



**COURSE STRUCTURE**  
**ACADEMIC YEAR**  
**2022 – 2023**  
**ONWARDS**

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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 year Full Time Master of Business Administration (MBA) Program, Autonomous under Rani Channamma University, Belagavi. The program is divided into four semesters at the Post Graduate Level in the Faculty of Management.

### **II. EXTENT OF APPLICATION**

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

### **III. DEFINITIONS**

In these Regulations, unless otherwise mentioned:

- a. "Institute" means Karnatak Law Society's Institute of Management Education & Research Belagavi, approved by AICTE & UGC and Permanently Affiliated and Autonomous Institution Under Rani Channamma University, Belagavi
- b. "Director" means the Head of the Institute and "Faculty" means faculty members of the institute
- c. Post - Graduate Programs means Master's Degree Course in Management (MBA)
- d. "Student" means the student admitted to Post-Graduate Program in management at the institute.
- e. "Degree" means Post-Graduate Degree i.e., MBA.
- f. "Board of Studies (BOS)" means P.G. Board of studies in management of the Institute constituted as per the regulations.
- g. "Board of Examinations (BoE)" means Board governing the examinations of the Institute constituted as per the regulations
- h. "Academic Council" means Academic Council of the Institute constituted as per the regulations.
- i. "Credit" means the unit by which the course work is measured. For this Regulation, one Credit means one hour of teaching work or two hours of practical work per week. Normally a Semester shall be of 16 weeks' duration in any given academic year; As regards the marks for the courses, 1 Credit is equal to 25 marks, 2 credits is equal to 50 marks, 3 credits is equal to 75 marks

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

- j. “Grade” is an index to indicate the performance of a student in the selected course. These Grades are arrived at by converting marks scored in each subject in the examinations. Each course carries a prescribed number of credits. These grades are awarded for each subject after conversion of the marks and after completion of the examinations in each semester.
- k. “Grade Point Average” or GPA refers to an indication of the performance of student in a given semester. GPA is the weighted average of all Grades a student gets in a given semester. The GPA depends on the number of courses a student takes and the grades awarded to him/her for each of the subjects.
- l. “Cumulative Grade Point Average” or CGPA refers to the cumulative Grade Point Averages weighted across all the semesters and is carried forward

#### **IV. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION**

##### **PROCEDURE:**

- a. The students who have successfully completed the three-year/four-year Degree program or any other Degree program of Rani Channamma University or of any other University recognized as equivalent thereto by Rani Channamma University shall be eligible for admission to this Post Graduate Program provided they also satisfy the eligibility conditions like percentage of marks etc., as may be prescribed by the competent authorities from time to time.
- b. The admission procedure for the courses in the Faculty of Management shall be as outlined below:
  - i. Admission to the MBA Programme shall be as per the Government of Karnataka and other Central or State Level Competent Authority order or guidelines from time to time.
  - ii. All eligible candidates seeking admission to MBA are required to fulfill the prescribed eligibility criteria.
  - iii. The candidates seeking admissions to this Post Graduate Programme should have appeared for any national/state level entrance tests such as CAT, CMAT, XAT, MAT, 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 this Post-Graduate Degree programme shall normally extend over

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

**VI. MEDIUM OF INSTRUCTION:**

The medium of instruction for all subjects shall be English.

**VII. PROGRAM STRUCTURE:**

- a. The students of Post-Graduate Program shall study the courses as prescribed by the Board of Studies and approved by the Academic Council of the Institute from time to time.
- b. Each course (paper) in this system is designed carefully to include Lectures / Tutorials / Laboratory Work/Workshops/Seminars/ Project work / Practical Training / Report Writing / Viva- Voce etc., to meet effective teaching and learning needs.
- c. The normal calendar for the semester shall be issued by the institute every year before the commencement of the first semester.

**VIII. CATEGORY OF COURSES:**

- a. There shall be five categories of courses viz. Discipline Specific Core, Discipline Specific Electives, Skill Enhancement Core, Ability Enhancement Core & Open Elective Courses .
- b. Each course shall have a definite Course Objectives, Course Outcomes, Scheme of Evaluation including the components of Continuous Internal Evaluation (CIE) Marks, Projects (if any), the number of contact hours, and the prescribed Credits.
- c. The students shall compulsorily undertake a community engagement project and an internship project during the program. The e community engagement project is for two credits and shall be taken up by the students between the first and second semesters. The internship project is for four credits and will be undertaken after the second semester.

**IX. TOTAL CREDITS:**

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



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

**Total credits for the MBA Program: 112 credits**

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

**Percentage of Category Wise Courses**

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

**X. ATTENDANCE:**

- a. Each paper shall be taken as a unit for the purpose of calculating the attendance.
- b. Each student will be marked for his/her attendance for every hour of teaching of each course. At the end of every month all teachers shall notify the attendance of every student on the Notice Board of the institute. The Director of the institute shall certify the fulfilment of required attendance of every candidate in the Examination Form.
- c. A student shall be considered to have satisfied the requirement of attendance for each course, if he/she has attended not less-than 75% of the number of classes held upto the end of the semester including tests, seminars, group discussions, practical, tutorials, etc.
- d. However, a student shall be eligible to claim attendance for her/his absence if participated in any event/activity on behalf of the institute for the actual number of days participated subject to a maximum of 20 days in a semester based on the specific recommendations of the director.

- i. This facility shall also be extended to the students who were absent due to accident/serious illness leading to actual hospitalization. Their period of absence will be treated as present for calculation of attendance subject to approval of the concerned teacher, mentor and the Director.
- ii. In the case of students, selected to participate in the national level events, he/she shall be eligible to claim attendance for actual number of days participated subject to a maximum of 20 days in a semester based on the specific recommendation of the Director.
- iii. A student who does not satisfy the requirements of attendance shall not be permitted to take the examination of that paper. All such students shall repeat that paper in the subsequent year as regular student at his/her own risk and will have to make up for the loss of attendance by attending classes as regular student. All his prior Continuous Internal Evaluation (CIE) marks in the concerned subject shall be cancelled and he/she will have to appear for his/her CIE again for the concerned papers.

#### **XI. DURATION OF THEORY AND PRACTICAL PAPERS**

- a. Each theory course having four credit will be taught for four hours per week & two credit course will be taught two hours per week.
- b. The general duration of the Semester will be of 16 weeks.
- c. Duration of practical is as per the respective course regulations.

#### **XII. COURSE WEIGHTAGE:**

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

#### **XIII. EVALUATION:**

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

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

- b. The internship project is evaluated for a total of 100 marks. To evaluate the continuous performance of the student undergoing the internship project the CIE will be done by the Company Guide as well as Internal Guide for 40 marks (combined together). The internship project report will be evaluated for 30 marks and the balance 30 marks is earmarked for viva-voce.
- c. In case of candidates who wish to appear in improvement examinations, if any, the marks obtained in the CIE shall not be revised. There is no improvement for CIE.
- d. The suggested distribution of CIE marks is given below:

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

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

Faculty is supposed to choose minimum 3 or max 4 components out of these options

1. Case Study
  2. MCQ / Test
  3. Field Visit / Rural Visit
  4. Individual/Group -Written Assignment
  5. Role Play
  6. Live Project & Presentation
- e. There shall be one semester end examination of two hours duration for four credit course comprising of 60 marks & One hour duration for two credit course of 30 marks.
  - f. One hour mid term examination for four credit courses and 30 minutes for 2 credit course.
  - g. All students of the MBA Program are required to fill in his/her exam forms and appear and pass in the semester-end examination in each of the courses of the MBA program. Minimum marks to pass in SEE will be 50%.  
Aggregate marks to be scored will be 50% comprising both CIE and SEE.
  - h. If any student has filled in his/her examination form and not appeared for

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

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

#### **XIV. INTERNSHIP PROJECT:**

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

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

- a. The student will be guided by one internal faculty (internal guide) from the Institute and one external guide from the host organization in which the student is undergoing internship training.
- b. At the end of the 60 days of Internship, the student has to submit a detailed project report hard copy in A4 size hard bound (Minimum 50 pages and Maximum 75 pages, excluding annexures), along with soft copy.
- c. The report will be assessed for Plagiarism with the help of authorized plagiarism software. The report with more than 25% similarity index shall be rejected and the student has to resubmit the report within one week to the concerned authorities.
- d. Project Reports will be examined by a Panel of Examiners constituted by the BOE/Institute.
- e. All the students completing internship program will have to attend a viva voce.

#### **XV. PRACTICAL EXAMINATION/ EXTERNAL VIVA**

- a. Practical Examination and viva shall be conducted by the examiner/s for the courses wherever applicable.
- b. The practical and viva evaluation shall be done as per the respective course regulation.
- c. External examiner/s shall be appointed by the office of CoE from the approved panel of examiners.

#### **XVI. BOARD OF EXAMINATIONS AND VALUATION:**

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

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

#### **XVII. REVALUATION:**

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

#### **XVIII. COMPLETION OF THE PROGRAM:**

- a. The MBA Program is a two year full time program.
- b. A candidate is expected to successfully complete the MBA program within four years from the date of admission to the program.
- c. Whenever the syllabus is revised, the candidate reappearing shall be allowed to appear for examinations according to the syllabus in force at the time of his/her admission.
- d. A candidate must complete 110 credits to be eligible for the award of MBA degree.
- e. The Choice Based Credit System (CBCS) scheme for MBA is fully carry-over system. However, the four-semester two years' course should be completed by a student within four years. For these periods, candidate may be permitted to take examination in even semester examination in even and odd semester examination in odd semester, after paying the examination fees as prescribed by the Institute from time to time.
- f. Supplementary examination will be scheduled within one month from the date of declaration of the SEE results. The candidate is eligible for supplementary examination only if he/she has applied for the regular SEE and failed in the course/s. In case the candidate has applied for the regular SEE but remained absent for course/s, he/she has to submit relevant documents justifying his/her absence to the office of the CoE. The decision to allow such candidates to appear for the supplementary examination will be taken by the Office of the CoE.

#### **XIX. DECLARATION OF RESULTS:**

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

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

**XX. MARKS AND GRADING:**

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

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

**XXI. GRADING OF THE STUDENTS:**

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

Grade Points

Name: XYZ Semester I

Registration No:

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

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

Semester I GPA =  $200/28 = 7.14$

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

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

$$\begin{aligned}
 \text{Cumulative Grade Point Average} &= \frac{\text{Credit points of I Sem} + \text{II Sem} + \text{III Sem} + \text{IV Sem}}{\text{Credits of I Sem} + \text{II Sem} + \text{III Sem} + \text{IV Sem}} \\
 &= (200+180+210+160) / (28+28+30+24) \\
 &= 750 / 110 \\
 &= 6.82
 \end{aligned}$$

## XXII. CONDUCT OF ODD AND EVEN SEMESTER EXAMINATION

- a. All students of MBA program are required to fill in his/her exam forms and appear and pass in the semester end examination in each of the courses relevant to his/her program. If he/she is absent for any semester end examination for any courses/s, such candidate will be marked as AB (Absent) and will be declared as "fail" in those course/s. Such candidates who have failed can appear for the examinations as and when announced by the Institute.
- b. Institute shall conduct semester end examinations i.e. I, II, III and IV semester for MBA. The examinations will be conducted, question papers will be set and answer scripts will be evaluated by the panel of examiners. The marks card for all semester's examination shall be issued by the Institute and the degree certificate will be awarded by Rani Channamma University, Belagavi.

## Question Paper Pattern

a. Semester End Examination Question Paper Pattern – 04 Credit

QP Code 

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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



## Question Paper Pattern

b. Semester End Examination Question Paper Pattern – 02 Credit

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 – 01 hours

Maximum Marks - 30

### Instructions for the Students

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

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

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

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

c. Mid Semester Examination Question Paper Pattern

ROLL NO.



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

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

Maximum Time – 60 Minutes

Maximum Marks - 30

Instructions for the Students

- 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

**XXIII. OTHER REGULATIONS:**

- a. There will be appropriate use of IT applications in teaching, learning and evaluation processes. However there shall be extensive use of IT applications in teaching, learning and evaluation processes in extraordinary situations subject to the approval of the competent authorities.
- b. Tuition fees for the course will be as prescribed by the Competent Authority. The tuition and all other fees paid once will not be refunded.
- c. The Directions, Orders, Notifications issued by the Institute and University Authorities in respect of matters not covered by these Regulations shall be final, provided they are in conformity with the provisions of the Karnataka State Universities Act-2000 and the ordinances, statutes, Regulations and Rules made there under.

## **PROGRAM STRUCTURE**

### **CURRICULUM FRAMEWORK**

- Curriculum Framework is important in setting the right direction for a Degree/ Diploma/Certificate programme by the Institute, as it takes into account the type and quantum of knowledge necessary to be acquired by a student to qualify for a particular award in his/her chosen branch or specialization area.
- Besides, this also helps in assigning the credits for each course, sequencing the courses semester-wise and finally arriving at the total number of courses to be studied and the total number of credits to be earned by a student to fulfil the requirements for the conferment. The Institute takes into account the AICTE Model Curricula notified from time to time and follow them so as to be abreast of the national trends in this connection.
- At the time of graduation, the minimum expected skills in every graduate, for global acceptance is defined by NBA, through the Program Outcomes (PO's). The PO's are primarily developed through the curriculum, to achieve the Course Outcomes (CO's) of various courses. Hence, the expected skills to be developed through the POs forms an important factor during curriculum design.

### FIRST SEMESTER

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

### SECOND SEMESTER

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

### THIRD SEMESTER

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

### FOURTH SEMESTER

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

**II SEMESTER  
OPEN ELECTIVES**

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

**ENTREPRENEURSHIP & FAMILY BUSINESS**

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

**FINANCE**

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22FM201	Banking in India	DSE	4+0+0	60	40	100	4
22FM202	Costing for Managers	DSE	4+0+0	60	40	100	4
22FM203	Financial 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
22HR201	Employee Relation	DSE	4+0+0	60	40	100	4
22HR202	Human Resource Planning and Acquisition	DSE	4+0+0	60	40	100	4
22HR203	Learning & Development	DSE	4+0+0	60	40	100	4

**INFORMATION TECHNOLOGY**

Course	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22IT201	DBMS and DBMS Lab	DSE	4+0+0	60	40	100	4
22IT202	Managing E-Business	DSE	4+0+0	60	40	100	4
22IT203	Software Project Management	DSE	4+0+0	60	40	100	4

## **MARKETING**

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



### III SEMESTER ELECTIVES

#### OPEN ELECTIVES

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

#### ENTREPRENEURSHIP & FAMILY BUSINESS

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

#### FINANCE

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

## HR

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

## INFORMATION TECHNOLOGY

Course Cod	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22IT301	Data Mining and Business Intelligence	DSE	4+0+0	60	40	100	4
22IT302	Enterprise Resources Planning (ERP)	DSE	4+0+0	60	40	100	4
22IT303	Statistics Using R	DSE	4+0+0	60	40	100	4
22IT304	System Analysis and Design	DSE	4+0+0	60	40	100	4
22IT305	Web Technologies	DSE	4+0+0	60	40	100	4

## MARKETING

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

**IV SEMESTER  
ENTREPRENEURSHIP & FAMILY BUSINESS**

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

**FINANCE**

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

**HR**

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

### INFORMATION TECHNOLOGY

Course Code	Title of the Course	Course Category	Teaching Hours / Week (L+T+P)	SEE	CIE	Total Marks	Credit
22IT401	Cloud Computing	DSE	4+0+0	60	40	100	4
22IT402	Information Storage Management	DSE	4+0+0	60	40	100	4
22IT403	IT for Business	DSE	4+0+0	60	40	100	4
22IT404	Python for Beginners	DSE	4+0+0	60	40	100	4
22IT405	Social Media and Web 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
22MA401	Customer Relationship Management (CRM)	DSE	4+0+0	60	40	100	4
22MA402	Innovation Marketing	DSE	4+0+0	60	40	100	4
22MA403	Integrated Marketing Communication (IMC)	DSE	4+0+0	60	40	100	4
22MA404	Rural Marketing	DSE	4+0+0	60	40	100	4
22MA405	Strategic Brand Management	DSE	4+0+0	60	40	100	4

### FIRST SEMESTER

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

## ECONOMICS FOR MANAGERS

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

### Course Objectives:

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

Module I:	(12 Hours)
Introduction Introduction to Economy & Basic Problems PPC. Managerial Economics – Definition, Nature, Scope, Objectives (Decision 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	
Module II:	(14 Hours)
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.	
Module III:	( 10 Hours)
Production analysis Production - Meaning, Factors of production, Production function (Short & Long term), Cobb-Douglas Production function- an introduction. Measurement of Production Function. Laws of Production- Law of Variable Proportions & Laws of Returns to Scale. Economies & Diseconomies of Scale and Scope (internal/External). Interpretation of Law of Variable Proportion through Arithmetical examples.	
Module IV:	(16 Hours)
Market analysis Cost Analysis: Meaning, Types, Classification of Cost, Cost Curves, Problems. Relation between Costs, AC & MC and LAC. Revenue Analysis: Meaning, Types and Revenue curves. Revenue under Perfect and Imperfect Markets Market Analysis: Meaning, Types and Classification. Perfect Competition, Monopoly, Monopolistic Competition, (Features and equilibrium, Long & Short term) and Oligopoly (only features). Meaning of Duopoly, Monopsony, oligopsony. 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	(10 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. Meanings of HDI.

