

CHOICE-BASED CREDIT SYSTEM

MBA PROGRAM STRUCTURE

FROM ACADEMIC YEAR

**2025 – 2026
ONWARDS**

Approved by

Board of Studies meeting resolution no. 03 dated 14/08/2025

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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 themselves 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 years 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 The Karnataka 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 Board of studies for the MBA program 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 MBA program 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 the MBA program should have

appeared for any national/state level entrance tests such as KMAT, CAT, XAT, MAT, PG CET 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 the MBA program 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 courses shall be English.

VII. PROGRAM STRUCTURE:

- a. The students of MBA 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., wherever possible 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 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 Coverage, Reference Books, Course Outcomes, the number of contact hours, the prescribed Credits & the module wise weightage for final assessment.
- c. The students shall compulsorily undertake a community engagement project and an internship project during the program. The 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 100 credits.

**SEMESTER-WISE DISTRIBUTION OF CREDITS FOR MBA
PROGRAM**

Total credits for the MBA Program: 104 credits

Category	Minimum Credits to be covered in				Total credits to be earned
	I -Sem	II -Sem	III - Sem	IV- Sem	
Discipline Specific Core (DSC)	26	12	6	6	50
Discipline Specific Electives (DSE)	-	8	16	16	40
Ability Enhancement Course (AEC)	-	2	4	-	06
Open Elective Course (OEC)	-	4	4	-	08
Skill Enhancement Courses (SEC)	MNC	MNC	MNC	-	-
Total Credits (102)	26	26	30	22	104

Percentage of Category-Wise Courses

Category	Percentage
Discipline Specific Core (DSC)	48.07 %
Discipline Specific Electives (DSE)	38.46 %
Ability Enhancement Course (AEC)	5.77 %
Open Elective Course (OEC)	7.70 %
Skill Enhancement Courses (SEC)	----
Total	100

X. ATTENDANCE:

- a. Each course 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.
- 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 up to 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. All his/her 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 supplementary examinations, if any, the marks obtained in the CIE shall not be revised.
- 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
Following are the few examples of the components.

1. Case Study
2. Test
3. Field Visit
4. Individual/Group -Written Assignment
5. Role Play
6. Live Project & Presentation
7. Quiz etc.
- 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 midterm examination for all 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 supplementary examinations as and when announced by the Institute by paying prescribed fees.
- i. The question paper setting & the answer scripts of all semester-end examinations will be evaluated by a panel of examiners approved by the Board of Studies.

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 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 (Regular Faculty of the Institute) and External examiners approved by BOS.
- b. Board of Examinations (BOE) will approve the question paper set by the paper setters & scrutinized by the scrutiny committee.

XVII. DOUBLE VALUATION:

The answer scripts of all semester-end examinations will be evaluated by a panel of internal & external examiners approved by the Board of Studies. There will be double valuation of each answer script.

If the difference between 1st valuation & the 2nd valuation is equal or more than 20% of the Total marks, i.e. equal or more than 12 marks for 04 credit course & equal or more than 06 marks for 02 credit course then such answer scripts will go for 3rd valuation. The average of the two highest marks out of 03 valuations will be considered for the declaration of the results in this case.

XVIII. COMPLETION OF THE PROGRAM:

- a. The MBA Program is a two-year full time program.
- b. 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.
- c. A candidate must complete 100 credits to be eligible for the award of MBA degree.
- d. 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.
- e. 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 remained absent or failed in the course/s.

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 a 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
	Economics for Managers	4	100	70	07.00	28.00
	Universal Human Values and Professional Ethics	4	100	80	08.00	32.00
	Marketing in AI Era	4	100	80	08.00	32.00
	Basics of Business Analytics	2	50	40	08.00	16.00
	Statistics for Managers	4	100	60	06.00	24.00
	Financial Accounting	4	100	80	08.00	32.00
	Human Resource Management	2	50	40	08.00	16.00
	Entrepreneurship Development	2	50	30	06.00	12.00
	Employability Skills - I	0	50	40	00	00
Total		26	650	480	59.00	192.00

Semester I GPA = $192/26 = 7.38$

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

Semester	Max Credits	Credits Opted	Credit Points	GPA
First	26	26	192	7.38
Second	26	26	188	7.23
Third	30	30	210	7.00
Fourth	22	22	160	7.27

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

$$= (192+188+210+160) / (26+26+30+22)$$

$$= 750 / 104$$

$$= 7.21$$

XXI. 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

QP Code

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USN

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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. Mid Semester Examination Question Paper Pattern

ROLL NO.

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USN

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**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

- Question no.1 is compulsory. 05 sub questions and each sub question carries 2 mark each.
- 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

XXI. 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
25DSC101	Accounting for Decision Making	DSC	4+0+0	60	40	100	4
25DSC102	Basics of Business Analytics	DSC	2+0+0	30	20	50	2
25DSC103	Economics for Managers	DSC	4+0+0	60	40	100	4
25DSC104	Entrepreneurship Development	DSC	2+0+0	30	20	50	2
25DSC105	Human Resource Management	DSC	2+0+0	30	20	50	2
25DSC106	Marketing in AI Era	DSC	4+0+0	60	40	100	4
25DSC107	Statistics for Managers	DSC	4+0+0	60	40	100	4
25DSC108	Universal Human Values and Professional Ethics	DSC	4+0+0	60	40	100	4
Total Credit							26
25MNC100	Employability Skills - I	SEC	30	30	20	50	MNC

***MNC – Mandatory Non Credit**

SECOND SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25AEC200	Community Engagement Project (CEP)	AEC	0+0+2	30	20	50	2
25DSC201	Business Research Methods	DSC	4+0+0	60	40	100	4
25DSC202	Indian Knowledge System	DSC	2-0-0	30	20	50	2
25DSC203	Organizational Behaviour	DSC	2+0+0	30	20	50	2
25DSC204	Financial Management	DSC	4+0+0	60	40	100	4
25OEC	Open Elective	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
Total Credits							26
25MNC200	Employability Skills - II	SEC	2+0+0	30	20	50	MNC

***MNC – Mandatory Non Credit**

THIRD SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25AEC300	Student Internship Program	AEC	0+0+4	60	40	100	4
25DSC301	Management Control System	DSC	2+0+0	30	20	50	2
25DSC302	Strategic Management	DSC	4+0+0	60	40	100	4
25OEC	Open Elective	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
Total Credits							30
25MNC300	Employability Skills - III	SEC	2+0+0	30	20	50	MNC

FOURTH SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25DSC401	Corporate Law	DSC	2+0+0	30	20	50	2
25DSC402	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
Total Credits							22

II SEMESTER

OPEN ELECTIVES

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25OEC201	Communication Skills	OEC	4+0+0	60	40	100	4
25OEC202	Computer Skills	OEC	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
25FM201	Costing for Managers	DSE	4+0+0	60	40	100	4
25FM202	Modern Banking & Fintech	DSE	4+0+0	60	40	100	4
25FM203	Securities Markets & Institutions	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
25HR201	Employee Performance Management	DSE	4+0+0	60	40	100	4
25HR202	Talent acquisition	DSE	4+0+0	60	40	100	4

BUSINESS ANALYTICS

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25BA201	Analytics Using Excel	DSE	000000	000	000	0000	00
25BA202	Business Analytics and Intelligence	DSE	000000	000	000	0000	00
25BA202	Management Information System	DSE	000000	000	000	0000	00

MARKETING

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25MA201	Consumer Behavior	DSE	4+0+0	60	40	100	4
25MA202	Digital Marketing	DSE	4+0+0	60	40	100	4
25MA203	Services Marketing	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
25FB201	Corporate Entrepreneurship	DSE	4+0+0	60	40	100	4
25FB202	Design Thinking	DSE	4+0+0	60	40	100	4
25FB203	Entrepreneurship & Innovation	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
25OEC301	Operations Management	DSE	4+0+0	60	40	100	4
25OEC302	Technology Management	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
25FM301	Corporate Taxation	DSE	4+0+0	60	40	100	4
25FM302	Corporate Valuations	DSE	4+0+0	60	40	100	4
25FM303	Financial Derivatives	DSE	4+0+0	60	40	100	4
25FM304	Management of Mutual Funds	DSE	4+0+0	60	40	100	4
25FM305	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
25HR301	Compensation and Benefits	DSE	4+0+0	60	40	100	4
25HR302	HR Analytics	DSE	4+0+0	60	40	100	4
25HR303	HR Consulting	DSE	4+0+0	60	40	100	4
25HR304	Labour laws & compliance	DSE	4+0+0	60	40	100	4
25HR305	Strategic Human Resources 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
25BA301	Big Data Analytics	DSE	4+0+0	60	40	100	4
25BA302	Decision Science	DSE	4+0+0	60	40	100	4
25BA303	Exploratory Data Analytics for Business	DSE	4+0+0	60	40	100	4
25BA304	Finance Analytics	DSE	4+0+0	60	40	100	4
25BA305	Introduction to Python and Data Control	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
25MA301	Business to Business Marketing	DSE	4+0+0	60	40	100	4
25MA302	International Marketing Management	DSE	4+0+0	60	40	100	4
25MA303	Retail & E-commerce	DSE	4+0+0	60	40	100	4
25MA304	Selling Skills	DSE	4+0+0	60	40	100	4
25MA305	Supply Chain Management	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
25FB301	Building Blocks of Family Business	DSE	4+0+0	60	40	100	4
25FB302	Creating Business Plans	DSE	4+0+0	60	40	100	4
25FB303	Family Business Management	DSE	4+0+0	60	40	100	4
25FB304	New Venture Creation	DSE	4+0+0	60	40	100	4
25FB305	Rural Entrepreneurship	DSE	4+0+0	60	40	100	4

IV SEMESTER

FINANCE

Course Code	Title of the Course	Course Category	Teaching Hours/ Week (L+T+P)	SEE	CIE	Total Marks	Credit
25FM401	Behavioral & Personal Finance	DSE	4+0+0	60	40	100	4
25FM402	Insurance Management	DSE	4+0+0	60	40	100	4
25FM403	International Financial Management	DSE	4+0+0	60	40	100	4
25FM404	Merchant Banking and Financial Services	DSE	4+0+0	60	40	100	4
25FM405	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
25HR401	Corporate Social Responsibility	DSE	4+0+0	60	40	100	4
25HR402	Diversity, Equity & Inclusion	DSE	4+0+0	60	40	100	4
25HR403	International HRM	DSE	4+0+0	60	40	100	4
25HR404	Organization Leadership	DSE	4+0+0	60	40	100	4
25HR405	Sustainability HR & ESG	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
25BA401	Business Forecasting	DSE	4+0+0	60	40	100	4
25BA402	Human Resource Analytics	DSE	4+0+0	60	40	100	4
25BA403	Machine Learning	DSE	4+0+0	60	40	100	4
25BA404	Managing E- Business	DSE	4+0+0	60	40	100	4
25BA405	Social Media and Website Analytics	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
25MA401	Customer Relationship Management	DSE	4+0+0	60	40	100	4
25MA402	Integrated Marketing Communication	DSE	4+0+0	60	40	100	4
25MA403	Marketing Analytics	DSE	4+0+0	60	40	100	4
25MA404	Rural Marketing	DSE	4+0+0	60	40	100	4
25MA405	Sales Management	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
25FB401	Business Ethics	DSE	4+0+0	60	40	100	4
25FB402	Family Business Governance	DSE	4+0+0	60	40	100	4
25FB403	Managing Succession in Family Business	DSE	4+0+0	60	40	100	4
25FB404	MSME	DSE	4+0+0	60	40	100	4
25FB405	Social Entrepreneurship	DSE	4+0+0	60	40	100	4

FIRST SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25DSC101	Accounting for Decision Making	DSC	4+0+0	60	40	100	4
25DSC102	Basics of Business Analytics	DSC	2+0+0	60	40	100	2
25DSC103	Economics for Managers	DSC	4+0+0	60	40	100	4
25DSC104	Entrepreneurship Development	DSC	2+0+0	30	20	50	2
25DSC105	Human Resource Management	DSC	2+0+0	30	20	50	2
25DSC106	Marketing in AI Era	DSC	4+0+0	60	40	100	4
25DSC107	Statistics for Managers	DSC	4+0+0	60	40	100	4
25DSC108	Universal Human Values and Professional Ethics	DSC	4+0+0	60	40	100	4
Total Credit							26
25MNC100	Employability Skills - I	SEC	30	30	20	50	MNC

*MNC – Mandatory Non Credit

ACCOUNTING FOR DECISION MAKING

Course Code	25DSC101	Credits	4
Course type	DSC	CIE	40
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hour

Course Objectives:

1. To explain the fundamental concepts, principles, and practices of financial accounting.
2. To develop skills in recording, classifying, and summarizing financial transactions.
3. To analyze and interpret financial statements for decision-making.
4. To apply tools of financial performance evaluation such as ratios, funds flow, and cash flow analysis.

Module 1 (08 Hours) Introduction Concept, Functions, Importance & Limitations of Accounting, Nature of Accounting, Users of Accounting Information, Branches of Accounting, Accounting Terminologies, Accounting concepts and Conventions, Relation of accounting with other disciplines, Accounting Cycle, Capital and revenue expenditure and receipts. (Exercises) Self-Learning : International Financial Reporting System
Module 2 (08 Hours) Preparation of Final Statements Recording of transactions: Preparation of Journal, Posting to Ledger, Preparation of Trial Balance, Preparation of Final Accounts (Exercises), Overview of Financial Statements; Sources of Financial Information Self-Learning : Objectives & Functions of Management Accounting
Module 3 (12 Hours) Financial Performance Analysis I Key Financial Statements, Meaning & Objectives of Financial Analysis, Types of Analysis & Interpretation, Common Size & Comparative Statement Analysis; Trend Analysis (Exercises) Self-Learning : Inter firm and Industry Analysis
Module 4 (10 Hours) Financial Performance Analysis II Tools of Financial Performance Analysis as Ratio Analysis; Liquidity Ratios; Solvency Ratios; Profitability Ratios; Turnover Ratios; Market Test Ratios; Coverage Ratios (Exercises); Advantages & Limitations of Ratios Self-Learning : Inter firm and Industry Analysis

Module 5**(12 Hours)**

Meaning of 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 (Exercises)

Self-Learning: Objectives & Uses of Funds Flow & Cash Flow**RECOMMENDED BOOK:**

1. Accounting for Business Managers by Dr. Sakshi Vasudeva, Himalaya Publishing House

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

1. Management Accounting by Pandey I M, Vikas Publication.
2. Financial Cost & Management Accounting by P. Periasamy, Himalaya Publishing House
3. Management Accounting by Khan and Jain, Tata McGraw-Hill, 7th Edition
4. Accounting for Managers by Jelsy Kuppapally by PHI
5. Management Accounting by M.N. Arora, Vikas Publications, 10th Edition.

Course Learning Outcomes (CO's)

	CO's
CO1	Understand the importance of the Financial Statements
CO2	Prepare the Financial Statements
CO3	Analyse and evaluate the tools of measuring financial performance of a firm.
CO4	Evaluate the financial performance by using Ratios
CO5	Prepare the funds flow and cash flow statements

BASICS OF BUSINESS ANALYTICS

Course Code	25DSC102	Credits	2
Course type	DSC	CIE Marks	20
Hours/week: L-T-P	4-0-0	SEE Marks	30
Total Hours:	25	SEE Duration	1 Hours

Course Objectives:

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

Module 1 Introduction to business analytics, Role of Data in Business analytics, BA tools like tableau and Power BI. Data Mining, Business Intelligence and DBMS, Application of business Analytics. <i>Self-learning topic: SQL Basics</i>	(05 Hours)
Module 2 Introduction to Artificial Intelligence and Machine Learning Concepts of supervised learning and unsupervised learning. Fundamentals of block chain Block chain- connection between Business processes and events and smart contracts. <i>Self-learning topic: Neural Networks</i>	(10 Hours)
Module 3 Concepts and relevance of IOT in the business context. Virtual Reality and Augmented Reality Concept, 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 <i>Self-learning topic: Use of prompts with different GPT's</i>	(10 Hours)

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%3ArSoTxyIWhoR1QSe7wjMUkDwg1xhqwy1wU0&irgwc=1&mpid=1193463&aid=7010a000001xAKZAA2&utm_medium=digital_affiliate&utm_campaign=1193463&utm_source=impactradius
3. <https://www.coursera.org/learn/smarter-contracts#syllabus>
4. <http://tech.seas.harvard.edu/free-blockchain>

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 Block chain
CO3	Understand the concepts of IOT, VR, AR and GPT

ECONOMICS FOR MANAGERS

Course Code	25DSC103	Credits	4
Course type	DSC	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Course Objectives:

1. To understand the micro economic concepts
2. To get the understanding of basic economic activities.

Module I: Introduction Introduction to Economy : Managerial Economics – Definition, Nature, Scope, Objectives (Decision Making, Forward Planning, Problem Solving process) & Importance. Fundamental Concepts – Opportunity Cost, Incremental Concept, Discounting Principle, Equi-marginal Principle & Time Perspective. Calculation of Incremental Revenue & Cost Self Learning Topic: Business examples (for incremental analysis and opportunity cost)	(8 Hours)
Module II: Demand and supply analysis Utility Analysis – Meaning and Nature. Consumer’s Surplus Demand – Meaning, Function, Schedule Demand Equation (Simple problems), Types, Law (assumptions, explanation, reasons & exceptions), Change in demand & change in Qty 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 Topic: Present economic forecasts of India and analysis of other top 5 countries.	(12 Hours)
Module III: Production analysis Basic Problems PPC, 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). Interpretation of Law of Variable Proportion through Arithmetical examples. Self-Learning topic: Marginal Rate of Technical Substitution (MRTS)	(10 Hours)

Module IV: (12 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. Pricing & profit analysis Pricing – Meaning, determinants, objectives and Policies (Pricing methods – Cost based (cost plus, MC, ROR), objectives based (Profit & Sales maximization), competition based (going rate, penetration and entry deterring)

Self-Learning topic: Studying market structures in India and characteristics.

