the basic concepts of leadership traits and ethics underlying leadership behaviour besides developing better insights into one's own self

Module 1 Introduction to Leadership: (10 Hours)
Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory.   Case Study: Successful and Unsuccessful leaders
Module 2 Leadership traits and ethics (12 hours)
Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory. Types of leaders – Transactional, Transformational, Servant, Charismatic.   Self-learning topic: Ethics and non-bias in leadership
Module 3 Leadership behaviour and motivation, and contingency leadership: (14 Hours)
Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory   Self-learning topic: Analysis of different leadership styles
Module 4 Team Leadership (12 hours)
The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet's team effectiveness leadership model, virtual and self-managed teams, the changing role of leadership in self-managed teams. Leadership roles in the organizations.   Self-learning topic: Leadership in 21st Century
Module 5 Leader follower relations and Development of leadership (12 hours)
Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict. Organizational strategies for developing leadership, LDP (Leadership development program, Building a leadership pipeline – grooming future leaders.

Text Books:

1. Effective Leadership- Lussier/ Achus, Third edition, Thomson South Western, 2007
2. Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy, Fifth edition, Tata McGraw Hill, 2020
3. Leadership-Research findings, Practice, and skills, Andrew J Durbrin, Fourth edition, Biztantra, 2007.

Reference Books:
Leadership in Organizations, Gary Yukl, Pearson Education, 6th Edition.

1. The Leadership Experience, Richard L Daft, Cengage Learning, 2nd Edition, 2002.

E-resources (NPTEL/SWAYAM etc.)

2. https://www.youtube.com/watch?v=ymq8pfWCOyQ

Course Learning Outcomes (CO's)

	CO's
CO1	Comprehend & correlate organizational leadership styles which are happening around with fundamental concepts of team leadership
CO2	Demonstrate an understanding of the overview of leadership behaviour and motivation in organization.
CO3	Effectively use their skills for self-grooming on leadership traits and ethics that influences them to effectively work in groups to achieve organizational goals.
CO4	Demonstrate their acumen in applying their knowledge in organizational leadership and behavioural concept in real world/situation.
CO5	Will be able to lead themselves and also lead people around them

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code	22HR304	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To bring out the difference between routine HR management and Strategic HR
2. Understand the importance of Strategic Human Resource Management (SHRM) from business perspective
3. Examine various perspectives and models of SHRM
4. Identify the challenges in the area of SHRM

MODULE 1 (8 Hours)
Strategic Context of Human Resource Management
Brief understanding of Strategic Management, Linkage between Organizational Strategies and HRM, Emerging role of Strategic HR, Business perspectives of HR (Cost vs Investment), Measurement of Human Capital
Self-learning Topic: - The Evolutionary Stages of Strategic HRM
MODULE 2 (12 Hours)
Models of Strategic Human Resource Management (SHRM)
The Harvard Model, Strategy-Structure Linkage, the concept of Competitive Advantage, Resource Based Approach to HRM, Integrated Model of SHRM, Resource Dependence and Power Model, Universalistic Perspective, Contingency Perspective etc.
Self-learning Topic: Changing role of HRM in present context
MODULE 3 Strategic perspectives in HR functions (14 Hours)
Workforce Planning, Resourcing, Learning and Development, Knowledge Management, Performance Management, Reward Management, Employee Relations
Self-learning Topic: Roles in strategic HRM at various levels of organization
MODULE 4 Challenges in Strategic HRM: (12Hours)
Changing workforce diversity and demography, Globalization, Dynamic Job Market, Technology, Ethical Behaviour, Remote Workplaces, Compliance with Laws and Regulations
Self-learning Topic: Preparing organizations for contingencies like Pandemic, Natural Calamities and any national emergency etc from HRM point of view
MODULE 5 Contemporary SHRM practices (14 Hours)
Digital Workplace Management, HR Analytics, Personalization of People Policies and Practices, Reskilling and Upskilling, SHRM practices in Indian and Global Organizations
Self-learning Topic: Impact of external environment factors on people strategies of an organization

Text Book:
- Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press Publishing.

Reference Book:
- Anuradha Sharma and Aradhana Khandekar, (2006), Strategic Human Resource Management-An Indian Perspective, Response Books

E-resources
(e-books)
- Armstrong Michael (2007), Strategic Human Resource Management: Strategy and Action, Kogan Page
- Jonathan H. Westover (2014) Strategic Human Resource Management - Leading Innovative Organizations series, HCI Press, USA

Course Learning Outcomes (CO's)

	CO's
CO1	Understand the field of and importance of Strategic Human Resource Management (SHRM)
CO2	Examine various approaches to and models of SHRM
CO3	Analyze the relationship between business strategies and HR functions
CO4	Identify the challenges in the area of SHRM
CO5	Evaluate various HR strategies and suggest the suitable strategy

TALENT MANAGEMENT

Course Code	22HR305	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To understand the basics of Talent Management.
2. To discuss the main drivers of Talent Management in an organization
3. To discuss the significance of effective Talent Management for organizations

Module 1 (10 Hours)
Overview of Talent Management (TM): Meaning, Purpose, Process and Drivers of TM, Talent management in the age of globalization
Self-learning topic: Importance of Talent in today's Business environment
Module 2 (12 Hours)
Talent Attraction & Acquisition: Building Talent Pool and creating Talent Pipeline, Supporting employees after career break, Talent Mobility-Internal & External Mobility,
Self-learning topic: Recruitment Branding, On boarding
Module 3 (16 Hours)
Talent Development & Retention: Developing High Performance Teams, Performance Measurement, Coaching and Mentoring, Succession Planning, Workforce Diversity and Inclusion, Cost of Talent Attrition, Retention Strategies
Self-learning topic: Basics of Learning and Development
Module 4 (12 Hours)
Technology and Talent Management: Future of work, Impact of technology on Talent Management, listing top Talent Management Software and understanding their reviews Self-learning topic: Bridging the Talent gap with technology
Module 5 (10 Hours)
Opportunities and Challenges in Talent Management: Competition in Job Market, Changing demographics of Organization Culture, Leadership, Employee Turnover, and Compensation and reward strategies
Self-learning topic: Role of HR in effective TM

Text Books:
1. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publishers & Distributors.
2. Berger, L. A. and Berger, D. R., The Talent Management Handbook, McGraw-Hill Education India.

Reference Books
1. Hiring and keeping the best people, Harvard Business School
2. Coaching and mentoring: how to develop top talent and achieve strong performance, Harvard Business Essentials

E-resources (NPTEL/SWAYAM etc.)
1. https://hbr.org/2008/03/talent-management-for-the-twenty-first-century
2. http://humancapitalonline.in/backIssuesResult.php?sh=y&mid=173
3. https://www.peoplematters.in/category/recruitment/talent-acquisition

Course Learning Outcomes (CO's)

	CO's
CO1	Understand the basic concepts of Talent Management and explain the process of Talent Management
CO2	Explain and appraise talent attraction and acquisition strategies
CO3	Explain and appraise talent development and retention strategies
CO4	Identify and analyse the technology intervention in Talent Management
CO5	Analyse the opportunities and challenges facing Talent Management globally and in India and suggest suitable Talent Management strategies

MARKETING

BUSINESS TO BUSINESS MARKETING

Course Code	22MA301	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives
1. Gain a perspective on the marketing function in firms that target business and government customers
2. Understand the process by which B2B marketing programs are developed.
3. Understand the nuances of consumer sales and b2b sales

Module: I	(12Hours)

Introduction to B2B Marketing – The need to study Business Marketing. Business versus Consumer Marketing. Concepts of Derived demand, Joint demand and Cross-elasticity of demand. Understanding Business marketing environment– Classification of Business markets and Classification of Business products/services.

Self-Learning Topic: Environmental analysis in Business Marketing

Module: II	(12Hours)

Organizational Buying Behaviour - Purchasing objectives, Organizational buying process and Buying situations. The Buying centre and Buying centre roles. The Buygrid framework.
Vendor Analysis – Importance, Criteria and methods of Vendor Analysis (Categorical, Weighted point and Cost ratio methods).
Buyer–Seller Relationships – Types of relationships, steps in developing effective Relationship marketing strategies.
Segmenting the Business Markets – Process of Segmenting and Targeting Business markets, Criteria and Bases for segmenting Business markets.

Self-Learning Topics: E-procurement and its benefits.

Module: III	(12 Hours)

Business Product Strategies – Product Policy and Product Strategy. The Technology Adoption Life Cycle. Role of Branding in Business markets.
Managing Services for Business markets – Benefits of Solution marketing. Special challenges in marketing Business services.

Self-Learning Topics: Ethical issues in Business marketing.

Module: IV	(12Hours)

Managing Business Marketing Channels: Direct and Indirect channels, Participants in the Business marketing channels, Channel design and Channel administration.
Managing Communication in Business Marketing: Conventional Advertising and Role of Social Media in B2B sales
Trade shows – Objectives, Planning, selecting the trade shows, and evaluating the Trade show performance.
Pricing in Business marketing – value concept, factors influencing pricing decisions. The pricing strategies in Business marketing. The concept of Leasing.

Self-Learning Topic: LinkedIn and B2B Sales

Module: V	(12 Hours)

Managing the Personal Selling Function – The selling process. Key account management – Key account versus Regular account, Selecting Key accounts.

Business marketing through E-commerce – Changing business environment, Key elements supporting E-commerce, Benefits of E-commerce. Concept of marketplace, Buyer oriented marketplace, Concept of Auction

Self-Learning Topic: Impact of the Internet on Personal Selling

Text Book

1. Business Marketing Management: B2B 9e by Michael Hutt, Thomas W Speh, Cengage learning

Reference Books

1. Business Marketing, Text & Cases by Krishna Havaldar, 3e, TMH
2. Industrial Marketing by Reader, Brierty and Reader, PHI
3. Industrial Marketing by P.K.Ghosh, Oxford university press

Course Learning Outcomes (CO's)

	CO's
CO1	Able to explain the nature of business markets
CO2	Able to describe Organization Buying Behavior of business customers
CO3	Apply the concepts of segmenting, targeting and positioning in business-to-business marketing
CO4	Able to apply marketing mix fundamentals to b2b situations
CO5	Able to understand the role of personal selling and e-commerce in a b2b environment

INTERNATIONAL MARKETING MANAGEMENT

Course Code	22MA302	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives
1. To develop understanding of International Marketing concepts.
2. To understand the strategies and issues involved in International Marketing

Module: I	**(12 Hours)**
Evolution of Global marketing, Theories of International Trade -Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Factor Endowment Theory, Theory of IPLC, Porter Diamond Theory of National Advantage Process of International Marketing, EPRG Framework, WTO, Trade Blocks: EU, NAFTA, ASEAN, Geopolitical instability **Self-Learning Topic** – BREXIT	
Module: II **(12 Hours)**	
Market Entry Modes, International Distribution - Types of Channels, Selecting Channels, Market Intermediaries, Structure of Distribution Channel in International Markets Cultural Environment in International Marketing - value systems, norms, aesthetics, language, superstition, United Nations Climate Change Conference (COP28), G20 Summit, BRICs summit, etc **Self-Learning Topic** – Japanese Distribution Channel System	
Module: III **(10 Hours)**	
Product and Brand Building Strategy for International Marketing: Standardization v/s Adaptation in International markets, Voluntary factors influencing product adaptation in international markets, Product quality decisions, packaging and labelling for International markets, Product-Promotion strategies for international markets, Selecting brand name for international markets, brand name, brand equity, brand identity, brand essence, brand positioning, brand revitalization, Strategy for building global brands, Life cycle concept and brand, international branding strategy **Self-Learning Topic – Brand Building of Singapore Airlines, JlR Land Rover**	
Module: IV **(12 hours**	
Pricing Decisions in International Marketing: Pricing approaches and factors influencing pricing decisions in International Markets, Terms of payment and delivery, Types of credit, Dumping - meaning, types, anti-dumping, Counter trade - meaning, types, Transfer pricing and Grey marketing **Self-Learning Topic – INCOTERMS 2020**	
Module: V **(14 hours)** **Hours)**	
Supporting Framework for International Marketing Institutional set-up for export promotion in India - India's Foreign Trade Policy, EOU, STP, Export / Trading / Star Trading Houses / Superstar Trading Houses, ECGC; Export Procedure and Documentation	

Text Books
1. International Marketing by Rakesh Mohan Joshi, Oxford Publication
2. International Marketing by Francis Cherunilam, Himalaya publication

reference Books

1. International Marketing – by Philip Cateora & John Graham 12th edition, TMH
2. Global Marketing Management 7th Edition by Keegan Pearson Education/PHI

Sl. No.	COs
1	Explain the different international trade theories
2	Compare the different international market entry modes
3	Analyse product-promotion strategies
4	Explain terms of payment and delivery in international markets
5	Illustrate the Export Procedure

RETAILING MANAGEMENT

Course Code	22MA303	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To introduce the basic concepts of retail management
2. To introduce the latest developments in retailing in the Indian context
3. To provide a strategic perspective of the retailing industry
4. To understand and design retail mix

Module: I (12 Hours)
Introduction to Retailing: The Role of Retailer - Retailing (Definition), Role of Retailer in the distribution channel, functions performed by Retailer (Assortment of Products, Braking the bulk, holding inventory, Providing services). Career in Retail Management.
Indian Retail Market – Market share of Organized Vs unorganized, key sectors in the Indian Retail Industry. Drivers of Retail change in India The Global Retail Market Scenario, digital transformation- E-commerce to Q-Com in the Indian retail context
Self-Learning Topic – Research IBEF initiatives to promote Indian products in global markets.