Text Books:

1. Managerial Economics by D.N.Dwivedi, 7th Edition, VPH
2. Principles of Micro Economics by Taylor J. and Gugnani R. (Global 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	22DSC102	Credits	4
Course type	DSC	CIE	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

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

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

### Text Books:

1. Robert D Hisrich et.al., -9/e (2014), Entrepreneurship, McGraw Hill Education
2. Poornima Charantimath, Entrepreneurship Development and Small Business Enterprises -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 West Press (2010)
3. Anilkumar, S. C. Poornima, Abraham, Jayashree Entrepreneurship Development. New age international (2011)



4. Mahendra Ramasinghani, (2012) The business of venture capital, Wiley.

E-resources (NPTEL/SWAYAM)

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

Course Learning Outcomes (CO's)

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

## UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS

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

<p><b>Module 1: Fundamentals of Universal Human Values (15 Hours)</b> Self-Introductions, Aspirations and Concerns, Self-Management, Health, Relationships, Society, Natural Environment, Self -evaluations</p>
<p><b>Module 2: Introduction to Value Education (10 Hours)</b>  Lecture 1: Right Understanding, Relationship and Physical Facility (Holistic Development and the Role of Education) Lecture 2: Understanding Value Education Tutorial 1: Practice Session PS1 Sharing about Oneself Lecture 3: Self-exploration as the Process for Value Education Lecture 4: Continuous Happiness and Prosperity – the Basic Human Aspirations Tutorial 2: Practice Session PS2 Exploring Human Consciousness Lecture 5: Happiness and Prosperity – Current Scenario Lecture 6: Method to Fulfil the Basic Human Aspirations Tutorial 3: Practice Session PS3 Exploring Natural Acceptance</p>
<p><b>Module 3: Harmony in the Human Being (10 Hours)</b> Lecture 7: Understanding Human being as the Co-existence of the Self and the Body Lecture 8: Distinguishing between the Needs of the Self and the Body Tutorial 4: Practice Session PS4 Exploring the difference of Needs of Self and Body Lecture 9: The Body as an Instrument of the Self Lecture 10: Understanding Harmony in the Self Tutorial 5: Practice Session PS5 Exploring Sources of Imagination in the Self Lecture 11: Harmony of the Self with the Body Lecture 12: Programme to ensure self-regulation and Health Tutorial 6: Practice Session PS6 Exploring Harmony of Self with the Body</p>
<p><b>Module 4: Harmony in the Family and Society and Harmony in the Nature/Existence (15 Hrs)</b> Lecture 13: Harmony in the Family – the Basic Unit of Human Interaction Lecture 14: 'Trust' – the Foundational Value in Relationship Tutorial 7: Practice Session PS7 Exploring the Feeling of Trust Lecture 15: 'Respect' – as the Right Evaluation Tutorial 8: Practice Session PS8 Exploring the Feeling of Respect Lecture 16: Other Feelings, Justice in Human-to-Human Relationship Lecture 17: Understanding Harmony in the Society Lecture 18: Vision for the Universal Human Order Tutorial 9: Practice Session PS9 Exploring Systems to fulfil Human Goal Lecture 19: Understanding Harmony in the Nature Lecture 20: Interconnectedness, self-regulation and Mutual Fulfilment among the Four Orders of Nature Tutorial 10: Practice Session PS10 Exploring the Four Orders of Nature Lecture 21: Realizing Existence as Co-existence at All Levels Lecture 22: The Holistic Perception of Harmony in Existence Tutorial 11: Practice Session PS11 Exploring Co-existence in Existence</p>

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

**Text Book**

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

**Reference Books:**

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

Website for e-resources:

<https://fdp-si.aicte-india.org>

**Course Learning Outcomes (CO's)**

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

## HUMAN RESOURCE MANAGEMENT

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

### Course Objectives:

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

<p>Module 1: Introduction to HRM <span style="float: right;">(10 hours)</span>            Evolution from Personnel Administration to Strategic HRM to Digital HR. Meaning, Significance and Strategic Value of HRM. Conceptual Clarity – HRM, HRD, Workforce, Intellectual Capital, HRM’s contribution to profitability, efficiency, and effectiveness, The HRM Process, Opportunities and Challenges for a HR manager            Self-learning topics: Journey to HRM</p>
<p>Module 2 : HR Functions / Operations <span style="float: right;">( 10 hours)</span>            HR Planning Process – Job Analysis, Job Specification, and Design. Talent Acquisition / Recruitment and Selection –Meaning, Sources, Methods, Types. Induction, Staffing/ Placement. Training – TNA, Steps Process, Types of Training, Conduct of Training, Compensation and Benefits, Statutory Compliances Common Performance Appraisal Methods, Performance, Career Planning, Performance Measurement, Exit Interview.            Self-learning topics: HR operations</p>
<p>Module 3 : Contemporary Aspects of HRM <span style="float: right;">(10 hours)</span>            International Assignments _ Expatriation, Repatriation, Leveraging Technology in HRM , Artificial Intelligence and impact on HR,Vitual Workforce, Work from Home, Diversity and Generational Differences, The Characteristics and Expectations of the 21st Century, Future Trends in Human Capital and Talent Management , SHRM            Self-learning topics: Changing Life at HRM</p>

### Text Books:

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

### Reference Books:

Human Resource Management by Garry Dessler (Vikas Publications)

Course Learning Outcomes (CO's)

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

## MANAGEMENT ACCOUNTING

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

### Course Objectives :

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

Module 01 Introduction Concept, Functions, Importance & Limitations of Accounting, Accounting Principles, Preparation of Journal, Ledger & Trial Balance, Preparation of Final Accounts, Overview of Financial Statements; Sources of Financial Information, Nature of Management Accounting Self-Learning : Objectives & Functions of Management Accounting	(12 Hours)
Module 02 Financial Performance Analysis I Tools of Financial Performance Analysis as Ratio Analysis; Liquidity Ratios; Solvency Ratios; Profitability Ratios; Turnover Ratios; Market Test Ratios; Coverage Ratios; Advantages & Limitations of Ratios Self-Learning : Inter firm and Industry Analysis;	(12 Hours)
Module 03 Financial Performance Analysis II Common Size & Comparative Statement Analysis; Trend Analysis, 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 Self-Learning: Objectives & Uses of Funds Flow & Cash Flow	(12 Hours)
Module 04 Budget & Budgeting for Decision Making Nature and purpose of Budget; Types of Budget; Production, Production cost, Sales, Purchase, Fixed and Flexible Budgets; Budgetary Control and Reporting. Self-Learning: Zero Based Budgeting	(12 Hours)
Module 05 Cost Accounting Basic Cost Concepts, Cost Unit, Cost Centre, Cost Object, Methods of Costing, Techniques of Costing, Classification of Costs, Elements of Costs, Preparation of Cost Sheet Self-Learning: Decision making using marginal costing	(12 Hours)

### RECOMMENDED BOOK:

1. Management Accounting by M.N. Arora, Vikas Publications, 10<sup>th</sup> Edition.

### REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

1. Management Accounting by Pandey I M, Vikas Publication.
2. Financial Cost & Management Accounting by P. Periasamy, Himalaya Publishing House  
Management Accounting by Khan and Jain, Tata McGraw-Hill, 7<sup>th</sup> Edition
3. Accounting for Managers by Jelsy Kuppapally by PHI

Course Learning Outcomes (CO's)

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

## MARKETING MANAGEMENT

Course Code	22DSC106	Credits	4
Course type	DSC	CIE	40
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives

1. To understand and appreciate the concept of marketing in theory and practice
2. To have an fundamental knowledge of consumer behavior
3. To understand the concepts of STP and its application in the competitive environment

<p>Module: I <span style="float: right;">(12 Hours)</span></p> <p>Fundamentals Concepts of Marketing Market: Definition &amp; Types. Marketing Process. Marketing Management Orientations. Core Concepts of Marketing. Marketing Mix – Updating the four P’s to seven P’s.</p> <p>Analysing the Marketing Environment: The Firm’s Microenvironment – The Company, suppliers, Marketing Intermediaries, Competitors, Publics, Customers The Firm’s Macro environment – Demographic, Economic, Natural, Technological, Political, Social &amp; cultural</p> <p>Self-Learning Topic: Marketing Myopia</p>
<p>Module: II <span style="float: right;">(12 Hours)</span></p> <p>Know Your Customer: The buying decision process – the five-stage model, Factors influencing Consumer Behaviour, Types of Buying Behaviour. Difference between Consumer Market and Business Market. Stages in the organizational buying process.</p> <p>Marketing Strategy (STP): Consumer Segmentation- Need for Segmentation, Bases of Segmentation. Requirement for Effective Segmentation. Market Targeting – Evaluating Market segments, Selecting Target Market Segment. Positioning – Positioning Maps</p> <p>Self-Learning Topic: The Positioning – Al Ries &amp; Jack Trout</p>
<p>Module: III <span style="float: right;">(12 Hours)</span></p> <p>Product: Product Line, Product Mix, Product Life Cycle, Product Development: New Product Development Process, Branding and Packaging Decisions.</p> <p>Place: Marketing Channels and value network. Role of Marketing Channels. Channel Design decisions. Managing Retailing, Private Labels. Wholesaling, Market logistics</p> <p>Self-Learning Topic: Design Thinking</p>
<p>Module: IV <span style="float: right;">(12 Hours)</span></p> <p>Marketing Communication Strategy: The role of Marketing Communication. Developing effective communication. Marketing Communication mix.</p> <p>Advertisement – Setting Objectives. Deciding on advertisement budget. Deciding on reach, frequency and impact. Choosing among the major media types.</p> <p>Sales Promotion – Objectives. Advertisement V/S Sales Promotion. Events and Experiences. Public Relations</p> <p>Self-Learning Topic: Role of Internet in marketing communications.</p> <p>Pricing: Understanding pricing. Setting the price. Initiating and responding to price changes.</p> <p>Self-Learning Topic: Value Chain Analysis.</p>
<p>Module: V <span style="float: right;">(12 Hours)</span></p> <p>Dealing with Competition: Competitive Forces. Identifying competitors. Analysing Competitors – Strategies and objectives. Competitive strategies for Market leaders. Competitive Strategies for Market Challengers &amp; Market followers. Balancing customer and competitor orientations.</p>



Text Books :

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

Reference Books

1. Principles of Marketing – 13e – Pearson – Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehsan ul Haque
2. Marketing – An Introduction – 6e – Pearson - Gary Armstrong, Philip Kotler
3. Marketing Management - 2/e - Excel Publication – Tapan Panda
4. Marketing - 5e - McGrawHill - Dhruv Grewal and Michael Levy

Course Learning Outcomes (CO's)

	CO's
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 role of marketing mix to analyse the marketing programmes
CO5	Able to understand local and global challenges in the field of marketing

## PRINCIPLES OF MANAGEMENT

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

Course Objectives :

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

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

### Recommended Books

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

### Reference Books

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

Course Learning Outcomes (CO's)

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

## STATISTICS FOR MANAGERS

Course Code	22DSC108	Credits	4
Course type	DSC	CIE	40
Hours/Week: L-T-P	4-0-0	SEE Marks	100 marks
Total Hours:	60	SEE Duration	2 Hours

Course Objectives :

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

<p>Module: 1 (12 Hours)</p> <p>Data Preparation - Introduction to Statistics, Data Collection Methods, Classification, Summarization of data, Tables, Graphs, Frequency Distributions (Discrete &amp; Continuous Variables)</p> <p>Measures of Central Tendency: Arithmetic Mean, Combined Mean, Weighted Mean &amp; Median, Mode (Grouped &amp; ungrouped data)</p>
<p>Module:2 (12 Hours)</p> <p>Measures of Dispersion: Range, Interquartile Range, Standard Deviation, Coefficient of Variation (Problems &amp; Cases to be Solved Manually), Only Introduction to Skewness &amp; Kurtosis.</p> <p>Correlation - Types of Correlation, Correlation &amp; Causation, Scatter Diagram, Karl Pearson's Coefficient of Correlation, Rank Correlation (for Ungrouped Data Only)</p>
<p>Module: 3 (12 Hours)</p> <p>Regression - Linear Regression, Regression Coefficients</p> <p>Time Series and Data Analysis - Fitting a trend line to a time series, Method of least Squares and Method of Moving Averages, Introduction to ARIMA theory</p> <p>Probability &amp; Probability Distributions</p> <p>Counting Techniques (Permutation &amp; Combinations), Random Variable, Basic Concepts of Probability, Basic Rules of Probability (Addition, Multiplication Law) Discrete &amp; Continuous Variables, Binomial, Poisson, Normal Distribution and their Characteristics (Theory)</p>
<p>Module: 4 (12 Hours)</p> <p>Data Visualization - meaning, importance, industry relevance. Types of data visualization – Charts, Tables, Graphs, Maps, Info graphics, Dashboards, Heat Maps, etc. Tableau data visualization tools.</p> <p>Introduction to Marketing Analytics, Financial Analytics, HR Analytics.</p>
<p>Module: 5 (12 Hours)</p> <p>Statistical Tools for Execution Using Excel/Spreadsheets</p> <ul style="list-style-type: none"> <li>- Using and Formatting Tables.</li> <li>- Basic Formulas and Use of Functions.</li> <li>- Data Analysis Using Charts and Graphs.</li> <li>- Managing, Inserting, and Copying Worksheets.</li> <li>- Tabulation, bar diagram, Multiple Bar diagram, Pie Chart</li> <li>- Tableau for data visualisation</li> </ul> <p>Measure of central tendency: mean, median, mode.</p> <p>Measure of dispersion: variance, standard deviation, Coefficient of variation.</p> <p>Correlation, regression lines.</p> <p>Time series: Forecasting Method of least squares, moving average method. Inference and discussion of results.</p>

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 Counting Techniques, 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

### EMPLOYABILITY SKILLS – I

Course Code	22SEC101	Credits	2
Course type	SEC	CIE Marks	20 marks
Hours/Week: L-T-P	2-0-0	SEE Marks	30 marks
Total Hours:	30 Hours	SEE Duration	01 Hour

Course objectives :

1. Make students understand various problems in general aptitude
2. Make students to understand basic number related concepts
3. Make students understand basics of geometry

Sl. No	Session
1	Introduction : (10 Hours) Numbers, Properties of Numbers, Concept of multiples and Factors, LCM and HCF, Factorial Concept, Percentage, Ratio and Proportion, Simple Interest and Compound Interest, Profit Loss Discount
2	Quantitative Ability (10 Hours) Speed Distance Time , Time and Work, Chain Rule, Clocks and Calendars Quantitative Ability 4 (Algebra) Basic Terminologies in Algebra, Equations, Linear Equation, Self learning: Quadratic Equation, Cubic Equation, Functions, Graphs, Maxima n Minima Questions
3	Modern Maths (10 Hours) Set Theory, Fundamentals of Geometry, Areas of plane geometry figures, Analytical & Logical Reasoning, Univariate conditions, Multivariate conditions Coding – Decoding, Family tree Direction, Deductive Reasoning, Visual Sequence, Mathematical reasoning, Self Learning: Permutations & Combination, Probability, Alpha numeric, Brain teasers

#### Course Learning Outcomes (CO's)

	CO's
CO1	Solve various general aptitude problems in a time bound manner
CO2	Will be able to solve numerical problems in a time bound manner
CO3	Will be able to solve logical reasoning problems

## SECOND SEMESTER

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

**COMMUNITY ENGAGEMENT PROJECT  
(CEP)**

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

### Introduction

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

### 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 30 hours in the organization chosen by them.
7. These 30 hours will be spread across the first semester.
8. The report should be submitted on the first day of the second semester in the prescribed format, and will be evaluated as per the evaluation guidelines attached.
9. Following activities can be conducted by the group
 

Voluntary work in the organization or the village such as plantation, health camp, education camp etc.