Module V (8 Hours)

Macro-Economic Factors:

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

Self-Learning topic: Recent Budget Analysis

Text Books:

1. Managerial Economics by D.N.Dwivedi, 7th Edition, VPH
2. Principles of Micro Economics by Taylor J. and Gugnani R. (Glocal edition), Biztantra
3. Economics by Samuelson P and Nordhaus, TMH
4. Managerial Economics by Varshneya Maheshwari - S Chand

Reference Books:

1. Managerial Economics by Kalkundrikar A.B. and Kulkarni A.N.
2. Managerial Economics by D.M. Mithani, HPH
3. Roger Benett, International Business, Pearson Education, New Delhi, 2006
4. Principles of Micro Economics by Salvatore D, Oxford UP, International Edition.
5. Managerial Economics – Text & cases Haynes, Mote & Paul

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	25DSC104	Credits	2
Course type	DSC	CIE	20
Hours/week: L-T-P	2-0-0	SEE Marks	30
Total Hours:	25	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

(05 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. Women Entrepreneurship in India. Significance of Innovations in floating a new venture.

Self-learning topic: Prepare a profile of a local successful entrepreneurs & Failures in Entrepreneurship.

Module 2

(10 Hours)

Entrepreneurial Support: Definitions of MSME, Government policy, Incentives, Institutional support for enterprises, Incubators and Business Accelerators, DIC and Financial Institutions, Business Cluster. Start Up Policy in India and Concept of Unicorns. Make in India and Entrepreneurship.

Self-learning topic: Identify the schemes introduced by Government for promoting entrepreneurship in India interacting with Joint Director, DIC and visit local cluster

Module 3

(10 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 favorable environment for entrepreneurship. First Generation Enterprises in India.

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.

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

HUMAN RESOURCE MANAGEMENT

Course Code	25DSC105	Credits	2
Course type	SEC	CIE Marks	20 marks
Hours/Week: L-T-P	2-0-0	SEE Marks	30 marks
Total Hours	25 Hours	SEE Duration	2 hours

Course Objectives:

1. Understand the strategic role of HRM in organizational success and transformation
2. Explore core HR functions and their integration with business goals
3. Examine emerging trends, technologies, and global practices shaping HRM

Module 1: Strategic Foundations of HRM (8 Hours) Evolution: Personnel -Strategic HRM - Digital HR, HRM vs HRD vs Talent Management, Intellectual Capital & Human Capital ROI, HRM's role in profitability, agility, and innovation, HRM Process: Planning, Execution, Evaluation Self-learning: Case study on HRM transformation in Indian startups
Module 2: Core HR Functions & Practices (9 Hours) Talent Acquisition: Job Analysis, JD/JS, Sourcing, Selection, Onboarding & Placement: Induction, Cultural Fit, Role Clarity, Learning & Development: TNA, Training Design, Delivery, ROI, Performance & Career Management: Appraisal Methods, Career Paths, Compensation & Compliance: CTC structuring, Statutory norms, Exit Management: Feedback, Knowledge Transfer Self-learning: Analyze HR operations in a mid-size MSME
Module 3: Contemporary & Global HRM (8 Hours) Technology in HR: HRIS, AI in Recruitment, HR Analytics, Workforce Trends: Virtual Teams, Work From Home, Gig Economy, Diversity & Inclusion: Generational shifts, DEI strategies, Global HRM: Expatriation, Repatriation, Cross-cultural HR, Strategic HRM: Employer Branding, Talent Strategy, SHRM Self-learning: Explore HR tech platforms (e.g., Darwinbox, Zoho People)

Text Books:

1. Human Resource Management – Gary Dessler (Pearson)
2. Strategic Human Resource Management – Charles Greer
3. Human Resource Management – Seema Sanghi (Vikas Publications)

Course Learning Outcomes (CO's)

CO1	Evaluate HRM's strategic contribution to organizational success
CO2	Apply core HR functions in real-world business scenarios
CO3	Analyze contemporary trends and technologies shaping HRM

MARKETING IN AI ERA

Course Code	25DSC106	Credits	4
Course type	DSC	CIE	40
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Course Objectives

1. To understand the concept of marketing in theory and practice
2. To have fundamental knowledge of consumer behaviour
3. To understand the concepts of STP and its application in the competitive environment
4. To understand the impact of technology on marketing

Module 1: Marketing Foundation and Environment

(10 Hours)

Core Marketing Concepts: needs, wants, demands, value, satisfaction, marketing myopia

Marketing Orientations: production, product, selling, marketing, societal

Marketing Mix: Evolution from 4 Ps to 7 Ps

Micro-environment & Macro-environment factors

Self-Learning Topic: Role of AI in marketing automation. How HubSpot AI, Mailchimp AI, and Salesforce Einstein automate and personalize marketing.

Module: II : Understanding Consumer

(10 Hours)

Five-Stage Buying Decision Process

Factors Influencing Consumer Behaviour: psychological, social, cultural, personal

Types of Consumer Buying Behaviour. Customer Delight

Know tools such as Amazon's Rufus, Netflix recommendation engine, or Zomato's personalized UX

Self-Learning Topic: How AI is helping brands identify consumer trends faster | CNBC News

Module: III : Pillars of Marketing – STP

(10 Hours)

Need & Bases for Segmentation: demographic, geographic, psychographic, behavioral

Effective Segmentation Criteria: Measurable, Accessible, Actionable

Evaluating and Selecting Target Markets

Positioning & Perceptual Maps

ChatGPT, or Crimson Hexagon for audience analytics

Self-Learning Topic: Hyper personalized marketing

Module IV : Marketing Mix in AI era Concept of Product, Price, Place, and Promotion Dynamic Pricing with AI (Use case of Uber pricing on android vs i-phone) AI in Advertising: From conceiving, writing, production, to Media Planning Self-Learning Topic: Using ChatGPT to generate an advertisement	(10 Hours)
Module V : Sustainability, Ethics & Emerging Trends in Marketing Green Marketing, Sustainability, Ethical Branding AI Ethics in Marketing: Deep fakes, Dark Patterns in mobile apps, algorithmic bias, privacy, data consent Self-Learning Topic: Ethical Considerations - bias, privacy, transparency, “AI washing”	(10 Hours)

Text Book:

1. Marketing Management – A South Asian Perspective – 14e – Pearson, Philip Kotler, Kevin Keller, Abrahan Koshy, Mithileshwar Jha

Reference Books

1. Marketing Management - 2/e - Excel Publication – Tapan Panda
2. Marketing - 5e - McGrawHill - Dhruv Grewal and Michael Levy
3. Jochen Wirtz & Lovelock, Services Marketing: People, Technology, Strategy

Other Sources

1. What Will Happen to Marketing in the Age of AI? by Jessica Apotheker on TED
2. Can AI Segment Your Customers? I Ran This Experiment to Find Out by Cassie Wilson Clark on Hubspot

Course Outcomes

CO1	Explain the concepts & tools relevant to basics of Marketing Management
CO2	Analyse the contemporary marketing environment to understand market dynamics
CO3	Able to understand the complexities of consumer buying behaviour and STP
CO4	Able to understand impact of technology on marketing domain
CO5	Able to understand local and global challenges in the field of marketing

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	2	2
3	10	20%	1	1	1
4	10	20%	1	2	2
5	10	20%	1	1	1

STATISTICS FOR MANAGERS

Course Code	25DSC107	Credits	4
Course type	DSC	CIE	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	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	(10 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 Topic: Variation in categorical and quantitative variables. Representing data using tables or graphs	
Module: 2	(10 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 Topic: 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	(10 Hours)
Regression - Linear Regression, Regression Coefficients, Method of least Squares, Method of Moving Averages	
Probability & Probability Distributions, Random Variable, Basic Concepts of Probability, Rules of Probability (Addition, Multiplication Law) Discrete & Continuous Variables, Binomial, Poisson, Normal Distribution and their Characteristics.	
Self-learning Topic: Real life examples on bivariate linear regression analysis, The most common distributions used in statistics.	
Module: 4	(10 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 Topic: Know your data & purpose, Refine your visualization according to best practices	

Module: 5**(10 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 Topic: 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

UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS

Course Code	25DSC108	Credits	4
Course type	DSC	CIE	40
Hours/Week: L-T-P	3-1-0	SEE Marks	60 marks
Total Hours:	50	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 complementarity 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:	(15 Hours)
Fundamentals of Universal Human Values Self-Introductions, Aspirations and Concerns, Self-Management, Health, Relationships, Society, Natural Environment Self- Learning Topic: Self –evaluation based on the fundamentals of UHV	
Module 2:	(10 Hours)
Introduction to Value Education Right Understanding, Relationship and Physical Facility (Holistic Development and the Role of Education) Understanding Value Education, Self-exploration as the Process for Value Education Continuous Happiness and Prosperity – the Basic Human Aspirations, Happiness and Prosperity – Current Scenario, Method to Fulfil the Basic Human Aspirations Self- Learning Topic: Exploring Human Consciousness and Natural Acceptance	
Module 3:	(8 Hours)
Harmony in the Human Being Understanding Human being as the Co-existence of the Self and the Body, Distinguishing between the Needs of the Self and the Body, The Body as an Instrument of the Self, Understanding Harmony in the Self , Harmony of the Self with the Body Programme to ensure self-regulation and Health Self- Learning Topic: Exploring the difference of Needs of Self and Body through daily experiences	
Module 4:	(10 Hours)
Harmony in the Family and Society and Harmony in the Nature/Existence Harmony in the Family – the Basic Unit of Human Interaction, 'Trust' – the Foundational Value in Relationship, 'Respect' – as the Right Evaluation, Other Feelings, Justice in Human-to-Human Relationship, Understanding Harmony in the Society, Vision for the Universal Human Order, Understanding Harmony in the Nature,	

Interconnectedness, Self-regulation and Mutual Fulfilment among the Four Orders of Nature, Realizing Existence as Co-existence at All Levels, The Holistic Perception of Harmony in Existence	
Self-Learning Topic: Exploring Co-existence in Existence	
Module 5:	(7 Hours)
Implications of the Holistic Understanding – a Look at Professional Ethics	
Natural Acceptance of Human Values, Definitiveness of (Ethical) Human Conduct, A Basis for Humanistic Education, Humanistic Constitution and Universal Human Order, Competence in Professional Ethics, Holistic Technologies, Production Systems and Management Models-Typical Case Studies, Strategies for Transition towards Value-based Life and Profession	
Self-Learning Topic: Exploring Steps of Transition towards Universal Human Order	

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>

Reference:https://www.aicte-india.org/sites/default/files/Model_Curriculum/UG-1/ug-vol1.pdf#page=16

Course Outcomes (COs)

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

EMPLOYABILITY SKILLS – I

Course Code	25MNC100	Credits	2
Course type	SEC	CIE Marks	20 marks
Hours/Week: L-T-P	2-0-0	SEE Marks	30 marks
Total Hours	25 Hours	SEE Duration	Mini Project/ Lab Assessment

Course objectives:

- Demonstrate practical proficiency in Microsoft Excel by designing analytical dashboards and business simulations across diverse corporate functions.

Module 1:	(6 Hours)
Advance Excel for Workplace Readiness, Essential Functions: VLOOKUP, Pivot Tables Self Learning Topic: Explore how dynamic dashboards are built using Pivot Tables and VLOOKUP for business reporting	
Module 2:	(5 Hours)
Conditional Formatting, Data Analysis for Decision Making, Excel-based Business Simulations Self Learning Topic: Learn to simulate business decisions using Excel-based data visualization and logic functions.	
Module 3	(14 hours)
Mini-Projects simulating business tasks on any one below HR Dashboard for Employee Metrics-Deliverable: Interactive dashboard showcasing attrition rate, absenteeism, training hours, and diversity metrics, Sales Performance Tracker- Deliverable: Weekly sales report with top/bottom performers, target achievement %, and heat maps for regions, Budget vs. Actual Financial Tracker -Deliverable: Monthly budget sheet comparing projections vs. actuals with automated alerts and variance analysis, Recruitment Funnel Analytic s -Deliverable: Candidate tracking system visualizing funnel stages, interview conversions, and dropout reasons, Inventory Management System -Deliverable: Live inventory tracker with reorder alerts, supplier performance dashboard, and wastage analysis, Peer Feedback & Result Interpretation Self-Learning Topic: Interpreting peer feedback to refine business dashboards and improve data-driven decision-making in mini-projects	

Text Books

- Mastering Advanced Excel-Ritu Arora

Reference Books

Microsoft Excel Data Analysis and Business Modeling-Wayne Winston

Course Learning Outcomes (CO's)

	CO'S
CO1	Apply advanced Excel techniques—such as VLOOKUP, Pivot Tables, and Conditional Formatting—for workplace efficiency and data management.
CO2	Analyze business datasets to make informed decisions using simulations and structured data manipulation tools.
CO 3	Design industry-specific dashboards and trackers through mini-projects that reflect real-world business scenarios across diverse domains.

SECOND SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours/ Week (L+T+P)	SEE	CIE	Total Marks	Credit
25AEC200	Community Engagement Project (CEP)	AEC	0+0+2	30	20	50	2
25DSC201	Business Research Methods	DSC	4+0+0	60	40	100	4
25DSC202	Indian Knowledge System	DSC	2+0+0	30	20	50	2
25DSC203	Organizational Behaviour	DSC	2+0+0	30	20	50	2
25DSC204	Financial Management	DSC	4+0+0	60	40	100	4
	Open Elective	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
Total Credits							26
25MNC200	Employability Skills - II	SEC	2+0+0	30	20	50	MNC

*MNC – Mandatory Non Credit

COMMUNITY ENGAGEMENT PROJECT (CEP)

Course Code	25AEC200	Credits	02
Course type	Core Course	CIE Marks	20 Marks
Hours/week: L-T-P	0-0-2	SEE Marks	30
Total Hours:	25	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.

Course Objectives

1. To sensitize the students to social issues and challenges
2. To provide a platform to understand the organization policy, initiatives and its implementation
3. To analyze and provide solution to social problems

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 25 hours in the organization chosen by them.
7. These 25 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
13. The report must include photographs taken
14. 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	25DSC201	Credits	4
Course type	DSC	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	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	(10 Hours)
Meaning of Research, Objectives of Research. Characteristics of Good Research. Meaning of Business Research, Research agencies (Internal research department, External research agencies), 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 Self-learning Topic: Prepare research design for your chosen topic	
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. Measurement and Scaling- Levels of measurement scale – 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, Reliability and Validity Self-learning Topic: Prepare sample design for your chosen topic	
Module: III	(10 Hours)
Data Collection 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) Questionnaire Design Secondary Data – meaning, advantages & disadvantages of secondary data, characteristics of secondary data, sources of secondary data (Internal & External) Self-learning Topic: Collect primary and/or secondary for your chosen topic	
Module: IV	(10 Hours)
Testing of Hypothesis- Introduction to Descriptive and Inferential Statistics, Null and Alternate Hypothesis, One Tailed and Two Tailed Test, Type I & Type II error, Parametric and Non- Parametric Tests (Theory only). Data Analysis and Reporting Stages of data analysis – Processing, analysing and interpretation Processing of data - editing, coding, tabulation, cross tabulation, Components of a Research Report.	

Self-learning Topic: Prepare research report for your chosen topic	
Module: V	(10 Hours)
Practical Lab Exercise Introduction to SPSS/ Any one Statistical Tool, 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), f- test, Chi- Square Testing of Independence of Attributes, Mann-Whitney U-test, Kruskal-Wallis test, Introduction to ANOVA (One Way Classification)	
Self-learning Topic: Analyze your data for your chosen topic	

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, Pearson Education, 2008.
5. J.K. Sachadeva, Business Research Methodology, Himalaya Publication

Course Learning Outcomes

	CO'S
CO1	Compare different types of research designs
CO2	Demonstrate an understanding of Sampling techniques and Calculate sample size for finite and infinite population, Demonstrate an understanding of Measurements and Scales used in social science
CO3	Demonstrate an understanding of types of data and tools of data collection
CO4	Demonstrate an understanding of Processing of data - editing, coding, tabulation, cross tabulation and theory of hypothesis testing.
CO5	Analyze data using Inferential Statistics (Hypothesis tests)

INDIAN KNOWLEDGE SYSTEM

Course Code	25DSC202	Credits	2
Course type	DSC	CIE	20
Hours/Week: L-T-P	2-0-0	SEE Marks	30
Total Hours:	25	SEE Duration	Project Submission & Viva

Course Objectives

1. To introduce the foundational principles of Indian Knowledge Systems (IKS) and their relevance in contemporary education and society.
2. To explore the philosophical and practical dimensions of Yoga as a tool for personal and professional well-being.
3. To apply IKS concepts in real-life contexts through reflective practice, fieldwork, and interdisciplinary integration.

Module: I Foundations of Indian Knowledge Systems (8 Hours) Overview of IKS: Vedas, Upanishads, and Darshanas (philosophical schools), Bhartiya Thithi System and Indian Calendrical Science, Contributions of Indian thinkers in mathematics, astronomy, linguistics, and management, Indigenous education systems: Gurukula, Nalanda, Takshashila Self Learning Topic: Fieldwork: Visit a local temple or heritage site to study traditional knowledge systems in practice
Module: II Yogic Science and Philosophy (9 Hours) Meaning, nature, and objectives of Yoga, Historical evolution and modern relevance, Ashtanga Yoga: Yama, Niyama, Asana, Pranayama, Pratyahara, Dharana, Dhyana, Samadhi, Self Learning Topic: Practice Sessions: Daily 15-minute guided Yoga and Pranayama Group Discussion: Ethical dimensions of Yama and Niyama in modern life
Module: III IKS for Health, Sustainability, and Innovation (8 Hours) Role of Yoga in stress management, productivity, and emotional intelligence, Ayurveda and traditional Indian health systems, Indigenous knowledge in agriculture, architecture, and environmental ethics, IKS in entrepreneurship and innovation Self Learning Topic: Case study on an Indian MSME using traditional knowledge for innovation Workshop: Ayurvedic home remedies and diet planning Project: Design a sustainable lifestyle plan using IKS principles

Text Book

1. Kapoor, Kapil. Indian Knowledge Systems. Indian Institute of Advanced Study, 2005.
2. Reference Books
3. Chatterjee, D., Pati, S. P., & Sethi, D. (Eds.). Globalizing Indian Thought. SAGE Publications, 2021.
4. Sengupta, N. Traditional Knowledge in Modern India. Springer India, 2018.
5. Patanjali. Yoga Sutras (any standard translation)

Course Learning Outcomes (CO's)

CO1	Explain the core principles and historical significance of Indian Knowledge Systems
CO2	Demonstrate basic proficiency in Yoga and mindfulness practices.
CO3	Apply IKS concepts to enhance personal well-being, sustainability, and innovation
CO4	Reflect critically on the relevance of IKS in contemporary education and society.