Module: II (14 Hours)
Retail Formats and Theories: Traditional Retailing in India – Haat, Mandi, Mela, Kirana store, Pan-Bidi shops. Understanding organized retail. Non-store retail. Service retail. Theories of Retail development – Environmental Theory (cyclical theory, conflict theory), the concept of the life cycle in Retail
Self-Learning topic- Compare two retail formats, highlighting their strengths and weaknesses.

Module: III (10 Hours)
Consumer Behaviour and Planning Retailing: omnichannel consumer behavior and digital influence on decision-making, Information Search, Evaluation, Choice, Visit, Loyalty, Type of buying Decisions-Extended problem solving, Limited problem solving, Habitual decision making. Factors influencing retail shoppers – Family, reference groups, culture, social class, personality, and lifestyle
Self-Learning Topics: Customer profitability and Lifetime Value

Module: IV (12 Hours)
Retail Location: Strategic Retail Planning Process. Types of Retail Locations. Steps involved in choosing a retail location. Trade Areas and their evaluation. Basics of Retail Merchandising-concept of merchandising, seven rights of merchandising. Process of Merchandising planning. The open-to-buy concept. Merchandise Procurement Process. Evaluating Retail Store Performance
Self-Learning topic- Visit a local retail area and observe factors influencing its location effectiveness.

Module: V (12 Hours)
Retail Mix & Store Design: Retail Marketing Mix. HRM function in Retail. Organization structure of a retailer store. Retail store administration, Store design - Principles of store

design, exterior store design, interior store design aesthetics, space planning, atmospherics, layouts (Grid, Race track, Free form). Visual Merchandising
Role of Technology in Retail - technology-driven retailing, such as analytics and AI
Self-Learning Topic: Role of CRM and Customer Experience Management in Retail

Text Books:
1. Retailing Management – 4e – TMH – Swapna Pradhan
Reference Books
1. Retailing Management – 6e – TMH – Michael Levy, Barton Weitz, Ajay Pandit
2. Retail Management – A strategic Approach – 3e – Pearson – Barry Berman, Joel Evans
3. Retail Management –Oxford University Press – Chetan Bajaj, Nidhi Srivastava, RajnishTuli
4. Retail Marketing Management – Pearson Education – David Gilberth
5. Retailing – 4e - Thomson south western – Patrick Dunne, Robert Lusch, David Griffith
Websites-
https://www.ibef.org/

Course Learning Outcomes (CO's)

	CO's
CO1	Define Retail Marketing concepts and its significance in retail marketing
CO2	Assess retail consumer behavior and evaluate factors influencing retail consumption.
CO3	Evaluate consumer profitability and lifetime value
CO4	Evaluate location selection & trade area for a retail store
CO5	Design Retail marketing mix for a retail format

Key Highlights of Changes:

1. Inclusion of **digital transformation** and **e-commerce growth** in the Indian retail context (Module I).
2. Updated **careers in retail** to include roles related to technology and data analytics (Module I).
3. Addition of **omnichannel consumer behavior** and digital influence on decision-making (Module III).
4. Expanded focus on **technology-driven retailing**, such as analytics and AI (Module V).

SALES MANAGEMENT

Course Code	22MA304	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives
1. To provide an understanding of the concepts, techniques, and approaches in Sales Management.
2. To develop skills for generating, evaluating, and selecting sales strategies

Module: I (12 Hours)
Introduction – Sales Management, Concepts, and Theories A successful salesperson, Evolution of sales management, Importance of Sales Management, Nature and Roles of Sales management, Types of Personal Selling (Industrial, Retail, and Services), Types of Selling (Order Takers, Order Creators, and Order Getters), Differences between Selling and Marketing **Self-Learning Topic:** Environmental changes affecting Sales management.
Module: II (12 Hours)
Selling process and Forecasting Personal selling process, Prospecting – Process and Method of Prospecting, Theories of Personal Selling – AIDAS Theory, Sales presentation – Methods (Canned, Organized, Tailored). Methods of handling customer objections, Methods of closing the sale. Market Potential, Sales potential, Sales forecast – Forecasting Market Demand, Importance of Forecasting, and Process of forecasting. Methods in Sales forecasting – Qualitative methods and Quantitative methods. Difficulties associated with forecasting – Lack of Adequate sales history, Lack of time, money, and qualified personnel **Self-Learning Topic:** Changing customer attitudes fashions and fads.
Module: III (12 Hours)
Sales Organization and Sales Territory Role of Salesforce organization, Bases for designing a sales organization, Types of sales force structure – product-based, geographic-based, and customer based. Sales territory – Purpose, Allocation, and Designing a sales territory, Methods of Territory design. Build up, Break down, and Incremental method. **Self-Learning Topics:** sales organization structures of B2C and B2B Companies
Module: IV (12 Hours)
Sales Quota management and Formulating Personal Selling Strategy Concept of Sales quota, Procedure for quota setting, Types of Sales quota – Sales volume, Sales Budget, Sales Activity and Combination quota. Methods of setting Sales quota. Product Market Analysis – Product specialist, Market specialist and Product/Market specialist with the grid diagram. Stockiest sales analysis, sales force excellence **Self-Learning Topic:** Sales force automation in internet era

Module: V	(12 Hours)
Sales Force Recruitment, Training, Compensation and Motivation Criteria used for selecting sales Personnel, Training Methods	

Sources for Recruiting – Internal and External. Salesforce training methods.
Compensation – Objectives, Types of Compensation Plans – Financial and Non-Financial.
Performance appraisal concept for the field force. Motivation

Storytelling in sales

Self-Learning Topic: Career opportunities in sales field.

Text Books:
1. Sales and Distribution Management – Tapan K. Panda & Sunil Sahadev, 2/e, Oxford University Press

Reference Books
1. Sales Management – Richard Still, Edward Cundiff & Norman Govoni, Pearson, 5/e
2. Sales Management – Stanton, McGraw Hill
3. Sales & Distribution Management – Krishna Havaldar & Vasant Cavale. 2/e, McGraw Hill

Article
1. Gothelf Jeff, 2020, Storytelling Can Make or Break Your Leadership, HBR
2. Rapp et al, 2015, Sales leadership icons and models: How comic book superheroes would make great sales leaders, HBR

Course Learning Outcomes (CO's)
                                    CO's
CO1   Explain the concepts & theories of sales Management
CO2   Apply the selling techniques in an organization.
CO3   Compare sales organization structures and territory design.
CO4   Analyse sales management strategies.
CO5   Explain sales training, compensation and motivating strategies

SUPPLY CHAIN MANAGEMENT

Course Code	22MA305	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Gain a perspective on Supply chain management
2. Understand the process by which supply chains are developed.

Module: I (12 Hours)
The concept of supply chain Introduction to Supply Chain, Importance, Business Logistics and its objectives. Service andManufacturing Supply Chain Dynamics, Integrated Supply Chains Design, Self-Learning Topic: Supply chain in military (Indian Army Supply Core)

Module: II (12 Hours)
Supply Chain & Customer Service Customer Service Definition, Concept of Order Cycle, Sales & Service Relationship, OptimumService Level Drivers of Supply Chain Performance, Forecasting, Collaborative Planning, Key issues in managingsupply chain inventories Self-Learning Topics: E-procurement and its benefits.

Module: III (12 Hours)
Purchasing Operations And Structure The Purchasing and Supply Process, Purchasing Policies and Procedures, Supply ManagementIntegration for Competitive Advantage. Retail and B2B supply chains. Self-Learning Topics: Purchasing and green challenges

Module: IV (12 Hours)
Supply Chain Decisions Inventory Policy, Supply Scheduling, Storage System, Facility Location Self-Learning Topic: Managing Uncertainties in a Supply Chain, Emerging Trends. Cold Supply Chain.

Module: V (12 Hours)
Supply Chain Strategy Major Planning Area, Strategic Sourcing, Measuring Performance, Negotiation, Contracting. Projects integrating Supply Chain in India, Projects to integrate SCM in India ..Self-Learning Topic: Metrics to understand supply chain

Text Books:
1. Ronald H Ballou, Samir K Shrivastava, Business Supply Chain Management, 5e, PearsonEducation

Reference Books
1. Christopher, Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, Pearson Education
2. Donald R Bowersox, David J Closs, Logistical Management, Tata McGraw Hill

Course Learning Outcomes (CO's)

	CO's
CO1	Able to understand the concept of supply chain management.
CO2	Able to understand the importance of customer service and other drivers of the supply chain.
CO3	Able to explain the significance of purchase in supply chain management
CO4	Able to correlate the various factors of supply chain such as Inventory, Scheduling, Facility and Location
CO5	Able to analyse the performance of the supply chain management

FOURTH SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22DSC401	Corporate Law	DSC	4+0+0	60	40	100	4
22DSC402	Total Quality Management (TQM)	DSC	4+0+0	60	40	100	4
	Elective 1	DSE	4+0+0	60	40	100	4
	Elective 2	DSE	4+0+0	60	40	100	4
	Elective 3	DSE	4+0+0	60	40	100	4
	Elective 4	DSE	4+0+0	60	40	100	4

CORPORATE LAW

Course Code	22DSC401	Credits	4
Course type	DSC	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:

1. To introduce the basic legislations a student should know either as a manager or as an entrepreneur
2. To create an awareness of the various regulations, legal aspects a business should comply with.
3. To understand the legal regulations for the starting and managing a business.

MODULE 1
UNDERSTANDING BUSINESS LAWS AND CONTRACTS   (12 Hours)
Introduction to Business Law - Business Organizations; Types of Business Organisation - Limited Liability Company, Sole Proprietorship, General Partnership, Limited Partnership, Corporation, Limited Liability Company; Legal rules and doctrines associated with running a business, Meaning and Nature of Law, Sources of Law, the Need for Business Laws, General Legal Environment of Business.
Law Relating to Contracts - Indian Contract Act, 1872 – Introduction, Definitions- Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract, E-Contracts in India and its Legalities

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MODULE 2
LAW RELATING TO SALES, GOODS, AGENCY and GURANTEES   (12 Hours)
The Contract of Indemnity and Guarantees –Contracts of Guarantee and indemnity – Introduction, Contract of Indemnity, Contract of Guarantee, Difference between contract of indemnity and Guarantee
The Contract of Bailment - Definition - Kinds - Rights and Duties of Bailor and Bailee - Rights of Finder of goods as Bailee, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee
The Contract of Agency – Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney
The Sale of Goods Act,1930 - The Contract of sale - Goods and their classification, Agreement to sell - Conditions and Warranties - Passing of property - Transfer of title - Performance of the Contract Rights of Unpaid Seller - Remedies for Breach of Contract.
The Negotiable Instrument Act, 1881 Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Crossing of cheques, Dishonour of Cheques.

MODULE 3   LAWS RELATING TO PARTNERSHIP, COMPANIES, AND TRUSTS   (12 Hours)
Indian Partnership Act,1932 –Law of Partnership: Introduction, Meaning and Nature of Partnerships, Registration of Firms, Types of partners Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution, Insolvency and winding up, Limited liability partnership

MODULE 4 (12 Hours)
LAW GOVERNING COMPANIES AND INTELLECTUAL PROPERTY RIGHTS
Law Relating to Companies- The Company's Act, 2013: Introduction, nature and characteristics of company – kinds of company – Corporate personality –Management and Control of Companies Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up.

• Meetings: Meetings of Board and Committees – kinds of meetings – procedure relating to convening and proceedings at General and Other meetings – resolutions

• Financial structure of company Sources of capital: Shares – types – allotment – transfer of shares – rights and privileges of shareholders – dividends – declaration and payment of dividends, prohibition of buy back

• Importance of Corporate Social Responsibility.
Introduction to Intellectual Property Rights in India - Overview of the concept of property; Industrial property and non-industrial property; Historical background of IPR; Importance of human creativity in present scenario; Different forms of Intellectual Property and its conceptual analysis. Basic Information on Patents: Trade Marks: Cyber Intellectual Property Geographical Indications Indian Copyright Law: Designs Law

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MODULE 5 GENERAL LAWS RELATING COMPETITION, CONSUMER PROTECTION AND SAFETY (12 Hours)

Information Technology Act, 2000, Electronic Governance, and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act, 2000, Duties of Subscribers.

➢ The Competition Act, 2002- Evolution of Competition laws in India, Important features of competition laws relating to - anti-competitive agreements, abuse of dominance, regulation of combinations, competition advocacy.

➢ The Right to Information Act, 2005- Salient features of the Act.

➢ Consumer Protection Act, 2019 - The Law Relating to Consumer Protection: -Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers.