Awareness campaigns such as street play, a walkathon, and lectures etc. on the issues relevant to the organization or the village chosen.

The group is expected to meet the concerned authorities such as the board members, the secretary and the administrative officers to understand the vision, mission and the progress of the organization so far and the future plan of action.



In case of a village the group shall meet the village authorities such as Gram Sevak, Gram Panchayat Officials, etc. to understand the various development schemes and implementation.

10. The group shall identify issues or challenges and suggest a solution.
11. The group is advised to video record and photograph the activities and interviews that they conduct.
12. The report should include following
  1. Introduction of the immersion course
  2. Organization or village profile
  3. Brief of activities conducted with objectives and outcome
  4. Problem or challenge identified
  5. Solution suggested
  6. Evaluation of solution suggested.
  7. The report must include photographs taken
  8. A 5 minutes documentary to be prepared with suitable title and narration

#### Evaluation of Immersion Course

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

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

##### External Assessment Method – 30 Marks

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

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

#### Course Learning Outcomes (CO's)

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

## BUSINESS RESEARCH METHODS

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

### Course Objectives

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

<p>Module: I <span style="float: right;">(12 Hours)</span>  Meaning of Research, Objectives of Research. Characteristics of Good Research. Meaning of Business Research, Research agencies (Internal research department, External research Agencies /suppliers). Topics for Research in Business, Research Process. Types of Research- Quantitative v/s. Qualitative, Basic v/s. Applied, Descriptive v/s. Analytical, Conceptual v/s. Empirical). Ethical issues in Business Research.  Research Design- Exploratory, Descriptive, &amp; Causal research</p>
<p>Module: II <span style="float: right;">(10 Hours)</span>  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</p>
<p>Module: III <span style="float: right;">(12 Hours)</span>  Measurement and Scaling- Types of Scales – Nominal, Ordinal, Interval, and Ratio. Criteria for good measurement, Attitude Measurement – Simple Attitude Scales, Category Scales, Likert scale, semantic differential scale, numerical scales, staple scale, graphical rating scales, scales measuring behavioural intentions and expectation</p>
<p>Module: IV <span style="float: right;">(10 Hours)</span>  Data Collection  Secondary Data – meaning, advantages &amp; disadvantages of secondary data, characteristics of secondary data, sources of secondary data (Internal &amp; External)  Primary data – meaning, methods of primary data collection (observation method, interview methods, questionnaire method, Schedules, difference between questionnaire and Schedules, consumer panels, use of electronic and mechanical devices, projective techniques - Word Association, sentence completion, story completion, verbal projection test, pictorial techniques, OZMET-Olson and Zaltman Test and TAT-Thematic Appreciation Test)  Construction of Questionnaire/schedule</p>
<p>Module: V <span style="float: right;">(16 Hours)</span>  Data Analysis and Reporting  Stages of data analysis – Processing, analysing and interpretation  Processing of data - editing, coding, tabulation, cross tabulation  Testing of Hypothesis- Introduction to Inferential Statistics, Basic Concepts of Hypothesis Testing, Type I &amp; Type II error, Hypothesis Testing for Means &amp; Proportions for Large and Small Samples, Hypothesis Testing for Difference Between Means (Small and Large Samples) and Difference Between Proportions (Large Sample), Chi- Square Testing of Independence of Attributes, Introduction to ANOVA (One Way Classification)  Interpretation of data analysis – meaning, techniques and precautions in interpretations  Reporting - Oral, and Written Reports, Components of Research Report  Introduction to SPSS  Steps involved in preparing business research plan/proposal</p>

#### 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. Sachdeva, Business Research Methodology, Himalaya Publication

#### Course Learning Outcomes (CO's)

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

## FINANCIAL MANAGEMENT

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

### Course Objectives

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

Module 1	(12 Hours)
Introduction to Financial Management- Introduction, Major Financial Decisions, Sources of Finance, Role of CFO/Finance Manager, Cost of Capital- Introduction, Cost of Debt, Cost of Preference, and Cost of Equity: Internal and External Equity, CAPM, Dividend Growth Model, and WACC.	
Module 2	(12 Hours)
Capital Structure and Leverage. Capital structure – Concept; Theories of Capital Structure; NI, NOI, Traditional, Modigliani and Miller Theories. Agency Problem, Impact of changes in Capital Structure. Leverage – Concept, Types – Operating, Financial, Combined, Degrees of leverage, EBIT – EPS analysis, Usage of leverage concept in optimizing firm’s revenue.	
Module 3	(14 Hours)
Capital Budgeting- Concept, Time value of money, capital budgeting process, kinds of projects, techniques of capital budgeting- NDCF & DCF, Modified IRR, EVA, Decision Tree analysis, Capital rationing Assignment: Preparation of Project Cash flows for 10 years of various New Projects (sample DPR Cash flow)	
Module 4	(10 Hours)
Dividend Policy Decision Concept; Types of Dividend; Dividend Policy; Dividend Theories- Gordon Model, Walter’s Model, M-M Model, Bonus Shares, Stock split and its impact, Buy back of shares, ESOP Assignment: Dividend Policies / Dividend Behavior of Nifty 50 / Sensex / Nifty Midcap /Companies	
Module 5	(12 Hours)
Working Capital Management Concept; Determinants; WC Estimation; Cash Management. Techniques; Receivable Management. : Optimum Credit Policy, Monitoring Receivables; Exercises; Inventory Management. – Concept, Exercise	

### RECOMMENDED BOOK:

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

### REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

1. Financial Management: G.Sudarsana Reddy, Himalaya Publishing House
2. Financial Management: Prasanna Chandra, TMH Publications.

### Course Learning Outcomes (CO's)

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

## INDIAN KNOWLEDGE SYSTEM

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

### Course Objectives

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

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

### Text Book

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

### Reference Books

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

Course Learning Outcomes (CO's)

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

## ORGANIZATIONAL BEHAVIOUR

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

### Course Objectives:

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

<p>Module 1 : Introduction to OB (10 Hours)</p> <p>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.</p> <p>Case Study: Interpretation of Human Behaviour at work place</p>
<p>Module 2 : Behavioral Aspects in OB (10 Hours)</p> <p>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.</p> <p>Case Study : Culture at 3M and Organizational Performance</p>
<p>Module 3 : Challenges and Strategies for management of Organizational behaviour</p> <p>Power and Politics, Organizational Stress, Conflict Management, Cultural Issues</p> <p>Case Study : The Politics of Backstabbing (Chapter 14, Power and Politics from OB by Stephen Robbins et.al)</p>

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



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Course Outcomes

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

## COMMUNICATION SKILLS

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

### Course Objectives:

1. To understand and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.
2. To understand the importance of specifying audience and purpose and to select appropriate communication choices.

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

3. To understand and appropriately apply modes of expression, i.e., descriptive, expository, narrative, scientific, and self-expressive, in written, visual, and oral communication. Objective
4. To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding

Books

Text Books:

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

Reference Books

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

Course Learning Outcomes (CO's)

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

## COMPUTER SKILLS

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

Objectives:

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

<p><b>Module I: Microsoft Word</b> <span style="float: right;">(12 Hours)</span></p> <ul style="list-style-type: none"> <li>• Opening a New Document, Saving a Document</li> <li>• Editing the document : inserting, deleting, moving text</li> <li>• Formatting the document: Applying a Font, Changing Font Size, Font Attributes, Font Colour, Clear Formatting, Text Alignment</li> <li>• Editing Features of Word : Spell Check, Thesaurus, Auto Correct, Check Word Count</li> <li>• Track Changes: Page View, Zoom,</li> <li>• 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.</li> </ul>
<p><b>Module II: Microsoft Word</b> <span style="float: right;">(12 Hours)</span></p> <ul style="list-style-type: none"> <li>• 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,</li> <li>• Bulleted and Numbered Lists, Creating a Nested List, Format Your List</li> <li>• 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),</li> <li>• Inserting Graphics, Pictures, and Table of Contents</li> <li>• Advanced Tools : Compare and Merge Documents, Protect Document , Mailing Lists,</li> <li>• Creating a List for Mail Merge</li> <li>• Creating Macros</li> </ul>
<p><b>Module III: Microsoft Excel</b> <span style="float: right;">(13 Hours)</span></p> <ul style="list-style-type: none"> <li>• Introduction: Uses of Excel, New Functions and Features in Excel</li> <li>• Getting Started with Excel: Opening a Blank or New Workbook, General Organization</li> <li>• Highlights and Main Functions: Home, Insert, Page Layout, Formulas, Data, Review, View, Add-Ins</li> <li>• Using the Excel Help Function</li> <li>• Creating Links within a File</li> <li>• Creating and Using Templates, Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special</li> <li>• Arranging data using Sort</li> <li>• Displaying records with certain criteria using Filter &amp; Advanced Filter</li> </ul>

Module IV: Microsoft Excel (12 Hours)

- Data from External Sources, Using and Formatting Tables
- Basic Formulae and Use of Functions
- Data Analysis Using Charts and Graphs
- Managing, Inserting, and Copying Worksheets
- Securing the Excel Document (Protect Cells and Workbook)
- Advanced Formulae and Functions
- Advanced Worksheet Features
- Advanced Data Analysis using PivotTables and Pivot Charts

Module V: Basics of Programming (11 Hours)

- 1 Features of C and its Basic Structure, Simple C programs, Constants, Integer Constants, Real Constants, Character Constants, String Constants, Backslash Character Constants, Concept of an Integer and Variable, Rules for naming Variables and assigning values to variables
- 2 Control Statements and Decision Making:

The go to statement, The if statement, The if-else statement, Nesting of if statements, The conditional expression, The switch statement, The while loop, The do...while loop, The for loop, The nesting of for loops, The break statement and continue statement.

Lab Exercises

1. Write a simple C program to print “Welcome to ‘C’ Programming”
2. Write a C program to find addition of 3 numbers and find average.
3. Write a C program to check whether the entered number is even or odd.
4. Write a C program to print natural numbers from 1 to n using for loop.

Text Books :

1. Brian W. Kernighan & Dennis M. Ritchie, “The C Programming Language”, 2nd Edition, PHI, 2012.

### Course Learning Outcomes (CO's)

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

#### Conduct of Practical Examination:

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

## ENTREPRENEURSHIP & FAMILY BUSINESS

### CORPORATE ENTREPRENEURSHIP

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

**Course Objectives:**

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

<p><b>Module 1</b> <span style="float: right;">(12 Hours)</span>          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</p>
<p><b>Module 2</b> <span style="float: right;">(12 Hours)</span>          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</p>
<p><b>Module 3</b> <span style="float: right;">(12 Hours)</span>          Corporate Entrepreneurship behaviour among managers: Innovation and entrepreneurship, Enablers and drivers of corporate entrepreneurship, Introduction and list of problems faced by corporate entrepreneur. Process problems, human problems, structure problem, and the leadership problem. Leadership characteristics of Corporate Entrepreneurship,          Self-Learning topic: Failures and successful efforts for CE.</p>
<p><b>Module 4</b> <span style="float: right;">(12 Hours)</span>          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</p>
<p><b>Module 5</b> <span style="float: right;">(12 Hours)</span>          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</p>

Text Books:

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

Reference Books:

1. Mr. Sudhir Sitapati (2019), The CEO Factory: Management Lessons from Hindustan Unilever, Juggernaut.

E-resources (NPTEL/SWAYAM etc.)

1. [www.afce.co/corporate-entrepreneurship](http://www.afce.co/corporate-entrepreneurship)
2. <https://www.lifehack.org>

Course Learning Outcomes (CO's)

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



## DESIGN THINKING

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

### Course Objectives:

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

<p>Module 1 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 2 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 3 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 4 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 5 <span style="float: right;">(12 Hours)</span>            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</p>

### Text Books:

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

Reference Books:

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

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.coursera.org/learn/new-product-development>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Course Learning Outcomes (CO's)

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

## ENTREPRENEURSHIP AND INNOVATION

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

### Course Objectives:

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

<p>Module 1 <span style="float: right;">(12 Hours)</span>            Creativity &amp; Innovation: Creativity, Innovation &amp; Entrepreneurship, Concept of creativity innovation and its importance, The Creative Process, CREATES, Creativity &amp; 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</p>
<p>Module 2 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 3 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 4 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 5 <span style="float: right;">(12 Hours)</span>            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</p>

### Books

#### Text Books:

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

Reference Books:

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

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.edx.org/learn/innovation>
2. <https://nptel.ac.in/courses/110/106/110106124/>
3. <https://nptel.ac.in/courses/110/107/110107094/>

Course Learning Outcomes (CO's)

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

## FINANCE

### BANKING IN INDIA

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

#### Course Objectives

1. To give complete exposure to products and services offered by banks.
2. To equip the students with the knowledge of management of lending, risk, treasury and expenses by banks
3. To help students to understand working of banks in the competitive environment.

<p>Module: I <span style="float: right;">( 14 Hours)</span></p> <p>Introduction to Banking Sector  Regulatory &amp; Legal Framework: Overview; Banking Companies Act 1970; RBI Act 1934; Banking Regulation Act 1949; <i>Banking Laws (Amendment) Act</i> 2012; Committee Reports; BASEL I, II and III Report; Regulatory Authorities in India; LPG and Banking Sector Deregulations; 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; Foreign Banks Entry in India  Bankers Duties and Responsibilities; Anti-Money Laundering and PMLA Rules; Operations Risk Management; Banking Ombudsman.  Self-Learning Topic: Study the functioning of a public and private bank.</p>
<p>Module:II <span style="float: right;">(12 Hours)</span></p> <p>Credit and Credit Risk Management  Lending – Products; Lending Criteria; Lending Principles; Lending Policy &amp; Regulations; Types of Borrowers; Types of Advances; Types of Securities; Different Methods of Creating Charges; Pledge, Hypothecation; Mortgage; Documentation; Stamping of Documents; Limitation Act; Credit Appraisal Techniques; Credit Monitoring (CMA); NCLT and NCLAT, Credit Risk and Basel Rules; CIBIL; NPA Management; IRAC Rules; DRT and SARFAESI Concept; Tools; Loan Processing &amp; Administration; Loan Calculator  Self-Learning Topic: Credit Risks – Concept and Types</p>
<p>Module: III <span style="float: right;">(10 Hours)</span></p> <p>Liquidity and Treasury Management  Liquidity Risk – Concept; Types; Policy; Guidelines for Liquidity y; Liquidity Sources – Optimal Level of Liquidity; Measurement Tools; Improving Liquidity Treasury Management - Treasury functions; TM Tools – Balance Sheet Mgt.; Asset and Liability M a n a g e m e n t  Self-Learning Topic: Treasury Management Regulations.</p>
<p>Module: IV <span style="float: right;">( 12 Hours)</span></p> <p>Technology in Banks <span style="float: right;">( 12 Hours)</span>  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 &amp; Payment Gateways, UPI and Wallets.  Self-Learning Topic: Impact of demonetisation on Banking technology</p>

<p>Module: V  Banking Products and Services  Sales, Banker-Customer Relationship; Types of Customers; KYC Norms; Retail Assets; Retail Liability Products &amp; Ancillary Services; Cross Selling Products; Retail Banking Operations; Negotiable Instruments;  Introduction to Institute of Banking Personnel Selection (IBPS) exams.  Self-Learning Topic: Study of products offered by one Public or Private bank.</p>
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Recommended Books

1. Principles and Practice of Banking, IIBF, Macmillan Publications
2. Treasury Management, IIBF, Macmillan
3. 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. Banking Law and Practice by Varshney P N, Sultan Chand & Sons
3. Tannan's Banking Law and Practice in India.
4. Advanced Bank Management, IIBf, Macmillan
5. Bank Financial Management, IIBF, Macmillan.
6. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson
7. Modern Banking: Theory and Practice by Muraleedharan, PHI publishing