ORGANIZATIONAL BEHAVIOUR

Course Code	25DSC203	Credits	2
Course type	DSC	CIE Marks	20 marks
Hours/Week: L-T-P	2-0-0	SEE Marks	30 marks
Total Hours	25 Hours	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

- Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2015.

Reference Books: 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

FINANCIAL MANAGEMENT

Course Code	25DSC204	Credits	4
Course type	DSC	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Course Objectives

1. To acquaint students with the knowledge of Finance decisions
2. To make students to understand the changing role of Finance Manager
3. acquaint students with the knowledge Capital Budgeting Process
4. To acquaint students with the knowledge Cost of Capital, Leverage & its relevance in decision making
5. acquaint students with the knowledge Working Capital Management

Module 1 (10 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. (Exercises) Self-learning: Cost of Capital Computation from balance sheet
Module 2 (10 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. (Exercises) Leverage – Concept, Types – Operating, Financial, Combined, Degrees of leverage, EBIT – EPS analysis, Usage of leverage concept in optimizing firm’s revenue. (Exercises) Self-Learning : Computation of Leverage with the help of published financial statements
Module 3 (12 Hours) Capital Budgeting- Concept, Time value of money, Rule of 70, 72, 114 and 144. capital budgeting process, kinds of projects, techniques of capital budgeting- NDCF & DCF methods Numerical, Capital rationing (Exercises) Modified IRR, EVA, Decision Tree analysis – Theory only Self-Learning: Preparation of Project Cash flows for 10 years of various New Projects (sample DPR Cash flow)
Module 4 (08 Hours) Dividend Policy Decision Concept; Types of Dividend; Dividend Policy; Dividend Theories- Gordon Model, Walter’s Model, M-M Model (Exercises), Bonus Shares, Stock split and its impact, Buy back of shares, ESOP – Theory only Self-Learning: Dividend Policies / Dividend Behavior of Nifty 50 / Sensex / Nifty Midcap /Companies
Module 5 (10 Hours) Working Capital Management Concept; Determinants; WC Estimation; Cash Management. Techniques; Receivable Management.: Optimum Credit Policy, Monitoring Receivables; Exercises; Self-learning: Working Capital Analysis from Balance Sheet

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 and Decide the Optimum Credit Policy

II SEMESTER OPEN ELECTIVES

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25OEC201	Communication Skills	OEC	4+0+0	60	40	100	4
25OEC202	Computer Skills	OEC	4+0+0	60	40	100	4

COMMUNICATION SKILLS

Course Code	25OEC201	Credits	4
Course type	OEC	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Course Objectives:

1. To understand and demonstrate writing and speaking processes through creation, 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.
4. To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding

Module 1: Introduction to Communication (10 Hours) Meaning, Process, Functions of Communication (Shanon- Weaver Model, Berlo's SMCR), Types : (Verbal and Non Verbal), Channels (Formal and Informal), Communication codes and meaning , Barriers / Factors affecting in Communication Self-learning topic : 'Language a vehicle or a barrier in cross disciplinary communication'
Module 2: ICT in organizational Communication (6 Hours) Role of organizational culture and communication, Information and communications technology (ICT) in organizations - Email, intranet, Virtual Townhalls social Media for Communication Self-learning topic: Mini research on ' Impact of organizational structure on Formal Internal Communication'
Module 3: Business writing: (14 Hours) Principles of Effective writing style, Effective design and visual aids and Infographics in business documents, Usage of 7'cs of Communication Planning and structuring documents (Practical learning): Leave note, Various applications and covering letters , Notice and minutes of meeting drafting, Circulars, Advertisement in newspaper/ social media content creation, Tender notification, Press note etc. , Correspondence of Public Relation Team with external and internal stakeholders . Self-learning topic: Self Resume/ CV writing along with job application draft and Joining Letter
Module 4: Effective interpersonal communication and Leadership presence: (10 Hours) Defining interpersonal skills, knowing the audience and preparation and practice for c communicating at face to face and virtual Meetings; presentations; critical and reflective thinking, and responding , Communication for Building effective teams, Public Relation pitches . Self-learning topic: Corporate-speak through Role Plays of Product Launch press meet , Customer queries, employee conflict resolving, interview situation etc.

Module 5 – Professional Writing and Reporting (10 Hours)

Report Writing (Long, Short, Field work, Visits, Feasibility, Grievances. Annual Report Writing, Academic Research Paper Format, Project Report Structuring (Executive Summary, Declaration, Acknowledgement, Objectives,, Scope, Limitations, Methodology, Data presentation and Analysis, Suggestions/ Recommendations, Conclusion,) Citations (Various ttypes) , Referencing style, Bibliography.

Self-learning topic: Practical Exercises on all the above report requisites

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 in cross cultural settings
CO2	Identify ethical, legal, cultural, and global issues affecting business communication via electronic mail, Internet/ Intranet, and other software applications.
CO3	Selecting appropriate document formats and channels used in developing and presenting business messages
CO4	Become Proficient communicators.
CO5	Demonstrate professional proficiency in report writing.

COMPUTER SKILLS

Course Code	25OEC201	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

(10 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

(10 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

(10 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 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	(10 Hours)
Module V: Basics of Programming 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 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 - Write a simple C program to print “Welcome to ‘C’ Programming” - Write a C program to find addition of 3 numbers and find average. - Write a C program to check whether the entered number is even or odd. - Write a C program to print natural numbers from 1 to n using for loop.	(10 Hours)

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

SECOND SEMESTER ELECTIVES**FINANCE**

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25FM201	Costing for Managers	DSE	4+0+0	60	40	100	4
25FM202	Modern Banking & Fintech	DSE	4+0+0	60	40	100	4
25FM203	Securities Markets & Institutions	DSE	4+0+0	60	40	100	4

COSTING FOR MANAGERS

Course Code	25FM201	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Course Objectives

1. To make student to understand the basics of Costing & Cost Sheet
2. To acquaint student with the knowledge of cost management techniques for changing roles of Finance Manager.
3. To acquaint student with the knowledge of the marginal costing & its role in decision making
4. To acquaint the student with the knowledge of the service costing
5. To acquaint the student with the knowledge of various techniques of Inventory Valuations

Module: I (10 Hours) Introduction of Costing Meaning & Scope of Costing, Advantages & Limitations of Costing, Cost Centre, Cost Unit, Cost Ascertainment & Estimations, Meaning & Contents of Cost Sheet, Preparation of Cost Sheet, Self-Learning Topic: Classification of Cost
Module: II (10 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: Profit Volume Charts
Module: III (12 Hours) Process Costing Process Costing: Nature & Suitability, Cost Accumulation, Normal Loss, Abnormal Loss & Abnormal Gain, Exercises; Self-Learning Topic: Advantages of Overhead costing
Module: IV (10 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; Exercise Self-Learning Topic: Service Costing of Water Services
Module: V (08 Hours) Advanced Cost Management Techniques Cost Management, Cost Reduction & Control, Activity Based Costing(ABC), Target Costing, Life Cycle Cost Analysis, Kaizen Costing 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	Prepare Cost Sheet & Estimate the Cost
CO2	Estimate the Marginal cost
CO3	Estimate the Process Cost
CO4	Estimate the & Cost of Service
CO5	Explain the relevance of Advanced Cost Management Techniques

MODERN BANKING & FINTECH

Course Code	25FM202	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week:L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Objectives

- To understand framework of Indian banking sector
- To equip students with modern technologies in banking
- To help students to understand transformation of banks in India

Module:I	(10 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	(10Hours)
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: Opening of bank account and different types of cheques	
Module: III	(8 Hours)
Banking in India: Regulations governing banking, an overview of monetary system in India, KYC process, UPI Self Learning: NPCI guidelines, UPI features	
Module: IV	(10 Hours)
Neo Banks: Introduction to FinTech, Meaning of Neo Banks, Benefits, and drawbacks, 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	

Module:V**(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**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, McGraw 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 the framework of the Indian banking sector
CO2	Discuss the key concepts of banking
CO3	Describe banking regulations in India
CO4	Identify the technologies used in the banking sector
CO5	Leverage the transformation of banks in India

SECURITIES MARKETS & INSTITUTIONS

Course Code	25FM203	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Course 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 (12 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 Investment avenues, Marketable securities Equity, Bonds/Debentures, Money market instruments, Government Securities, Derivatives, Mutual funds Self-learning Topic: Non Marketable financial assets, real assets.
MODULE: 2 (12 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) Self-learning Topic: Over-the-Counter (OTC) - Definition, Types, Pros and Cons
MODULE: 3 (10 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 Self-learning Topic: Study of Past IPOs in SME and Main Segments
MODULE: 4 (08 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. Self-learning Topic: Current Debt market in India
MODULE: 5 (08 Hours) Specialized Financial Institutions NBFC's Microfinance Institutions, Credit Corporative, HFC's Insurance as a Financial Product (Introduction). Self-learning Topic: Major Challenges Faced by NBFCs in India

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. NISM-Series-XII: Securities Markets Foundation workbook
5. Indian Financial System by Machiraju, H.R, Vikas Publishing House.
6. Working of Stock Exchange in India by Machiraju H.R., New Age Publication.
7. Finance India
8. Indian Journal of Finance
9. The Economic Times

Course Learning Outcomes

	CO's
CO1	Demonstrate an understanding of Indian Financial System and Types of Financial Markets and Investment Avenues
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

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25HR201	Employee Performance Management	DSE	4+0+0	60	40	100	4
25HR202	Talent acquisition	DSE	4+0+0	60	40	100	4

EMPLOYEE PERFORMANCE MANAGEMENT

Course Code	25HR201	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Course Objectives

1. Understand the concept, scope, and strategic importance of Performance Management in organizations.
2. Analyze and apply tools and techniques for setting performance standards and measuring employee performance.
3. Design and implement effective performance appraisal systems aligned with organizational goals.
4. Explore contemporary approaches and digital trends in performance management.
5. Develop feedback, coaching, and performance improvement plans that foster individual and organizational growth.

Module 1	(10 Hours)
Introduction to Performance Management Definition, Concept, Scope, and Objectives, Strategic Performance Management and its Linkage with Organizational Strategy, Evolution and Global Practices, Performance Management vs. Performance Appraisal, Role of HR and Line Managers in Performance Management	
Self-Learning Topic: Continuous Performance Management	
Module 2	(10 Hours)
Employee Performance Planning and Goal Setting Performance Planning Process, Setting SMART Goals and KPIs, Role Clarity, Competency Mapping, and Job Descriptions, Goal Cascading from Organizational to Individual Level, Aligning Individual Goals with Organizational Vision, sectoral and digital appraisal	
Self-Learning Topic: Integration of Employee Well-being Metrics in Performance Reviews	
Module 3	(10 Hours)
Performance Monitoring and Appraisal Systems Methods of Performance Appraisal (MBO, 360-Degree Feedback, BARS, Self-appraisal), Designing and Administering Appraisal Forms, Mid-year and Annual Reviews, Common Errors in Appraisal and How to Avoid Them, Legal and Ethical Aspects in Appraisals	
Self-Learning Topic: Remote & Hybrid Work Performance Measurement	
Module 4	(10 Hours)
Feedback and Performance Improvement Types of Feedback and Effective Feedback Models (SBI, AID, GROW), Coaching and Mentoring for Performance, Handling Difficult Conversations, Dealing with Underperformance and Constructive Counselling, Creating Performance Improvement Plans (PIPs)	
Self-Learning Topic: Role of Training & Development in Performance Improvement	

Module 5	(10 Hours)
Contemporary Issues and Trends in Performance Management Performance Management in Start-ups, SMEs, and Remote Work Contexts, Role of HR Tech and AI in Performance Tracking (e.g., real-time feedback apps), Continuous Performance Management (CPM), Linking Performance with Rewards and Career Development, Future of Performance Management Self-Learning Topic: AI-Driven Performance Appraisal Systems	

Reference:

1. Human Resource Management: Text and Cases ,10th Edition, Publisher, McGraw Hill by K Aswathappa , Sadhna Dash
2. HBR's 10 Must Reads on Performance Management (with bonus article Reinventing Performance Management" by Marcus Buckingham and Ashley Goodall)" by Harvard Business Review , Anna Tavis, et al.
3. HBR Guide to Performance Management (HBR Guide Series) by Harvard Business Review
4. Employee Training and Development, 9th Edition, by Raymond A.Noë , Amitabh Deo Kodwani, Publisher: McGraw Hill Education (India) Private Limited
5. E-resources NPTEL/SWAYAM/ any MOOC Courses

Course Outcomes (CO)

The student should be able to:

	COs
CO 1	define and explain the principles, scope, and process of employee performance management
CO 2	apply techniques for performance planning, monitoring, and appraisal effectively in different organizational settings.
CO 3	design customized performance management systems integrating KPIs and competencies.
CO 4	evaluate challenges and ethical issues in performance management and propose solutions.
CO 5	Demonstrate the ability to conduct constructive performance discussions and support employee development.

TALENT ACQUISITION

Course Code	25HR202	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. Understand the strategic role of talent acquisition in organizational success.
2. Learn and apply modern techniques for sourcing, attracting, and selecting talent.
3. Develop competencies in employer branding, workforce planning, and recruitment analytic.
4. Evaluate the use of technology and social media in enhancing recruitment effectiveness.
5. Gain practical exposure to talent acquisition trends, tools, and case-based practices.

Module 1: Foundations of Talent Acquisition (10 Hours) Introduction to Talent Acquisition: Definition, scope, and significance, Strategic HR Planning and Workforce Forecasting, Talent Acquisition vs. Recruitment, Business-Driven Talent Strategies, Legal and Ethical Aspects of Hiring Self Learning Topic: Case studies, ethical hiring discussion
Module 2: Sourcing and Recruitment Strategies (10 Hours) Talent Sourcing Methods (internal vs. external), Job Analysis and Creating Effective Job Descriptions, Campus Recruitment, Employee Referrals, Boomerang Hiring, Social Recruiting, Job Portals, Boolean Search, Recruitment Consultants and RPOs Self Learning Topic: JD design workshop, LinkedIn/Naukri simulations
Module 3: Selection Systems and Tools (10 Hours) Designing Selection Criteria and Metrics, Resume Screening, Telephonic and Video Interviews, Aptitude, Psychometric, and Skill-Based Testing, Interview Types: Structured, Unstructured, STAR Method, Assessment Centers, Case Interviews, Self Learning Topic: Mock interviews, role plays
Module 4: Employer Branding and Candidate Experience (10 Hours) Understanding Employer Value Proposition (EVP), Brand Communication Strategies for Recruitment, Improving Candidate Experience, Inclusive and Diverse Hiring Practices, On-boarding as a Continuation of Talent Acquisition, Digital Employer Branding & Recruitment Marketing, Self Learning Topic: Brand audits, candidate journey simulation
Module 5: Technology and Trends in Talent Acquisition (10 Hours) HR Tech and AI in Recruitment, Recruitment Analytics and Key Metrics (Time-to-Hire, Cost-per-Hire), Applicant Tracking Systems (ATS), Gig Economy and Contingent Hiring, Future Trends: Virtual Hiring, Chat-bots, Predictive Hiring, Self Learning Topic: ATS demo, recruitment data interpretation

Course Outcomes (COs)

CO1	Analyse manpower planning and forecasting methods aligned with business strategy
CO2	Design and implement recruitment and selection processes using industry-relevant tools.
CO3	Develop employer branding strategies to attract and retain top talent
CO4	Utilize technology platforms and analytics for data-driven talent acquisition
CO5	Interpret and respond to contemporary challenges and innovations in talent acquisition

BUSINESS ANALYTICS

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25BA201	Analytics Using Excel	DSE	4+0+0	60	40	100	4
25BA202	Business Analytics and Intelligence	DSE	4+0+0	60	40	100	4
25BA202	Management Information System	DSE	4+0+0	60	40	100	4

ANALYTICS USING EXCEL

Course Code	25BA201	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Course Objectives:

1. To provide foundational and advanced Excel skills for data analysis.
2. To train students in analytical thinking through Excel-based tools.
3. To enable application of Excel for decision-making in finance, marketing, and operations.

Module 1: Excel Basics & Data Handling (8 Hours) Introduction to Excel interface and navigation, Data entry, formatting, and worksheet management Basic formulas: SUM, AVERAGE, MIN, MAX, COUNT Relative, absolute, and mixed referencing Sorting, filtering, data validation, and text-to-column Self-learning topic: Data types and references
Module 2: Analytical Functions & Statistical Tools (12 Hours) Logical functions: IF, AND, OR, nested IF Text functions: CONCATENATE, LEFT, RIGHT, LEN, TRIM Lookup functions: VLOOKUP, HLOOKUP, INDEX, MATCH Statistical tools: MEAN, MEDIAN, MODE, STDEV, CORREL Using the Data Analysis Tool Pack Self-learning topic: Descriptive statistics in Excel
Module 3: Data Visualization & Dashboarding (10 Hours) Creating charts: bar, pie, line, combo, scatter Conditional formatting for dashboards. Introduction to Sparklines and trendlines Using slicers and filters in dashboards Self-learning topic: Choosing the right chart type
Module 4: PivotTables and Data Summarization (08 Hours) Creating and customizing PivotTables Grouping, filtering, and calculated fields in Pivot Using PivotCharts for visualization Report filters and slicers Self-learning topic: Dynamic reports with PivotTables
Module 5: Decision Tools and Automation (10 Hours) Goal Seek, Scenario Manager, and Data Tables Solver for optimization problems Recording and editing basic Macros Automating repetitive analytics tasks Self-learning topic: Basics of VBA and macros

Text Books:

- 1] Michael Alexander and Dick Kulseika, "Microsoft Excel 365 Bible – The Comprehensive Tutorial Resource", Wiley, February 2022
- [2] Greg Harvey, "Excel 2019 for Dummies", Wiley, October 2018
- [3] Greg Harvey, "Excel 2019 All-in-One Desk Reference for Dummies", October 2018
- [4] Joseph Schmuller, "Statistical Analysis with Excel for Dummies", Wiley, December 2021
- [5] Alan Murray, "Advanced Excel Formulas", Apress, August 2022

[6] Paul McFedries, "Excel Data Analysis for Dummies", Wiley, January 2022

[7] Wayne Winston, "Microsoft Excel Data Analysis and Business Modeling – Office 2021 and Microsoft 365", Microsoft Press, December 2021

[8] Bill Jelen and Tracy Syrstad, "Microsoft Excel VBA and Macros – Office 2021 and Microsoft 365", Microsoft Press, March 2022

Course Learning Outcomes (CO's)

	CO's
CO1	Clean and prepare datasets for analysis.
CO2	Apply functions and formulas for financial/statistical decisions.
CO3	Build PivotTables and dashboards.
CO4	Use scenario tools like Goal Seek and Solver.
CO5	Automate repetitive tasks using Macros.