Text Books:

Reference Books

1. Singh, Avtar, Law of Contract and Specific Relief, 11th Edition, (Lucknow: Eastern Book Company, 2013)
2. Pollock and Mulla, Indian Contract and Specific Relief Act,14th Edition, (New Delhi: Lexis Nexis, 2013)
3. Singh, Avtar, Law of Contract and Specific Relief, 11th Edition, (Lucknow: Eastern Book Company, 2013)
4. Verma J.P (ed.,) Singh and Gupta, The Law of Partnership in India, (New Delhi: Orient Law House, 1999)
5. Saharay H. K, Indian Partnership and Sale of Goods Act, (Universal, 2000)
6. Nair, Krishnan, Law of Contract, (New Delhi: Orient Law House, 1999)
7. Pollock and Mulla, Indian Contract and Specific Relief Act,14th Edition, (New Delhi: Lexis Nexis, 2013)
8. M. S. Parthasarathy (Ed.), Khergamvala, Negotiable Instruments Act (Bombay: N. M. Tripathi Pvt Ltd, 1955)
9. The Indian Partnership Act by Pollock & Mulla – 8th Edition 2019.
10. Taxman, Companies Act 2013.
11. Singh Avtar, Company Law, (Lucknow: Eastern Book Company,2007)
12. Narayan, S., Intellectual Property Law in India, (Hyderabad: Gogia Law Agency, 2005)
13. Cornish, William, Intellectual Property: Patents, Copyright, Trademark and Allied Rights, 2nd Edition, (London: Sweet & Maxwell, 1998)

14. Richard Whish & David Bailey, Competition Law, 7th ed., (New York: Oxford University Press, 2012).
15. Mittal D. P., Competition Law and Practice, 3rd ed., (New Delhi: Taxmann Publications (P.) Ltd, 2010).
16. Roy Abir & Jayant Kumar, Competition Law in India, (Kolkata: Eastern Book House, 2008).
17. J. H. Barowalia, Commentary on the right to Information Act (Universal Law Publications.
18. Kamath, Nandan, A Guide to Cyber Laws and IT Act, 2000 with Rules and Notifications, 3rd Edition, (Universal Law Publisher, 2007)
19. Relevant provisions of Information Technology Act, 2000
20. Joga Rao, S.V., Law Relating to Right to Information-A Comprehensive and Insightful Commentary with comparative Perspectives, (Jain Book Agency, 2009)
21. Dr. Madubhushi Sridhar: Right to Information, Law & Practice (latest edition).

E-resources (NPTEL/SWAYAM etc.)

Course Learning Outcomes (CO's)

	CO's
CO1	DESCRIBE the key terms involved in each Act
CO2	SUMMARIZE the key legal provisions of each Act.
CO3	ILLUSTRATE the use of the Acts in common business situations.
CO4	OUTLINE the various facets of basic case laws of each Act from a managerial perspective.

TOTAL QUALITY MANAGEMENT

Course Code	22DSC402	Credits	4
Course type	DSC	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Explain the Importance of Total Quality Management and Contribution of quality gurus
2. Discuss Quality tools, standards and awards
3. Explain Lean Management Principles

Module 1 Quality Concepts (10 Hours)	

Module 1   Quality Concepts   (10 Hours)
Introduction, Framework of TQM, Gurus of TQM, TQM Models, Cost of Quality, Dimensions of Product quality & Servicequality, Obstacles, Benefits.
Self-Learning topics: Identify and prepare profile of Quality leader in India.
Case Study: Balanced Score card

Module 2   (15 Hours)
Leadership: Characteristics of Quality Leaders, Vision, Mission, Quality policy, Strategic Planning, TQMEX model.
Stakeholder Driven Quality: Internal customer, External customer, Quality circle, Customer Perception of quality, CRM, Employee involvement, Supplier partnership, TQM in Services.
Tools of TQM I: QC tools, 5-S, Poka-Yoke, JIT and TPM.
Self-Learning topic: Distinguish between SERVQUAL and SERPVAL models

Module 3   (15 Hours)
Lean management: Lean thinking, Lean principles (3M, TIMWOOD), Importance of Lean, Tools & Methods for Lean Implementation, Kaizen.
Tools of TQM II: Quality Function Deployment – House of quality, Lean Six-sigma, Six-sigma metrics, Implementing Six-sigma, DMAIC and DMADV, FMEA, stages of FMEA, Design and process FMEA, Tacguchi's Quality engineering – Loss function.
Self-Learning topic: Study lean Toyota way.

Module 4   (12 Hours)
Benchmarking & BPR: Introduction, Reasons to Benchmark, Types of Benchmarking, Process of Benchmarking, designing the Benchmarking process. Introduction, BPR in manufacturing and service industry, BPR in Information technology, Success factor of BPR, BPR implementation methodology, Benefits of BPR, BPR and TQM
Self-Learning topics: Study of organization who have implemented Benchmarking in India
Case Study: BPR at Mahindra

Module 5   (08 Hours)
Business Excellence Models: Deming, MBNQA, EFQM, Business Excellence Models in India
ISO and its implementation: Introduction, ISO Standards, Benefits, QMS, ISO 9000 series, 9001:2015, ISO 14000 series, EMS, ISO 14001:2015, OHSAS 45000 series, OHSAS 45001:2018, Integrated Management System, Sector specific standards, Auditing Management Systems, ISO 19011:2018.
Self-Learning topics: Study the organization who have received Deming award in India

Text Books:
  1. Dale H. Besterfield et al., Total Quality Management, 3e (2010), Pearson
  2. Poornima Charantimath, Total Quality Management, 4e (2020), Pearson.

Reference Books:
  1. Sunil Sharma, Total Quality Management, 1e (2018), SAGE
  2. Pannerselvam & P Sivasankaran, Quality Management -, 1e (2014), PHI

E-resources (NPTEL/SWAYAM etc.)
  1. NPTEL Archieve. https://nptel.ac.in/courses/110/104/110104080/

Course Learning Outcomes (CO's)

	CO's
CO1	Discuss & Interpret the Quality Concepts
CO2	Discuss types of customer and Illustrate ISO standards
CO3	Identify lean management tools and examine their application
CO4	Identify and demonstrate the benchmarking and BPR process
CO5	Appraise the business excellence models

MACHINE LEARNING

Course Code	24BA401	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
- To acquaint students with theoretical and practical knowledge on machine learning.
- To make students to apply the concepts of Machine learning.
- To make students to understand the technology integration and importance of data analytics
- To make students to analyse using the Machine learning techniques for business decisions

Module 1: Introduction to Machine Learning (12 Hours)
Creativity and motivation, Computer hardware architecture, understanding programming, word and sentence, Conversing with Python, Terminology, Debugging, the learning journey.

Module 2 (12 Hours)
Supervised and Unsupervised Learning: Regression and classification models, Decision tree, classification of regression trees, linear, multiple, logistic regression. Neutral networks, multi-layer perception, support vector machines, linear and non-linear kernel functions, introduction to clustering and k model clustering

Module 3: Decision tree and generic algorithms (12 Hours)
Basic decision tree algorithm, information gain, hypothesis space, inductive bias, issues in decision tree learning, determining the correct and final tree size, purning. Genetic algorithms: Motivation, Genetic algorithm: Representing Hypotheses, Genetic Operator, Fitness function and selection, An Illustrative Example, hypothesis space search, Genetic programming, Models of evolution and learning: Lamarkian evolution, Baldwin effect, Parallelizing Genetic Algorithms.

Module 4 (12 Hours)
Ensemble and probabilistic learning: Model combination schemes, Voting, Error-correcting output codes, Bagging: Random Forest trees, Boosting: Adaboost, Stacking. Gaussian mixture models. The expectation-Maximization (EM) Algorithm, Information criteria, nearest neighbor methods – Nearest neighbor smoothing, Efficient Distance computations: the KD-Tree, distance measures

Module 5 (12 Hours)
Reinforcement Learning and evaluating Hypotheses: Learning task, Q Learning, Non deterministic Rewards and actions, temporal-difference learning, Relationship to Dynamic Programming, Active reinforcement learning, Generalization in reinforcement learning.
Motivation, basics of sampling theory: error estimation and estimating binomial proportions, The binomial distribution, Estimators, Bias and Variance

Text Books:

1. Tom M. Mitchell, "Machine Learning", Mc.Graw-Hill, 2010.
2. Bishop, Chistopher. Neural Networks for pattern Recognition, New York, Ny:Oxford University Press,

1995

3. EthemAlpaydin, (2004) "Introduction to Machine Learning (Adaptive Computation and Machine Learning)"The MIT Press

4. T.astie, R. Tibshirani,J.H.Friedman, "The Elements of Statistical Learning", Springer(2nd Ed.), 2009

Web links

- https://r.search.yahoo.com/ylt= AwrKEtVjfPdijcUVXY7haX,YLU=y2sbwNzZzMEcG9zAzE

Course Learning Outcomes (CO's)

	CO's
CO1	Explain machine learning basics, programming concepts, and debugging in Python.
CO2	Compare supervised and unsupervised learning models, including regression and clustering.
CO3	Apply decision tree algorithms and genetic algorithms for hypothesis representation.
CO4	Analyze ensemble methods, probabilistic learning, and nearest neighbor techniques.
CO5	Describe reinforcement learning tasks and evaluate hypotheses using sampling theory.

HUMAN RESOURCE ANALYTICS

Course Code	24BA402	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To introduce the student to the theory, concepts and business application of human resources research, data, metrics, system, analyses and reporting.
2. To develop an understanding of the role and importance of HR analytics and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.
3. To aware the challenges human resources analytics for the competitive advantage of the organization.
4. To enable students to use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management

Module 1	(12 Hours)

HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR measurement journey in tune with HR maturity journey. Understanding the organizational system (Lean), Locating the HR challenge in the system, valuing HR Analytics in the organizational system.

Module 2	(12 Hours)

HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking. HR scorecards & workforce scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: 9a) LAMP framework; (b) HCM: 21 Framework and (c) Talentship

Module 3	(12 Hours)

Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical model, typical application of HR Analytics.
Predictive Analytics: Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

Module 4	(12 Hours)

Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, connecting HR Analytics to business benefit (case studies). Techniques for establishing questions, building support and interest, obtaining data, Cleaning data (exercise). Supplementing data

Module 5	(12 Hours)

HR Matrics – Defining metrics, Demographics, data sources and requirements, Types of data, typing data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum. HR Dashbo ards. Statistical software used for HR analytics: MS-Excel, IBM-SPSS, IBMAMOS, SAS and R programming and data visualization tools such as Tableau, Ploty, Click view and Fusing Charts

Textbooks:

1. Moore, McCabe, Duckwornew th, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W. H. Freeman 2008
2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014
3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013
4. The HR Scorecard: Linking People, Strategy and performance by Brian E. Becker, Mark A. Huselid, David Ulrich, 2001

5. HR Analytics: The What, Why and How, by Tracey Smith
6. The New HR Analytics: Predicting the Economic value of your company's Human by Jac FITZ-ENZ, 2010.

Web Links

- https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html
- https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html
- http://u.camdemy.com/sysdata/doc/f/fb30e8a98c5d9a85/pdf.pdf
- https://www.youtube.com/watch?v=zogLCssWOTs
- https://www.digimat.in/nptel/courses/video/110104086/L05.html
- https://www.youtube.com/watch?v=wcs-wlkTJlc

Text Books:

Reference Books:

Course Learning Outcomes (CO's)

	CO's
CO1	Explain HR Analytics and its role in creating organizational value.
CO2	Compare HR frameworks, scorecards, and maturity models.
CO3	Apply predictive analytics to analyze HR data and interpret results.
CO4	Address data challenges and connect HR Analytics to business outcomes.
CO5	Use HR metrics, statistical software, and visualization tools for analytics.

SOCIAL MEDIA AND WEBSITE ANALYTICS

Course Code	24BA403	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
5. To make students to understand Web marketing and digital marketing concepts.
6. To make students to apply knowledge of web marketing for data analysis
7. To make students to analyze social media like Face book analytics, web analytics, etc.
8. To understand how to effectively use insights to support website design decisions, campaign optimization, search analytics, etc.

Module 1: INTRODUCTION TO MARKETING ANALYTICS   (10 Hours)
Introduction to Marketing analytics – Marketing budget and marketing performance measure, marketing metrics and its application. Financial implications of various marketing strategies – Geographical mapping, data exploration, market basket analysis.

Module 2: Marketing –MIX ANALYTICS   (12 Hours)
Analytical framework for marketing models, details of marketing, Mix analytics, measuring ROI, MROI, advertisement elasticity, customer analytics, survival analysis, customer lifetime value (CLV) and Cohort analysis. Analyzing customer life time value, typical frameworks in predicting CLV, using linear regression and logistic regression to predict CLV, predicting customer retention and profit, choice modelling.

Module 3: INTRODUCTION TO SOCIAL MEDIA ANALYTICS   (12 Hours)
History and evolution of social media, need for social media, understanding science of social media – goals for social media – social media audience and influencers – social theory and social media – technological determination. Keys to community building – Promoting social media pages. Positive chatter in social media – The viral impact of social media – Digital PR-Encourage positive chatter in social media – Identity in social media. Formation of identities, communities, activist movements and consumer markets – social media as business, applications social media analytics in different area

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Module 4: SOCIAL MEDIA POLICIES AND MEASUREMENT   (12 Hours)
Social media policies – etiquette, privacy-ethical problems posed by emerging social media technologies – the road ahead in social media. The basics of tracking social media. Social media analytics. Insights gained from social media. Customized campaign performance reports. Observations of social media use.