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the Regulatory & Legal Framework of banking system in India.
CO2	Explain credit and credit risk management
CO3	Illustrate liquidity and treasury management
CO4	Identify the technologies used in banking sector
CO5	Interpret banking products and services

## COSTING FOR MANAGERS

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

### Course Objectives

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

<p>Module: I <span style="float: right;">(12 Hours)</span></p> <p>Concepts of value and return  Time preference of money, Future Value: single cash flow, annuity, sinking fund. Present Value: single cash flow, annuity, sinking fund. Net present value and rate of return, IRR calculations;  Exercises  Self-Learning Topic: Value of Annuity due</p>
<p>Module: II <span style="float: right;">(12 Hours)</span></p> <p>Marginal costing  Marginal Costing Concepts, Techniques and Tools; BEP Analysis; CVP Analysis; BEP Charts;  Marginal Cost Equation; Decision making through Application of BEP &amp; CVP Analysis.  Differential Costing and Incremental Costing: Concept - Method of Calculation - Decision Making  such as Sales, Replacement &amp; Buying – Exercises  Self-Learning Topic: Product Life Cycle Costing</p>
<p>Module: III <span style="float: right;">(14 Hours)</span></p> <p>Overhead Costing &amp; Process Costing:  Meaning of Overhead Cost, Classifications of Overhead Costs, Collection &amp; Distribution of  Overheads, Allocation &amp; Apportionment &amp; Reapportionment of Overheads, Absorption of  Overheads  Process Costing: Nature &amp; Suitability, Cost Accumulation, Normal Loss, Abnormal Loss &amp;  Abnormal Gain, Exercises;  Self-Learning Topic: Advantages of ABC over Traditional costing</p>
<p>Module: IV <span style="float: right;">(12 Hours)</span></p> <p>Service Costing  Service Costing of Services – Goods and Passenger Transport, Hospital, Catering, hotels, Education,  Financial Services, Power Generation; Service Cost Units; Computation of Service Cost; Exercises   Self-Learning Topic: Service Costing of water supplies</p>
<p>Module: V <span style="float: right;">(10 Hours)</span></p> <p>Inventory Valuation  Cost of Inventory, Methods of Inventory Costing: First In First Out, Last In First Out, Weighted  Average Method, Choice of a Method  Self-Learning Topic: Target Costing v/s Traditional Costing Method</p>

#### Reference Books

1. Financial Management by I M Pandey, Vikas Publishing house
2. Financial Management by Khan and Jain.
3. Cost Accounting: Principles and Practice by M.N. Arora
4. Advanced Cost Accounting by J.K. Mitra
  
5. Principles and Practice of Cost Accounting by Asish K. Bhattacharya
6. Advanced Management Accounting by Dr. J.B Gupta, *Taxmann Publication*
7. Advanced Management Accounting By Ravi M.Kishore, *Taxman Publication*

#### Course Learning Outcomes (CO's)

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



## FINANCIAL MARKETS & INSTITUTIONS

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

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

*Objective:*

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

<b>MODULE: 1</b> <span style="float: right;">(10 Hours)</span> Financial Markets Concepts; Indian Financial System; Types of Financial Markets; Role and Need of Financial Markets; Capital Market and Economic Development; Financial Engineering; Regulatory Bodies - SEBI, Registrar of Companies; Legal Framework (Key Provisions only) -
<b>MODULE: 2</b> <span style="float: right;">(15 Hours)</span> 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)
<b>MODULE: 3</b> <span style="float: right;">(12 Hours)</span> 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
<b>MODULE: 4</b> <span style="float: right;">(15 Hours)</span> 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.
<b>MODULE: 5</b> <span style="float: right;">(08 Hours)</span> Specialized Financial Institutions NBFC’s, Microfinance Institutions, Credit Corporative, HFC’s, Project Finance Institutions. Insurance as a Financial Product.

## Essential Readings

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

### Suggested Reading:

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

### Course Learning Outcomes (CO's)

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

## HR

### EMPLOYEE RELATIONS

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

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

#### Course Objectives:

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

Module 1 INTRODUCTION TO EMPLOYEE RELATIONS (ER) (12 Hours) Overview of Employee Relations management, Importance of Employee Relations Management, Employee Relations Management Tools, Core Issues of Employee Relations Management. Self-learning topic: Employee Relations vs Industrial Relations
Module 2 STRATEGIC EMPLOYEE RELATIONS (12 Hours) Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Capitalism, labour markets, ownership, Diversity, migration, Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages The Psychological Contract: Interest and Expectations, Self-learning topic: Globalization, PESTLE and ER
Module 3 CONFLICT RESOLUTION IN ER (12 Hours) Conflict Management– Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict –intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources. Negotiations-Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.
MODULE 4, PARTICIPATION AND EMPOWERMENT. (12 Hours) Employee Participation Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment and engagement Employee Empowerment - Objectives, types and factors which encourage employee empowerment Employee engagement – types, strategies and best practices Self-learning topic: Employee advocacy groups , Employee resource groups ( introduce the concept )

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

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

Reference Books:

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

E-resources (NPTEL/SWAYAM)

1. <https://www.oplematters.in>  
[www.hrzone.com](http://www.hrzone.com)  
<https://www.bamboohr.com/hr-glossary/employee-relations/>
2. <https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/>
- 3.

Course Learning Outcomes (CO's)

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

## HUMAN RESOURCE PLANNING & ACQUISITION

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

### Course Objectives:

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

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

### Books

#### Text Books:

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

#### Reference Books

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

E-resources (NPTEL/SWAYAM, etc.)-

[https://onlinecourses.nptel.ac.in/noc20\\_mg15/unit?unit=2&lesson=11](https://onlinecourses.nptel.ac.in/noc20_mg15/unit?unit=2&lesson=11)

Course Learning Outcomes (CO's)

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

## LEARNING AND DEVELOPMENT

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

### Course Objectives:

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

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

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

<p><b>Module 1: Introduction to Learning and Development (8 Hours)</b>                  Introduction to learning; Meaning and its significance in organizations, Factors contributing to enhanced learning, The basic principles of learning, Individual differences in learning process, Learning Theories: Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, (pedagogy Vs andragogy); Learning Strategies and Styles, Concept of Learning Outcome (Gagne’s Classification of learning capability)</p> <p>Self-learning topic: Blooms Taxonomy and its application</p>
<p><b>Module 2 Training Need Analysis and HRD Framework (10 Hours)</b>                  Meaning and significance of training need analysis(TNA), types of TNA-Organizational, Task and Person Analysis, (data collection, analysis and interpretation) Introduction to HRD Framework,</p> <p>Self-learning topic: Training Need Analysis for different job roles</p>
<p><b>Module 3: Designing Effective Training and Development (T &amp; D) Program (16 Hours)</b>                  Make vs Buy Decision Components of Effective T &amp; D (Objectives, Lesson Plan, Methods Materials, &amp; Media, Work Environment), transfer of knowledge, organizational environments encouraging transfer of knowledge,</p> <p>Self-learning topic: Training Design as a process.</p>
<p><b>Module 4: Methods of Training and Training Evaluation (16 Hours)</b>                  Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods. E- Learning &amp; Use of Technology in Training: Technology's Influence on Training, Technology &amp; Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology &amp; Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support &amp; Administration, New Technology Training Methods. Micro Learning.</p> <p>Meaning and significance of training evaluation, Data collection for training evaluation, Determining Costs, Evaluation Practices in different organizations; Training Evaluation Models: Donald Kirk Patrick’s Evaluation Model, Return on investment in Training,</p>

Self-learning topic: OBL in MNCs	
Module 5: L & D Applications in organizations	(10 Hours)
Employee Orientation, Skill Development, Performance Management, Career Development, Wellness Services, Management Development, Leadership Development, Diversity Management,	
Self-learning topic: Stakeholder Engagement through Training and Development	

**Text Books:**

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

**Reference Books:**

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

**Course Learning Outcomes (CO's)**

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



## DATABASE MANAGEMENT SYSTEMS AND DBMS LAB

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

### Course Objectives:

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

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

Practical Learning:

SQL Programming:

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

Text Books:

1. Silberschatz Korth and Sudharshan, Database System Concepts, 6th Edition, Mc-GrawHill, 2013.
2. R. Elmsari & S. D. Navathe. Fundamentals of database systems. 7th Edition, Pearson Education, 2017.

Reference Books:

1. Ivan Bayross, SQL, PL/SQL- The Programming Language of Oracle, 4th Edition, BPB Publications, 2010.
2. Michael Laughlin, Oracle Database 12c PL/SQL Programming, Oracle press

### Course Learning Outcomes (CO's)

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

## MANAGING E-BUSINESS

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

### Course Objectives:

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

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

### Text Books:

1. Schneider Gary P. Electronic Commerce. 9<sup>th</sup> Edition, Thomson Learning.
2. Efraim Turban et al, Electronic Commerce –A managerial perspective, 3<sup>rd</sup> 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, 4<sup>th</sup> Edition. Tata McGrawHill Publications, 2008.
2. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang E-Commerce – Fundamentals and Applications, Wiley India Pvt Ltd, 2007.

Course Learning Outcomes (CO's)

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

## SOFTWARE PROJECT MANAGEMENT

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

**Course Objectives:**

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

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

**Text Books:**

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

**Reference Books:**

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

### Course Learning Outcomes (CO's)

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

## MARKETING

### CONSUMER BEHAVIOR

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

#### Course Objectives:

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

Module 1 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.	(08 Hours)
Module 2 Consumer as an Individual: Consumer motivation, Facets of motivation, classification of motives. Maslow' Theory and Its Application in marketing, WJ McGuire's Behaviour Motives, Personality: Meaning, Nature & Types. Freud' theory: Stages & Levels of Mind. Personality Traits. Defence Mechanism & Buying Behaviour. Perception: Meaning, elements and process. JND, Subliminal perception, Weber's Law. Perceptual map and risk.	(12 Hours)
Module 3 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	(08 Hours)
Module 4 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	(08 Hours)
Module 5 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	(9 Hours)

#### Text Books:

1. Consumer Behavior -11<sup>th</sup> , Schiffman, Joseph Wisenblit, S.Ramesh Kumar, Pearson
2. Consumer Behavior In Indian Perspective – 2<sup>nd</sup>ed, Suja Nair, 2<sup>nd</sup> Edition, Himalaya Publishing

Reference Books:

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

E-Sources

[www.tutor2u.com](http://www.tutor2u.com)

Course Learning Outcomes (CO's)

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



## DIGITAL MARKETING

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

### Course Objectives

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

Module I	(14 Hours)
Internet- (meaning, advantages, disadvantages, history, and growth, LAN, WAN, www). Introduction to Online Marketing Environment - Dotcom Evolution, Essentials of e-marketing, Traditional and Digital Marketing, Business models (Brokerage model, Advertising model, Infomediary model, Merchant model, Direct model, Affiliate model, Community model, Utility model), E-marketing Mix Self-learning topic - Internet marketing Challenges.	
Module II	(12 Hours)
E-marketing planning process, Product benefits (attributes, branding, support services, labeling), new product strategies for e-marketing, Pricing strategies (fixed, dynamic, renting), online channel intermediaries, and e-marketing communication tools.	
Module III	(12 Hours)
E-Commerce - Meaning, definition, e-commerce in India, Traditional commerce versus e-commerce, Advantages of e-commerce, Limitations of e-commerce, Drivers of e-commerce, Myths of e-commerce, Opportunities of e-commerce, categories of e-commerce (B2C, B2B, C2B, C2C), E-Commerce payment systems. Mobile-commerce, Social Commerce, Live Commerce, Quick Commerce Self-learning topic – Compare major e-commerce platforms in India	
Module IV	(14 Hours)
Website - Meaning, Types of websites, Search Engine & Links, keywords, Website design decisions, and guidelines. Web analytics. Content marketing, Blogs, Search engine optimization (SEO), ORM (Online Reputation Management), SEM, SMM, Google Ads, PPC, and e-mail marketing, Basics of Digital Marketing through Facebook, Twitter, LinkedIn, Instagram, and YouTube. Affiliate marketing, CRO (Conversion Rate Optimization) Self-learning topic – The importance of mobile Apps in Marketing	
Module V	(8 Hours)
Legal & IPR Issues– Introduction to Cyber Law, copyrights in online marketing, copyright issues, Copyright (Amendment) Act, 1999, Information Technology Act 2000, Strategies for cyber security, digital signature, Trademarks online (Meta tags, sale of trademarks as keywords, pop-up advertisements, mouse trapping, framing) Domain names, Patents (Business method patents & Software patents)	

### Text Books

1. E-Marketing in Digital Age – Text and Cases – Prof Vinod V Sople, Second Edition, Biztantra publication
2. E-Marketing - Judy Strauss and Raymond Frost, 5th Edition, PHI publication

Reference Books

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

Course Learning Outcomes (CO's)

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

## SERVICES MARKETING

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

### Course Objectives:

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

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

### Text Books:

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

### Reference Books

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

Course Learning Outcomes (CO's)

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

## EMPLOYABILITY SKILLS – II

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

Module I - Basic English grammar, Framing sentences, few practicals on usage in corporates,  
Written communication including E-Mailing (15 hours)

Module II- Resume writing (5 Hours)

Module III- Aptitude revision (10 hours)

### Course Learning Outcomes (CO's)

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

### THIRD SEMESTER

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

## STUDENT INTERNSHIP PROGRAM

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

### OBJECTIVES OF INTERNSHIP PROJECT

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

Internship Program is an integral part of MBA curriculum. It is an extremely important activity for management student. It enables all MBA students to hone their management skills. It gives an opportunity to the student to apply the theoretical concepts in real life situations. The 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 2<sup>nd</sup> Semester has to undergo 8-week Internship Project in companies immediately after the completion of 2<sup>nd</sup> Semester end Examination.

It carries a weightage of 4 Credits and the Credits are included in the 3<sup>rd</sup> 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)

1. Students should be able to appraise the basics operations of a company.
2. Students should be able to choose suitable job profiles available in his / her domain.
3. Students should be able to explain the relationships between theory and practice.
4. Students should be able to prioritize the tasks assigned to him/her during the internship.
5. Students should be able to assess the industry/profile potential.

## STRATEGIC MANAGEMENT

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

### Course Objectives

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

<p>Module: I <span style="float: right;">(12 Hours)</span>            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 &amp; purpose, mission, business definition, objectives and goals, policies. Strategic Fit. Strategic stretch. Strategic leverage. Strategic intent. Self-Learning Topic: Views of Eminent Thinkers – Vijay Govindrajan, Tom Peter, Sumantra Ghoshal</p>
<p>Module: II <span style="float: right;">(08 Hours)</span>            Strategic Analysis: Environmental Analysis – Defining an Industry (Industry &amp; Sector, Industry &amp; Market Segments, changing Industry boundaries). The New BCG Matrix (2X2 – Fragmented, Specialists, Stalemate &amp; 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. Business Portfolio Analysis –BCG vs GE, GE nine Cell Matrix, Concept of synergy (Leveraging core competencies)</p>
<p>Module: III <span style="float: right;">(12 Hours)</span>            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 &amp; Product development. Innovation, Integration (Horizontal &amp; vertical), Diversification (Concentric &amp; Conglomerate), Restructuring and turnaround. Self-Learning Topic - Balanced Score Card</p>
<p>Module: IV <span style="float: right;">(16 Hours)</span>            Implementation and Evaluation of Strategy: Mckinsey's 7S framework. (Outsourcing, towards boundary less structures, learning organizations)            Organization culture for implementing strategy- shaping organization culture, role of a leader in organizational culture, Manage strategy – culture relationship, Challenges in strategy implementation            Performance standards, establishing strategic controls, Strategic control Process. Self-Learning Topic: Business Ethics &amp; Corporate Governance – An Introduction.</p>



Module: V

(12 Hours)

Contemporary Strategies:

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

Co-Creation – Meaning, changing the role of the customer, consumer- company interaction

Traditional frame of reference for value creation v/s The new frame of reference for value creation.

Introduction to building blocks of co-creation experience (D-dialogue, A- access, R- risk assessment, & T- transparency).