BUSINESS ANALYTICS AND INTELLIGENCE

Course Code	25BA202	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	Practical Exam	2 Hours

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

Module 1: (8 Hours)

INTRODUCTION TO BUSINESS ANALYTICS

What is business analytic? Historical Overview of data analysis.

Data Scientist vs. Data Engineer vs. Business Analyst

Career in Analytics.

Self-learning topic: Analytics Career Paths

Module 2:

INTRODUCTION TO BUSINESS INTELLIGENCE (10 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

Self-learning topic: Dimensional Modeling

Module 3

BUSINESS PROBLEM SOLVING AND TABLEAU (12 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.

Self-learning topic: Tableau Interface Basics

Module 4 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 Self-learning topic: Tableau Mapping Tools	(8 Hours)
Module 5 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 Self-learning topic: Power BI Dashboards	(12 Hours)

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

MANAGEMENT INFORMATION SYSTEM

Course Code	25BA203	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. Understand the concept of MIS.
2. Understand and analyze the information using the tools that helps in decision making in business.
3. Apply MIS in various fields of business.

Module 1 (8 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 Self-learning topic: Cybersecurity Basics
Module 2 (10 Hours) Decision Making, Decision Making Concept, Decision Making Process, Behavioral Concept in DM, MIS and DM concepts. Information: Classification of Information, Methods of Data and Information collection; Value of Information. Self-learning topic: Data Collection Methods
Module 3 (10 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. Self-learning topic: SDLC Models
Module 4 (12 Hours) Decision Support System: concept and philosophy, Types of Decision Support System, Introduction to 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 Self-learning topic: BI Tools Overview
Module 5 (10 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 Self-learning topic: Data Mining Concepts

Text Books:

1. Management Information Systems, W.S Jawedekar, TATA McGraw Hill, 2010
2. Management Information Systems, Robert Schulheis, TATA McGraw Hill, 1999

Reference Books:

1. Management Information Systems, Gordon B Davis, Margrethe H. Olson, TATA McGraw Hill.
2. Management Information Systems, Ken Laudon, Pearson.
3. Management Information Systems, James A O'Brien, George Ma Marakas, TATA McGraw Hill.

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, service sectors

MARKETING

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25MA201	Consumer Behavior	DSE	4+0+0	60	40	100	4
25MA202	Digital Marketing	DSE	4+0+0	60	40	100	4
25MA203	Services Marketing	DSE	4+0+0	60	40	100	4

CONSUMER BEHAVIOR

Course Code	25MA201	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

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

Module 1 (10 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 (10 Hours) Consumer as an Individual: Consumer motivation, Facets of motivation, classification of motives. Maslow's Theory and Its Application in marketing, WJ McGuire's Behaviour Motives, Personality: Meaning, Nature & Types. Freud's 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 (10 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 (10 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 (10 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 -11th ed., Schiffman, Joseph Wisenblit, S.Ramesh Kumar, Pearson
2. Consumer Behavior In Indian Perspective – 2nd ed., 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, 7th ed., Michael R Solomon, PHI
4. Consumer Behaviour, A Managerial Perspective – 1st ed., 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

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	2	2
3	10	20%	1	1	1
4	10	20%	1	2	2
5	10	20%	1	1	1

DIGITAL MARKETING

Course Code	25MA202	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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 (10 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 (10 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. Self-learning topic – Compare pricing for OYO, AirnBnB, etc
Module III (10 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 (10 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 (10 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) Self-learning topic -

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.

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	1	1
3	10	20%	1	2	2
4	10	20%	1	2	2
5	10	20%	1	1	1

SERVICES MARKETING

Course Code	25MA203	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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 (10 Hours) 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. Self- Learning Topic: Automation & AI in services (e.g., chatbots, kiosks)
Module: II (10 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 Self- Learning Topic: Service recovery case studies (hospitality/airlines)
Module: III (10 Hours) Aligning Service Design and Standards, Customer-Defined Service Standards, Services Blueprint, Physical Evidence & Servicescape, Measuring and Improving Service Quality (SERVQUAL) Self- Learning Topic: Service blueprint for food delivery app
Module: IV (10 Hours) Delivering and Performing Service - Employees Role and Customers Role in Service Delivery, Delivering Service Through Intermediaries and Electronic Channels, Customer's Role in Service Delivery, Strategies for managing Demand and Capacity Self- Learning Topic: Capacity management in seasonal services
Module: V (10 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 Self- Learning Topic: Pricing strategies of OTT platforms

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

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	2	2
3	10	20%	1	1	1
4	10	20%	1	2	2
5	10	20%	1	1	1

ENTREPRENEURSHIP & FAMILY BUSINESS

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25FB201	Corporate Entrepreneurship	DSE	4+0+0	60	40	100	4
25FB202	Design Thinking	DSE	4+0+0	60	40	100	4
25FB203	Entrepreneurship & Innovation	DSE	4+0+0	60	40	100	4

CORPORATE ENTREPRENEURSHIP

Course Code	25FB201	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 (10 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 (10 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 (10 Hours)

Corporate Entrepreneurship behaviour among managers: Innovation and entrepreneurship, Enablers and drivers of corporate entrepreneurship, Introduction and list of problems faced by corporate entrepreneurs. Process problems, human problems, structure problems, and the leadership problem. Leadership characteristics of Corporate Entrepreneurship,

Self-Learning topic: Failures and successful efforts for CE.

Module 4 (10 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 (10 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.)

2. www.afce.co/corporate-entrepreneurship
3. <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	25FB202	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

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

Module 1 (10 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 (10 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 (10 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 (10 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 (10 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	25FB203	Credits	04
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 (10 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 (10 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 (10 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 (10 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 (10 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

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

EMPLOYABILITY SKILLS –II

Course Code	25MNC200	Credits	2
Course type	SEC	CIE Marks	20 marks
Hours/Week: L-T-P	2-0-0	SEE Marks	30 marks
Total Hours	25 Hours	SEE Duration	Personal Interview

Objectives:

1. Strengthen aptitude and verbal reasoning competencies through structured practice aligned with competitive placement assessments.
2. Develop industry-relevant resumes, cover letters, and LinkedIn profiles customized for diverse MBA roles.
3. Enhance interpersonal, decision-making, and interview skills through guided simulations, group discussions, and peer-led evaluations.

Module 1 (10 hours) Quantitative Aptitude: Percentages, Ratios, Time-Speed-Distance, Logical Reasoning: Series, Puzzles, Data Interpretation Practice Labs to build speed and accuracy, Sectional Mock Tests with analysis Formula Bank & Shortcut Techniques for efficient solving Self-Learning Topic: Practicing sectional mock tests
Module 2: (10 hours) Verbal Ability: Synonyms, Antonyms, Sentence Correction, Situational Analysis and Decision Making, Critical Thinking for Problem Solving Practice Labs, Error Analysis through mock paper review, Time Allocation Workshops for test strategy, Adaptive Practice aligned with domain requirements. Self Learning Topic: Practicing Verbal reasoning
Module3: (5 Hours) Resume Strategy & LinkedIn Presence Resume formats: Chronological, Functional, Hybrid, ATS optimization: Keywords, layout, readability, Tailoring resumes for roles in HR, Finance, Marketing, Analytics Crafting ATS-friendly resumes, cover letters, and video resumes, LinkedIn profile building: Headline, summary, networking tips Activity: Resume critique and LinkedIn audit Peer reviews of resumes, cover letters, and LinkedIn profiles Interview Readiness : Personal Interview prep: Common questions, STAR technique Activity: “Challenge the interviewer” role reversal round Self Learning Topic: Exploring resume formats and optimizing LinkedIn profiles for ATS compatibility and professional branding

Text Book:

1. Quantitative Aptitude for Competitive Examinations R.S- Aggarwal
2. Word Power Made Easy-Norman Lewis
3. High School English Grammar and Composition- Wren & Martin

References

1. How to Prepare for Data Interpretation & Logical Reasoning for CAT- Arun Sharma
2. Online platforms: Mettl, Testbook, Freshersworld (for aptitude practice)

Course Learning Outcomes (CO's)

	CO
CO1	Demonstrate improved accuracy and strategic approach in quantitative aptitude tests.
CO2	Demonstrate improved accuracy and strategic approach in verbal aptitude tests
CO3	Create and audit ATS-optimized resumes and digital professional profiles tailored to specific industry domains

THIRD SEMESTER

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25AEC300	Student Internship Program	AEC	0+0+4	60	40	100	4
25DSC301	Strategic Management	DSC	4+0+0	60	40	100	4
25DSC302	Management Control System	DSC	2+0+0	60	40	100	2
25OEC	Open Elective	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
Total Credits							30
25MNC300	Employability Skills - III	SEC	2+0+0	30	20	50	MNC

STUDENT INTERNSHIP PROGRAM

Course Code	25AEC300	Credits	4
Course type	AEC	CIE Marks	40 Marks
Hours/Week: L-T-P	0-0-4	SEE Marks	60 marks
Durations:	60 days	SEE Duration	Viva - Voce

Objectives

- 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 Internship Project also facilitates interaction between the students and the industry and allows the student to have in 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. The Internship 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.

MANAGEMENT CONTROL SYSTEM

Course Code	25DSC301	Credits	4
Course type	DSC	CIE Marks	20 Marks
Hours/Week: L-T-P	2-0-0	SEE Marks	30 marks
Total Hours:	25	SEE Duration	2 Hours

Objectives

1. To introduce macro level canvas of Management Control to the management students.
2. To explain their relevance to micro operations at the unit level management.
3. To acquaint student with the knowledge of Responsibility Centers & Budgetary Control System & its relevance

Module 1	(05 hours)
Basic Concepts, Goals, Strategies, Key-variables in Management Control Systems; Control characteristics in Business activities; Management by Objectives - with emphasis on all functional areas in an organization; Analysis for effective feedback Self-Learning : Strategic Intent & Porter's Model	
Module 2	(10 hours)
Responsibility Centre Concept - Types of Responsibility Centers; Cost Centers; Revenue Centers; Profit Centre; Investment Centre; Performance Measurement; Transfer Pricing – Necessity; Benefits; Methods; Impact of Transfer Pricing on Profitability Self-Learning Classification of Responsibility Centers	
Module 3	(10 hours)
Budgetary Control System - Types of Budget; Zero Based Budgeting; Flexible Budgets; Fixed Budgets; Ideal Reporting System - Budget Reporting. Estimation in Reporting, Financial Reporting, Project Reporting, Troubles in Reporting, Nature of Economic Reporting. Self-Learning : Classification of Cost & its relevance	

Recommended Book:

1. Robert N. Anthony and Vijay Govindarajan: Management Control Systems, Tata McGraw Hill Publishing Company Ltd., New Delhi- 8/e.
2. P. Saravanavel – Management Control Systems, Himalaya Publishing House.

Reference Books:

1. Pradip Kumar Sinha, Mgmt Control System - a Managerial Emphasis. Excel Books Publication.
2. Ravindra Vadapalli, Management Control System, Excel Books

Course Outcomes

Sl. No.	COs
1	Describe the Strategic Intent and illustrate the level of Goal Congruence
2	Evaluate the responsibility center performance & Ascertain the Transfer Price
3	Prepare & Estimate the Budgets

STRATEGIC MANAGEMENT

Course Code	25DSC302	Credits	4
Course type	DSC	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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 (10 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 (10 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 (10 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**(10 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 – Charles Hill & 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

OPEN ELECTIVES

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25OEC301	Operations Management	DSE	4+0+0	60	40	100	4
25OEC302	Technology Management	DSE	4+0+0	60	40	100	4

OPERATIONS MANAGEMENT

Course Code	25OEC301	Credits	04
Course type	OEC	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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

(8 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

(10 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

(12 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	(10 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: Crashing technique	
Module 5	(10 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 ($\bar{X}$, R, n, p, c, np)(numerical expected for control charts) Advances in Operations management, Industry 4.0 and smart manufacturing, Digital Twin, ESG 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.)
<https://nptel.ac.in/courses/112/107/112107238/>

Course Learning Outcomes (CO's)

	CO's
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.

TECHNOLOGY MANAGEMENT

Course Code	25OEC302	Credits	4
Course type	OEC	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

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

Module 1 (10 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. Self-learning topic: Smart Contracts
Module 2 (10 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 Self-learning topic: IoT Architecture
Module 3 (10 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. Self-learning topic: Supply Chain Analytics
Module 4 (10 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. Self-learning topic: Innovations in Green Tech
Module 5 (10 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. Self-learning topic: Industry 4.0 Concepts

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.

FINANCE

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25FM301	Corporate Taxation	DSE	4+0+0	60	40	100	4
25FM302	Corporate Valuations	DSE	4+0+0	60	40	100	4
25FM303	Financial Derivatives	DSE	4+0+0	60	40	100	4
25FM304	Management of Mutual Funds	DSE	4+0+0	60	40	100	4
25FM305	Security Analysis & Portfolio Management	DSE	4+0+0	60	40	100	4

CORPORATE TAXATION

Course Code	25FM301	Credits	04
Course Type	DSE	CIE Marks	40
Hours/Week: L-T-P	4 hours	SEE Marks	60
Total Hours	50	SEE Duration	2 Hours

Objective:

1. To acquaint students with basic principles underlying the provisions of direct and indirect tax laws
2. To provide knowledge of corporate tax planning and its impact on decision-making.
3. To help in gaining the basic knowledge about tax planning at business restructuring
4. To familiarize students with relevant provisions of the Goods & Services Tax Act, 2017

Module 1 – Residential Status of Companies and Tax Incidence (10 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, Incidence of Tax - Indian Income and Foreign income (Problems)

Self Learning Topic: Practical examples of companies being classified as residents or non-residents.

Module -2 Tax Liability Computation of Companies (10 hours)

Taxable Business income computation and Tax liability (simple problems) , Taxation of closely held companies u/s 79 ; Minimum alternate tax (MAT - Sec. 115JB) : Concept, computation and reporting ,Tax planning through incentives for SEZ and companies under 80IA/IB; Tax planning and new business - Location aspect, nature of business.

Self Learning Topic: Section 5 of the IT Act and MAT v/s Normal Tax Regime

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 v/s itemised sale (Practical problems and relevant case studies) ; Tax planning w.r.t. Distribution of assets at the time of liquidation and its consequences.