Module 5: UNDERSTANDING WEB ANALYTICS   (12 Hours)
Web analytics – Present and future, data collection – Importance ad options, overview of qualitative analysis. Business analysis, KPI and planning, critical components of a successful web analysis strategy, wen analytics fundamentals, concepts, proposals & reports, face book analytics, web data analysis

Text Books:
- Social Media in business and Governance by K. M. Shrivastava, Sterling Publishers Private Limited, 2013
- Web Analytics- An hour a Day, by Avinash Kaushik Wiley Publishing, 2007

- Marketing to the Social Web: How Digital Customer Communities build your business, by Larry Weber, Publisher: Pearson
- Social Media Analytics Strategy: Using data to optimize business performances by Gonclaves, Publisher: Apress
- Social Media Analytics- Techniques and insights for exracting business value out of Social media 1 Edition (English Paperback, AvinashKohirkar, Matthew Ganis, Ed Brill), publisher: Pearson

Web links
- https://www.youtube.com/watch?v=I0blzqXyoLY
- https://onlinecourses.nptel.ac.in/noc20_mg30/preview
- https://r.search.yahoo.com/_ylt=AwrKC2owifdiw70UiEG7HAx:_ylu=Ylu=Y29sbwNzZz

Course Learning Outcomes (CO's)

	CO's
CO1	Explain marketing analytics concepts and apply marketing metrics to assess strategies.
CO2	Analyze marketing mix, customer lifetime value (CLV), and ROI using regression models.
CO3	Describe social media evolution and analyze its impact on businesses and communities.
CO4	Evaluate social media policies, ethical issues, and campaign performance using analytics.
CO5	Apply web analytics tools to collect data, plan KPIs, and generate business insights.

FINANCIAL ANALYTICS

Course Code	24BA404	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To understand the basic concepts of Data analytics
2. To Gain an insight into the decision making under uncertainty circumstances based on results
3. To apply the statistical tools in financial analytics for solving business problems
4. To equip students with necessary analytical skills using excel and SPSS software

Module 1: Essentials of Financial Analytics (12 hours)
Introduction to Business Analytics: Meaning, Business Analytics in Decision Making; Categorization of Analytical methods and models: Descriptive – Predictive – Prescriptive – Big data; Financial Analytics; Importance – uses – Features; Nature of data in finance and sources of data

Module 2: Statistical concepts: (12 hours)
Probability, Discrete and Continuous probability distribution, Decision making under uncertainty, Confidence Interval, Hypothesis testing.

Module 3: Time - Series (12 hours)
Stochastic Process, Components of time series data – Trend Analysis, Seasonality and cyclical behavior; Concept of Stationary process; Smoothing Methods – Moving Average, weighted moving Average, Exponential smoothing methods – Single exponential, Double exponential; Forecasting Model ARIMA (Using MS Excel)

Module 4: Multivariate time-series analysis (12 hours)
Building long-term relationship between variables, choosing the model based on stationary of the data. Vector Auto Regression (VAR) – Form, estimation and interpretation of result.

Module 5: Regression Analysis: (12 hours)
Regression v/s Causation, Simple linear regression, Least Squares Method, Using Regression equation for estimation, Multiple Regression Model, Regression analysis using MS Excel

Text Books:
- Basic Econometrics Damodar N Gujarati, Dawn Porter, Sangeetha Gunashekhar McGraw Hill Education 5th, 2017
- Financial Econometrics Oliver Linton Cambridge University Press, 1st, 2019
- Introductory Econometrics for Finance Chris Brooks Cambridge University Press, 4th, 2019
- Spreadsheet Skills for finance Professionals Pitabas Mohanty Taxmann's, 2nd, 2020

Weblinks
- https://www.pdfdrive.com/financial-statement-analysis-books.html

Course Learning Outcomes (CO's)

	CO's
CO1	Explain financial analytics concepts and identify data sources in finance.
CO2	Apply statistical methods like probability and hypothesis testing.
CO3	Analyze time series components and forecast using ARIMA in Excel.
CO4	Build multivariate time-series models and interpret results using VAR.
CO5	Perform regression analysis and estimate outcomes using Excel.

BUSINESS FORECASTING

Course Code	24BA405	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
- To expose to the data types and identification problem
- To equip with qualitative and quantitative forecasting techniques (with focus on non-econometric techniques)

Module 1: Introduction to Forecasting (12 Hours)

Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting. Correlation: Partial and Multiple correlation. Regression Analysis: Multiple regression analysis, Testing the assumptions of regression: multicollinearity, heteroscedasticity and autocorrelation

Module 2: Demand Analysis (12 Hours)

An Overview; Significance of Demand Analysis and Forecasting, Determinants of Demand, Elasticity of Demand, Revenue and Profit of a Firm Estimation of Demand, Forecasting Demand, Selecting a Forecasting Technique, Purpose of Forecast, Type of Users

Module 3: Marketing Research (12 Hours)

Marketing Research Techniques, Consumer Surveys, Consumer Clinics and Focus Groups Market
 Experiments in Test Stores, Statistical Estimations, Variable Identification, Time Series and Cross-Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics, Time Series Regression; Forecasting with Regression Model: Unconditional Forecasting, Forecasting with Serially Correlated Errors, Conditional Forecasting

Module 4: Time Series Analysis (12 Hours)

Smoothing and Extrapolation of Time Series, Simple Extrapolation Models, Smoothing and Seasonal Adjustment; Properties of Stochastic Time Series: Characterizing Time Series:
The Autocorrelation Function, Stationarity, Random Walk, Cointegrated Time Series;
Linear Time Series: Moving Average Models, Autoregressive Models, Mixed
Autoregressive and Moving Average Models, Homogeneous Non-Stationary Processes: ARIMA Models, Box-Jenkins Methodology, Specification of ARIMA Models, SARIMA, ARMAX Mode

Module 5: Forecasting with Time Series Models and Qualitative methods (12 Hours)

Computing a Forecast, The Forecast Error, Properties of ARIMA Forecasts, Causality, Exogeneity, VAR, Impulse Response Functions, Volatility Measurement, Modeling and Forecasting: The ARCH Process, The GARCH Process
Survey and Opinion Polling Techniques, Exponential Smoothing and Other Advanced Techniques, Barometric Techniques, Leading, Lagging and Coincident Economic Indicators

Text Books:

- Gilliland M. Tashman, L & Sglavo. U. (2015). Business forecasting: Practical problems and solutions, John Wiley & sons
- Gonzalez-Rivera, G. (2016). Forecasting for economics and business. Routledge
- Montgomery, D. C., Jennings, C. L., & Kulahci, M (2015). Introduction to time series analysis and forecasting. John Wiley & Sons

Course Learning Outcomes (CO's)

	CO's
CO1	Explain forecasting methods and apply regression analysis.
CO2	Analyze demand determinants and select forecasting techniques.
CO3	Use marketing research methods and interpret regression results.
CO4	*Build* time series models and *identify* ARIMA techniques.
CO5	*Evaluate* forecast errors and *apply* advanced forecasting methods.

ENTREPRENEURSHIP & FAMILY BUSINESS

BUSINESS ETHICS

Course Code	22FB401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To introduce the students on the fundamentals of Business Ethics and CSR
2. To enable the students to articulate CSR through triple bottom line
3. To learn CSR legislation in India

Module 1 (12 Hours)
Business Ethics: Definition, The importance of business ethics, Values, Norms, Beliefs and Standards, Emerging business ethics issues, The development of business ethics, Benefits of business ethics.   Self-learning topic: A Crisis in Business Ethics   Case Study: Enron: Questionable accounting leads to collapse.
Module 2 (12 Hours)
Ethical Decision Making Process: A framework for ethical decision making in business, Corporate Governance as a dimension of ethical decision making Process, Ethics as a dimension of Social responsibility.   Self-learning topic: Ethical Dilemma.   Case Study: Yes Bank
Module 3 (12 Hours)
Ethical Factors: Individual factors, Moral philosophy perspectives, Organizational factors, the role of corporate culture in ethical decision making, Organisation Structure, relationships and conflicts, Improving ethical decision making in business.   Self-Learning topic: The role of leadership in a Corporate culture   Case Study: King fisher
Module 4 (12 Hours)
Implementing Business Ethics in a Global Economy: Developing an Effective Ethics Program, Theneed for organizational ethics program, Codes of Conduct, Ethics officers, Ethics training and communication, Common mistakes in designing and implementing an ethics program.   Self-learning topic: International framework for corporate social Responsibility   Case Study: Gas Leak at UCIL, Bhopal
Module 5 (12 Hours)
Auditing Ethics Program: The Ethics Audit, Benefits of ethics auditing, ethical crisis managementand recovery, risks and requirements in ethics auditing, The auditing process, Strategic importance of ethics auditing   Self-learning topic: Business ethics in a global economy   Case Study: Mattel: Ethics is no game

Text Books:
1. O.C. Ferrell, John Paul Fraedrich and Linda Ferrell, (2009), Business Ethics:

Ethical DecisionMaking and Cases, Biztantra.

2. Murthy CSV (2010), Business Ethics-Text and Cases, HPH
3. Sanjay K. Afarwal, (2008), Corporate Social Responsibility in Ind., SAGE Publication Inc.

Reference Books:
1. Kalkundrikar A B, et.al., (2009) Business Ethics and CSR, Macmillan
2. John Raymond Boatright (2008) -6e, Ethics and the Conduct of Business

E-resources (NPTEL/SWAYAM etc.)
1. https://researchguides.library.vanderbilt.edu/c.php?g=68599&p=444764
2. http://www.tulane.edu/~kmclenna/Ethics%20Syllabus.html

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the concepts of Business Ethics and CSR
CO2	Develop Ethics as a dimension of social responsibility,
CO3	Classify CSR models in India
CO4	Summarize CSR legislations in India
CO5	Identify Key Stakeholders of CSR

FAMILY BUSINESS GOVERNANCE

Course Code	22FB402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Understand the importance of governance in Family Business
2. Discuss Family Business Conflicts
3. Explain the Family Council and Constitution

Module 1	(12 Hours)

Family Dynamics and Family's Emotional Intelligence: The Challenge of keeping family firm alive, Overcoming barriers to long-term business health, Symptoms leading to crisis, Five Ds to Disaster, Understanding family conflict, Managing conflicts, Conflict Styles, Family's emotional intelligence, Conflict resolution, Family feuds, Family Business battles, Family Governance as a tool for conflict prevention and resolution.
Self-learning topics: Family Business Battles in India

Module 2	(12 Hours)

Family Governance: Why Governance, Effective Governance, Family vs Business Governance, Governing the network of families, Forums for Governance, Challenges to the governance of the family enterprise. Family business governance structures and systems
Self-learning topics: Sound Family Business Governance
Case Study: The Murugappa Family

Module 3	(12 Hours)

Professional Board of Directors: Different boards for different family enterprises, The role of board of directors, , Establishing a well-balanced board, Board composition, Organising the board, A four-step model for professional board of directors, effective working of board of directors, relationship with family, Two-tier boards, Cousin companies.
Self-learning topics: Managing communication between family and board

Module 4	(12 Hours)

Family Governance Structure: Family meetings, Family office, SFO, MFO, Chief family officer,Wealth management, Family Assembly, Family policy making, the annual general meeting, Family Council as a strategic body, A governance code for family enterprises, Family Share holder agreements, Family Constitution, Developing a Family Constitution, Example of a family constitution,
Self-learning topics: Limitations of Family Constitutions
Case Study: GMR group

Module 5	(12 Hours)

Family Philanthropy and Family Foundation: From Family Business to Family Offices and Foundations, Three measures of family business performance: Operations, Value Creation, Stewardship, Stewardship as the real measure of family business, The competitive advantage of Stewardship, The benefits of family philanthropy, CSR
Self-learning topics: Study of Family Business Foundations in India

Text Books:
1. Alexander Koeberle-Schmid, Denise Kenyon-Rouvinez & Ernesto J Poza (2014), Governancein Family Enterprise, Palgrave Macmillan

2. Randel S Carlock and John L Ward (2010), When Family Businesses are Best, , Palgrave Macmillan

3. Lee Hausner et. al., (2009), The Legacy Family, Palgrave Macmillan.

Reference Books:
1. Craig E Aronoff and John Ward (2011) Family Business Governance – Maximising Familyand Business Potential, A Family Business Publication, Palgrave Macmillan
2. Peter Leach, South Asian Edition (2010), Family Businesses: The Essentials, Profile BooksLtd.
3. Shyamal Majumbar (2014), Business Battles-Family Feuds that changed an industry, BS books.