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 A. Thompson, Jr. Markgaret A. Peteraf. John E. Gamble. A.J. Strickland III and Arun K. Jain

#### Assessment Methods – 40 Marks

Sl. No.	Particulars	Weightage
1	Quizzes	10 Marks
2	Case Analysis/ Workshops/ Field Work, etc.	15 Marks
3	Internal Assessment Test	10 Marks
4	Attendance	5 Marks
	Total	40 Marks

#### Course Learning Outcomes (CO'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

## MANAGEMENT INFORMATION SYSTEM

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

### Course Objectives:

1. Understand the life cycle stages of any ERP implementation.
2. Understand the problems in ERP implementation projects and understand the challenges associated with post-implementation management of ERP systems.

Module 1 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	(12 Hours)
Module 2 Decision Making, Decision Making Concept, Decision Making Process, Behavioural Concept in DM, MIS and DM concepts. Information: Classification of Information, Methods of Data and Information collection; Value of Information.	(11 Hours)
Module 3 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.	(14 Hours)
Module 4 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	(12 Hours)
Module 5 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	(11 Hours)

### 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 McGrawHill.
2. Management Information Systems, Ken Laudon, Pearson.
3. Management Information Systems, James A O'Brien, Georage Ma Marakas, TATA McGrawHill.

Course Learning Outcomes (CO's)

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

## OPERATIONS MANAGEMENT

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

### Course Objectives:

1. Explain the importance of Operations Management
2. Discuss PPC

<p>Module 1</p> <p>Operations Management- An overview</p> <p>Concept of operations, production as a system function, Evolution from manufacturing to Operations Management, Role &amp; importance of OM, Product V/s Services, Historical evolution of OM- Scientific Management, Moving Assembly Line, Hawthorne Studies, Operations Research, Recent trends in OM: Technological changes in OM, Evolution and impact on management</p> <p>Production Planning and Control</p> <p>Basic functions of PPC and its variants in different systems of manufacture (mass production, Batch production, Job- shop production, projects),</p> <p>Self-Learning topic: Study the Global scenario of Industrialization</p>	(12 Hours)
<p>Module 2</p> <p>Location Strategy</p> <p>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.</p> <p>Layout Strategy</p> <p>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.</p> <p>Self-Learning topic: Understand the concept of production cycle and Chinese manufacturing system</p>	(12 Hours)
<p>Module 3</p> <p>Aggregate Planning tactics</p> <p>Introduction, need of aggregate planning, role of aggregate planning, involvement of various functions in formulating aggregate plan MRP &amp; MRP II- general concepts, objectives, advantages, Bill of material (BOM), ERP (scope, advantages &amp; industrial applications)</p> <p>Fundamentals of Inventory Control</p> <p>Purpose of inventories, basic requisites for management of inventory, types of inventory costs, EOQ, Safety Stock, ABC Classification, JIT(Concept understanding), Materials handling equipment</p> <p>Self-Learning topic: Inventory control using IOT</p>	(14 Hours)
<p>Module 4</p> <p>Operations Scheduling Techniques</p> <p>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.</p> <p>Self-Learning topic: PERT/CPM using software's.</p>	(14 Hours)

## Module 5

(08 Hours)

## Quality Control Techniques

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

## Text Books:

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

## Reference Books:

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

## Course Learning Outcomes (CO's)

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

## ENTREPRENEURSHIP & FAMILY BUSINESS

### BUILDING BLOCKS OF FAMILY BUSINESS

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

#### Course Objectives:

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

<p>Module 1</p> <p>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</p> <p>Self-learning topics: Family and Business: Compassion versus Competitiveness</p> <p>Case Study: Religare Group: Growth History</p>	(12 Hours)
<p>Module 2</p> <p>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.</p> <p>Self-learning topic: Leaders role as Custodian of Wealth</p>	(12 Hours)
<p>Module 3</p> <p>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.</p> <p>Self-learning topic: Professionalise your business or perish</p>	(12 Hours)
<p>Module 4</p> <p>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.</p> <p>Self-learning topics: Non-Family Executives in Family Business</p> <p>Case Study: Harilela family from Hong Kong</p>	(12 Hours)
<p>Module 5</p> <p>Successful Family Businesses in India: Tatas, Ambanis, Birlas, Godrej, Wadias, Munjals, Mahindra, Thapars, Mittals, Shaparji Paollonji, Jindals, Adanis, Anil Aggarwal – Vedanta, Bajaj, Ruias, Ranbaxy.</p> <p>Self-learning topic: Indian Origin Families That Made It To Forbes' List Of Richest Asian Dynasties</p>	(12 Hours)

#### 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, CollinsBusiness
2. Lee Hausner et. al., (2009), The Legacy Family, Palgrave Macmillan.

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.youtube.com/watch?v=y1jkb6kNv4Y>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Course Learning Outcomes (CO's)

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

## CREATING BUSINESS PLANS

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

### Course Objectives:

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

<p>Module 1 (12 Hours)  Basics of Business Plan: Introduction, Scope and value of the Business plan, Kinds of Business Plan, Contents of Business plan, Importance of Executive Summary, Business description, The Problem statement, The Solution, Business Concept, Business Strategy, SWOT analysis, Types of Business models.  Self-learning topic: Analysis of Business Environment</p>
<p>Module 2 (12 Hours)  Marketing Plan: Product or service, Industry and the market, Supply, Market structure, competitor analysis, distribution, trends, competitive advantage, branding, advertising, promotion, market segmentation, differentiation, pricing, barriers to entry, market research, sales forecast.  Self-learning topic: marketing mix</p>
<p>Module 3 (12 Hours)  Organisational and Operations Plan: Founder and Management team, Organisation structure, raw materials, Processes, Location and environment, Production plan, Logistics and supply chain, , Technology, Plant and equipment, Facilities, Quality, human resources.  Self-learning topic: Risks and Contingencies</p>
<p>Module 4 (12 Hours)  Financial Plan: Startup costs and Sources of funds, Operating and Capital Budgets, Break-even Analysis, Proforma Income Statements, Pro Forma Cash Flow Statement, Pro Forma Balance Sheet, Sensitivity analysis.  Self-learning topic: Fund raising Strategies</p>
<p>Module 5 (12 Hours)  Presenting and Implementing Business Plan: Elevator pitch, Oral and Visual presentation, Business plan competitions, Using and implementing the business plan, measuring plan progress, Updating the plan.  Self-learning topic: Why some business plans fail.</p>

### Text Books:

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

### Reference Books:

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



E-resources (NPTEL/SWAYAM etc.)

1. <https://www.edx.org/learn/innovation>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Course Learning Outcomes (CO's)

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

## FAMILY BUSINESS MANAGEMENT

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

### Course Objectives:

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

<p>Module 1 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 2 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 3 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 4 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 5 <span style="float: right;">(12 Hours)</span>            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</p>

### Books

#### 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, , PalgraveMacmillan

2. Kavi Ramachandran (2015), The 10 Commandments for Family Business, SAGE
3. Shobha Bondre (2013), forward by Narendra Modi, Dhandha: How Gujarati's do 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	22FB304	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

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

<p>Module 1 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 2 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 3 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 4 <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module 5 <span style="float: right;">(12 Hours)</span>            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</p>

### Text Books:

1. Charantimath Poornima, (2019), Entrepreneurship Development & Small Business Enterprises -3e, Pearson
2. Jeffrey 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	22FB305	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

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

### Text Books:

1. Soundarapandian M (2001), Rural Entrepreneurship: Growth and Potentials, Kanishka
2. Singh B M and Namboodiri KVN (2006), Unleashing Rural Entrepreneurship, The 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>  
<https://www.youtube.com/watch?v=Br8ZnQH7quA>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

#### Course Learning Outcomes (CO's)

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

## FINANCE

### CORPORATE TAXATION

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

#### Course Objectives:

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

Module 1 – Basic concepts, nature, and scope of tax Planning and Management (10 hours) General Framework of Direct Taxation in India. Residential status of companies and tax incidence; tax concession and incentives for corporate decision; Tax liability and minimum alternate tax with special emphasis on SEZ and companies under 80IA/IB; Tax on distributed profits; tax planning for depreciation; Concept of Tax Planning: Meaning, Scope, Importance, Tax Avoidance, Tax Evasion, and Tax Planning.
Module -2 Tax planning & New Business (10 hours) Locational aspect, nature of business, the form of organization; Tax planning with reference to financial management decision; dividend tax, employees' remuneration tax, tax planning with reference to business restructuring and distribution of assets at the time of liquidation. Live Project: Tax planning of local business houses
Module -3 Tax planning with reference to specific management decisions (08 hours) Tax planning on Make or buy; own or lease; repair or replace; Tax planning with reference to employees' remuneration; Tax planning with reference to receipt of insurance compensation;
Module -4 Income Tax Provisions (12 hours) Deduction u/s 80 c to 80 U, Exempted Income u/s 10, set off and carry forward of business income (practical problems), Heads of Income (theory), tax liability. Assignment on: Tax Return filing,
Module -5 Goods & Services Tax Act, 2017 (10 hours) Overview of GST Act- Registration & Tax rate on Goods & Services. Meaning and Scope of Supply of Goods & Services. Time & Valuation of Supply (small problems), Types of Supply. Tax provisions related to Input Tax Credit, ISD. Tax provisions related to Job Work & E-Commerce

#### Recommended Book:

##### Corporate Tax Planning & Management by;

1. Singhania, Vinod K. and Monica Singhania. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish. and Ravi Gupta.. Bharat Law House, Delhi.



Reference books and supplementary readings

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

Course Learning Outcomes (CO's)

	CO's
CO1	Define and identify different concepts of taxation
CO2	Illustrate on planning and management of corporate and income tax
CO3	Analysis of the deductions under section 80 C
CO4	Assess the tax liability of corporate
CO5	Understand the GST Law in India

## CORPORATE VALUATION

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

### Course Objectives:

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

<p>Module: I <span style="float: right;">(14 Hours)</span>  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</p>
<p>Module:II <span style="float: right;">(14 Hours)</span>  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</p>
<p>Module: III <span style="float: right;">(12 Hours)</span>  Advanced issues in Valuation-Valuation of companies of different kinds valuation in different Contexts-Loose ends of Valuation-Valuation of intangible assets: Patents, trademarks, copyrights. Franchises; Brands, Replacement value, WACCVs Flow to equity method. (Theory and problems)  Self-Learning Topic: Valuation of licenses</p>
<p>Module: IV <span style="float: right;">(12 Hours)</span>  Strategic financing decisions: Valuation and financing Decisions in ideal, capital markets, Capital structure and value in a perfect world, Information asymmetry, Share buyback and valuation.</p>
<p>Module: V <span style="float: right;">(08 Hours)</span>  Leverage decisions, Agency costs of Debt, financial distress, Bankruptcy. Role of Government, securities Markets and financial institutions in IPO valuations. (Theory only)  Self-Learning Topic: Mergers and Acquisitions</p>

### Reference Books

1. Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill,2011.
2. AswathDamodaran, Damodaran on Valuation, 2/e, John Wiley and Sons,2006.
3. Philip R Daves, Michael C. Ehrhardt, and Ron E. Shrieves, Corporate Valuation: A Guide for Managers and Investors, Cengage Learning,2003.
4. David Frykman, Jakob Tolleryd, Corporate Valuation, Financial Times PrenticeHall,2003.

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	Interpret valuation of companies and intangible assets
CO4	Opinion on Strategic financing decisions
CO5	Analyze IPO valuations

## FINANCIAL DERIVATIVES

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

### Course Objectives:

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

Module 1	(08 Hours)
Introduction to Derivatives Basics of Derivatives; Derivatives Market – History & Evolution; Indian Derivatives Market; Market Participants, Types of Derivatives Market; Significance of Derivatives; Self-Learning: Reforms and Developments in Derivatives Market	
Module 2	(16 Hours)
Forward and Futures Contracts Forward Contracts – Concept; Types; Forward Rates; Forward Markets; 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	(18 Hours)
Introduction to Options Concept; Terminology; Types & Classification; Participants; Moneyness of Options, Intrinsic Value & Time Value; Factors affecting Option Price; Option Pricing: Bounds for Option Prices; Black-Scholes Model & Binomial Model, Put-Call Parity, Open Interest Self-Learning: SEBI Guidelines on Options	
Module 4	(10 Hours)
Option Trading & Hedging Strategies Option Greeks – Delta, Gamma, Theta, Vega & Rho; Delta Hedging; Trading Strategies – Bull Spreads; Bear Spreads; Butterfly Spread; Calendar Spreads; Straddle; Strangle Self-Learning: The Realities of Hedging	
Module 5	(08 Hours)
Swaps Concepts; Types - Interest & Currency; SWAP Designing; Self-Learning: Nature of Swap rates	

### RECOMMENDED BOOKS:

1. Option and Futures by John C Hull, 6<sup>th</sup> 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	22FM304	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

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

<p>Module 1 <span style="float: right;">(12 Hours)</span></p> <p>Introduction to Mutual Fund</p> <p>Concepts; Role; MF as Investment Avenue; Risk Factor; Fund Structure and Constituents; Types of Mutual Fund : Open &amp; Close Ended – Equity – Debt – Gold – Real Estate – International MF Schemes - Exchange Traded – Index MF – Monthly Income Plan – Fixed Maturity Plan, Capital Protection Oriented Plan</p>
<p>Module 2 <span style="float: right;">(12 Hours)</span></p> <p>Mutual Fund Investment</p> <p>New Fund Offer's &amp; 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</p>
<p>Module 3 <span style="float: right;">(12 Hours)</span></p> <p>Financial Planning through Mutual Funds</p> <p>Introduction to Financial Planning; Alternate Financial Planning</p> <p>Approaches; Life Cycle &amp; Wealth Cycle in Financial Planning; Concept of NAVs; Measurement of NAVs; Mark to Market; Sale Price; Re-Purchase Price &amp; Loads; Investor Risk Profiling; Asset Allocation &amp; Model Portfolios; Financial Blood-Test Report (FBR); Scheme Selection; Exit from Schemes; Tips and Tricks</p>
<p>Module 4 <span style="float: right;">(12 Hours)</span></p> <p>Evaluation of Mutual Fund Schemes</p> <p>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</p>
<p>Module 5 <span style="float: right;">(12 Hours)</span></p> <p>Mutual Fund Players and Regulatory Environment</p> <p>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</p>

**RECOMMENDED BOOKS:**

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

**REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:**

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

**Course Learning Outcomes (CO's)**

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

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

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

### Course Objectives:

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

<p><b>MODULE: 1</b> (12 hours)</p> <p>Introduction to Investment: Investment, Speculation, Investment objectives, Investment Process            Investment Alternatives: Investment planning, Investment avenues, Marketable securities (Equity, Bonds/Debentures, Money market instruments, Derivatives, Mutual funds), Non Marketable financial assets (Bank Deposits, Postal Schemes), real assets.</p>
<p><b>MODULE: 2</b> (12 hours)</p> <p>Analyzing Risk and Return: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns for Stocks (Post facto &amp; Ex Ante)</p>
<p><b>MODULE: 3</b> (14 hours)</p> <p>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 &amp; Ex Ante), Efficient Frontier, Sharpe single index model, Capital Asset pricing model, Arbitrage Pricing Theory            Portfolio Evaluation: Measures of portfolio performance.</p>
<p><b>MODULE: 4</b> (12 hours)</p> <p>Fundamental Analysis: Economic analysis, Industry and Company Analysis.            Equity Valuation: Dividend Discount Models( single period, multi period and constant growth model), Valuation through P/E ratio, P/B ratio</p>
<p><b>MODULE: 5</b> (10 hours)</p> <p>Technical Analysis: Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Technical Indicators and Oscillators–Moving averages, ROC, RSI, Market Indicators, MACD.</p>



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, Bailey, PHI, 2001.
6. Investments – ZviBodie, Kane, Marcus & Mohanty, TMH, 2010
7. Security Analysis & Portfolio Management – Sudhindra Bhat, Excel Books.
8. NCFM Investment Analysis and Portfolio Management Module
9. NCFM Fundamental Analysis Module
10. NCFM Technical Analysis Module
11. NISM-Series-X A Investment Adviser module

Course Learning Outcomes (CO's)

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

## HUMAN RESOURCES

### COMPETENCY BASED PERFORMANCE MANAGEMENT

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

**Course Objectives:**

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

<p>Module 1 <span style="float: right;">(12 Hours)</span>            Introduction to Competency Mapping: Meaning and Purpose, Tools and techniques to identify competencies, Competency Models, Significance of Competency based HR functions (Special focus on Performance Management)            Self-learning topic: Generic Competency Model for Leadership</p>
<p>Module 2 <span style="float: right;">(14 Hours)</span>            Performance Management (PM): Philosophy behind PM, Relationship of PM with other functions of HR, Pre-requisites of PM, Objectives, PM Model, Competency based PM, Performance Planning (Setting Performance Criteria and Standards)            Self-learning topic: Implementing effective PM in an organization-Role of Organization Culture and Leadership</p>
<p>Module 3 <span style="float: right;">(12 Hours)</span>            Performance Appraisal (PA): Meaning, Process, Approaches and Methods/Techniques of Performance Appraisal, Designing effective Performance Appraisal Forms, Common errors and bias in PA process, Periodical Feedback system, Ethical issues            Self-learning topic: Assessment Centre-History and Application</p>
<p>Module 4 <span style="float: right;">(12 Hours)</span>            Performance Feedback: Performance Reviews, Constructive Feedback, Performance Counselling, 360 Degree Feedback, Role of HR Professionals in Performance Management            Self-learning topic: Self-Appraisal, Performance Improvement Plans</p>
<p>Module 5 <span style="float: right;">(10 Hours)</span>            Contemporary approach to Performance Management: Role of technology in PM, Performance Management System Software, Rethinking Performance Management            Self-learning topic: Changing face of Performance Management in Digital Era</p>

**Text Books:**

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

Reference Books:

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

E-resources (NPTEL/SWAYAM etc.)