Self Learning Topic: 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)

- filing ; Tax Slabs for Domestic Company for the A.Y.; Surcharge, Health & Education Cess; Overview of ITR - 6 ;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

Self Learning Topic: Practical exposure via incometax portal walkthrough

Module -5 Goods & Services Tax Act, 2017**(8 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. Input Tax Credit rules for companies

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

Recommended Books:

1. Corporate Tax Planning & Business Tax Procedures with Case Studies by Dr. Vinod K. Singhania and Dr. Monica Singhania. Taxmann's 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. 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	25FM302	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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

Module: I (10 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
Module: II (10 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
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 (06 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	25FM301	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. Enable a better understanding of various derivatives products available in derivatives markets
2. To acquaint student with the knowledge of Options & Option Greeks
3. Understand the various trading strategies that can be built using futures and options.
4. To provide exposure to managing investment risk
5. 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	(12 Hours)
Forward and Futures Contracts Forward Contracts – Concept; Types; Forward Rates; Forward Markets; Forward Rate Agreements (FRA); 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	(12 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 Concepts; Types - Interest & Currency; SWAP 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 Contract

MANAGEMENT OF MUTUAL FUNDS

Course Code	25FM304	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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 (10 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 Self Learning Topic: Recent Trends in Mutual Fund Investments in India: e.g. growth in SIPs, digital platforms, passive funds.
Module 2 (10 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 Self Learning Topic: Step-by-Step Process of Investing in an NFO Using Digital Platforms
Module 3 (10 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; Self Learning Topic: A project work on Asset Allocation Strategies Used by Indian AMCs
Module 4 (10 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 Self Learning Topic: Case Study on CRISIL Mutual Fund Ratings and Their Impact on Investor Choice

Module 5**(10 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

Self Learning Topic: How SEBI Ensures Investor Protection in the Mutual Fund Industry and Overview of the Mutual Fund Value Chain: From Sponsor to Custodian

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	25FM305	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. To provide students with a conceptual and analytical framework of evaluating a security.
2. To provide students with working knowledge framework of different financial instruments, their risk and returns and their usefulness while constructing portfolios.
3. 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, 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 Problems) Risk return Analysis of stocks using Microsoft excel Self-learning: Estimate expected returns based on history, peers, and projections
MODULE: 2 (08 hours) Bond Return and Valuation: Bond risk, Bond returns, Bond Yields (Current & Yield to Maturity)- (Theory and Problems), Bond value theorems, Term Structure of Interest Rates (Yield curve), Duration of Bond (Theory and Problems) Self-Learning: Understand Interest Rates changes in Markets
MODULE: 3 (12 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 Problems), Efficient Frontier, Sharpe single index model (Theory), Capital Asset pricing model (Theory and Problems), Arbitrage Pricing Theory Portfolio Evaluation: Measures of portfolio performance (Theory and Problems) Markowitz Model -Portfolio Risk and Return using Microsoft excel Self-learning: Portfolio Analysis
MODULE: 4 (10 hours) Fundamental Analysis: Economic analysis, Industry and Company Analysis (Theory and Problems) Equity Valuation: Dividend Discount Models single period & constant growth model (Theory and Problems), Valuation through P/E ratio, P/B ratio (Theory and Problems) Self-learning: Understand Equity Research report
MODULE: 5 (08 hours) Technical Analysis: Concept, Theories- Dow Theory. Charts-Types, Trend and Trend Reversal Patterns. Technical Indicators and Oscillators–Moving averages, ROC, RSI (Theory and Problems), 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. NISM-Series-X-A: Investment Adviser (Level 1)
9. NCFM Fundamental Analysis Module
10. NCFM Technical Analysis Module

Course Learning Outcomes (CO's)

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

HR

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25HR301	Compensation and Benefits	DSE	4+0+0	60	40	100	4
25HR302	HR Analytics	DSE	4+0+0	60	40	100	4
25HR303	HR Consulting	DSE	4+0+0	60	40	100	4
25HR304	Labour laws & compliance	DSE	4+0+0	60	40	100	4
25HR305	Strategic Human Resources Management	DSE	4+0+0	60	40	100	4

COMPENSATION AND BENEFITS MANAGEMENT

Course Code	25HR301	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 of employees 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 Introduction to compensation (8 Hours) Meaning of compensation, total compensation/reward and its components and types, importance of the total compensation approach, wages/salaries, compensation strategy, compensation policy, base of compensation management, compensation and legal issues in compensation management, factors affecting employee compensation/wage rates/wage structure/levels of pay. Self-Study: Quiz on HR Jargons related to compensation
Module 2 Wage Determination Practice (12 Hours) Methods of wage payment, essentials of a satisfactory wage system, national wage policy in India, wage policy at the organizational level, wage problems in India, components/functions of compensation management/Wages & Salary administration, divergent systems for wage determination in practice in Indian organizations. Self-Study: The Code on Wages 2019 under New Labour Codes of India
Module 3: Compensation Methods (10 Hours) Different types of direct and indirect compensation, reward policy, pay reviews, planning and implementing pay reviews, procedures for grading jobs and pay, rates fixation, controlling payroll costs, evaluation of reward processes, fringe benefits, internal audit of compensation and benefits. Compensation Surveys, Introduction to nature and objectives of Job Evaluation; Job Evaluation Methods, , Determinants of incentives using various methods (Halsey Plan, Rowan Plan, The Bedaux Point System); Equity and Bonus; Profit Sharing/Gain Sharing & Stock Options Self-Study: Hay Plan of Job Evaluation
Module 4: Administration of Compensation Management (10 hours) Salary costs, salary planning, salary budget, salary control, salary reviews, guidelines for salary review process, responding to negative salary review, five key steps: manager's guide to annual salary review, fixing of salary, method of paying salary, flexibility, process of wage and salary fixation. Self-Study: Case study on Compensating Executives: "CEO Pay in the news"
Module 5: Compensation and Performance Pay Management (10 Hours) Competency-based pay, skill-based pay, team-based rewards, gain sharing, profit-sharing profit- related pay and beyond other cash payments and allowances overtime payments, attendance bonuses, shift pay, clothing allowances, honoraria, payments for qualifications, pay for person, pay for excellence, managerial compensation and rewards, sales force incentive programs, competency-based pay-framework, model and challenges. Self-Study: Presentation on Innovations in compensation for Retention-Model

Text Books:

1. R. C. Sharma, Sulabh Sharma, "Compensation Management" 9th edition, Sage Publication India Pvt. Ltd, 2019

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 Outcome (COs)

	COs
1	Summarize the concepts and components of compensation.
2	Describe management strategies to design and implement effective wage system
3	Summarize salary planning and control processes to manage organizational salary costs
4	Apply the different pay systems to enhance employee performance.
5	Apply a performance-based compensation system to business.

HR ANALYTICS

Course Code	25HR302	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 HR Analytics in Perspective (10 Hours)

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.

Self-Study: Case Study on HR Analytics

Module 2: Basics of HR Analytics (10 Hours)

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, analyses and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

Self-Study: Workshop on Types of HR Data Management

Module 3 : HRA Frameworks (10 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: 9a) LAMP framework; (b) HCM: 21 Framework and (c) Talentship

Self-Study: Workshop on Models of HRA

Module 4 : Insight into Data Driven HRA (10 Hours)

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).

Self-Study: Types of HR data

Module 5: HR Metrics**(10 Hours)**

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 Dashboards. Statistical software used for HR analytics: MS-Excel, Tableau and Power Bi

Self Study: Workshop on Power Bi**Textbooks:**

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. 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>

Course Learning Outcomes (CO's)

	CO's)
1	Explain HR Analytics and its role in creating organizational value.
2	Compare HR frameworks, scorecards, and maturity models.
3 3	Apply predictive analytics to analyze HR data and interpret results.
4 4	Address data challenges and connect HR Analytics to business outcomes.
5	Use HR metrics, statistical software, and visualization tools for analytics.

HR CONSULTING

Course Code	25HR303	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives

1. To introduce students to the strategic role of HR professionals as internal consultants.
2. To equip students with the skills to diagnose organizational issues and design effective consulting interventions.
3. To develop competencies in client relationship management and stakeholder communication.
4. To train students in the facilitation of change through project management and consulting tools.
5. To enhance students' ability to influence without authority and manage interpersonal processes such as conflict resolution, coaching, and decision-making.

Module 1	(8 Hours)
Foundations of HR Consulting	
HR Consulting Models & Value Creation, Process Consulting: Principles and Ethics, Consulting Cycle and Essential Client Meetings, Role of the Strategic HR Business Partner (SHRBP)	
Self-Learning Topic: Evolution of HR consulting globally and in India	
Module 2	(14 Hours)
Organizational Diagnosis and Proposal Design	
Diagnostic Tools and Models: Kurt-Lewin's Force Field Analysis, Leavitt's model, Likert system analysis, Weisbord's six-box model, McKinsey 7s framework, Tichy's technical political cultural (TPC) framework, diagnosing individual and group behaviour, Data Collection Techniques and Analysis, Building the Business Case for HR Interventions, Sales Pitching and Proposal Writing	
Self-Learning Topic: Role of HR Consultants in Change Management	
Module 3	(10 Hours)
Managing Client Relations and Consulting Skills	
Client Qualification and Feasibility Assessment, Building Trust and Managing Difficult Clients, Contracting and Negotiation Skills, Measuring Consulting Success	
Self-Learning Topic: HR Consulting firms and their services	
Module 4	(10 Hours)
Facilitating Project Management	
Creating and Managing Project Teams, Project Planning and Implementation Tools, Introduction to contemporary Project Management Approaches: Agile, Scrum, Lean, Six Sigma Basics	
Self-Learning Topic: Boutique vs. Big Four vs. Internal consulting	
Module 5	(8 Hours)

Advanced Facilitation and Influence Skills

Influencing Without Authority, Coaching and Feedback Skills, Problem Solving and Decision-Making Models, Communication Styles and Psychological Safety in Teams

Self-Learning Topic: Well-being and Mental Health Consulting

Textbook:

1. Management Consulting: A Guide to the Profession by Milan Kubr (Editor) Bookwell Publications; Revised edition (1 December 2005); Synergy Books India

Reference Books:

1. The Organization Development Book - 50 OD Models for Leaders, Consultants, Coaches, Academics and Students by Ragland Thomas Gamaliel, Publisher: Walnut Publication
2. Leap into HR Consulting: How to move successfully from Corporate to HR Consulting by Sarah Hamilton-Gill , Publication Importer: Atlantic Publishers and Distributors (P) Ltd.
3. Mind of a Consultant: Leveraging a Consulting Mindset for Professional Success by Sandeep K. Krishnan , Publisher: Penguin Random House India
4. Mastering Management Consultancy by Calvert Markham, Publication Importer: Penguin Random House India Pvt Ltd
5. Organization Development and Change with MindTap, 11th Edition by Thomas G. Cummings/Christopher G. Worley (Author), Cengage Learning India Pvt. Ltd. (15 May 2023); Cengage Learning India Private Limited

Course Outcomes

	COs
CO1	Demonstrate understanding of HR consulting frameworks and the role of Strategic HR Business Partners (SHRBPs).
CO2	Apply diagnostic tools to assess organizational problems and propose value-driven interventions.
CO3	Build and maintain effective client relationships and navigate challenging stakeholder dynamics.
CO4	Design HR consulting projects using structured methodologies
CO5	Exhibit proficiency in facilitation skills such as communication, coaching, negotiation, and conflict management.

LABOUR LAWS AND COMPLIANCE

Course Code	25HR304	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives

1. Understand the significance of Labour Law compliance in the Indian business context.
2. Interpret key labour laws, rules, and regulations relevant to organizations in India.
3. Apply compliance requirements in HR functions such as hiring, compensation, and employee relations.
4. Analyse the role of HR in ensuring adherence to statutory and regulatory requirements.
5. Evaluate organizational practices for legal and ethical compliance.

Module 1	(10 Hours)
Introduction to Labour Law Compliance in India Concept and importance of legal compliance related to Human Resource, Articles in the Indian Constitution relating to labour legislation in India, Evolution of labour laws in India, Role of apex bodies governing compliance, Introduction to the proposed new Labour Codes, Legal compliance framework in MSMEs Vs Large organizations Self-Learning Topic: Role of International Labour Organization	
Module 2	(10 Hours)
Compliance aspects of Industrial Relations and Working Conditions The Trade Unions Act, 1926, The Industrial Employment (Standing Orders) Act, 1946, The Industrial Disputes Act, 1947, The Factories Act, 1948, Contract Labour (Regulation and Abolition) Act, 1970 Shops and Establishment Acts (Karnataka State-specific overview), The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH Act) Self-Learning Topic: Indian Cases explaining the importance of the Acts mentioned in the module	
Module 3	(10 Hours)
Compliance Related to Wages and Compensation The Employee's Compensation Act, 1923, The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976 Self-Learning Topic: Employee Benefits beyond compliances	

Module 4	(10 Hours)
Compliance Related to Social Security The Employees' State Insurance Act, 1948, The Employees' Provident Funds and Miscellaneous Provisions Act, 1952, The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959 The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972 Self-Learning Topic: Social Security in Gig Economy	
Module 5	(10 Hours)
HR Audits, Inspections, and Technology in Compliance HR audit process and checklist, Statutory registers and returns, Compliance dashboards and HRMS integration, Role of technology in compliance management, Penalties and consequences of non-compliance, Best practices and ethical aspects in compliance Self-Learning Topic: Technologies related to HR Compliances	

Reference:

1. Labour Acts & Rules available on the Website of Ministry of Labour and Employment, Government of India <https://labour.gov.in/labour-codes>
2. E-resources: NPTEL/SWAYAM/any MOOC Courses on Labour Laws

Course Outcomes

	COs
CO1	Understand and identify the nature and scope labour laws compliance in India and explain the importance of legislations for regulating employment conditions
CO2	Analyze the context related to Industrial Relations and working conditions including Occupational Health & Safety with the suitable legal provisions of related Acts
CO3	Understand the legal frame work of Wages and Employee Compensation
CO4	Understand the scope of legislations related to Social Security
CO5	Evaluate Organizational preparedness towards HR compliance and reporting as per legal mandates in Indian context

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code	25HR305	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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

(10 Hours)

Models of Strategic Human Resource Management (SHRM)

The Harvard Model, Strategy-Structure Linkage, skill building for Competitive Advantage, Resource Based Approach to HRM, Integrated Model of SHRM, Resource Dependence and Power Model, Universalistic Perspective, Contingency Perspective SOFIA Framework etc.

Self-learning Topic: Changing role of HRM in present context

MODULE 3 Strategic perspectives in HR functions

(10 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:

(10 Hours)

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**(12 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:

1. Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press Publishing.

Reference Book:

1. Anuradha Sharma and Aradhana Khandekar, (2006), Strategic Human Resource Management- An Indian Perspective, Response Books

(e-books)

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

Course Outcomes (COs)

Upon successful completion of this course, students will be able to:

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

BUSINESS ANALYTICS

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25BA301	Big Data Analytics	DSE	4+0+0	60	40	100	4
25BA302	Decision Science	DSE	4+0+0	60	40	100	4
25BA303	Exploratory Data Analytics for Business	DSE	4+0+0	60	40	100	4
25BA304	Finance Analytics	DSE	4+0+0	60	40	100	4
25BA305	Introduction to Python and Data Control	DSE	4+0+0	60	40	100	4

BIG DATA ANALYTICS

Course Code	25BA301	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. Understand the Big Data Platform and its use cases
2. Provide an overview of Apache Hadoop
3. Provide HDFS concepts and Interfacing with HDFS
4. Understand Map reduce Jobs
5. Exposure to Data Analytics with R
6. 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.

Self-learning topic: Hadoop Ecosystem Overview

Module 2 : HDFS (Hadoop Distributed File System

(10 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.

Self-learning topic: HDFS Architecture

Module 3: Map Reduce

(8 Hours)

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

Self-learning topic: MapReduce Workflow

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

Self-learning topic: HiveQL Basics

Module 5: Data Analytics with R and NoSQL

(8 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

Self-learning topic: NoSQL Databases

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

DECISION SCIENCE

Course Code	25BA302	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. To introduce the fundamental concepts and applications of Operations Research in decision-making.
2. To develop mathematical modeling skills for solving real-world optimization problems.
3. To enable students to apply OR techniques using appropriate methods for business and industrial problems.

Module 1 : Introduction

(10 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

Self-learning topic: Simplex Method Steps

Module 2: Transportation Problem

(10 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.

Self-learning topic: MODI Method Logic

Module 3: Assignment Problem

(10 Hours)

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

Self-learning topic: Hungarian Method

Module 4: Network analysis

(10 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

Self-learning topic: Critical Path Analysis

Module 5: Game Theory

(10 Hours)

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

Self-learning topic: Game Theory Basics

Text Books:

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

Reference Books:

1. Operations Research, Theory and Applications J K Sharma Trinity Press, Laxmi Publications Pvt.Ltd. Sixth Edition, 2016
2. Operations Research Paneerselva n PHI
3. Operations Research A M Natarajan, P Balasubram ani Pearson Education, 2005

Course Learning Outcomes (CO's)

	CO's
CO1	To analyze and solve linear programming 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	25BA303	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. To make students to understand data analysis and visualization process
2. To make students to use tools to extract trends from existing data to drive business decisions
3. To make students to analyze and to visualize different characteristics of a data set.
4. To make students to develop summarized reports

Module 1 : Introduction to Data Mining (10 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 variables – Tools for Displaying relationships between two variables – Tools for displaying more than two variables R Scripts – R Library: ggplot2 –R Markdown Self-learning topic: Data Visualization Tools
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. Self-learning topic: Cross Validation Methods
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 Self-learning topic: Linear Regression
Module 4: Regression Shrinkage methods and Tree based method (10 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 Self-learning topic: Random Forests
Module 5 : Principal Components Analysis and SVM (10 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 ($K \geq 3$), 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.

Self-learning topic: PCA and 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 Golemund. “R for Data science: 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 methods to solve business problems

FINANCIAL ANALYTICS

Course Code	25BA304	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	Practical Exam	2 Hours

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 (8 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 Self-learning topic: Financial Data Sources
Module 2: Statistical concepts: (10 hours) Probability, Discrete and Continuous probability distribution, Decision making under uncertainty, Confidence Interval, Hypothesis testing. Self-learning topic: Hypothesis Testing Basics
Module 3: Time - Series (12 hours) Stochastic Process, Components of time series data – Trend Analysis, Seasonality and cyclical behavior; Smoothing Methods – Moving Average, weighted moving Average, Exponential smoothing methods – Single exponential, Double exponential; Forecasting Model ARIMA (Using MS Excel) Self-learning topic: Moving Average Methods
Module 4: Time Series Data Visualization (10 hours) Describing and Summarizing data, Creating Visual Representations of data, Defining and calculating Descriptive Statistics, creating scatter plots and calculating the correlation coefficient. Self-learning topic VAR Model Basics
Module 5: Regression Analysis: (10 hours) Regression v/s Causation, Concept of Stationary process, Simple linear regression, Least Squares Method, Using Regression equation for estimation, Multiple Regression Model, Regression analysis Self-learning topic: Linear Regression

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

Course Learning Outcomes (CO's)

	CO's
CO1	Explain financial analytics concepts and identify data sources in finance
CO2	Apply statistical methods, such as probability and hypothesis testing
CO3	Analyse time series components and forecast using ARIMA in Excel
CO4	Analyse the relationship between the variables
CO5	Perform regression analysis and estimate outcomes using Excel.

INTRODUCTION TO PYTHON AND DATA CONTROL

Course Code	25BA305	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

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

Module 1: Introduction to Python Program (10 Hours)

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

Self-learning topic: Python Syntax Basics

Module 2: Variables, Expressions and Statements:

(10 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.

Self-learning topic: Data Types in Python

Module 3: Control Flow, Loops and Conditionals

(10 Hours)

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

Self-learning topic: Python Loop Syntax

Module 4: Functions, Arrays and Fruitful functions

(10 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.

Self-learning topic: Recursion in Python

Module 5: Lists, Tuples, Dictionaries

(10 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;

Self-learning topic: Python Comprehensions

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

Web links

- 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.