E-resources (NPTEL/SWAYAM etc.)
1. https://journals.sagepub.com/home/fbr
2. https://swayam.gov.in/explorer?searchText=Multidisciplinary

Course Learning Outcomes (CO's)

	CO's
CO1	Outline the importance of Governance in Family Business
CO2	Identify Different boards for different family enterprises
CO3	Plan the process of writing Family Constitution
CO4	Analyse Overcoming barriers to long-term business health
CO5	Identify major risk areas in Family Business

MANAGING SUCCESSION IN FAMILY BUSINESS

Course Code	22FB403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Understand the importance of Succession Planning in Family Business
2. Discuss Challenges for Succession Planning
3. Explain the Process of Succession Planning in Family Business

Module 1	(12 Hours)

The Genesis of Succession: Designing New Road maps for the journey, A Typology of Succession, Basic family forms- Controlling owner, Sibling Partnership, Cousin Consortium, The Succession journey, three types of evolutionary successions, three types of devolutionary successions, Succession Conundrum,
Self-Learning Topic: Simultaneous transitions
Case Study: The Lombardi Family Business

Module 2	(12 Hours)

Succession Paradox: Resistance to Developing Successors, Succession within the family vs Outsidethe family, The four developmental stages of family business, Family Dreams, Preparing the family for a successful transition, Family tensions, Sowing the seeds.
Self-learning topic: A family CEO versus nonfamily CEO

Module 3	(12 Hours)

Succession Planning: The Succession Process, Succession to ownership, Succession to Management, Succession to family roles, Leading the transition, Start planning early, Encourage intergenerational teamwork, develop a written plan, Involve everyone and obtain outside help, establish a training process, Grooming the successor, Step-by-step approach, Ethical will.
Self-learning topic: Selecting the right Successor.
Case Study: Tata's Succession

Module 4	(12 Hours)

Implementing Succession: Communicating the decision, Bridging the succession gap, Transfer of power, After passing the baton, Legal aspects in succession planning, Role of Predecessor, retirement plan, Change of role, Preparing next generation managers and leaders, compensation, succession of non-family members, In-house training and development, new generation, new system, new culture.
Self-learning topics: The next generations perspective

Module 5	(12 Hours)

Role of Women in Family Business: Gender based role in family business, Women as founder, Roleof Women in Succession, Wife, Mother, Widow, Stepmother, Daughter, Daughter-in-law, Sister, Sister-in-law, Align family and business, Family code of conduct, Creating defined roles for women, Create an eco-system, Women as Chief Emotional Officer.
Self-learning topics: Challenges for women in family business
Case Study: Role of Kokilabehen in Ambani vs Ambani

Text Books:
1. Ivan Lansberg (1999), Succeeding Generations- Realising the dream of families in business,Harvard Business School Press.
2. Craig E Aronoff et.al., (2011), A family business publication, Family Business Succession,Palgrave Macmillan.
   Patricia Annino et.al., (2009), Women in Family Business, Patricia, Thomas & Synthia
3. Lee Hausner et. al., (2009), The Legacy Family, Palgrave Macmillan.

4. Peter Leach, South Asian Edition (2010), Family Businesses: The Essentials, Profile BooksLtd.

E-resources (NPTEL/SWAYAM etc.)
1. https://journals.sagepub.com/home/fbr
2. https://swayam.gov.in/explorer?searchText=Multidisciplinary

Course Learning Outcomes (CO's)

	CO's
CO1	Outline the importance of Succession Planning in FamilyBusiness
CO2	Identify Continuity Dilemma
CO3	Develop Succession Planning Process
CO4	Analyze Overcoming barriers in succession planning
CO5	Identify Role of Women in Family Business

MICRO, SMALL AND MEDIUM ENTERPRISES

Course Code	22FB404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Understand the role and importance of MSMEs
2. Explain the recent policy initiatives and other reforms with reference to MSMEs
3. Discuss the Eco-system for promoting MSMEs in India

Module 1	(12 Hours)
MSME: Evolution, Concepts, Definition, Characteristics, Importance, Role and Significance. Contribution of MSMEs in economic development, Establishing MSME's, Growth and Development of MSME's in India, Problems and Prospects for MSMEs Self-learning topic: SMEs in other countries	
Module 2	(12 Hours)
MSMEs Policy and Regulatory Frame Work: Government policy initiatives for MSMEs, Major initiatives taken by Indian Government for MSMEs, Factoring, and Current Schemes for MSMEs, MSME union budget provisions, Make in India, Legislations regarding MSMEs. Self-learning topic: Make in India	
Module 3	(12 Hours)
Institutional Framework and MSME Financing: Organisational Set up, DC-MSME, Central government institutions-SIDO, Ni-Msme, KVIC, the coir board, NSIC, SIDBI, MSME-TC, TRs/TDI, MSME-TDC, State Level Institutions, MUDRA Bank, DIC, SFCs, SIDC/SIIC, SSIDC Self-learning topic: Role and functions of Credit Guarantee Trust for Small Industries.	
Module 4	(12 Hours)
MSME Development: Clusters, types of clusters, role of clusters, setting up of clusters, approach to develop cluster strategies, virtual clusters, measuring cluster development, Successful clusters in India and Across the globe Self-learning topic: Advantages and Disadvantages of clusters	
Module 5	(12 Hours)
MSME: Rehabilitation: Definition of sickness, Sickness in MSMEs, Symptoms, warning signals, causes of sickness, diagnosis and prescription, Framework to detect sickness, rehabilitation, restructuring, NPA, revival and rehabilitation under companies act 2013, legal aspects, relief's and concessions for rehabilitation of potentially viable units, Self-learning topic: Future of MSMEs	

Text Books:
1. Micro, Small and Medium Enterprises in India (2017), Indian Institute of Banking & Finance,Taxmann
2. S P Singh (2018), Guidelines for Micro Small and Medium Enterprises Development in India
3. Mitali Chinara (2017), Micro Small & Medium Enterprises in emerging India

Reference Books:
1. Jaynal Ud-Din Ahmed (2014), Micro Small and Medium Enterprises in India: InstitutionalFramework, Problems and Policies.
2. Abha Jaiswal, (2016), Micro Small and Medium Enterprises Development Act 2006- Law,Policies and Incentives.
3. Sarika Lohana (2014), Micro, Small & Medium Enterprises for inclusive growth

4. Rashmi Bansal (2010), Connect the Dots-The inspiring stories of 20 entreprenerus without an MBA who dared to find their own path, Eklavya Education Foundation

E-resources (NPTEL/SWAYAM etc.)
1. http://dcmsme.gov.in/
2. https://msme.gov.in/
3. http://www.makeinindia.com/msme

Course Learning Outcomes (CO's)

	CO's
CO1	Identify contribution of MSMEs for economic development in India
CO2	Examine government policies and initiatives for MSMEs
CO3	Explain institutional framework and MSME financing
CO4	Identify role of cluster in the development of MSMEs
CO5	Identify Sickness in MSMEs

SOCIAL ENTREPRENEURSHIP

Course Code	22FB405	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To introduce the students on the fundamentals of social entrepreneurship and the relatedconcepts
2. To enable the students' articulate social problems that need to be solved.
3. To learn the fundamentals of social enterprise plan.

Module 1	(12 Hours)

Concepts of Social Entrepreneurship: The characteristics of social entrepreneurs, Scope for social entrepreneurship in India and enterprise creation, the four distinctions of social entrepreneurship, Social change, social value and social value creation.
Self-learning topic: Role of Stakeholders in Social value creation

Module 2	(12 Hours)

Social Innovation: Definition, Concepts of Social innovation, Drivers of Social innovation, Social innovation process, Problem and Problem mapping, Social innovation in India, Social innovation model, Opportunities for social entrepreneurs, assessing and prioritizing opportunities, Recent examples of social innovation.
Self-learning topic: Technology and innovation for social change.

Module 3	(12 Hours)

Forms of Social Enterprises : Profit and non-profit proprietorships, partnership, company, Non-Governmental Organisation, Society, trust and Company (sec 25) registration, Factors determining selection of forms of registration, CSR funds, Private Public Partnership.
Self-learning topic: Social Capital

Module 4	(12 Hours)

Models of Social Enterprise : Social Business Model Canvas, Nine Business Models for social enterprises - The Entrepreneur Support Model, The Market Intermediary Model, The Employment Model, The Fee-for-Service Model, The Low-income Client Model, The Cooperative Model, The Market Linkage Model, The Service Subsidization Model, The Organisational support model.
Self-learning topic: Choosing business model for Social Enterprise.

Module 5	(12 Hours)

Successful Social Entrepreneurship Initiatives: Grameen Bank, Aravind Eye Care, TERI, AMUL, SEWA, Ashoka, Jaipur Foot, SELCO, Childline, Goonj, SHEF, Pipal Tree,
Self-learning topic: Importance of Social media for Social Enterprises

Text Books:
1. Teresa Chahine, (2016), Introduction to Social Entrepreneurship, CRC Press
2. Ryzard Praszkier and Andrzej Nowak, (2012) Social Entrepreneurship theory and Practice,Cambridge University Press.
3. Alex Nicholls, ed., (2008), Social Entrepreneurship New Models of Sustainable SocialChange, Oxford University Press.

Reference Books:
1. Jason Haber (2016), The business of good- Social Entrepreneurship and the New Bottom Line,Entrepreneur Press.
2. Rashmi Bansal (2011), I have a Dream: The inspiring stories of 20 social

entrepreneurs, whofound new ways to solve old problems, westland.
3. Gouri Salvi (2005), I too had a dream, Roli Books

E-resources (NPTEL/SWAYAM etc.)
1. https://www.coursera.org/lecture/social-entrepreneurship-opportunities/definition-of-social- entrepreneurship-auwLI
2. https://swayam.gov.in/explorer?searchText=Multidisciplinary
3. https://www.youtube.com/watch?v=k sM3ZYIlw1I,
https://www.youtube.com/watch?v=fo 5JwX3Qwkw

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the concepts of social entrepreneurship
CO2	Develop Problem map to Social Problems
CO3	Classify Forms of Social Enterprises
CO4	Develop Social Enterprise model and plan
CO5	Identify Successful Social Enterprises

FINANCE

BEHAVIORAL AND PERSONAL FINANCE

Course Code	22FM401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:

 This course will cover the behavioral aspects of financial decision making and personal finance planning.

 The students shall be introduced to the theoretical, mathematical, and empirical underpinnings of anomalies and biases that investors face in financial markets.

 The course will help students focus on the behavioral approach of investment and personal financial planning.

MODULE: 1	(12 hours)

Introduction to behavioral economics and finance:

Foundations of Finance I: Expected Utility Theory, Neoclassical Economics, Economics of Decision Making, Decision Making Under Risk and Uncertainty, Expected Utility Theory,

Prospect Theory, Framing, and Mental Accounting, Challenges to Market Efficiency

MODULE: 2	(12 hours)

Behavioral Science Foundations

Heuristics and Biases- Perception, Memory, and Heuristics, Familiarity and Related Heuristics, Representativeness and Related Biases, Anchoring, Irrationality and Adaptation, Overconfidence, Other Strains of overconfidence, Factors Impeding Correction, Emotional Foundations

MODULE: 3	(12 hours)

Implications of Heuristics and Biases for Financial Decision-Making, Financial Behaviors Stemming from Familiarity, Financial Behaviors Stemming from Representativeness, Anchoring to Available Economic Cues.

Implications of Overconfidence for Financial Decision-Making, Overconfidence and Excessive Trading, Demographics and Dynamics, Under diversification and Excessive Risk Taking, Excessive Optimism and Analysts, Individual Investors and the Force of Emotion, The Disposition Effect, House Money

MODULE: 4	(12 hours)

Basics of personal finance, financial planning, and budgeting

Investment decision making and behavioral finance:

Valuation of Financial Assets, Portfolio Return and Risk, Personal Financial Goals, Planning Personal Finances, Cash Flow Statement, Personal Balance Sheet, Taxes and Financial Planning

MODULE: 5	(10 hours)

Investment strategies for individual investors.

Portfolios for Individual Investors, Investment Alternatives for Individual Investors, Investing in Mutual Funds, Fixed Income Investments

Purchasing decisions, consumer credit and related issues:

Purchasing Decisions, Consumer Credit Decisions, Loans and Amortization. Credit Card as Source of Consumer Credit

Recommended Readings:
Essential
1. Behavioral Finance: Psychology, Decision-Making and Markets, L. F. Ackert and R. Deaves, South-Western College Publication.
2. Personal Finance (11th ed.), Jack Kapoor, Les Dlabay and R. J. Hughes, McGraw Hill.

Suggested Reading:
1. Investor Behavior: The Psychology of Financial Planning and Investing, H K Baker and V Ricciardi, Wiley, 2018.
2. Personal Finance (11th ed.), Jack Kapoor, Les Dlabay and R. J. Hughes, McGraw Hill.
3. Behavioral Finance, William Forbes, Wiley, 2009.

Course Learning Outcomes (CO's)

	CO's
CO1	Know Economics of Decision Making and understand Prospect Theory and Behavioral Biases
CO2	To know and understand beliefs, biases and heuristics in financial markets and Basics of personal finance and financial planning
CO3	Understand the Implications of Heuristics and Biases for Financial Decision-Making
CO4	To know and understand Investment decision making Personal Financial Goals and Planning Personal Finances
CO5	To understand & apply Investment strategies for individual investors and the concept of Purchasing decisions, consumer credit and related issues

INSURANCE MANAGEMENT

Course Code	22FM402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To familiarize the students with basics of insurance.
2. To provide exposure to students about different categories of insurance
3. To make students conversant with various aspects of insurance underwriting
4. To enable the students in understanding insurance claim settlement process.