1. <http://humancapitalonline.in>
2. <https://www.peoplematters.in>
3. <https://www.hrkatha.com/>
4. Relevant Course contents available on Swayam/NPTEL portals

Course Learning Outcomes (CO's)

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

## LEGAL ENVIRONMENT OF EMPLOYMENT

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

### Course Objectives:

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

<p>Module 1 <span style="float: right;">(8 Hours)</span>  <b>INTRODUCTION TO INDIAN CONSTITUTION AND LABOUR LEGISLATION</b>                      Indian Constitution. Fundamental Rights. Articles of the Constitution relating to labour legislation in India, Evolution of Labour legislation in India, International Labour Organization (ILO), Role of ILO in regulating Labour Welfare across the globe, Current Labour Reforms in India                      Self-learning topic : Features of New Labour Codes in India</p>
<p>Module 2 <span style="float: right;">(12 Hours)</span>  <b>LEGISLATIONS RELATED TO INDUSTRIAL RELATIONS</b>                      Purpose and application of following Acts in various employment and related institutional mechanism for compliance                      1. The Trade Unions Act, 1926;                      2. The Industrial Employment (Standing Orders) Act, 1946;                      3. The Industrial Disputes Act, 1947                      Self-learning topic: Trade Unions in India and their role in present Indian Context</p>
<p>Module 3 <span style="float: right;">(12 hours)</span>  <b>LEGISLATIONS RELATED TO WAGES</b>                      Purpose and application of following Acts in various employment and related institutional mechanism for compliance                      1. The Payment of Wages Act, 1936,                      2. The Minimum Wages Act, 1948,                      3. The Payment of Bonus Act, 1965                      4. The Equal Remuneration Act, 1976                      Self-learning topic: Wages across various occupations in India</p>
<p>Module 4 <b>LEGISLATIONS RELATED TO SOCIAL SECURITY</b> <span style="float: right;">(14 hours)</span>                      Purpose and application of following Acts in various employment and related institutional mechanism for compliance                      a. The Employee's Compensation Act, 1923;                      b. The Employees' State Insurance Act, 1948;                      c. The Employees' Provident Funds and Miscellaneous Provisions Act, 1952;                      d. The Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959;                      e. The Maternity Benefit Act, 1961;                      f. The Payment of Gratuity Act, 1972;                      g. Other related Acts</p>

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

Module 5	(14 hours)
LEGISLATIONS RELATED TO THE OCCUPATIONAL SAFETY, HEALTH AND WORKING CONDITIONS	
Purpose and application of following Acts in various employment and related institutional mechanism for compliance	
a.	The Factories Act, 1948;
b.	The Contract Labour (Regulation and Abolition) Act, 1970;
c.	The Sales Promotion Employees (Conditions of Service) Act, 1976;
d.	The Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979;
e.	The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996.
f.	PoSH Act, 2013
g.	Other related Acts
Self-learning topic: Mental Health issues in employees working in Service sectors and remedies	

Text Books:

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

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

Reference Books:

1. Bare Acts

E-resources

NPTEL/SWAYAM/ any MOOC Courses on Labour Laws

<https://labour.gov.in/labour-codes>

Course Learning Outcomes (CO's)

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

## ORGANIZATIONAL LEADERSHIP

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

### Course Objectives:

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

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

### Text Books:

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

Reference Books:

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

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

E-resources (NPTEL/SWAYAM etc.)

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

Course Learning Outcomes (CO's)

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

## STRATEGIC HUMAN RESOURCE MANAGEMENT

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

### Course Objectives:

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

<p><b>MODULE 1</b> <span style="float: right;">(8 Hours)</span></p> <p>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</p>
<p><b>MODULE 2</b> <span style="float: right;">(12 Hours)</span></p> <p>Models of Strategic Human Resource Management (SHRM)  The Harvard Model, Strategy-Structure Linkage, the concept of Competitive Advantage, Resource Based Approach to HRM, Integrated Model of SHRM, Resource Dependence and Power Model, Universalistic Perspective, Contingency Perspective etc.  Self-learning Topic: Changing role of HRM in present context</p>
<p><b>MODULE 3</b> Strategic perspectives in HR functions <span style="float: right;">(14 Hours)</span></p> <p>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</p>
<p><b>MODULE 4</b> Challenges in Strategic HRM: <span style="float: right;">(12Hours)</span></p> <p>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</p>
<p><b>MODULE 5</b> Contemporary SHRM practices <span style="float: right;">(14 Hours)</span></p> <p>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</p>



Text Book:

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

Reference Book:

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

E-resources

(e-books)

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

Course Learning Outcomes (CO's)

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

## TALENT MANAGEMENT

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

### Course Objectives:

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

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

### Text Books:

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

### Reference Books

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

### E-resources (NPTEL/SWAYAM etc.)

1. <https://hbr.org/2008/03/talent-management-for-the-twenty-first-century>
2. <http://humancapitalonline.in/backIssuesResult.php?sh=y&mid=173>
3. <https://www.peoplesmatters.in/category/recruitment/talent-acquisition>

### Course Learning Outcomes (CO's)

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

## INFORMATION TECHNOLOGY FOR BUSINESS

### DATA MINING AND BUSINESS INTELLIGENCE

Course Code	22IT301	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

#### Course Objectives:

1. To identify the scope and essentiality of Data Warehousing and Mining
2. To study spatial and web data mining.
3. To study the importance of business intelligence.
4. To develop research interest towards advances in data mining.

<p>Module 1 <span style="float: right;">(12 Hours)</span></p> <p>Overview and concepts Data Warehousing and Business Intelligence  Why reporting and Analysing data, Raw data to valuable information Lifecycle of Data - What is Business Intelligence - BI and DW in today's perspective - What is data warehousing - The building Blocks: Defining Features - Data warehouses and data marts - Overview of the components - Metadata in the data warehouse - Need for data warehousing - Basic elements of data warehousing - trends in data warehousing.</p>
<p>Module 2 <span style="float: right;">(12 Hours)</span></p> <p>The Architecture of BI and DW  BI and DW architectures and its types - Relation between BI and DW - OLAP (Online analytical processing) definitions - Difference between OLAP and OLTP - Dimensional analysis - What are cubes? Drill-down and roll-up - slice and dice or rotation - OLAP models - ROLAP versus MOLAP - defining schemas: Stars, snowflakes and fact constellations</p>
<p>Module 3 <span style="float: right;">(12 Hours)</span></p> <p>Introduction to data mining (DM)  Motivation for Data Mining - Data Mining-Definition and Functionalities – Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM – KDD Process</p>
<p>Module 4 <span style="float: right;">(12 Hours)</span></p> <p>Data Pre-processing  Why to pre-process data? - Data cleaning: Missing Values, Noisy Data - Data Integration and transformation - Data Reduction: Data cube aggregation, Dimensionality reduction - Data Compression - Numerosity Reduction - Data Mining Primitives - Languages and System Architectures: Task relevant data - Kind of Knowledge to be mined - Discretization and Concept Hierarchy</p>
<p>Module 5 <span style="float: right;">(12 Hours)</span></p> <p>Data Mining for Business Intelligence Applications  Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, Market Segmentation, retail industry, telecommunications industry, banking &amp; finance and CRM etc., Data Analytics Life Cycle: Introduction to Big data Business Analytics - State of the practice in analytics role of data scientists Key roles for successful analytic project - Main phases of life cycle - Developing core deliverables for stakeholders.</p>

Text Books:

1. Alex Berson and Stephen J.Smith Data warehousing, data mining & OLAP McGrawHill
2. Jiawei Han and Micheline Kamber Data Mining Concepts And Techniques Elsevier
3. M. Kantardzic, "Data mining: Concepts, models, methods and algorithms, John Wiley & Sons Inc.

Reference Books:

1. George M. Marakas Modern data mining warehousing, mining and visualization Pearson
2. Souendra Mohanty Data Warehousing: Design, Development and best practices McGrawHill

Course Learning Outcomes (CO's)

	CO's
CO1	Define the concepts of Data Warehousing, Data mining and BI
CO2	Discuss how Data mining transforms data into intelligent business insight
CO3	Compare the various approaches to data warehousing and data mining implementations
CO4	Discuss the relevance of data to business
CO5	Identify appropriate data mining algorithms to solve real world problems

## ENTERPRISE RESOURCE PLANNING

Course Code	22IT302	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. Understand the life cycle stages of any ERP implementation.
2. Understand the problems in ERP implementation projects and understand the challenges associated with post-implementation management of ERP systems.

Module 1	(12 Hours)
Overview of enterprise systems, Evolution, Risks and benefits, Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.	
Module 2	(12 Hours)
Overview of ERP software solutions, Small medium and large enterprise vendor solutions, Business Process Reengineering, Business Engineering and best Business practices	
Module 3	(13 Hours)
Planning Evaluation and selection of ERP systems-Implementation life cycle ERP Implementation Lifecycle: Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training;	
Module 4	(12 Hours)
Maintenance of ERP- Organizational and Industrial impact, Success and Failure factors of ERP Implementation -case studies. Selection of vendors - Consultants and Users; In-House Implementation - Pros and Cons; Vendors; Consultants; End User	
Module 5	(11 Hours)
Extended ERP systems – Customer Relationship Management – Supply Chain Management, Business Objects in SCM. Business Analytics - Future trends in ERP systems-web enabled Wireless technologies	

### Text Books:

1. Alexis Leon, Enterprise Resource Planning, Fourth edition, Tata McGraw-Hill, 2019.
2. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2014.

### Reference Books:

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM byKhalid Sheikh, Publisher: McGraw-Hill
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI

Course Learning Outcomes (CO's)

	CO's
CO1	Organize business processes using ERP concepts and techniques.
CO2	Discuss the problems in ERP implementation projects and understand the challenges associated with post-implementation management of ERP systems.
CO3	Demonstrate the scope of common Enterprise Systems (e.g., MM, SCM, CRM, HRM, procurement),
CO4	Understand the ERP Life cycle.
CO5	Apply the concepts of ERP Manufacturing Perspective and ERP Modules.

## STATISTICS USING R

Course Code	22IT303	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To study the basics concepts of R programming
2. To study statistical functions like probability distributions, correlation and regression using R

Module 1	(12 Hours)
Introduction to R: R as a statistical software and language, R as a calculator, R preliminaries, methods of Data input, Data accessing or Indexing, some useful built in functions , Graphics with R, Getting Help, Saving, storing and retrieving work.	
Module 2	(12 Hours)
Descriptive Statistics: Introduction, Diagrammatic representation of Data, Graphical representation of Data, Measures of central tendency, Measures of Dispersion, selection of representative samples.	
Module 3	(12 Hours)
Probability and Probability distributions: Introduction, Definition and Properties, Probability Distributions, Discrete distributions, continuous probability distributions, special continuous probability distributions.	
Module 4	(12 Hours)
Statistical Inference: sampling distribution of sample Mean, estimation of parameters, plots to check normality, Hypothesis Testing, Goodness of Fit Tests.	
Module 5	(12 Hours)
Correlation and regression Analysis: Correlation, Inference procedures for correlation coefficient, Linear regression, Inference procedures for Linear regression, validation of Linear regression	

### Text Books:

1. Sudha G. Purohit, Sharad D. Gore, Shailaja R. Deshmukh, Statistics Using R, Narosa Publishing House
2. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning: with Applications in R, Springer Texts in Statistics

### Reference Books:

1. Hadley Wickham, Garrett Golemund, R for data science, O'reilly' January 2017
2. Andy Field, Discovering Statistics Using R, SAGE publications
3. Mark Gardener, " Beginning R – The Statistical Programming Language", Wiley, 2013

### Moc Course

Course Name: Introduction to R Software

Link: [https://onlinecourses.nptel.ac.in/noc18\\_cs52](https://onlinecourses.nptel.ac.in/noc18_cs52)



Course Learning Outcomes (CO's)

	CO's
CO1	Understand the basics in R programming in terms of constructs, control statements, string functions
CO2	Understand the use of R for descriptive statistics
CO3	Apply R programming for probability distribution
CO4	Apply R programming for Hypothesis testing
CO5	Apply the R programming from a statistical perspective

## SYSTEM ANALYSIS AND DESIGN

Course Code	22IT304	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To study the system development life cycle.
2. To explore the methods of determining system requirements
3. To study modular and structural design of software

Module 1	(12 Hours)
Introduction: System Definition and concepts, System Environments and Boundaries. Real-time and distributed systems, Basic principles of successful systems, Structured System Analysis and Design. Systems Analyst: Role and Need of Systems Analyst. Qualifications and responsibilities. System Analysis as a Profession; System Development Cycle: Introduction to Systems Development Life Cycle (SDLC). Various phases of SDLC: Study, Analysis, Design, Development, Implementation, Maintenance	
Module 2	(13 Hours)
Systems Documentation Consideration: Principles of Systems Documentation, Types of documentation and their importance, enforcing documentation discipline in an organization System Planning: Data and fact gathering techniques: Interviews, Group Communication Questionnaires, Presentations & Site Visits. Assessing Project Feasibility: Technical, Operational, Economic, Cost Benefits Analysis, Schedule, legal and contractual, 9 18 Political. Modern Methods for determining system requirements	
Module 3	(13 Hours)
Modular and Structured Design: Module specifications. Top-down and bottom-up design. Module coupling and cohesion. Structure Charts. System Design and Modelling: Process Modelling, logical and physical design, Conceptual Data Modelling: Entity Relationship Analysis, Entity Relationship Modelling, DFDs, Process Description: Structured English, Decision Tree, Decision Tables. Documentation: Data Dictionary, Recording Data Descriptions. Input and Output: Classification of forms, Input/output forms design. User-interface design, Graphical interfaces. Standards and guidelines for GUI design, Unified Modeling Language, The Systems Analysts Toolkit – Communication Tools, CASE Tools,	
Module 4	(12 Hours)
System Implementation, Maintenance/Audit: Planning considerations. Conversion methods, procedures and controls. System acceptance criteria. System Implementation and Maintenance, financial Analysis Tools, Project Management tools, System Evaluation and Performance. Testing and Validation. Preparing User Manual. Maintenance Activities and Issues	
Module 5	(10 Hours)
Project Team Skills and Roles: Skills and Roles of a Project Team, Business Analyst, Systems Analyst, Infrastructure Analyst, Change Management Analyst, Project Manager	

### Text Books:

1. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich, Modern Systems Analysis and Design, Pearson
2. Roger, Pressman, Software Engineering McGraw Hill

Reference Books:

1. Kendal and Kendal, System Analysis and Design, PHI
2. Waman S. Jawadekar, Software Engineering Principles and Practice, McGraw Hill
3. Denis, Wixom, Tegarden, System Analysis and Design with UML Version 2.0 An ObjectOriented Approach, Wiley

Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate core processes involved in the System Development Life Cycle (SDLC) for a computer based information system
CO2	Analyse an existing information system and specify therequirements for a replacement system;
CO3	Understand alternative approaches to systems development;
CO4	Develop and evaluate system requirements.
CO5	Analyse the duties and activities of a systems analyst.