MARKETING

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25MA301	Business to Business Marketing	DSE	4+0+0	60	40	100	4
25MA302	International Marketing Management	DSE	4+0+0	60	40	100	4
25MA303	Retail & E-commerce	DSE	4+0+0	60	40	100	4
25MA304	Selling Skills	DSE	4+0+0	60	40	100	4
25MA305	Supply Chain Management	DSE	4+0+0	60	40	100	4

BUSINESS TO BUSINESS MARKETING

Course Code	25MA301	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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

(10 Hours)

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

(10 Hours)

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

(10 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**(10 Hours)**

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**(10 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 Havaladar, 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

Module Wise Weightage Chart

Module No	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	2	2
3	10	20%	1	1	1
4	10	20%	1	2	2
5	10	20%	1	1	1

INTERNATIONAL MARKETING MANAGEMENT

Course Code	25MA302	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	3 Hours

Objectives:

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

Module: I	(10 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	(10 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	(10 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	(10 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

Course Learning Outcomes

After completing this course the student should be able to

	COs
CO1	Explain the different international trade theories
CO2	Compare the different international market entry modes
CO3	Analyse product-promotion strategies
CO4	Explain terms of payment and delivery in international markets
CO5	Illustrate the Export Procedure

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	2
2	10	20%	1	2	1
3	10	20%	1	1	1
4	10	20%	1	2	2
5	10	20%	1	1	1

RETAIL & E-COMMERCE

Course Code	25MA303	Credits	4
Course Type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 Marks
Total Hours	50	SEE Duration	2 Hours

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 both offline and online retailing
4. To understand and design an integrated retail and e-commerce mix

Module I Introduction to Retailing and E-commerce	(10 Hours)
The Role of Retailer – Retailing (Definition), Role of Retailer in the distribution channel, functions performed by Retailer (Assortment of Products, Breaking the bulk, holding inventory, Providing services). Reasons for studying retailing. 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, challenges faced by Retailers Introduction to E-commerce: Definition, scope, types (B2B, B2C, C2C), comparison of traditional and online retailing, emergence and growth of online marketplaces (Amazon, Flipkart, Meesho), changing customer expectations Worldwide Career in E-commerce and Retail Self-Learning Topic: The A.T. Kearney Global Retail Development Index & E-commerce readiness for the current year	
Module II Retail Formats and Theories:	(11 Hours)
Traditional Retailing in India – Haat, Mandi, Mela, Kirana store, Paan-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 E-commerce Formats and Emerging Models: Pure play vs Brick-and-click, D2C (Direct to Consumer), subscription-based models, hyperlocal delivery systems, quick commerce (Zepto, Blinkit), dark stores, warehouse automation Self-Learning Topic: E-commerce business models and platform-based retailing	
Module III Consumer Behaviour and Planning Retailing	(09 Hours)
The buying Process – Need recognition, Information Search, Evaluation, Choice, Visit, Loyalty. Types 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. Online Consumer Behaviour: Role of personalization, recommendation engines, digital engagement channels (email, WhatsApp, in-app), influence of reviews and ratings, frictionless checkout, cart abandonment	

Self-Learning Topic: Customer profitability and Lifetime Value in digital retail	
Module IV Retail Location	(10 Hours)
Strategic Retail Planning Process. Types of Retail Locations. Steps involved in choosing a retail location. Trade Areas and their evaluation. Retail Location Strategy for E-commerce: Fulfillment centres, cloud kitchens, dark stores, last-mile logistics, zoning and delivery infrastructure Retail Merchandising: Basics of Retail Merchandising – Concept of merchandising, seven rights of merchandising. Process of merchandising planning. The open-to-buy concept. Merchandising Performance Process. Evaluating Retail Store Performance	
Self-Learning Topic: Role of logistics, supply chain and last-mile delivery in E-commerce	
Module V Retail Mix & Store Design: Retail Marketing Mix	(10 Hours)
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 in Online Retail: Website layout, digital storefronts, UI/UX, product cataloguing, image/video merchandising Role of Technology in Retail & E-commerce: Electronic Data Interchange (EDI), RFID, m-commerce, payment gateways, artificial intelligence, chatbots, AR/VR, analytics	
Self-Learning Topic: Role of CRM and Customer Experience Management in Omni-channel Retail	

Recommended Books

1. Levy, Michael & Weitz, Barton, Retailing Management, 10th Edition, McGraw-Hill Education, 2023
2. Gilbert, David, Retail Marketing Management, 2nd Edition, Pearson Education, 2022
3. Whiteley, David, E-commerce: Strategy, Technologies and Applications, 1st Edition, McGraw-Hill Education, 2021
4. Pradhan, Swapna, Retailing Management: Text and Cases, 6th Edition, McGraw-Hill Education India, 2022
5. Saxena, Rajan, Marketing Management, 6th Edition, McGraw-Hill Education India, 2021 (Chapters on Indian retail & e-commerce)

Reference Books

1. Deiss, Ryan & Henneberry, Russ, Digital Marketing for Dummies, 2nd Edition, Wiley, 2022
2. Mason, Tim & Knights, Miya, Omnichannel Retail: How to Build Winning Stores in a Digital World, 1st Edition, Kogan Page, 2020
3. Laudon, Kenneth C. & Traver, Carol Guercio, E-Commerce 2023: Business, Technology, and Society, 18th Edition, Pearson Education, 2023
4. Sinha, P. K. & Uniyal, D. P., Managing Retailing, 2nd Edition, Oxford University Press India, 2020
5. Bansal, Rashmi, Connect the Dots, 1st Edition, Westland, 2021 (Case studies of Indian e-commerce entrepreneurs)

Course Outcomes

	CO's
CO1	Describe the fundamental concepts and functions of retailing and e-commerce.
CO2	Compare and differentiate various retail and e-commerce formats, models, and strategies.
CO3	Examine consumer behaviour patterns and decision-making processes in both offline and online retail environments.
CO4	Apply knowledge of merchandising, store design, and retail location strategies to real-world retail and e-commerce scenarios.
CO5	Evaluate the role of digital technologies, CRM, logistics, and data analytics in improving customer experience and retail efficiency.

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	2
2	10	20%	1	2	1
3	10	20%	1	1	1
4	10	20%	1	2	1
5	10	20%	1	1	2

SELLING SKILLS

Course Code	25MA304	Credits	4
Course type	DSE	CIE	40
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Objectives

1. Demystify Sales and Build a Positive Mindset
2. Equip Students with Core Sales Skills
3. Prepare Students for Sales Careers

Module: I (10 Hours) Build clarity and respect for the sales profession. What is Sales? , We are all in Sales (Daniel Pink's – Chapter 1) Common Myths about Sales: "Sales is pushy," "Only extroverts can sell," etc. Self-Learning Topic: Sale of Goods Act
Module: II (10 Hours) Cultivate the mindset needed for success in selling roles. Growth mindset and resilience in sales, Rejection handling – how not to take it personally, Ethics in sales: Honesty, transparency, and fairness, "Happy Salesperson" = repeat customers Self-Learning Topic: Movie - Rocket Singh – Salesman of the year
Module: III (10 Hours) Build structured understanding and fluency in handling actual sales cycles. Types of Sales: Direct, Telesales, Channel Sales, Online/Digital Sales, Sales Steps: SPANC, SPIN Selling (Neil Rackham), Objection handling & closing techniques Self-Learning Topic: Search a crazy idea and sell
Module: IV (10 Hours) Introduce practical digital tools and selling in today's tech-enabled market. WhatsApp selling, CRM basics (Zoho, Salesforce intro), LinkedIn for sales networking, Storytelling and Pitching via AIDA Model Self-Learning Topic: Tell a story in the class
Module: V (10 Hours) Build confidence and readiness for sales job interviews and real-world selling, Resume building for sales roles, Interview by expert sales managers: "Why sales?", handling pressure, targets, Sales pitch competition & feedback, Guest session Self-Learning Topic: Sales presentation

Text Book:

No text book

Reference Books

- To Sell Is Human Paperback – by Daniel H. Pink
- The Psychology of Selling by Brian Tracy – Chapter on Sales Confidence
- SPIN Selling by Neil Rackham
- Sell Like Crazy by Sabri Suby

Other Sources**Module - 1**

- TED Talk: Daniel Pink: The Puzzle of Motivation – https://www.ted.com/talks/dan_pink_the_puzzle_of_motivation
- Blog: HubSpot – What is Sales? – <https://blog.hubspot.com/sales/what-is-sales>

Module - 2

- TEDx: Sales is a Transfer of Emotion – <https://www.youtube.com/watch?v=dz3BuE1U9oM>
- HBR Article: Sales Ethics – <https://hbr.org/2019/04/salespeople-need-a-strategy-for-ethical-selling>

Module - 3

- YouTube: SPIN Selling Summary – https://www.youtube.com/watch?v=I9B5R_BtIoI
- Blog: HubSpot – Sales Process Steps – <https://blog.hubspot.com/sales/sales-process-steps>

Module - 4

- LinkedIn Learning: Sales Fundamentals – <https://www.linkedin.com/learning/sales-fundamentals>
- Blog: AIDA Model Explained – <https://www.marketing91.com/aida-model/>
- YouTube: Digital Selling & WhatsApp Sales – https://www.youtube.com/watch?v=ZYBOPsy_TtA

Module – 5

- Blog: Top 10 Sales Interview Questions – <https://in.indeed.com/career-advice/interviewing/sales-interview-questions>
- YouTube: How to Prepare for a Sales Interview – https://www.youtube.com/watch?v=02n1cmZc_8A
- Movie: The Pursuit of Happiness

Course Outcomes

CO1	Students will be able to explain the role and relevance of sales in everyday life and business
CO2	Students will be able to demonstrate a positive, ethical sales attitude
CO3	Students will be able to apply structured selling techniques like SPIN or any other method
CO4	Students will be able to create and deliver a digital sales pitch using platforms like WhatsApp or LinkedIn
CO5	Students will be able to present a sales pitch and face a mock sales interview

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	2	2
3	10	20%	1	2	2
4	10	20%	1	1	1
5	10	20%	1	1	1

SUPPLY CHAIN MANAGEMENT

Course Code	25MA305	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Objectives:

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

Module: I (10 Hours) The concept of supply chain Introduction to Supply Chain, Importance, Business Logistics and its objectives. Service and Manufacturing Supply Chain Dynamics, Integrated Supply Chains Design, Self-Learning Topic: Supply chain in military (Indian Army Supply Core)
Module: II (10 Hours) Supply Chain & Customer Service Customer Service Definition, Concept of Order Cycle, Sales & Service Relationship, Optimum Service Level Drivers of Supply Chain Performance, Forecasting, Collaborative Planning, Key issues in managing supply chain inventories Self-Learning Topics: E-procurement and its benefits.
Module: III (10 Hours) Purchasing Operations and Structure The Purchasing and Supply Process, Purchasing Policies and Procedures, Supply Management Integration for Competitive Advantage. Retail and B2B supply chains. Self-Learning Topics: Purchasing and green challenges
Module: IV (10 Hours) Supply Chain Decisions Inventory Policy, Supply Scheduling, Storage System, Facility Location and logistics feasibility. Self-Learning Topic: Managing Uncertainties in a Supply Chain, Emerging Trends. Cold Supply Chain.
Module: V (10 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, Pearson Education

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

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	2	2
3	10	20%	1	1	1
4	10	20%	1	2	2
5	10	20%	1	1	1

ENTREPRENEURSHIP & FAMILY BUSINESS

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25FB301	Building Blocks of Family Business	DSE	4+0+0	60	40	100	4
25FB302	Creating Business Plans	DSE	4+0+0	60	40	100	4
25FB303	Family Business Management	DSE	4+0+0	60	40	100	4
25FB304	New Venture Creation	DSE	4+0+0	60	40	100	4
25FB305	Rural Entrepreneurship	DSE	4+0+0	60	40	100	4

BUILDING BLOCKS OF FAMILY BUSINESS

Course Code	25FB301	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 (10 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 (10 Hours) Ten Commandments for family business : Communicate and Build trust, Professionalise your business, Preserve and Practice values, Manage Leadership and ownership challenges, Redefine role but 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 (10 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 (10 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 (10 Hours) Successful Family Businesses in India: Tatas, Ambanis, Birlas, Godrej, Wadias, Munjals, Mahindra, Thapars, Mittals, Shaparji Paollonji, Jindals, Adanis, Anil Aggarwal – Vedanta, Bajaj, Ruia, 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: The Relationship Intelligence Handbook, Routledge.

Reference Books:

1. Allan R Cohen and Pramodita Sharma (2016), Entrepreneurs in every generation, Collins Business
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 & Business Orientation
CO2	Examine the 10 Commandments for Family Business
CO3	Explain importance and challenges of Professionalization for Family Business
CO4	Plan creating a family Legacy
CO5	Identify the best Practices for Successful family businesses in India

CREATING BUSINESS PLANS

Course Code	25FB302	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 (10 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 (10 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 (10 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 (10 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 (10 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 Business Enterprises -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 Organizational Dimension. 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 Business models
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	25FB303	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 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	(10 Hours)
Module 2 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	(10 Hours)
Module 3 Ownership : Attributes of Ownership, Ownership Structure, Many Roles of Ownership, , Rights and 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	(10 Hours)
Module 4 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	(10 Hours)
Module 5 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	(10 Hours)

Text Books:

1. Peter Leach, South Asian Edition (2010), Family Businesses: The Essentials, Profile Books Ltd.
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, , Palgrave Macmillan
2. Kavi Ramachandran (2015), The 10 Commandments for Family Business, SAGE
3. Shobha Bondre (2013), forward by Narendra Modi, Dhandha: How Gujarati's do the business. 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	25FB304	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 (10 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 (10 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 (10 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 (10 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 (10 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 Business Enterprises -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 entrepreneur in 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	25FB305	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. To introduce the students on the fundamentals of rural entrepreneurship and the related concepts
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 (10 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 (10 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 (10 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 (10 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 (10 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 ICFAI University 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=YObCQ725pHs>
2. <https://www.youtube.com/watch?v=B r8ZnQH7quA>
3. <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

EMPLOYABILITY SKILLS – III

Course Code	25MNC300	Credits	2
Course type	SEC	CIE Marks	20 marks
Hours/Week: L-T-P	2-0-0	SEE Marks	30 marks
Total Hours	25 Hours	SEE Duration	Group Discussion

Objectives:

1. Identify individual aptitude strengths and improvement areas through structured testing, analysis, and personalized counselling.
2. Enhance Employability through experiential training in group discussions, and interview simulations.
3. Develop analytical proficiency in SQL and Power BI for effective data-driven decision-making and visual storytelling.

Module 1	(5Hours)
Mock Aptitude Test , Analysis of Results, Counselling based on Results and Revision of Aptitude. Self Learning Topic: Design personalized aptitude revision plans	
Module 2:Group Discussion	(5 Hours)
Group discussion leadership and teamwork tactics Activities: Group Discussion Mock Group Discussion , Individual Analysis of Group Discussion , Counselling based on Results Mock Personal Interview , Individual Analysis of Interview , Counselling based on Results Self Learning Topic: Reflecting on mock GD and interview performance and formulate personal communication strategies	
Module 3:	(15 hours)
Power BI for Business Analytics – Data visualization, dashboards, and business intelligence. MS SQL for Data Management – Query writing, data manipulation, and reporting. Business Analyst Skills – Requirement gathering, process documentation, stakeholder management. Salesforce Administration – CRM management, automation, and data security. Self Learning Topic: Building interactive dashboards in Power BI for real-time business intelligence and decision-making.	

Text Books

1. Advanced Analytics with Power BI and Excel - Manish Kumar
2. SQL: The Complete Reference- P. S. Deshpande
3. Beginning DAX with Power BI: The SQL Pro's Guide to Better BI-Philip Seamark Apress DAX,
4. Mastering Microsoft Power BI-Brett Powell

Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate improved aptitude skills and career readiness through iterative self-assessment.
CO2	Exhibit strategic communication and personal branding through GD and PI simulation exercises.
CO3	Build and interpret dynamic dashboards using SQL queries and Power BI visualizations.

IV SEMESTER

[illegible]

CORPORATE LAW

Course Code	25DSC401	Credits	2
Course type	DSC	CIE Marks	40 Marks
Hours/week: L-T-P	2-0-0	SEE Marks	60
Total Hours:	25	SEE Duration	2 Hours

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

(8 Hours)

UNDERSTANDING BUSINESS LAWS AND CONTRACTS

Introduction to Business Law - Business Organizations; Types of Business Organisation - Sole Proprietorship, General Partnership, Limited Liability Partnership, Corporation, 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

Self Learning Topic: E-Contracts in India and its Legalities

MODULE 2

(10 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, Indian Copyright Law: Designs Law

Self Learning Topic: Cyber Intellectual Property Geographical Indications

MODULE 3**(7 Hours)****GENERAL LAWS RELATING COMPETITION, CONSUMER PROTECTION AND SAFETY**

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- 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.

Self Learning Topic: Evolution of The Sale of Goods Act -1930 and evolution of Competition laws in India

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.), Khargamvala, 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 of Contract Act and legal aspects a business should comply with
CO2	Summarize the key legal provisions for companies .
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.
CO5	Understand the common rights safeguarded of common man through IT Act, RTI Act and Consumer protection.