Module 1- (12 Hours)
Principles of Insurance and Insurance Legislation
Concept of insurance- the asset, the risk, principle of Insurance, classification of insurance. Insurance Terminologies Regulation and legislation applicable to insurance- The Insurance Act 1938, LIC Act 1956 Insurance Regulatory and Development Authority Act 1999, Consumer Protection Act 1986, and Ombudsman Scheme, are only salient features of the above-mentioned Acts. Ethics in the Insurance Industry and its importance.
Self-Learning Topic: Insurance Terminologies

Module II - Life Insurance and its Practice in India- (14 Hours)
Structure of Indian Life Insurance Market, Risks, Types of Risks and Characteristics of Insurable Risks, Perils, Hazards. Life Insurance- Advantages of Life insurance, Terminologies in Life Insurance. Life Insurance Products –Term Insurance, Endowment Policy, Whole-Life Policy, Child Policy, Unit Linked Insurance Policy and other relevant products and Tax benefits.
Self-Learning Topic: Advantages of Life insurance

Module III - General Insurance- (12 Hours)
How General insurance works, Benefits of General insurance, Types of General Insurance- Fire Insurance, Marine Insurance, Motor Insurance, Health Insurance, Burglary Insurance and different types of policies.
Self-Learning Topic: Benefits of General insurance

Module IV - Underwriting & Policy Conditions- (08 Hours)
Meaning of Underwriting, Underwriting Process, Underwriting Considerations, Renewals, and Lapse, Paid up value, Surrender value, Loans, Nomination and Assignment.
Self-Learning Topic: Underwriting Considerations

Module V - Claims Procedure: (14 Hours)
Meaning of claim and Importance of settling claims, notice of loss, Claims settlement process, Investigation and assessment – Surveyors and loss assessors – Claim forms – Loss assessment and claim settlement - Important Aspects in an insurance claims – categories of claim – Discharge vouchers – Post settlement action – Salvage – Recoveries – Disputes related to claims –Grievance Redressal Mechanism: Consumer courts, Ombudsman - Integrated Grievance Management System (IGMS) -The Insurance Ombudsman.
Self-Learning Topic: Integrated Grievance Management System (IGMS)

Recommended Books :
1. Insurance Products- Taxmann Publications Pvt. Ltd.
2. Elements of Banking and Insurance, Jyotsna Sethi, Nishwan Bhatia. PHI Learning Pvt. Ltd.

Reference Books
1. Insurance and Risk Management, P.K.Gupta, Himalaya Publishing House
2. Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand
3. Principles of Insurance Management, Neelam Gulati, Excel Books

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the concepts pertaining to life insurance and general insurance covered in the course.
CO2	Identify the key elements of the life insurance and general insurance products and services.
CO3	Compare and contrast insurance plans
CO4	Design the life insurance cover strategy for clients.
CO5	Identify the compliance procedure required for acquiring the policy and claim settlement.

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	22FM403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives :
1. To provide an understanding of the international economic and financial environment
2. To describe foreign exchange management.
3. To offer an understanding of the financial management aspects of the MNC

Module 1	(12 Hours)

Introduction To IFM

Overview; Importance; Nature & Scope; International Business Methods; Fundamentals of Balance of Payments (BoP); Accounting Components of BOP; BoP Equilibrium & Disequilibrium; Trade Deficits; Capital Account Convertibility; Problems on BoP
Self-Learning: study the BoP Statistics of India for the last five year & present the analysis in the class.

Module 2	(08 Hours)

International Monetary System

Gold Standard; Bretton Woods System; Exchange Rate Regimes – Fixed, Floating, Dirty Float, Economic and Monetary Union; IMF; World Bank; ADB
Self-Learning: Study the exchange rate regimes of US, UK, France, Germany & India

Module 3	(10 Hours)

International Financial Markets and Instruments

Foreign Portfolio Investment; International Bond & Equity Market; GDR, ADR, IDR, Foreign Bonds & Eurobonds, International Money Markets; Financing of Foreign Trade; Payment Methods for International Trade; Prepayment; Letters of Credit; Drafts; Consignment; Open Account. etc.
Self-Learning: study the payment methods followed by Importers & Exporters.

Module 4	(18 Hours)

Exchange Rates & Risk Management

Structure of Forex Market; Foreign Exchange Rates and Quotations – Direct, Indirect, Conversion of Indirect into Direct quote; Bid-Ask Spread; Forward Quote; Premium/Discount on Forward; Conversion of Points into Outright Rates; Cross Rates; Determination and forecasting of Forex rates - Law of one price - Purchasing power parity - Interest Rate Parity.
Currency Hedging; Money Market Hedge Forwards/Futures Hedge and Options Hedge;
Exchange Risk Mgt. Transaction Exposure; Translation and Economic Exposure
Self-Learning: study the impact of exchange rate movement on the firm profitability

Module 5	(12 Hours)

International Capital Budgeting

Concepts & Evaluation of a Project; International Capital Structure & Cost of Capital; Multilateral Netting; MNC capital budgeting techniques
Self-Learning: Study the various modes of International Finance

RECOMMENDED BOOKS:
1. International Financial Management – Madhu Vij, Excel Books
2. International Financial Management - Jain, Peyrard & Yadav, Macmillan

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIAL:
1. International Financial Management, Jeff Madura, Cengage Learning
2. International Financial Management, Apte P. G, TMH
3. International Finance Management - Eun & Resnick, Tata McGraw Hill
4. Multinational Financial Management, Alan C. Shapiro, John Wiley

Course Learning Outcomes (CO's)

	CO's
CO1	Describe the various methods of international Business and Construct the BOP
CO2	Describe the evolution of IMS, pros & cons of Economic Union and identify the role of IMF, World Bank & ADB in International Economy
CO3	Define various instruments, evaluate different strategies adopted during international investment by MNCs & compare the different international payment methods
CO4	Analyse forex quotes, Predict Bid-Ask Spread, ascertain Cross Rates & build the CIP Opportunities & hedging strategies
CO5	Analyse the capital budgeting strategies for MNCs

MERCHANT BANKING AND FINANCIAL SERVICES

Course Code	22FM404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To provide an understanding of the functioning of merchant banks
2. To provide an understanding of the financial services
3. To understand the role of financial services in overall financial system.

MODULE:1	(12 hours)

Merchant Banking: Concept, Types, SEBI Guidelines, Services offered by Merchant Bankers in India; Merchant bankers code of conduct, regulatory framework, pre- issue and post issue obligations, guidelines, terms of issue.
Underwriting: Concept, SEBI Guidelines, Service offered
Depository Services: Concept, Depository Participants, SEBI, Guidelines, Service offered,
Banker to Issue: Concept, SEBI Guidelines, Service offered,
Brokerage Services: Concept, SEBI Guidelines, Service offered, Market Players

MODULE:2	(14 hours)

Leasing and Hire purchase
Leasing: Concept and classification of leasing, Advantages / Disadvantages of leasing, Tax aspects of leasing, Financial evaluation of leasing: Net advantage of leasing, Present value method, Structuring of lease rentals (Theory and Problems)
Hire Purchase: Meaning and characteristics, Hire purchase agreement, Comparison of Hire Purchase with Credit sale, Installment sale and Leasing, Tax aspects of hire purchase. Financial evaluation. Problems on leasing v/s hire purchase.

MODULE:3	(10 hours)

Factoring: Theoretical framework, functions, Types of Factoring mechanism, advantages, Factoring v/s bill discounting, Factoring in India. Problems on factoring.
Forfaiting: Advantages and evaluation, characteristics, benefits, difference between factoring and forfaiting, forfeiting in India

MODULE:4	(12 hours)

Credit rating: Definition and meaning, Credit rating agencies in India, Services offered by Credit rating agencies in India, Process of credit rating of financial instruments, Rating methodology, Rating symbols of CRISIL.
Securitization: Meaning, Features, Special Purpose Vehicle, asset securitization, asset characteristics, Application and Benefits of Securitization, Issues in Securitization.
Asset Reconstruction Companies.
Housing Finance: Models of Housing projects, Housing finance in India (issues, growth factors), Housing Finance Assistance, Housing Finance Institutions, Mortgage Backed securities and Reverse Mortgage)

MODULE:5   (12 hours)
Other Financial Services (Basic Concepts)
Investment Banking Services, Corporate Restructuring Services, Advisory Services, Wealth Management Services, Tax Planning Services, Asset Management, Hedge Fund Management, Private Equity, Venture Capital, Portfolio Management, Equity Research, Loan Syndication, Consumer Finance: Definition, types, sources of consumer finance, mode, demand, products covered for consumer finance, terms of finance, consumer finance insurance, consumer credit scores, Advantages of consumer finance, Installment credit system.

Recommended Books:
1. Financial services, MY Khan, Mc Graw Hill.
2. Financial services and system Dr. Gurusamy, Tata McGraw Hill

Reference Books and Materials:
1. Indian Financial System – Bharati V. Pathak, Pearson Education
2. Financial Markets and Services – Gordon & Natarajan, Himalaya publishing.
3. Indian Financial System – Machiraju, Vikas, 2010

Course Learning Outcomes (CO's)

	CO's
CO1	Know and understand Functions of merchant banking
CO2	Understand Leasing and Hire Purchase, Financial evaluation of leasing & Hire Purchase using various methods
CO3	Understand Theoretical framework and functions of Factoring and Forfeiting
CO4	Understand the Process of credit rating of financial instruments¸ Process of Securitization & features of Housing Finance
CO5	Understand other financial services & Consumer Finance

PROJECT APPRAISAL PLANNING AND CONTROL

Course Code	22FM405	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To screen and assess project ideas.
2. To plan, appraise and evaluate implementation of a project
3. To assess financial and social risk concerned with project implementation.
4. To understand various aspects of project management

Module 1: INTRODUCTION (10 Hours) Planning and Analysis Overview- Capital budgeting concepts, objectives and Phases, levels of decision making, Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies. Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects corporate appraisal – preliminary screening – project rating index (Theory).
Module 2: TECHNICAL AND FINANCIAL ANALYSIS (12 Hours) Market and demand analysis - Technical analysis (steps to be discussed in detail). Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet.
Module 3: CAPITAL BUDGETING METHODS FOR PROJECTS (14 Hours) Project cash flows: Appraisal criteria: Net Present Value – benefit cost ratio –internal rate of returns urgency – payback period – MIRR – accounting rate of returns– investment appraisal in practice. (Theory & Problems). Decision making between projects with equal, Unequal and perpetual life. Repeated projects method and capitalized cost.
Module 4: MEASURE OF RISK IN PROJECTS (12 Hours) Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis – Monte Carlo simulation – Decision tree analysis –selection of projects under risk – risk analysis in practice.
Module 5: SOCIAL COST BENEFIT ANALYSIS (12 Hours) Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA. Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model – Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects – strategic planning and financial analysis (Theory & Problems).

Text Books:

1. Prasanna Chandra, Project Planning: Analysis, Selection, Implementation and Review , Tata 175 McGraw Hill, 2011.

2. Narendra Singh, Project Management and Control, 2/e, HPH, 2003.

3. Bhavesh M. Patel Project Management, 2/e, Vikas Publication
Reference Books:
1. Nicholas, John, Project Management for Business and Technology: Principles and Practice, 2/e, Pearson.

2. Gray& Larson, Project Management: The Managerial Process TMH, 2011

Course Learning Outcomes (CO's)

	CO's
CO1	Appraise the process of project planning
CO2	Apply Financial and technical analysis in project planning
CO3	Analyze the risk of the project
CO4	Appraise the issue of social cost benefit analysis
CO5	Evaluate the project time and apply techniques to reduce the completion time

HUMAN RESOURCES

COMPENSATION AND BENEFITS MANAGEMENT

Course Code	22HR401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives :

1. To learn basic compensation concepts and the context of compensation practice
2. To illustrate different ways to strengthen the pay-for-performance link.
3. To learn the concepts of payment and employee benefits issues for different categories ofemployees including executives, contract and contingent workers.
4. To understand the legally required employee benefits.
5. To understand the implications of strategic compensation on tax planning

MODULE 1 THEORETICAL ASPECT OF COMPENSATION AND REWARDS (8 Hours)
Concept of Compensation, Dimensions of Compensation, Economic and Motivational/Behavioral Theories of Wages, Essential qualities of an effective Compensation Policy, Concept of Total Rewards and Total Returns (Milkovich et.al)   Self- Learning Topic: - Compensation Policy of an organization of students' choice
MODULE 2 COMPENSATION ADMINISTRATION AT NATIONAL LEVEL (12 Hours)
Legal Framework for Wage and Salaries in Indian Context (Wages, Social Security and Compensation as per concerned Indian Labour Legislations and Companies Act 2013 for Managerial Remuneration), Institutional Mechanism for Wage/Salary Determination-Wage Board, Pay Commissions, Role of International Labour Organization, Implication of present Income Tax Rules on employee compensation (Employee and Employer Perspective)   Self-Learning topic : The Code on Wages 2019 under New Labour Codes of India
MODULE 3 COMPENSATION ADMINISTRATION AT ORGANIZATIONAL LEVEL (12 Hours)
Compensation Surveys, Compensation Strategy, Internal Equity and External Parity, Introduction to nature and objectives of Job Evaluation; Job Evaluation Methods, Classification of Rewards; Incentives and its objectives, Determinants of incentives using various methods (Halsey Plan, Rowan Plan, The Bedaux Point System etc); Wage Incentives in India; Equity and Bonus; Profit Sharing/Gain Sharing & Stock Options;   Self-Learning Topic: - Hay Plan/Performance-Linked Compensation
MODULE 4 BENEFIT PROGRAMS AND EXECUTIVE COMPENSATION (12hours)
Introduction to Benefit Programs; Management & Administration of Benefits & Services; Fringe Benefits, Executive Compensation; Planning Compensation for Executives, Knowledge Workers and Sales staff, Cafeteria Style ofCompensation
MODULE 5 CHALLENGES FACING EMPLOYEE COMPENSATION (12 Hours)
Ethical Issues, Job Market-Availability/Scarcity of manpower, Competition, Mobility of Talent,