## WEB TECHNOLOGIES

Course Code	22IT305	Credits	4
Course type	DSE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To provide comprehensive introduction to programming tools and skills required to build and maintain server sites on Web.
2. This course aims to introduce many web programming languages like HTML, XHTML, Perl, PHP, Ruby, JavaScript, XML with CSS and XSLT style sheets, CGI programming and techniques for designing interactive web applications.
3. To study core of JavaScript and features of JavaScript that are related to XHTML documents.
4. To study Server side Scripting Language such as PHP as Database Access language.

Module 1 Web Servers: HTTP Request Types, Introduction to Microsoft IIS, Features, Creating Virtual Directory. HTML & XHTML: The development process, basic HTML, formatting and fonts, commenting code, color, hyperlink, lists, tables, images, simple HTML forms, web site structure, XML, Move to XHTML, Meta tags, Character entities, frames and Frame sets.	(13 Hours)
Module 2 Style Sheets: Need for CSS, introduction to CSS, basic syntax and structure, using CSS, background images, colors and properties, manipulating texts, using fonts, borders and boxes, margins, padding lists, positioning using CSS, CSS2.	(12 Hours)
Module 3 Javascript, DHTML: Introduction to Javascript, Client side scripting, simple javascript, variables, functions, conditions, loops and repetition, javascript own objects, the DOM and webbrowser environments, forms and validations, combining HTML, CSS and javascript, events and buttons, controlling your browser.	(12 Hours)
Module 4 PHP Arrays and Superglobals, Arrays, \$_GET and \$_POST Superglobal Arrays, \$_SERVER Array, \$_FILES Array, Reading/Writing Files, PHP Classes and Objects, Object-Oriented Overview, Classes and Objects in PHP, Object Oriented Design, Error Handling and Validation, What are Errors and Exceptions?, PHP Error Reporting, PHP Error and Exception Handling	(12 Hours)
Module 5 Mobile application Development: What is Android, Installing softwares, android Core building blocks , Android Emulator, UI widgets	(11 Hours)

### Text Books:

1. Kogent Learning, (2013). Web Technologies BLACK BOOK, 1st Edition, Dreamtech Press.
2. Programming the World Wide Web- Robert W. Sebesta, 4th Edition, Pearson Education, 2008
3. A.K. Saini and Mukta Sharma, (2015). Planning, designing and development of Website, 1st Edition. Galgotia Press.
4. Erik Hellman, "Android Programming – Pushing the Limits", 1st Edition, Wiley India Pvt Ltd, 2014.

Reference Books:

1. Deitel & Deitel. Internet & World Wide Web, 5th Edition. Pearson.
2. Roussel A. John, (2003). Mastering ASP. 2nd Edition, BPB Publication.
3. Raymond Greenlaw, Fundamentals of the Internet & The World Wide Web, 2<sup>nd</sup> Edition, TataMcGraw-hill

Course Learning Outcomes (CO's)

	CO's
CO1	Understand HTML and CSS syntax and semantics to build web pages.
CO2	Construct and visually format tables and forms using HTML andCSS
CO3	Write simple PHP programs using operators, Primitives, arrays,Functions and cookies and create XHTML forms with database Access
CO4	Apply XHTML & impose CSS style sheet using examples
CO5	Understand various JavaScript programs

## MARKETING

### BUSINESS TO BUSINESS MARKETING

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

#### Course Objectives

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

<b>Module: I</b>	<b>(12Hours)</b>
<p><b>Introduction to B2B Marketing</b> – 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.</p> <p><b>Self-Learning Topic:</b> Environmental analysis in Business Marketing</p>	
<b>Module: II</b>	<b>(12Hours)</b>
<p><b>Organizational Buying Behaviour</b> - Purchasing objectives, Organizational buying process and Buying situations. The Buying centre and Buying centre roles. The Buygrid framework.</p> <p><b>Vendor Analysis</b> – Importance, Criteria and methods of Vendor Analysis (Categorical, Weighted point and Cost ratio methods).</p> <p><b>Buyer–Seller Relationships</b> – Types of relationships, steps in developing effective Relationship marketing strategies.</p> <p><b>Segmenting the Business Markets</b> – Process of Segmenting and Targeting Business markets, Criteria and Bases for segmenting Business markets.</p> <p><b>Self-Learning Topics:</b> E-procurement and its benefits.</p>	
<b>Module: III</b>	<b>(12 Hours)</b>
<p><b>Business Product Strategies</b> – Product Policy and Product Strategy. The Technology Adoption Life Cycle. Role of Branding in Business markets.</p> <p><b>Managing Services for Business markets</b> – Benefits of Solution marketing. Special challenges in marketing Business services.</p> <p><b>Self-Learning Topics:</b> Ethical issues in Business marketing.</p>	
<b>Module: IV</b>	<b>(12Hours)</b>

**Managing Business Marketing Channels:** Direct and Indirect channels, Participants in the Business marketing channels, Channel design and Channel administration.

**Managing Communication in Business marketing** – Advertising as a major support to the sales force and distribution channels. Trade shows – Objectives, Planning, selecting the trade shows, and evaluating the Trade show performance.

**Pricing in Business marketing** – Customer value, factors influencing pricing decisions. The pricing strategies in Business marketing. The concept of Leasing.

**Self-Learning Topic:** Impact of the internet on distribution and communication

**Module: V** **(12 Hours)**

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

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

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

**Text Book**

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

**Reference Books**

1. Business Marketing, Text & Cases by Krishna 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

## INTERNATIONAL MARKETING MANAGEMENT

Course Code	22MA302	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

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

<p>Module: I <span style="float: right;">(14 Hours)</span>            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, Theory of Competitive Advantage.            Process of International Marketing (towards GLOCAL marketing), EPRG Framework, WTO, Trade Blocks: EU, NAFTA, ASEAN, SAFTA, SAARC            Self-Learning Topic – BREXIT, BIMSTEC</p>
<p>Module: II <span style="float: right;">(12 Hours)</span>            Market Entry Modes, International Distribution - Types of Channels, Selecting Channels, Market Intermediaries, Structure of Distribution Channel in International Markets            Research in International Marketing - Consumer Behaviour, Psychological and Social aspects            Self-Learning Topic – Japanese Distribution Channel System</p>
<p>Module: III <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module: IV <span style="float: right;">(12 Hours)</span>            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, Types of Counter trade, Transfer pricing and Grey marketing Self-Learning Topic – INCOTERMS 2020</p>
<p>Module: V <span style="float: right;">(10 Hours)</span>            Supporting Framework for International Marketing - India's Foreign Trade Policy; EOU, STP, Export / Trading / Star Trading Houses / Superstar Trading Houses; ECGC Export Procedure and Documentation</p>



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 (CO's)

	CO's
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

## RETAILING MANAGEMENT

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

### Course Objectives:

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

<p>Module: I <span style="float: right;">(12 Hours)</span></p> <p>Introduction to Retailing: The Role of Retailer - Retailing (Definition), Role of Retailer in the distribution channel, functions performed by Retailer (Assortment of Products, Braking the bulk, holding inventory, Providing services). Reasons for studying retailing.</p> <p>Indian Retail Market – Market share of Organized Vs unorganized, key sectors in the Indian Retail Industry. Drivers of Retail change in India</p> <p>The global Retail Market Scenario, challengers faced by Retailers</p> <p>Worldwide Career in Retail</p> <p>Self-Learning Topic - The A.T. Kearney Global Retail Development Index for the current year</p>
<p>Module: II <span style="float: right;">(14 Hours)</span></p> <p>Retail Formats and Theories: Traditional Retailing in India – Haat, Mandi, Mela, Kirana store, Pan-Bidi shops. Understanding organized retail. Non-store retail. Service retail. Theories of Retail development – Environmental Theory ( cyclical theory, conflict theory), the concept of the life cycle in Retail</p>
<p>Module: III <span style="float: right;">(10 Hours)</span></p> <p>Consumer Behaviour and Planning Retailing: The buying Process-Need recognition, Information Search, Evaluation, Choice, Visit, Loyalty, Type of buying Decisions-Extended problem solving, Limited problem solving, Habitual decision making. Factors influencing retail shoppers – Family, reference groups, culture, social class, personality, and lifestyle</p> <p>Self-Learning Topics: Customer profitability and Lifetime Value</p>
<p>Module: IV <span style="float: right;">(12 Hours)</span></p> <p>Retail Location: Strategic Retail Planning Process. Types of Retail Locations. Steps involved in choosing a retail location. Trade Areas and their evaluation. Basics of Retail Merchandising-concept of merchandising, seven rights of merchandising. Process of Merchandising planning. The open-to-buy concept. Merchandise Procurement Process. Evaluating Retail Store Performance</p>
<p>Module: V <span style="float: right;">(12 Hours)</span></p> <p>Retail Mix &amp; Store Design: Retail Marketing Mix.</p> <p>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</p> <p>Role of Technology in Retail -Electronic Data Interchange (EDI), RFID, online Retailing.</p> <p>Self-Learning Topic: Role of CRM and Customer Experience Management in Retail</p>

Text Books:

1. Retailing Management – 4e – TMH – Swapna Pradhan

Reference Books

1. Retailing Management – 6e – TMH – Michael Levy, Barton Weitz, Ajay Pandit
2. Retail Management – A strategic Approach – 3e – Pearson – Barry Berman, Joel Evans
3. Retail Management – Oxford University Press – Chetan Bajaj, Nidhi Srivastava, Rajnish Tuli
4. Retail Marketing Management – Pearson Education – David Gilberth
5. Retailing – 4e - Thomson south western – Patrick Dunne, Robert Lusch, David Griffith

Course Learning Outcomes (CO's)

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

## SALES MANAGEMENT

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

### Course Objectives

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

<p>Module: I <span style="float: right;">(12 Hours)</span></p> <p>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.</p>
<p>Module: II <span style="float: right;">(14 Hours)</span></p> <p>Selling process and Forecasting  Personal selling process (diagram with stages), 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.</p>
<p>Module: III <span style="float: right;">(12 Hours)</span></p> <p>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</p>
<p>Module: IV <span style="float: right;">(12 Hours)</span></p> <p>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</p>
<p>Module: V <span style="float: right;">(10 Hours)</span></p> <p>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  Self-Learning Topic: Career opportunities in sales field.</p>

Text Books:

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

Reference Books

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

Course Learning Outcomes (CO's)

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

## SUPPLY CHAIN MANAGEMENT

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

### Course Objectives:

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

<p>Module: I (12 Hours)</p> <p>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</p>
<p>Module: II (12 Hours)</p> <p>Supply Chain &amp; Customer Service Customer Service Definition, Concept of Order Cycle, Sales &amp; 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.</p>
<p>Module: III (12 Hours)</p> <p>Purchasing Operations And Structure The Purchasing and Supply Process, Purchasing Policies and Procedures, Supply Management Integration for Competitive Advantage Self-Learning Topics: Purchasing and green challenges</p>
<p>Module: IV (12 Hours)</p> <p>Supply Chain Decisions Inventory Policy, Supply Scheduling, Storage System, Facility Location Self-Learning Topic: Managing Uncertainties in a Supply Chain, Emerging Trends</p>
<p>Module: V (12 Hours)</p> <p>Supply Chain Strategy Major Planning Area, Strategic Sourcing, Measuring Performance, Negotiation, Contracting Self-Learning Topic: Metrics to understand supply chain</p>

### 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

### EMPLOYABILITY SKILLS – III

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

Module 1 Current affairs local, national and international (economical, political)	(8 Hours)
Module 2 Business News from Newspapers, Business magazines, Internet websites etc.	(8 Hours)
Module 3 Group discussion (6 hours) minimum 2 Group discussions	(8 Hours)
Module 4 Personal Interview ( minimum 2 interviews)	(6 Hours)

#### Course Learning Outcomes (CO's)

	CO's
CO1	Will be able to understand international/national/local current affairs & apply to problem solving
CO2	Will be able to participate effectively in group discussions
CO3	Will be able to face interviews confidentially



#### FOURTH SEMESTER

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

## CORPORATE LAW

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

### Course Objectives:

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

<p><b>MODULE 1</b>  <b>UNDERSTANDING BUSINESS LAWS AND CONTRACTS</b> (12 Hours)            Introduction to Business Law - Business Organizations; Types of Business Organisation - Limited Liability Company, Sole Proprietorship, General Partnership, Limited Partnership, Corporation, Limited Liability Company; Legal rules and doctrines associated with running a business, Meaning and Nature of Law, Sources of Law, the Need for Business Laws, General Legal Environment of Business.            Law Relating to Contracts - Indian Contract Act, 1872 – Introduction, Definitions- Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract, E-Contracts in India and its Legalities</p>
<p><b>MODULE 2</b>  <b>LAW RELATING TO SALES, GOODS, AGENCY and GURANTEES</b> (12 Hours)            The Contract of Indemnity and Guarantees –Contracts of Guarantee and indemnity – Introduction, Contract of Indemnity, Contract of Guarantee, Difference between contract of indemnity and Guarantee            The Contract of Bailment - Definition - Kinds - Rights and Duties of Bailor and Bailee - Rights of Finder of goods as Bailee, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee            The Contract of Agency – Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal’s Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney            The Sale of Goods Act,1930 - The Contract of sale - Goods and their classification, Agreement to sell - Conditions and Warranties - Passing of property - Transfer of title - Performance of the Contract Rights of Unpaid Seller - Remedies for Breach of Contract.            The Negotiable Instrument Act, 1881 Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Crossing of cheques, Dishonour of Cheques.</p>
<p><b>MODULE 3</b>    <b>LAWS RELATING TO PARTNERSHIP, COMPANIES, AND TRUSTS</b> (12 Hours)            Indian Partnership Act,1932 –Law of Partnership: Introduction, Meaning and Nature of Partnerships, Registration of Firms, Types of partners Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution, Insolvency and winding up, Limited liability partnership</p>

<p>MODULE 4 (12 Hours)</p> <p><b>LAW GOVERNING COMPANIES AND INTELLECTUAL PROPERTY RIGHTS</b></p> <p>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.</p> <ul style="list-style-type: none"> <li>• Meetings: Meetings of Board and Committees – kinds of meetings – procedure relating to convening and proceedings at General and Other meetings – resolutions</li> <li>• 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</li> <li>• Importance of Corporate Social Responsibility.</li> </ul> <p>Introduction to Intellectual Property Rights in India - Overview of the concept of property; Industrial property and non-industrial property; Historical background of IPR; Importance of human creativity in present scenario; Different forms of Intellectual Property and its conceptual analysis. Basic Information on Patents: Trade Marks: Cyber Intellectual Property Geographical Indications Indian Copyright Law: Designs Law</p>
<p>MODULE 5 GENERAL LAWS RELATING COMPETITION, CONSUMER PROTECTION AND SAFETY (12 Hours)</p> <p>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.</p> <p>➤The Competition Act, 2002- Evolution of Competition laws in India, Important features of competition laws relating to - anti-competitive agreements, abuse of dominance, regulation of combinations, competition advocacy.</p> <p>➤The Right to Information Act, 2005- Salient features of the Act.</p> <p>➤Consumer Protection Act, 2019 - The Law Relating to Consumer Protection: -Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers.</p>

Text Books:

Reference Books

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

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

E-resources (NPTEL/SWAYAM etc.)