TOTAL QUALITY MANAGEMENT

Course Code	25DSC402	Credits	04
Course type	DSC	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. Explain the concepts and significance of Total Quality Management and contributions of Quality Gurus
2. Discuss Quality Management, Standards and Awards
3. Explain Lean Management Principles
4. Explain Benchmarking, Business Process Management & BPR

Module 1	(6 Hours)
Introduction to Quality Concepts, Ten Gurus of Quality, , TQMEX model, , Dimensions of Product quality & Service quality, TQM in Services-SERVQUAL Model, Cost of Quality, Barriers and Benefits of TQM Implementation.	
Self-Learning Topic: Study the quality movement in India; Case: TVS Motor Company	
Module 2	(12 Hours)
Quality Leadership: Characteristics of Quality Leaders, Reflection of Quality in Vision, Mission, Quality policy, Strategic Planning of Organizations, Stakeholder Driven Quality: Internal customer, External customer, Quality circle, Employee involvement, Supplier partnership,	
Self-Learning Topic: Understanding Customer Perception of quality with real time examples	
Module 3	(12 Hours)
Kaizen, Seven QC tools, Quality Function Deployment – House of quality, DMAIC and DMADV, FMEA, Stages of FMEA, Design and process FMEA, Six Sigma,	
Lean management: Lean thinking, Lean principles (3M, TIMWOOD), Importance of Lean, Tools & Methods for Lean Implementation-5-S, Poka-Yoke, JIT and TPM, Lean Six-sigma	
Self-Learning Topic: "The Toyota Way" by Jeffrey K. Liker	
Module 4	(12 Hours)
BPM, Benchmarking & BPR in TQM: Business Process Management by Process Mapping, Reasons to Benchmark, Types of Benchmarking, Process of Benchmarking, designing the Benchmarking process, BPR in manufacturing and service industry, BPR in Information technology, Success factor of BPR, BPR implementation methodology, Benefits of BPR	
Self-Learning Topic: The organizations which have implemented Benchmarking and BPR in India	
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 Topic: Study the contemporary Quality Certifications in various industry sectors

Text Books:

1. Poornima Charantimath, Total Quality Management, 4e (2020), Pearson.
2. Dale H. Besterfield et al., Total Quality Management, 3e (2010), 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 Archive. <https://nptel.ac.in/courses/110/104/110104080/>

Course Learning Outcomes (COs)

	COs
CO1	Understand & Discuss the Quality Concepts
CO2	Analyze the dimensions of Stakeholder Driven Quality
CO3	Apply TQM & lean management tools
CO4	Explain the benchmarking, BPM and BPR process
CO5	Appraise the business excellence models and ISO standards

FINANCE

Course Code	Title of the Course	Course Category	Teaching Hours/ Week (L+T+P)	SEE	CIE	Total Marks	Credit
25FM401	Behavioral & Personal Finance	DSE	4+0+0	60	40	100	4
25FM402	Insurance Management	DSE	4+0+0	60	40	100	4
25FM403	International Financial Management	DSE	4+0+0	60	40	100	4
25FM404	Merchant Banking and Financial Services	DSE	4+0+0	60	40	100	4
25FM405	Project Appraisal Planning & Control	DSE	4+0+0	60	40	100	4

BEHAVIORAL AND PERSONAL FINANCE

Course Code	25FM401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. This course will cover the behavioral aspects of financial decision making and personal finance planning.
2. The students shall be introduced to the theoretical, mathematical, and empirical underpinnings of anomalies and biases that investors face in financial markets.
3. The course will help students focus on the behavioral approach of investment and personal financial planning.

MODULE: 1 **(10 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, Prospect Theory, Framing, and Mental Accounting, Challenges to Market Efficiency

Self Learning Topic: Identify how loss aversion, reference dependence, and diminishing sensitivity influence individual choices.

MODULE: 2 **(10 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

Self Learning Topic: Personal experiences write up where emotions overrode logic, and analyze it using behavioral theories.

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 effect

Self Learning Topic: Analyze a stock market bubble (e.g., cryptocurrency hype) and explain the role of representativeness bias.

MODULE: 4 **(10 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, Personal Cash Flow Statement, Personal Balance Sheet

Self Learning Topic: Create a 12-month personal financial plan with estimated inflows, fixed/variable expenses, and monthly savings.

MODULE: 5

(8 hours)

Contemporary Investment strategies: Carbon Credit, Green Credit , Purchasing decisions, consumer credit and related issues:

Purchasing Decisions, Consumer Credit Decisions, Loans and Amortization. Credit Card as Source of Consumer Credit

Self Learning Topic: Case Study of Vantara Project

Recommended Readings:

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	25FM402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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- (10 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- (10 Hours) Structure of Indian Life Insurance Market, Risks, Types of Risks and Characteristics of Insurable Risks, Perils, Hazards. Life Insurance- Advantages of Life insurance, Reinsurance. 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- (10 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: (12 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	25FM403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. To provide an understanding of the international economic and financial environment
2. To acquaint student with the knowledge of foreign exchange management.
3. To acquaint student with the knowledge of Balance of Payment & its relevance
4. To acquaint student with the knowledge of Currency Hedging tools
5. To offer an understanding of the financial management aspects of the MNC

Module 1 (10 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 (12 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 4 (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 5 (10 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	Analyse forex quotes, Predict Bid-Ask Spread, ascertain Cross Rates & build the CIP Opportunities & hedging strategies
CO4	Define various instruments, evaluate different strategies adopted during international investment by MNCs & compare the different international payment methods
CO5	Analyse the capital budgeting strategies for MNCs

MERCHANT BANKING AND FINANCIAL SERVICES

Course Code	25FM404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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 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 Self-learning Topic: Merchant Banking in India	(08 hours)
MODULE:2 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. Self-learning Topic: Leasing and Hire purchase services in India	(12 hours)
MODULE:3 Factoring: Theoretical framework, functions, Types of Factoring mechanism, advantages, Factoring v/s bill discounting, Problems on factoring. Forfeiting: Advantages and evaluation, characteristics, benefits, difference between factoring and forfeiting Self-learning Topic: Factoring in India, Forfeiting in India	(10 hours)

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.

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), Asset Reconstruction Companies

Self-learning Topic: 2008 Financial Crises

MODULE:5**(08 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,

Self-learning Topic: Investment Banking in India

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
4. NISM-Series-IX: Merchant Banking Certification Examination

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

PROJECT APPRAISAL PLANNING AND CONTROL

Course Code	25FM405	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

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).

Self-Learning Topic: Regulatory framework for projects

Module 2: TECHNICAL AND FINANCIAL ANALYSIS

(10 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.

Self-Learning Topic: Financial modeling using Excel

Module 3: CAPITAL BUDGETING METHODS FOR PROJECTS

(10 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.

Self-Learning Topic: Discounted cash flow techniques in excel

Module 4: MEASURE OF RISK IN PROJECTS

(10 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.

Self-Learning Topic: Monte Carlo simulation basics

Module 5: SOCIAL COST BENEFIT ANALYSIS

(10 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).

Self-Learning Topic: UNIDO approach to SCBA in practice

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

HR

Course Code	Title of the Course	Course Category	Teaching Hours/ Week (L+T+P)	SEE	CIE	Total Marks	Credit
25HR401	Corporate Social Responsibility	DSE	4+0+0	60	40	100	4
25HR402	Diversity, Equity & Inclusion	DSE	4+0+0	60	40	100	4
25HR403	International HRM	DSE	4+0+0	60	40	100	4
25HR404	Organization Leadership	DSE	4+0+0	60	40	100	4
25HR405	Sustainability HR & ESG	DSE	4+0+0	60	40	100	4

CORPORATE SOCIAL RESPONSIBILITY

Course Code	25HR401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. To introduce the concept and importance of Corporate Social Responsibility (CSR) in the global and Indian context.
2. To familiarize students with CSR-related laws, frameworks, and guidelines in India.
3. To explore how organizations, plan, implement, and measure CSR initiatives.
4. To highlight the role of HR in integrating CSR with organizational strategy and culture.
5. To analyze emerging issues and ethical considerations surrounding CSR practices.

Module 1	(10 Hours)
Foundations of CSR: Meaning, Evolution, and Importance of CSR, CSR Theories: Stakeholder Theory, Triple Bottom Line, Corporate Citizenship, CSR vs Philanthropy Vs Corporate Sustainability, Business Case for CSR Self-Learning Topic: Carroll's Pyramid of CSR	
Module 2	(10 Hours)
CSR in Indian Context – Legal & Institutional Framework: CSR under Companies Act 2013 (Section 135, CSR Committee, Schedule VII), CSR Rules, Amendments, and Penalties, Role of Ministry of Corporate Affairs and SEBI Guidelines (BRSR), National Voluntary Guidelines (NVGs) and Sustainable Development Goals (SDGs), CSR in Indian Context: Evolution, Cultural Ethos, Government-led Initiatives, CSR Trends among Indian Corporates Self-Learning Topic: Comparative Study of CSR Practices in Public Vs Private Sector Companies	
Module 3	(10 Hours)
CSR Strategy and Execution: CSR Strategy: Alignment with Business Goals and Values, Planning, Goal Setting, and Stakeholder Engagement, CSR Delivery Models: Direct, NGO Partnership, Foundations, CSR Arms, Role of HR in Driving CSR Strategy, Employee Engagement and Volunteering Programs Self-Learning Topic: Case Study of a CSR Strategic Plan from any Indian Conglomerate	
Module 4	(10 Hours)
CSR Monitoring, Evaluation, and Reporting: KPIs for CSR- Logic Models, CSR Scorecards, Dashboards, and SROI (Social Return on Investment) - Monitoring Frameworks, CSR Reporting Standards: GRI, SEBI-BRSR, MCA Formats, Transparency and Disclosure Norms Self-Learning Topic: Reading and Interpreting CSR Reports of BSE 100 Companies	

Module 5	(10 Hours)
Contemporary Issues, Ethics, and Future Trends in CSR: ESG (Environment, Social, Governance) and CSR, CSR in MSMEs, Start-ups, and Social Enterprises, Green HRM and Responsible Business Conduct Role of Technology in CSR (Blockchain, AI in Monitoring & Evaluation), Ethical Issues and Dilemmas in CSR Decision-making, Future of CSR in a Digital and Global World Self-Learning Topic: Analysis of ESG Ratings and CSR Rankings in Indian Companies	

Text Book:

1. Sanjay K Agarwal – Corporate Social Responsibility in India, Sage Publications

Recommended Books:

1. Dr. Garima Dadhich, Dr. Ravi Raj Atrey : Taxmann's Benchmarking ESG & CSR: A Compendium of Best Practices in ESG & CSR in India – Learn from the ESG & CSR practices of companies of different sizes, nature, and sectors
2. C. V. Baxi & Ajit Prasad – Corporate Social Responsibility, Excel Books
3. B. M. Gandhi – Corporate Social Responsibility, Himalaya Publishing House

References:

1. Ministry of Corporate Affairs (MCA) Guidelines
2. SEBI BRSR Framework
3. Global Reporting Initiative (GRI) Guidelines
4. National Voluntary Guidelines (NVGs)
5. UN Sustainable Development Goals (SDGs)

Course Outcomes (COs)

	COs
1	plain the historical development and conceptual framework of CSR and differentiate CSR from philanthropy and sustainability.
2	interpret CSR legal mandates and guidelines under Indian law and discuss CSR implementation in Indian companies with contextual relevance
3	analyze a CSR strategy in line with business and stakeholder needs and discuss HR's contribution to CSR alignment and success.
4	plain CSR outcomes using KPIs and impact measurement tools. And interpret CSR reports in compliance with national and international frameworks
5	discuss the latest trends and innovations in CSR practices and critically evaluate ethical considerations and dilemmas in CSR

DIVERSITY, EQUITY & INCLUSION

Course Code	25HR402	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives

1. To develop strategic leadership competencies rooted in emotional intelligence, inclusive practices, and adaptive thinking for dynamic business environments.
2. To equip learners with tools and frameworks to architect capability-building initiatives that foster innovation, resilience, and cross-functional excellence.
3. To cultivate inclusive leadership mindsets by integrating equity, belonging, and psychological safety into organizational design and talent development.

Module 1: Foundations of DEIB in Organizations (10 Hours) Diversity vs. inclusion, equity vs. equality, belonging, intersectionality, Global & Indian DEIB benchmarks, Bias interrupters, inclusive language, psychological safety, Role plays: caste, gender, neurodiversity, multilingual teams Self Learning Topic : DEIB strategy memo + reflection journal, Bias mitigation toolkit + team presentation
Module 2: Emotional Intelligence & Inclusive Leadership (10 Hours) Goleman's EI model, VUCA leadership, resilience building, Activities: EI self-assessment, adaptive challenge simulations, allyship, mentorship Self Learning Topic: EI portfolio + leadership reflection
Module 3: Capability Building in Teams & Organizations (10 Hours) Team capability mapping, cross-functional skill development, Tools: OKRs (Objectives and Key Results) , agile learning loops, capability scorecards Self Learning Topic: Team capability dashboard + presentation
Module 4: Capstone & Immersion (10 Hours) Guest lectures: DEIB officers, CHROs, NGO leaders, Capstone: Design a DEIB initiative for MSMEs or startups Self Learning Topic: Final report + peer evaluation
Module 5: Capstone & Immersion (10 Hours) Guest sessions: Capability leads, L&D heads, startup founders, Capstone: Design a capability-building initiative for a chosen sector Self Learning Topic: Strategic proposal + viva

Text books

- "Inclusive Leadership: The Definitive Guide to Developing and Executing an Impactful Diversity and Inclusion Strategy" – Charlotte Sweeney & Fleur Bothwick
- "Emotional Intelligence: Why It Can Matter More Than IQ" – Daniel Goleman

Reference Books

- “The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth” – Amy C. Edmondson
- “Drive: The Surprising Truth About What Motivates Us” – Daniel H. Pink

Course Outcomes (COs)

Upon successful completion of this course, students will be able to:

CO1	Analyze and differentiate key concepts of diversity, equity, inclusion, and belonging using global and Indian organizational benchmarks.
CO2	Apply bias mitigation techniques, inclusive language, and psychological safety principles in team-based role plays and communication exercises.
CO3	Evaluate emotional intelligence competencies and demonstrate adaptive thinking through VUCA simulations, mentorship, and allyship design.
CO4	Construct team capability dashboards using OKRs, agile learning loops, and scorecards to foster cross-functional excellence and innovation
CO5	Design and present strategic DEIB or capability-building initiatives tailored to MSMEs or sector-specific contexts, integrating peer feedback and industry insights.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (IHRM)

Course Code	25HR403	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives

1. Understand the key concepts, scope, and significance of International HRM in a globalized business environment.
2. Compare and contrast domestic HRM with IHRM in terms of functions, challenges, and policies.
3. Gain insights into cross-cultural management and expatriate handling across geographies.
4. Analyze global talent acquisition, training, compensation, and performance management strategies.
5. Evaluate the impact of global trends, ethics, and regulations on HR strategies in multinational corporations (MNCs).

Module 1	(10 Hours)
Fundamentals of International HRM Meaning, evolution, and scope of IHRM, Differences between Domestic HRM and IHRM, Organizational structure of MNCs and implications for HR, Role of IHR Manager in global organizations, Approaches to IHRM: Ethnocentric, Polycentric, Regio-centric, Geocentric Self-Learning Topic: Keys to Successful Overseas Assignments	
Module 2	(10 Hours)
International Recruitment and Staffing International staffing policies and practices, Selection of expatriates and international assignments, International mobility: Migration, dual careers, and diversity, Repatriation and career development, returning employees, Employer branding and talent acquisition in global contexts Self-Learning Topic: Google – International hiring strategy for emerging markets.	
Module 3	(10 Hours)
Cross-Cultural and Global Leadership Development Cross-cultural theories: Hofstede, Trompenaars, GLOBE study, Managing cultural diversity and sensitivity, Training and development of international staff, Leadership development across borders, Global mindset and emotional intelligence in international HR, introduction to legal aspects of UN HR policy and cross cultural aspects Self-Learning Topic: Unilever – Global Future Leaders Program for cross-country placements.	
Module 4	(12 Hours)
International Compensation and Performance Management Global compensation approaches: Balance sheet, localization, global pay, Taxation issues and cost of living adjustments, Performance appraisal for international assignees, Equity vs Equality across countries, Legal and ethical issues in global compensation Self-Learning Topic: Managing Distributed and Virtual Teams	

Module 5	(08 Hours)
Global HR Strategies and Emerging Trends Strategic IHRM and aligning with global business strategy, international labor standards, ethics, and compliance (ILO, OECD guidelines), HRM in emerging markets and global south, Role of HR technology in global HRM, Trends in remote global teams, gig work, and AI in global HR Self-Learning Topic: Tata Consultancy Services (TCS) – Country-specific allowances for onsite assignments.	

Textbooks:

1. Dowling, P., Festing, M., & Engle, A. – International Human Resource Management (Cengage Learning)
2. Edwards, T., & Rees, C. – International Human Resource Management: Globalization, National Systems and Multinational Companies
3. Scullion, H., & Collings, D.G. – Global Talent Management
4. Aswathappa, K., & Dash, S. – International Human Resource Management (McGraw-Hill Education, India)

Course Outcomes (COs)

The students will be able to:

	CO's
CO1	Demonstrate conceptual clarity on global HR functions and international employment practices.
CO2	Explain HR strategies suitable for managing a global workforce
CO3	Explain expatriation and repatriation plans including training and cultural adaptation
CO4	Apply frameworks for global talent acquisition, development, and compensation
CO5	Critically evaluate IHRM practices and policies of global companies through case analysis.

ORGANIZATIONAL LEADERSHIP

Course Code	25HR404	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 (08 Hours)

Concept of Leadership, ways of conceptualizing leadership, definition and components of leadership. Trait versus process leadership, assigned versus emergent leadership. Leadership and power, leadership and coercion, leadership and management.

Self Study: Successful and Unsuccessful leaders

Module 2 Approaches of Leadership (12 hours)

Trait Approach: Description, intelligence, self-confidence, determination, integrity, sociability, five-factor personality model and leadership, Emotional Intelligence,

Behavioural Approach: Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (Leadership) Grid, Authority–Compliance (9,1). Types of Management.

Skills Approach: Description, Three-Skill approach, technical skill, human skill, conceptual skill, Skills model, competencies, individual attributes, leadership outcomes, environmental influences.

Situational Approach: Description, leadership styles, development levels, Working details, situational approach.

Self Study: Blake and Mouton Managerial Leadership Grid

Module 3 Model of Leadership	(10 Hours)
Path–Goal Theory: Description, leader behaviours, directive leadership, supportive leadership, participative leadership, achievement-oriented leadership, follower characteristics, task characteristics. Leader–Member Exchange Theory: Description, early studies, later studies, leadership making, working of LMX theory. Transformational Leadership: Description, transformational leadership defined, transformational leadership and charisma, A model of transformational leadership. Authentic Leadership: Description, authentic leadership defined, approaches to authentic leadership, theoretical approach. Self Study: Workshop on Transformational Leadership	
Module 4 Leadership Instrument	(10 Hours)
Description, related concepts, Ethnocentrism, prejudice, Dimensions of culture, uncertainty avoidance, power distance, Institutional collectivism, In-Group, collectivism, gender egalitarianism, assertiveness, future orientation, performance orientation, humane orientation. Self Study: Case Study on Global Leadership	
Module 5 Ethical Leadership	(10 hours)
Ethics Defined; Levels of Ethical leadership: Pre-conventional Morality, Conventional Morality, Post-conventional Morality, Ethical Theories, Centrality of Ethics to Leadership, Heifetz’s Perspective on ethical Leadership; Burns’s Perspective on Ethical Leadership. Self Study: Case Study on Ethical Leadership	

Text Books:

1. Peter G. Northouse, “Leadership: Theory and Practices Leadership for Organizations” 7 th Edition, Sage Publication India Pvt. Ltd. 2016
2. David A. Waldman, Charles O'Reilly, “Leadership for Organizations” 1 st Edition, Sage Publication, 2019.
3. Hartog, D. N. D. (2015). Ethical leadership. Annual Review of Organizational Psychology and Organizational Behavior, 2(1), 409–434.