Text Books:
1. Compensation and Reward Management – by B. D. Singh, Excel Books

Reference Books:
1. Compensation Management Paperback –, 2014, Dipak Kumar Bhattacharyya
2. Strategic Compensation: A Human Resource Management approach - Joseph J. Martocchio
3. Performance Appraisal, And Compensation Management, Dewakar Goel, PHI Learning, NewDelhi.
4. Compensation Management in a knowledge-based world – Richard I. Henderson
5. The Compensation Handbook, Sixth Edition: A State-Of-The-Art Guide to CompensationStrategy and Design – Lance A. Berger

E-resources (NPTEL/SWAYAM etc.)
1. www.simpliance.com

Course Learning Outcomes (CO's)

	CO's
CO1	State the significance of employee benefits to both employers andemployees
CO2	Evaluate a benefits package that supports the organization's strategy in line with HRM cost-containment policies and practices
CO3	Recommend actions based on results of the compensation analysis and design compensation schemes that are cost effective, that increase productivity of the work force, and comply with the legal framework
CO4	Explain their understanding of the administrative complexities of providing a full array of benefits to employees and the ways and means of delivering these benefits
CO5	Appraise a job-based compensation scheme that is consistent withorganizational goals, mission and values, and at the same time linked to the labour market, Understand tax planning

GLOBAL PERSPECTIVES IN HRM

Course Code	22HR402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. Critically analyse the impact of contemporary issues and global imperatives on Human Resource concepts, policies and practices in multinational organizations.
2. Compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.
3. Apply concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees and expatriate failures on international assignments.

Module 1   Introduction to GHRM   (12 Hours)
Introduction to GHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of GHRM. Difference between GHRM and Domestic HRM. Models of GHRM-Matching model, Harvard Model, Contextual Model, and 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies.   Case Study: Development of GHRM.

Module 2   Strategies for International Growth   (12 Hours)
Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, and the challenges of localization. Managing alliances and joint ventures.   Self-learning topic: Localization and its significance.

Module 3   International Workforce planning and staffing   (12 Hours)
Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.   Self-learning topic: Training and Development in global companies

Module 4   Developing Global mindset   (12 Hours)
Performance Management in GHRM, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices, Cross cultural issues, workforce diversity – issues and challenges.   Self-learning topic: Country specific performance management practices

Module 5   International Compensation and International Employment Laws   (12 Hours)
International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions. Immigration compliance, Indian laws for expatriates.   Self-learning topic: International Labour courts

Text Books:
1. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.
2. Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e
3. Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e

Reference Books:
1. International Human Resource Management: Policies and Practices By Dennis Briscoe, Randall Schuler, Ibraiz Tarique, Taylor & Francis, 4/e, 2012
2. International Human Resource Management - Anne-Wil Harzing, Joris Van Ruysseveldt - SAGE, 2004

E-resources (NPTEL/SWAYAM etc.)
1. https://www.youtube.com/watch?v=RRdKQhS2CLc

Course Learning Outcomes (CO's)

	CO's
CO1	Comprehend & distinguish the differences between domestic HRM and GHRM
CO2	Demonstrate an understanding of HRM from the global perspective
CO3	Analyse the impact and implications of contemporary HR perspectives of on HR practices and policies.
CO4	Adapt to the expectations and standards of global companies and prepared to take executory and leadership roles.
CO5	Able to understand Global HR operations and get familiar with International HR complexities

HR ANALYTICS

Course Code	22HR403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives :
1. To enable the student to understand how the HR function can add value and demonstrate the value in business terms
2. To equip the students to develop SMART (Simple, measurable, attainable, realistic/, relevant, time bound) targets and identify business contributions of the HR function
3. To learn importance of reliability, validity, and accurate measurement
4. To understand how to conduct reliable and valid research projects vis-à-vis calculating the costs of various HR processes

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MODULE 1   HR Analytics in Perspective: (12 Hours)
Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey, Understanding the organizational system (Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system, Typical problems.

MODULE 2   HRA Frameworks: (12 Hours)
Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent ship Framework, 5 overarching components of an effective Analytics framework.

Module 3   Basics of HR Analytics and Predictive Analytics   (12 Hours)
Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

MODULE 4   HR METRICS   (12 Hours)
Staffing Metrics (4 Hrs.) Skill based Why managers need to pay attention to recruitment? What are the expectations from recruitment from organizational/managerial perspective? Recruiting tools and practices – a quick audit, How and when to measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push model (Markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.
Development Metrics (4 Hrs.) Skill based Training ROI, measuring employee satisfaction, attitude measurement and survey, Training evaluation models, tracking the value of career management, measurement, Performance metrics, performance matrix – Shingo prize model, EFQM, and Baldridge criteria calculating 6 sigma, assessing the training organization, customer focused metrics, BSC, HR Scorecard, performance measurement using ranking and rating systems, scales for evaluation of performance, HR's role in value chain, HR Accounting.
Compensation Metrics (4 Hrs.) Skill based Connecting it to revenues and expenses, calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in Compensation – percentiles, cost benefit analysis, and comparators. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives.

Module 5	Statistical software used for HR analytics:

Module 5   Statistical software used for HR analytics:
- MS-Excel, IBM- SPSS, (PRACTICAL)
- Theoretical introduction TO IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Ploty, Click view and Fusion Charts.

Text Books:
1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014
3. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
4. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

Reference Books:
1. HR Analytics: The What, Why and How, by Tracey Smith
2. Bhattacharyya. Kumar, D. (2007). HR research methods. University Press.
   HR Metrics standards & glossary published by the HR metrics service. Version 6.3/Dec 2010
   HR metrics service, HR metrics Interpretation guide published by BC HRMA version 2.4 / December 20th 2010

E-resources (NPTEL/SWAYAM etc.)

Course Learning Outcomes (CO's)

	CO's
CO1	Have an understanding of How HR function adds value and demonstrates the value in business terms.
CO2	Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.
CO3	Convert soft factors in a people management context into measurable variables across various domains.
CO4	Devise, conduct and analyse a study on employees or any other related to the HR context in an organization
CO5	Will be able to prepare data dashboards and leverage the tools of Data Visualisation

INTERPERSONAL EFFECTIVENESS

Course Code	22HR404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To understand the concept of Interpersonal effectiveness
2. To understand the role of interpersonal relationship in an organizational context
3. To discuss the process of Conflict Management & Negotiation

Module 1 (14 Hours)
Concept of Self and Personal Effectiveness: Meaning of Self-Concept, Self-Concept Theory, The elements of the Self-Concept Model, Self-Concept development stages, tools to assess/measure Self-Concept (Introduction to Psychometric tests-MBTI, FIRO-B and FIRO-F, Enneagram etc..), Emotional Intelligence, Personal effectiveness through Time Management and Spirituality. Self-learning topic: Understanding Self with Johari Window
Module 2 (14 Hours)
Interpersonal Relationship: Meaning, Types, and Importance of Interpersonal relationship at workplace, factors affecting interpersonal relationships, Relationship Theories, Transactional Analysis, emotional intelligence: ability based E.I and Trait based E.I Self-learning topics: Basics of Group Dynamics
Module 3 (10 Hours)
Conflict Management: Meaning of Conflict, Workplace Conflicts, Types of Conflicts Strategies to manage conflicts, Managing difficult people, Conflict Management Skills Self-learning topic: Significance of Leadership in managing Conflicts in organizations
Module 4 (12 Hours)
Negotiation: Meaning, process of negotiation, Skills required for effective negotiations Self-learning topic: Application of "negotiation skills" in organizations
Module 5 (10 Hours)
Interpersonal Skills: Importance of Interpersonal Skills in the organizational context, examples of interpersonal skills, Strategies to improve interpersonal skills, Persuasion, Influencing, Self-learning topic: Role of communication in enhancing interpersonal skills

Text Books:
1. Robert N. Lussier , Human Relations in organizations, 6/e, McGraw Hill Education.
2. Gallo, Amy, Harvard business review guide to dealing with conflict.
3. Weiss, Jeff., Harvard business review guide to negotiating,
4. Robbin, Stephen, Organizational Behaviour, by Pearson

Reference Books:
1. Mishra Abhishek , Power of One : Personality and Self Development
2. Negotiation : closing deals, setting disputes, and making team decisions, Hames, David S., Sage Publication
3. Seven habits of highly effective people - Stephen R Covey, Pocket Books

E-resources (NPTEL/SWAYAM etc.)
1. https://positivepsychology.com/self-concept/
2. https://www.peoplematters.in
3. https://www.hrkatha.com/

Relevant Courses available on Swayam/NPTEL portals

Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate an understanding of the concept of "Interpersonal Effectiveness"
CO2	Make use of simple Self-Assessment tools like Johari Window to know more about self
CO3	Analyse various Conflict Management Strategies
CO4	Explain the process of negotiation
CO5	Explain the importance of interpersonal skills in the organizations

ORGANIZATIONAL CHANGE & DEVELOPMENT

Course Code	22HR405	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To discuss the concept of Change and organizational improvement process through effectiveChange Management
2. To understand the Organizational Development Interventions
3. To discuss applications of Organizational Development in different organizational settings

Module 1	(10 Hours)

Organizational Change: Philosophy of Organizational Change, Nature of Change, Types of Change, Importance, Imperative and Impact of Change
Self-learning topic: Organizational Systems, Structure and Design

Module 2	(12 Hours)

Managing Organizational Change: Change Management Process, Role of Change Agents, Competencies of an effective Change Agent, Theories of Planned Change (Lewin's Three StageChange Model, Action Research Model, Appreciative Inquiry (AI) Model
Self-learning topic: Impact of Culture and Leadership on Change Management Process

Module 3	(12 Hours)

Organizational Development (OD): Concept of OD, Process of OD
OD Models: Force Field Analysis, Leavitt's Model, Action Research, Weisbord's Six Box, Model, McKinsey's 7-S Framework, Open System Theory, TPC Framework
Self-learning topic: History and evolution of OD

Module 4	(16 Hours)

OD Interventions: Human Process Interventions, Techno-structural Interventions, HRM Interventions, Strategic Change Interventions
Self-learning topic: Overview of Globalization and its impact on OD

Module 5	(10 Hours)

Applications of OD: OD in different types of organizational settings (Family Businesses,Public/Private Sector, Non-Profit Organizations etc.) Recent trends in OD
Self-learning topic: Relevance of OD in current business environment

Text Books:
1. Dipak Kumar Bhattacharyya, Organizational Change and Development, OUP India; Edition(2011)
2. Thomas G. Cummings | Christopher G. Worley, Organization Development and Change,Cengage Learning
3. Donald L. Anderson, Organization Development: The Process of Leading OrganizationalChange, Fourth Edition, Sage Publishing
4. Ratan Raina, Change Management and Organizational Development, Sage Publishing

Reference Books:
1. Kavita Singh, Organisation Change and Development, Excel Books (2010)
   Tupper F. Cawsey, Gene Deszca, and Cynthia Ingols *, Organizational Change: An Action-Oriented   Toolkit,* Third Edition, Sage Publishing
2. French & Bell, Organization   Development :Behavioral Science Interventions for Organizational Improvement, Prentice Hall (2008)/ Pearson

Education; Sixth edition, (2017)
3. Robert A Paton, Change Management: A Guide to Effective Implementation, SAGE SouthAsia; Third edition (2008)

E-resources (NPTEL/SWAYAM etc.)
1. https://onlinecourses.nptel.ac.in/noc20_mg16/course

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the impact of Change in the organizational context
CO2	Analyse the Change Management Process
CO3	Compare various Organization Development Models
CO4	Explain various OD interventions
CO5	Analyse the application of OD in different types of Organizations

MARKETING

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Course Code	22MA401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:

1. To understand the value, role, concepts, and principles of CRM.
2. To provide managerial insights into the process of forming, managing, and enhancing customer relationships

Module: I (12 Hours)
Introduction to CRM: Meaning, definitions, benefits of CRM. The criticality of customer relationships, why businesses should adopt CRM Elements of CRM. Types of CRM - Operational, Collaborative, and Analytical CRM. Types of Customers and their Relationship styles. Customer segmentation re-examined Loyalty as a basis of Segmentation. CRM, Marketing & Relationship marketing. Self-Learning Topic: Evolution and growth of CRM
Module II (16 Hours)
Building Customer Relationship – Relationship building as a process. IDIC framework, the ladder of loyalty, Bonding for customer relationship, Zero customer defections, CRM framework. Economics of Customer Relationship Management – Types of customer value, Market Share V/s Share of the customer, Customers Lifetime Value and its benefits. Customer Value Management. CRM in services and CRM in B2B markets. Relation between TQM and CRM Self-Learning Topic: Customer value co-creation.
Module: III (10 Hours)
Managing the Customer Lifecycle - Customer Lifecycle. Strategies for the Customer acquisition stage, Customer retention stage, Customer development stage, and Customer Termination stage. CRM and Customer Experience: Customer Experience concepts, Methods to understand the customer experience, experiential marketing strategies, Features of CRM software applications that influence customer experience.
Module IV (12 Hours)
Technology for Customer Relationship – Contact Center Technology (IVR, CTI, ACD), Customer Complaint Management Technology, Front Desk Management Technology. Data warehousing, Data Mining, Campaign Management, Marketing Automation, Sales Force Automation, Customer service, and support. CRM Companies Zoho, Salesforce.com, Oracle, HubSpot, etc.
Module: V (10 Hours)
Planning CRM Implementation: Framework for building CM strategy, building blocks of CRM, Preparing for CRM rollout, Challenges in CRM implementation. Applications in various industries: Manufacturing, banking, hospitality, and telecom sectors Self-Learning Topic: Ethical Issus in CRM.