Reference Books:

1. Leadership in Organizations, Gary Yukl, Pearson Education, 6th Edition.
2. The Leadership Experience, Richard L Daft, Cengage Learning, 2nd Edition, 2002.

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.youtube.com/watch?v=ymq8pfWCOyQ>

Course Outcome (COs)

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

SUSTAINABLE HR & ESG

Course Code	25HR405	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives

1. Understand the intersection of HRM, sustainability, and ESG imperatives in organizational settings.
2. Evaluate and apply HR strategies that promote inclusive, ethical, and sustainable workplace practices.
3. Engage with global frameworks and digital innovations that support responsible HR leadership.

Module 1: Foundations of Sustainability, CSR & ESG in HR (10 hours)

Introduction to Sustainability, CSR, and ESG concepts, Role of HR in advancing sustainability and social impact, UN Sustainable Development Goals (SDGs) and HRM, Triple Bottom Line approach and stakeholder theory, Global best practices in HR-driven CSR programs,

Self learning Topic: Mapping HR initiatives to SDGs

Module 2: Diversity, Equity, Inclusion & Belonging (DEIB) (10 hours)

Bias mitigation and inclusive hiring, Designing inclusive policies: gender, disability, generational diversity, Workplace accessibility and neurodiversity, Metrics for measuring DEIB outcomes,

Self learning Topic: Case study: DEI programs in Fortune 500 companies

Module 3: Responsible Talent Management & Employee Well-being (10 hours)

Ethical talent acquisition and employer branding, Sustainable performance management and career growth, Workplace well-being: mental health, burnout, digital wellness, Responsible HR Tech (AI bias, algorithmic transparency), Green HR practices: eco-friendly workplaces, hybrid models

Self learning Topic: Lab: Design a “Responsible HR Toolkit” for SMEs

Module 4: ESG Reporting, Governance & Compliance for HR (10 hours)

ESG metrics and HR's contribution to ESG disclosures, Key ESG standards: GRI, SASB, TCFD, BRSR (India), HR's role in governance, risk, and compliance (GRC), Ethical HR audits and whistleblower mechanisms, Legal frameworks: POSH, labor law compliance, GDPR

Module 5: Future of Sustainable Work & HR Innovation (10 hours)

People sustainability: longevity, digital detox, mindful leadership, Tech-enabled ESG: blockchain, AI, IoT for workforce transparency, ESG in the gig economy and hybrid workforces, Human-centered design and regenerative HRM, The role of HR in climate resilience and circular economy

Capstone: ESG-based HR policy blueprint + presentation

Text Book

1. Sustainable Human Resource Management: Strategies and Practices-Sugumar Mariappanadar
2. Integrating Corporate Sustainability: Handbook for Understanding and Implementing Sustainability in Any Business- Dr. Charu Jain
3. Understanding Sustainability Principles and ESG Policies-Colin Read
4. Chief Sustainability Officers at Work- Chrissa Pagitsas

Reference Books

1. Leaving Planet Simple: Embracing Sustainability, ESG, and Resilience to Transform Your Business-Dr. Alex Gold
2. This Changes Everything: Capitalism vs. The Climate-Naomi Klein
3. The Inclusive Language Handbook-Jackie Ferguson & Roxanne Bellamy
4. Green HRM: A Climate-Conscious Approach to HR Practices Various contributors
5. Sustainability Management-Rüdiger Hahn

Course Outcomes(CO'S)

CO1	Demonstrate comprehensive understanding of sustainability and ESG principles within HR contexts.
CO2	Design inclusive and responsible HR strategies aligning with global and local ESG standards.
CO3	Apply DEIB frameworks, well-being metrics, and ethical tech usage in talent management.
CO4	Interpret ESG reports and contribute to compliance, governance, and CSR activities from an HR lens.
CO5	Envision and implement future-facing, sustainable HR innovations that drive business impact.

BUSINESS ANALYTICS

Course Code	Title of the Course	Course Category	Teaching Hours/ Week (L+T+P)	SEE	CIE	Total Marks	Credit
25BA401	Business Forecasting	DSE	4+0+0	60	40	100	4
25BA402	Human Resource Analytics	DSE	4+0+0	60	40	100	4
25BA403	Machine Learning	DSE	4+0+0	60	40	100	4
25BA404	Managing E- Business	DSE	4+0+0	60	40	100	4
25BA405	Social Media and Website Analytics	DSE	4+0+0	60	40	100	4

BUSINESS FORECASTING

Course Code	25BA401	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. To expose to the data types and identification problem
2. To equip with qualitative and quantitative forecasting techniques (with focus on non-econometric techniques)

Module 1: Introduction to Forecasting (10 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 Self-learning topic: Regression Assumptions
Module 2: Demand Analysis (10 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 Self-learning topic: Demand Elasticity
Module 3: Marketing Research (10 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 Self-learning topic: Time Series Data
Module 4: Time Series Analysis (10 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 Self-learning topic: ARIMA Modeling
Module 5: Forecasting with Time Series Models and Qualitative methods (10 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 Self-learning topic: GARCH Forecasting

Text Books:

1. Gilliland M. Tashman, L & Sglavo. U. (2015). Business forecasting: Practical problems and solutions, John Wiley & sons
2. Gonzalez-Rivera, G. (2016). Forecasting for economics and business. Routledge
3. 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.

HUMAN RESOURCE ANALYTICS

Course Code	25BA402	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 (10 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. Self-learning topic: HR Maturity Stages
Module 2 (10 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 Self-learning topic: HR Scorecards
Module 3 (10 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. Self-learning topic: Predictive Metrics
Module 4 (10 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 Self-learning topic: Data Cleaning Basics

Module 5**(10 Hours)**

HR Metrics – 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 Dashboards. Statistical software used for HR analytics: MS-Excel, IBM-SPSS, IBMAMOS, SAS and R programming and data visualization tools such as Tableau, Plotly, Click view and Fusing Charts

Self-learning topic: HR Dashboard Tools**Textbooks:**

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. 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 FITZENZ, 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>

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.

MACHINE LEARNING

Course Code	25BA403	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. To acquaint students with theoretical and practical knowledge on machine learning.
2. To make students to apply the concepts of Machine learning.
3. To make students to understand the technology integration and importance of data analytics
4. To make students to analyse using the Machine learning techniques for business decisions

Module 1: Introduction to Machine Learning (10 Hours) Creativity and motivation, Computer hardware architecture, understanding programming, word and sentence, Conversing with Python, Terminology, Debugging, the learning journey. Self-learning topic: Python Basics
Module 2 (10 Hours) Supervised and Unsupervised Learning: Regression and classification models, Decision tree, classification of regression trees, linear, multiple, logistic regression. Neural networks, multi-layer perception, support vector machines, linear and non-linear kernel functions, introduction to clustering and k model clustering Self-learning topic: K-Means Clustering
Module 3: Decision tree and generic algorithms (10 Hours) Basic decision tree algorithm, information gain, hypothesis space, inductive bias, issues in decision tree learning, determining the correct and final tree size, pruning. 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. Self-learning topic: Genetic Algorithm Basics
Module 4 (10 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 Self-learning topic: Random Forests
Module 5 (10Hours) 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 Self-learning topic: Q-Learning

Text Books:

1. Tom M. Mitchell, "Machine Learning", Mc.Graw-Hill, 2010.
2. Bishop, Christopher. 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.

MANAGING E-BUSINESS

Course Code	25BA404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

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 (10 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 Self-learning topic: E-Business Model Types
Module 2 (10 Hours) E-business strategies: Strategic planning process, SCM, CRM, ERP, Procurement, Web enabled business management, CMS, Case Studies Self-learning topic: ERP Basics
Module 3 (10 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. Self-learning topic: Mobile Commerce Trends
Module 4 (10 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. Self-learning topic: Digital Payment Methods
Module 5 (10 Hours) Legal, Ethics and privacy issues in E-Commerce – Protection needs and methodology – consumer protection - cyber laws - contracts and warranties. Taxation and encryption policies. Self-learning topic: Cyber Law Overview

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

SOCIAL MEDIA AND WEBSITE ANALYTICS

Course Code	25BA405	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. To make students to understand Web marketing and digital marketing concepts.
2. To make students to apply knowledge of web marketing for data analysis
3. To make students to analyze social media like Face book analytics, web analytics, etc.
4. 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. Self-learning topic: Market Basket Analysis
Module 2: Marketing –MIX ANALYTICS (10 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. Self-learning topic: Customer Lifetime Value
Module 3: INTRODUCTION TO SOCIAL MEDIA ANALYTICS (10 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 Self-learning topic: Social Media Influence
Module 4: SOCIAL MEDIA POLICIES AND MEASUREMENT (10 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. Self-learning topic: Campaign Performance Metrics

Module 5: UNDERSTANDING WEB ANALYTICS**(10 Hours)**

Web analytics – Present and future, data collection – Importance and options, overview of qualitative analysis. Business analysis, KPI and planning, critical components of a successful web analysis strategy, web analytics fundamentals, concepts, proposals & reports, Facebook analytics, web data analysis

Self-learning topic: Google Analytics Basics

Text Books:

1. Social Media in business and Governance by K. M. Shrivastava, Sterling Publishers Private Limited, 2013
2. Web Analytics- An hour a Day, by Avinash Kaushik Wiley Publishing, 2007
3. Marketing to the Social Web: How Digital Customer Communities build your business, by Larry Weber, Publisher: Pearson
4. Social Media Analytics Strategy: Using data to optimize business performances by Gonclaves, Publisher: Apress
5. Social Media Analytics- Techniques and insights for extracting business value out of Social media 1 Edition (English Paperback, Avinash Kohirkar, Matthew Ganis, Ed Brill), publisher: Pearson

Web links

1. <https://www.youtube.com/watch?v=I0blzqXyoLY>
2. https://onlinecourses.nptel.ac.in/noc20_mg30/preview
3. 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.

MARKETING

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25MA401	Customer Relationship Management	DSE	4+0+0	60	40	100	4
25MA402	Integrated Marketing Communication	DSE	4+0+0	60	40	100	4
25MA403	Marketing Analytics	DSE	4+0+0	60	40	100	4
25MA404	Rural Marketing	DSE	4+0+0	60	40	100	4
25MA405	Sales Management	DSE	4+0+0	60	40	100	4

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Course Code	25MA401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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 (10 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 (10 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 (10 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 Issues 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

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	2	1
2	10	20%	1	1	2
3	10	20%	1	1	1
4	10	20%	1	1	2
5	10	20%	1	2	1

INTEGRATED MARKETING COMMUNICATION (IMC)

Course Code	25MA402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

Objectives:

1. Introduce students to the basic concepts of Integrated Marketing Communications and how business 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 (10 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 (10 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 Advertising: Public relations and Publicity – advantages and limitations. Corporate advertising and its types

Module: III (10 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**(10 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**(10 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 Marketing Communications and their related concepts
CO2	Illustrate the role of participants in the Integrated Marketing Communications Process
CO3	Design a print advertisement and sketch a storyboard for a Television Ad
CO4	Apply the concepts of consumer promotions and trade promotions
CO5	Explain the concepts of ethical and legal issues in advertising

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	1	1
3	10	20%	1	2	2
4	10	20%	1	2	2
5	10	20%	1	1	1

MARKETING ANALYTICS

Course Code	25MA403	Credits	4
Course Type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 Marks
Total Hours	50	SEE Duration	2 Hours

Objectives:

1. To equip students with foundational knowledge of marketing analytics tools and techniques
2. To develop hands-on skills in using tools like Excel for marketing data analysis
3. To enable students to interpret analytical results and apply them to real-world marketing problems

Module 1	(10 hours)
Introduction to Marketing Analytics & Data Handling Understanding data types and sources in marketing, Introduction to Excel and basic R programming (installing, setup, simple operations), Data preparation and cleaning, Exploratory Data Analysis (EDA)	
Self-Learning Topic: Power Query in Excel for automated data cleaning and transformation	
Module 2	(10 hours)
Understanding Customer Needs using Analytics Voice of customer and value creation, Conjoint Analysis for understanding customer preferences, Basics of segmentation, targeting, and positioning (STP), Introduction to clustering techniques.	
Self-Learning Topic: Explore k-means and hierarchical clustering on customer datasets	
Module 3	(10 hours)
Predictive Analytics for Marketing Strategy Demand forecasting models, Introduction to regression models in pricing, Elasticity and revenue optimization, Basic introduction to time-series in marketing	
Self-Learning Topic: Build a simple time-series forecasting model using Excel (moving averages, exponential smoothing)	
Module 4	(10 hours)
Digital & Retail Analytics Basics of digital marketing metrics (CTR, CPC, conversions), Market Basket Analysis, RFM (Recency, Frequency, Monetary) modelling, Basics of recommender systems.	
Self-Learning Topic: Track and analyze digital campaign performance using Google Analytics or Google Looker Studio	
Module 5	(10 hours)
Customer Retention & Text Analytics Customer churn analysis, Customer Lifetime Value (CLV), Introduction to text mining and sentiment analysis, Applications in online reviews and social media	
Self-Learning Topic: Perform sentiment analysis on Twitter or Amazon reviews using tools like RapidMiner	

Recommended Books: -

1. **Marketing Analytics: Strategic Models and Metrics**, Stephan Sorger (2013), Pearson
2. **Marketing Analytics: A Practical Guide to Real Marketing Science**, Mike Grigsby (2022), Kogan Page, 2022 (3rd Edition)
3. **Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning**, Rajkumar Venkatesan, Paul W. Farris, Ronald T. Wilcox, Pearson FT Press, 2014

Other Reference

1. Chatterjee, S. (2022). Marketing Analytics (NOC22_MG26). National Programme on Technology Enhanced Learning (NPTEL), IIT Kharagpur. Retrieved from https://onlinecourses.nptel.ac.in/noc22_mg26/course

Course Outcomes

CO1	Students will be able to prepare and clean marketing data and perform exploratory data analysis using Excel
CO2	Students will be able to analyze customer preferences and segment markets using analytical techniques.
CO3	Students will be able to apply regression and forecasting models to predict marketing trends and optimize pricing decisions.
CO4	Students will be able to analyze digital marketing performance and identify customer buying patterns using analytics tools.
CO5	Students will be able to evaluate customer retention strategies and analyze customer sentiments from text data.

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	2	2
3	10	20%	1	1	1
4	10	20%	1	2	2
5	10	20%	1	1	1

RURAL MARKETING

Course Code	25MA404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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	(10 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	(10 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	(10 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	(10 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	(10 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

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	2	2
3	10	20%	1	1	1
4	10	20%	1	2	2
5	10	20%	1	1	1

SALES MANAGEMENT

Course Code	25MA405	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	50	SEE Duration	2 Hours

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 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.	(10
Module: II 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.	(10 Hours)
Module: III 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	(10 Hours)
Module: IV 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	(10 Hours)

Module: V**(10 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 Havaladar & 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

Module Wise Weightage Chart

Module no	Time allocated	Weightage	02 marks	03 marks	07 marks
1	10	20%	1	1	1
2	10	20%	1	2	2
3	10	20%	1	2	2
4	10	20%	1	1	1
5	10	20%	1	1	1

ENTREPRENEURSHIP & FAMILY BUSINESS

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
25FB401	Business Ethics	DSE	4+0+0	60	40	100	4
25FB402	Family Business Governance	DSE	4+0+0	60	40	100	4
25FB403	Managing Succession in Family Business	DSE	4+0+0	60	40	100	4
25FB404	MSME	DSE	4+0+0	60	40	100	4
25FB405	Social Entrepreneurship	DSE	4+0+0	60	40	100	4

BUSINESS ETHICS

Course Code	25FB401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	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 (10 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 (10 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 (10 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 (10 Hours) Implementing Business Ethics in a Global Economy: Developing an Effective Ethics Program, The need 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 (10 Hours) Auditing Ethics Program: The Ethics Audit, Benefits of ethics auditing, ethical crisis management and 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 Decision Making 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	25FB402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	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 (10 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 (10 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 (10 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 (10 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 (10 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), Governance in 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 Family and Business Potential, A Family Business Publication, Palgrave Macmillan
2. Peter Leach, South Asian Edition (2010), Family Businesses: The Essentials, Profile Books Ltd.
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	25FB403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	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 (10 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 (10 Hours) Succession Paradox: Resistance to Developing Successors, Succession within the family vs Outside the 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 (10 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 (10 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 (10 Hours) Role of Women in Family Business: Gender based role in family business, Women as founder, Role of 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 Kokilabehn 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 Books Ltd.

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 Family Business
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	25FB404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	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 (10 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 (10 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 (10 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 (10 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 (10 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: Institutional Framework, 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 entrepreneurs 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	25FB405	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	50	SEE Duration	2 Hours

Course Objectives:

1. To introduce the students on the fundamentals of social entrepreneurship and the related concepts
2. To enable the students' articulate social problems that need to be solved.
3. To learn the fundamentals of social enterprise plan.

Module 1 (10 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 (10 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 (10 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 (10 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 (10 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. Ryszard Pruski and Andrzej Nowak, (2012) Social Entrepreneurship theory and Practice, Cambridge University Press.
3. Alex Nicholls, ed., (2008), Social Entrepreneurship New Models of Sustainable Social Change, 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, who found 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 sM3ZYllw1I>,
<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