Text Books:
   1. Customer Relationship Management Concept & Cases, Rai, Alok Kumar, Sinha, Chhabi, Sharma, Rakesh, Prentice Hall of India Private Limited
   2. Customer Relationship Management Concept & Technologies, Buttle, Francis, Prentice Hall of India Private Limited
   3. Customer Relationship Management, Shanmugasundaram,S, Butterworth-Heinemann

   4. Customer Relationship Management, A Strategic Perspective, Seth, Jagdish, Shainesh, G, Macmillan

Reference Books
   1. Customer Relationship Management, Mukherjee, Kaushik, Prentice Hall of India Private Limited

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the elements of Customer Relationship Management and the related concepts
CO2	Compare the types of CRM
CO3	Illustrate Strategies for different stages in the Customer Lifecycle
CO4	Outline the basic aspects of Technology for Customer Relationship Management
CO5	Demonstrate the use of CRM in manufacturing, banking, hospitality and telecom sectors

INNOVATION MARKETING

Course Code	22MA402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To understand the need for innovation in the competitive market
2. Learn to formulate innovation management strategies for the organizations
3. To know the process of globalizing innovation
4. To study and implement ICT for marketing innovations.

Module: I	(12 Hours)

Innovation a Key Source of Business : Defining Innovation. Need for innovation. Models ofinnovation. Sources & Transfer of Innovation. The link between innovative ideas, innovation and Marketing. Characteristics of Innovation. Innovation Management – an Introduction. MajorChallenges of Innovation Management

Module: I	(12 Hours)

New Product development & Innovation : Innovation & New Product Development. Innovation and Market – Innovation & Market Vision. Innovative New Products & Consumption patterns. Marketing Insights for innovation. Innovation Decision Process. Innovation Management of New Product development function. Organizing for new product development. New Service Innovation
Self-Learning Topic: Introduction to IPR and Patent application process in India.

Module: III	(12 Hours)

Innovation Diffusion Process: What is Diffusion? Four elements in diffusion of Innovation. Attributes of Innovation & Rate of Adoption. Adoption Process Adopter Categories. Opinion Leaders & Diffusion Network.
Self-Learning Topic: Business Incubation platforms in India. (National Institute of Design, TiE, Sandbox)

Module: IV	(12 Hours)

Brand Strategy: Capabilities, networks & platforms. Product Planning. The Competitive
Environment. Managing brands & brand strategy. Launch & continuing improvement. Managing the
mature products. Withdrawing the products.

Module :V	(12 Hours)

Globalization of Innovation: Technological & Market Uncertainties. The role of Complementary Innovation. Methods of Globalization. Innovating for Emerging Markets - Entry Strategies. Role of ICT. Implementation – Technology Transfer & Commercialization, establishing co-opetition.
Self-Learning Topic: Measurement of Innovation Marketing Performance

Text Books:
1. Innovation Management & New Product Development – 4e – Pearson – Paul Trott
2. Innovation Management: Strategies, Implementation & Profits – Oxford University Press –Allan Afuah

Reference Books
1. Managing Innovation & New Product Development: concepts & Cases – PHI – MukeshChaturvedi, Aseem Kumar, Mohanlal Rahul
2. The Innovator's Dilemma: when technologies cause firm to fail – HBR Press – Clayton M.Christensen
3. Diffusion of Innovations – 5e - Free Press – Everett M. Rogers

Course Learning Outcomes (CO's)

	CO's
CO1	Explain importance of innovation
CO2	Assess linkage between innovation, new productdevelopment & marketing.
CO3	Examine role of adopter categories and their role indiffusion process
CO4	Design brand strategies for innovation(product/services)
CO5	Evaluate process of globalization of innovation

INTEGRATED MARKETING COMMUNICATION (IMC)

Course Code	22MA403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:

1. Introduce students to the basic concepts of Integrated Marketing Communications and howbusiness organizations and other institutions carry out such activities.
2. Sensitize students to the various facets of communications mix,
3. Sensitize students to legal and ethical considerations in the formulation and the implementation of marketing communications strategy

Module: I	(12 Hours)

Introduction to Integrated marketing Communication - The Promotional –Mix, Role of Marketing Communications in Marketing, Evolution and Importance of Integrated Marketing Communication. Introduction to IMC tools – Advertising, Sales promotion, Publicity/Public relations, Interactive/Internet marketing, Personal selling and Direct marketing.
The Communication Process - the basic Communication Model, Models of response process.
Self-Learning Topic: Advertising Gurus in India

Module: II	(12 Hours)

Sales Promotion: Role and growth of sale promotion. Objectives and techniques of Consumer oriented sales promotions and Trade oriented sales promotions. Coordinating Sales Promotion and Advertising.
Direct Marketing: Role and growth of Direct marketing. Direct marketing objectives, developing a database, Direct marketing strategies and media.
Public Relations, Publicity and Corporate Adverting: Public relations and Publicity – advantages and limitations. Corporate advertising and its types

Module: III	(12 Hours)

Organizing for IMC – Participants in the IMC process. The role of advertising agencies and other marketing communication organizations – Types of Ad Agencies, Specialized service agencies, Collateral services.
Establishing Objectives and Budgeting for IMC Programs-Value of objectives, marketing, sales and communications objectives. DAGMAR approach to setting objectives. Budgeting for IMC programs - Factors influencing budget, Budgeting approaches – Top-down, Affordable, Arbitrary allocation, Percentage-of-sales, Competitive-parity ROI and Objective-task methods. Allocating the budgets to the IMC elements.
Self-Learning Topic: Prominent Ad agencies in India.

Module: IV	(12 Hours)

Message Strategy: Creativity in advertising and the Creative Process, storyboard and Animatics. Creative strategy development- Advertising Campaigns, Copy platform, Major selling idea.
Creative Strategy Implementation – Advertising appeals and Execution styles. Source Factors – credibility, attractiveness and power. Using celebrities for endorsements. Creative tactics for print advertising and TV advertising.
Media Planning and Strategy: Types of Media - Broadcast Media, Print Media and Support Media. Media Planning Process, Media objectives, Reach, Frequency and Impact, Media Mix decisions, Media Vehicles and Media Scheduling.
Measuring Ad Effectiveness: Need, Advantages and Limitations of measuring Ad effectiveness, Pretesting and Post testing of Ads
Self-Learning Topic: Types of Campaigns.

Module: V	(12 Hours)

Module: V   (12 Hours)
Ethical and Legal Issues in Advertising: Ethical and social issues in advertising. Surrogate Advertising in India - Meaning and genesis of surrogate advertising in India, Cases of surrogate advertising in India. Regulation of Advertising in India: The need for regulation, self-regulation by advertisers, Ad Agencies and trade associations. Advertising Standards Council of India (ASCI) – Goal and code for self-regulation. Advertising Agencies Association of India – Objectives and activities. Acts for regulation in India.
Self-Learning Topic: Social issues in Advertising.

Text Books:
1. Advertising and Promotion an Integrated Marketing Communications Perspective, Belch, MA, Belch, G E and Purani, K., 9e, McGraw-Hill

Reference Books
1. Advertising Management, 5th e Aaker, David A et al. Prentice-Hall, India
2. Advertising Principles and Practice, Ruchi Gupta, S. Chand
3. Advertising Principles and Practice, Wells, William, Burnett John, Moriarty, Sandra, 7e,Pearson

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the elements of Integrated MarketingCommunications and their related concepts
CO2	Illustrate the role of participants in the IntegratedMarketing Communications Process
CO3	Design a print advertisement and sketch a storyboard for a Television Ad
CO4	Apply the concepts of consumer promotions andtrade promotions
CO5	Explain the concepts of ethical and legal issues inadvertising

RURAL MARKETING

Course Code	22MA404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:
1. To provide a conceptual understanding of Rural Marketing with special reference to the Indian context.
2. To create awareness about the applicability of the concepts, techniques, and, processes of marketing in rural contexts.
3. To familiarize with the special problems related to sales in rural markets.

Module I	(12 Hours)

Introduction

Definition for Rural market, Scope of Rural Marketing, Concepts, Components of Rural Markets Classification of Rural Markets, Rural versus Urban Markets, Challenges in Rural Marketing

Self-Learning Topic: E-commerce and tier - II towns

Module II	(12 Hours)

Rural Marketing Environment

Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Healthcare, Energy, and other Infrastructure Facilities

Self-Learning Topic: Thompsons Rural Market Index

Module III	(12 Hours)

Rural Economy & Rural Consumer

Rural Economy: Drivers of rural demand, Rural Finance (SHG, Microfinance, Cooperatives & Banking), Development Programs

Rural Consumer: Characteristics of Rural Consumer, Lifestyle, Personality and Brand Belief, Factors affecting rural consumer buying, New SEC system of rural consumers

Self-Learning Topic: Contribution of C.K.Prahalad - Fortune at the bottom of the pyramid

Module IV	(12 Hours)

Rural Marketing Strategies

Heterogeneity in rural markets, The concept for positioning.

Product Strategy, Pricing Strategy, Distribution Strategy, Rural Retail System, Rural Mobile Traders, The Last Mile Distribution, Haats / Shandies, Public Distribution System, Prevalent Rural Distribution Models - Distribution Models of FMCG Companies. Rural Communication (ATL and BTL)

Self-Learning Topic: ICT initiatives in distribution and communication

Module V	(12 Hours)

Indian Agricultural Produce Marketing, Challenges, Agri Input Business. Social Entrepreneurship

Self-Learning Topic: Corporate farming and its effect on the income of the rural farmer.

Text Books:
1. Rural Marketing, Pradeep Kashyap Second Edition, Pearson Publication

Reference Books

1. Rural Marketing: by C S G Krishnamacharyulu & Lalitha Ramakrishnan Text and cases, 2nd edition, Pearson Publications.
2. Rural Marketing: Concepts and Practices, Author: Karminder Ghuman, Balram Dogra Publisher: Tata Mc Graw Hill Publishing.
3. Rural Marketing 1st Edition (English) 1st Edition Author: U C Mathur Publisher: Excel Books.
4. Rural Marketing 01 Editions, Author: Badi R V, Publisher: Variety Books.

Course Learning Outcomes (CO's)

	CO's
CO1	Able to differentiate the characteristics of Indian rural markets and urban markets.
CO2	Able to identify complexities of rural consumer buying behaviour.
CO3	Able to analyze nuances of the rural marketing mix.
CO4	Able to analyze strategies adopted for rural markets.
CO5	Able to explain agricultural marketing challenges as well as the concept of social entrepreneurship

STRATEGIC BRAND MANAGEMENT

Course Code	22MA405	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives:

1. To explore the various issues related to Brand Management
2. To understand and appreciate the important intangible strategic assets.

Module: I	**(12 Hours)**
meaning, importance. Brand Vs. Product, Can anything be branded? - Goods, Services, Retailers, distributors, Online services, People, Organizations, Sports, Arts, Entertainment, Locations, properties, Ideas & Cause, Branding Challenges and Opportunities, Strategic brand management process Brand & Brand Management Brand	
Module: II	**(12 Hours)**
Identifying and establishing brand positioning and value The Brand equity concept, sources of Brand equity, Steps in brand building - 4 steps CBBE model. Creating customer value (CRM, Customer Equity, Relationship of Customer Equity & Brand Equity). Identifying and establishing brand positioning - basic concepts, target market, nature of competitions, POP & POD, Positioning Guidelines - identifying & communicating frame of reference, choosing POD, establishing POP & POD, updating positioning over time. Mental Map, Brand Mantra	
Brand Marketing Programme	**(12 Hours)**
Criteria for choosing brand elements, Options and tactics for brand elements, Brand Awareness, Brand Associations, Product Strategy - Perceived quality, after marketing; Relationship Marketing- Mass customization, One-to-one marketing, Permission marketing Pricing Strategy - Consumer price perceptions, Value pricing Channel Strategy - Channel Design, Direct Channels, Indirect Channels, Online strategies. IMC for branding - Marketing communication options, Criteria for IMC Programs - coverage, contribution, commonality, complementarily, versatility, cost. Leveraging secondary brand associations to build brand equity	
Module: IV	**(12 Hours)**
Measuring brand performance Designing brand tracking studies – what to track, how to conduct tracking studies, how to interpret tracking studies. Measuring sources of brand equity – Qualitative techniques (free association, projective techniques, brand personality and values), Quantitative techniques (Brand awareness, Brand Image, Brand Response, Brand Relationship)	