#### Course Learning Outcomes (CO's)

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

## TOTAL QUALITY MANAGEMENT

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

### Course Objectives:

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

<p>Module 1 Quality Concepts (10 Hours)                      Introduction, Framework of TQM, Gurus of TQM, TQM Models, Cost of Quality, Dimensions of Product quality &amp; Servicequality, Obstacles, Benefits.                      Self-Learning topics: Identify and prepare profile of Quality leader in India.                      Case Study: Balanced Score card</p>
<p>Module 2 (15 Hours)                      Leadership: Characteristics of Quality Leaders, Vision, Mission, Quality policy, Strategic Planning, TQMEX model.                      Stakeholder Driven Quality: Internal customer, External customer, Quality circle, Customer Perception of quality, CRM, Employee involvement, Supplier partnership, TQM in Services.                      Tools of TQM I: QC tools, 5-S, Poka-Yoke, JIT and TPM.                      Self-Learning topic: Distinguish between SERVQUAL and SERPVAL models</p>
<p>Module 3 (15 Hours)                      Lean management: Lean thinking, Lean principles (3M, TIMWOOD), Importance of Lean, Tools &amp; Methods for Lean Implementation, Kaizen.                      Tools of TQM II: Quality Function Deployment – House of quality, Lean Six-sigma, Six-sigma metrics, Implementing Six-sigma, DMAIC and DMADV, FMEA, stages of FMEA, Design and process FMEA, Taguchi's Quality engineering – Loss function.                      Self-Learning topic: Study lean Toyota way.</p>
<p>Module 4 (12 Hours)                      Benchmarking &amp; BPR: Introduction, Reasons to Benchmark, Types of Benchmarking, Process of Benchmarking, designing the Benchmarking process. Introduction, BPR in manufacturing and service industry, BPR in Information technology, Success factor of BPR, BPR implementation methodology, Benefits of BPR, BPR and TQM                      Self-Learning topics: Study of organization who have implemented Benchmarking in India                      Case Study: BPR at Mahindra</p>
<p>Module 5 (08 Hours)                      Business Excellence Models: Deming, MBNQA, EFQM, Business Excellence Models in India                      ISO and its implementation: Introduction, ISO Standards, Benefits, QMS, ISO 9000 series, 9001:2015, ISO 14000 series, EMS, ISO 14001:2015, OHSAS 45000 series, OHSAS 45001:2018,                      Integrated Management System, Sector specific standards, Auditing Management Systems, ISO 19011:2018.                      Self-Learning topics: Study the organization who have received Deming award in India</p>

Text Books:

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

Reference Books:

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

E-resources (NPTEL/SWAYAM etc.)

1. NPTEL Archieve. <https://nptel.ac.in/courses/110/104/110104080/>

Course Learning Outcomes (CO's)

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

## ELECTIVES

### ENTREPRENEURSHIP & FAMILY BUSINESS

#### BUSINESS ETHICS

Course Code	22FB401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

#### Course Objectives:

1. To introduce the students on the fundamentals of Business Ethics and CSR
2. To enable the students to articulate CSR through triple bottom line
3. To learn CSR legislation in India

Module 1 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.	(12 Hours)
Module 2 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	(12 Hours)
Module 3 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	(12 Hours)
Module 4 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	(12 Hours)
Module 5 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	(12 Hours)

#### 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	22FB402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. Understand the importance of governance in Family Business
2. Discuss Family Business Conflicts
3. Explain the Family Council and Constitution

<p>Module 1 (12 Hours)            Family Dynamics and Family's Emotional Intelligence: The Challenge of keeping family firm alive, Overcoming barriers to long-term business health, Symptoms leading to crisis, Five Ds to Disaster, Understanding family conflict, Managing conflicts, Conflict Styles, Family's emotional intelligence, Conflict resolution, Family feuds, Family Business battles, Family Governance as a tool for conflict prevention and resolution.            Self-learning topics: Family Business Battles in India</p>
<p>Module 2 (12 Hours)            Family Governance: Why Governance, Effective Governance, Family vs Business Governance, Governing the network of families, Forums for Governance, Challenges to the governance of the family enterprise, Family business governance structures and systems            Self-learning topics: Sound Family Business Governance            Case Study: The Murugappa Family</p>
<p>Module 3 (12 Hours)            Professional Board of Directors: Different boards for different family enterprises, The role of board of directors, , Establishing a well-balanced board, Board composition, Organising the board, A four-step model for professional board of directors, effective working of board of directors, relationship with family, Two-tier boards, Cousin companies.            Self-learning topics: Managing communication between family and board</p>
<p>Module 4 (12 Hours)            Family Governance Structure: Family meetings, Family office, SFO, MFO, Chief family officer, Wealth management, Family Assembly, Family policy making, the annual general meeting, Family Council as a strategic body, A governance code for family enterprises, Family Share holder agreements, Family Constitution, Developing a Family Constitution, Example of a family constitution,            Self-learning topics: Limitations of Family Constitutions            Case Study: GMR group</p>
<p>Module 5 (12 Hours)            Family Philanthropy and Family Foundation: From Family Business to Family Offices and Foundations, Three measures of family business performance: Operations, Value Creation, Stewardship, Stewardship as the real measure of family business, The competitive advantage of Stewardship, The benefits of family philanthropy, CSR            Self-learning topics: Study of Family Business Foundations in India</p>

### 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	22FB403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. Understand the importance of Succession Planning in Family Business
2. Discuss Challenges for Succession Planning
3. Explain the Process of Succession Planning in Family Business

<p>Module 1</p> <p>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</p>	(12 Hours)
<p>Module 2</p> <p>Succession Paradox: Resistance to Developing Successors, Succession within the family vs Outsidethe family, The four developmental stages of family business, Family Dreams, Preparing the family for a successful transition, Family tensions, Sowing the seeds. Self-learning topic: A family CEO versus nonfamily CEO</p>	(12 Hours)
<p>Module 3</p> <p>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</p>	(12 Hours)
<p>Module 4</p> <p>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</p>	(12 Hours)
<p>Module 5</p> <p>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</p>	(12 Hours)

### Text Books:

1. Ivan Lansberg (1999), Succeeding Generations- Realising the dream of families in business, Harvard Business School Press.
2. Craig E Aronoff et.al., (2011), A family business publication, Family Business Succession, Palgrave Macmillan.  
Patricia Annino et.al., (2009), Women in Family Business, Patricia, Thomas & Synthia
3. Lee Hausner et. al., (2009), The Legacy Family, Palgrave Macmillan.

4. Peter Leach, South Asian Edition (2010), Family Businesses: The Essentials, Profile BooksLtd.

E-resources (NPTEL/SWAYAM etc.)

1. <https://journals.sagepub.com/home/fbr>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Course Learning Outcomes (CO's)

	CO's
CO1	Outline the importance of Succession Planning in FamilyBusiness
CO2	Identify Continuity Dilemma
CO3	Develop Succession Planning Process
CO4	Analyze Overcoming barriers in succession planning
CO5	Identify Role of Women in Family Business

## MICRO, SMALL AND MEDIUM ENTERPRISES

Course Code	22FB404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. Understand the role and importance of MSMEs
2. Explain the recent policy initiatives and other reforms with reference to MSMEs
3. Discuss the Eco-system for promoting MSMEs in India

Module 1	(12 Hours)
MSME: Evolution, Concepts, Definition, Characteristics, Importance, Role and Significance. Contribution of MSMEs in economic development, Establishing MSME's, Growth and Development of MSME's in India, Problems and Prospects for MSMEs Self-learning topic: SMEs in other countries	
Module 2	(12 Hours)
MSMEs Policy and Regulatory Frame Work: Government policy initiatives for MSMEs, Major initiatives taken by Indian Government for MSMEs, Factoring, and Current Schemes for MSMEs, MSME union budget provisions, Make in India, Legislations regarding MSMEs. Self-learning topic: Make in India	
Module 3	(12 Hours)
Institutional Framework and MSME Financing: Organisational Set up, DC-MSME, Central government institutions-SIDO, Ni-Msme, KVIC, the coir board, NSIC, SIDBI, MSME-TC, TRs/TDI, MSME-TDC, State Level Institutions, MUDRA Bank, DIC, SFCs, SIDC/SIIC, SSIDC Self-learning topic: Role and functions of Credit Guarantee Trust for Small Industries.	
Module 4	(12 Hours)
MSME Development: Clusters, types of clusters, role of clusters, setting up of clusters, approach to develop cluster strategies, virtual clusters, measuring cluster development, Successful clusters in India and Across the globe Self-learning topic: Advantages and Disadvantages of clusters	
Module 5	(12 Hours)
MSME: Rehabilitation: Definition of sickness, Sickness in MSMEs, Symptoms, warning signals, causes of sickness, diagnosis and prescription, Framework to detect sickness, rehabilitation, restructuring, NPA, revival and rehabilitation under companies act 2013, legal aspects, relief's and concessions for rehabilitation of potentially viable units, Self-learning topic: Future of MSMEs	

### Text Books:

1. Micro, Small and Medium Enterprises in India (2017), Indian Institute of Banking & Finance, Taxmann
2. S P Singh (2018), Guidelines for Micro Small and Medium Enterprises Development in India
3. Mitali Chinara (2017), Micro Small & Medium Enterprises in emerging India

### Reference Books:

1. Jaynal Ud-Din Ahmed (2014), Micro Small and Medium Enterprises in India: 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	22FB405	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To introduce the students on the fundamentals of social entrepreneurship and the 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	(12 Hours)
Concepts of Social Entrepreneurship: The characteristics of social entrepreneurs, Scope for social entrepreneurship in India and enterprise creation, the four distinctions of social entrepreneurship, Social change, social value and social value creation. Self-learning topic: Role of Stakeholders in Social value creation	
Module 2	(12 Hours)
Social Innovation: Definition, Concepts of Social innovation, Drivers of Social innovation, Social innovation process, Problem and Problem mapping, Social innovation in India, Social innovation model, Opportunities for social entrepreneurs, assessing and prioritizing opportunities, Recent examples of social innovation. Self-learning topic: Technology and innovation for social change.	
Module 3	(12 Hours)
Forms of Social Enterprises : Profit and non-profit proprietorships, partnership, company, Non-Governmental Organisation, Society, trust and Company (sec 25) registration, Factors determining selection of forms of registration, CSR funds, Private Public Partnership. Self-learning topic: Social Capital	
Module 4	(12 Hours)
Models of Social Enterprise : Social Business Model Canvas, Nine Business Models for social enterprises - The Entrepreneur Support Model, The Market Intermediary Model, The Employment Model, The Fee-for-Service Model, The Low-income Client Model, The Cooperative Model, The Market Linkage Model, The Service Subsidization Model, The Organisational support model. Self-learning topic: Choosing business model for Social Enterprise.	
Module 5	(12 Hours)
Successful Social Entrepreneurship Initiatives: Grameen Bank, Aravind Eye Care, TERI, AMUL, SEWA, Ashoka, Jaipur Foot, SELCO, Childline, Goonj, SHEF, Pipal Tree, Self-learning topic: Importance of Social media for Social Enterprises	

### Text Books:

1. Teresa Chahine, (2016), Introduction to Social Entrepreneurship, CRC Press
2. Ryzard Praszquier 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\\_sM3ZYIiw1I](https://www.youtube.com/watch?v=k_sM3ZYIiw1I),  
<https://www.youtube.com/watch?v=fo5JwX3Qwkw>

#### Course Learning Outcomes (CO's)

	CO's
CO1	Explain the concepts of social entrepreneurship
CO2	Develop Problem map to Social Problems
CO3	Classify Forms of Social Enterprises
CO4	Develop Social Enterprise model and plan
CO5	Identify Successful Social Enterprises



## FINANCE

### BEHAVIORAL AND PERSONAL FINANCE

Course Code	22FM401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

#### Course Objectives:

This course will cover the behavioral aspects of financial decision making and personal finance planning.

The students shall be introduced to the theoretical, mathematical, and empirical underpinnings of anomalies and biases that investors face in financial markets.

The course will help students focus on the behavioral approach of investment and personal financial planning.

<p><b>MODULE: 1</b> (12 hours)</p> <p>Introduction to behavioral economics and finance:            Foundations of Finance I: Expected Utility Theory, Neoclassical Economics, Economics of Decision Making, Decision Making Under Risk and Uncertainty, Expected Utility Theory, Prospect Theory, Framing, and Mental Accounting, Challenges to Market Efficiency</p>
<p><b>MODULE: 2</b> (12 hours)</p> <p>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</p>
<p><b>MODULE: 3</b> (12 hours)</p> <p>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</p>
<p><b>MODULE: 4</b> (12 hours)</p> <p>Basics of personal finance, financial planning, and budgeting            Investment decision making and behavioral finance:            Valuation of Financial Assets, Portfolio Return and Risk, Personal Financial Goals, Planning Personal Finances, Cash Flow Statement, Personal Balance Sheet, Taxes and Financial Planning</p>
<p><b>MODULE: 5</b> (10 hours)</p> <p>Investment strategies for individual investors.            Portfolios for Individual Investors, Investment Alternatives for Individual Investors, Investing in Mutual Funds, Fixed Income Investments            Purchasing decisions, consumer credit and related issues:            Purchasing Decisions, Consumer Credit Decisions, Loans and Amortization. Credit Card as Source of Consumer Credit</p>

Recommended Readings:  
 Essential

1. Behavioral Finance: Psychology, Decision-Making and Markets, L. F. Ackert and R. Deaves, South-Western College Publication.
2. Personal Finance (11th ed.), Jack Kapoor, Les Dlabay and R. J. Hughes, McGraw Hill.

Suggested Reading:

1. Investor Behavior: The Psychology of Financial Planning and Investing, H K Baker and V Ricciardi, Wiley, 2018.
2. Personal Finance (11th ed.), Jack Kapoor, Les Dlabay and R. J. Hughes, McGraw Hill.
3. Behavioral Finance, William Forbes, Wiley, 2009.

Course Learning Outcomes (CO's)

	CO's
CO1	Know Economics of Decision Making and understand Prospect Theory and Behavioral Biases
CO2	To know and understand beliefs, biases and heuristics in financial markets and Basics of personal finance and financial planning
CO3	Understand the Implications of Heuristics and Biases for Financial Decision-Making
CO4	To know and understand Investment decision making Personal Financial Goals and Planning Personal Finances
CO5	To understand & apply Investment strategies for individual investors and the concept of Purchasing decisions, consumer credit and related issues

## INSURANCE MANAGEMENT

Course Code	22FM402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To familiarize the students with basics of insurance.
2. To provide exposure to students about different categories of insurance
3. To make students conversant with various aspects of insurance underwriting
4. To enable the students in understanding insurance claim settlement process.

Module 1- 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	(12 Hours)
Module II - Life Insurance and its Practice in India- Structure of Indian Life Insurance Market, Risks, Types of Risks and Characteristics of Insurable Risks, Perils, Hazards. Life Insurance- Advantages of Life insurance, Terminologies in Life Insurance. Life Insurance Products –Term Insurance, Endowment Policy, Whole-Life Policy, Child Policy, Unit Linked Insurance Policy and other relevant products and Tax benefits. Self-Learning Topic: Advantages of Life insurance	(14 Hours)
Module III - General Insurance- 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	(12 Hours)
Module IV - Underwriting & Policy Conditions- Meaning of Underwriting, Underwriting Process, Underwriting Considerations, Renewals, and Lapse, Paid up value, Surrender value, Loans, Nomination and Assignment. Self-Learning Topic: Underwriting Considerations	(08 Hours)
Module V - Claims Procedure: 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)	(14 Hours)

### Recommended Books :

1. Insurance Products- Taxmann Publications Pvt. Ltd.
2. Elements of Banking and Insurance, Jyotsna Sethi, Nishwan Bhatia. PHI Learning Pvt. Ltd.

#### Reference Books

1. Insurance and Risk Management, P.K.Gupta, Himalaya Publishing House
2. Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand
3. Principles of Insurance Management, Neelam Gulati, Excel Books

#### Course Learning Outcomes (CO's)

	CO's
CO1	Explain the concepts pertaining to life insurance and general insurance covered in the course.
CO2	Identify the key elements of the life insurance and general insurance products and services.
CO3	Compare and contrast insurance plans
CO4	Design the life insurance cover strategy for clients.
CO5	Identify the compliance procedure required for acquiring the policy and claim settlement.

## INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	22FM403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives :

1. To provide an understanding of the international economic and financial environment
2. To describe foreign exchange management.
3. To offer an understanding of the financial management aspects of the MNC

Module 1	(12 Hours)
Introduction To IFM Overview; Importance; Nature & Scope; International Business Methods; Fundamentals of Balance of Payments (BoP); Accounting Components of BOP; BoP Equilibrium & Disequilibrium; Trade Deficits; Capital Account Convertibility; Problems on BoP Self-Learning: study the BoP Statistics of India for the last five year & present the analysis in the class.	
Module 2	(08 Hours)
International Monetary System Gold Standard; Bretton Woods System; Exchange Rate Regimes – Fixed, Floating, Dirty Float, Economic and Monetary Union; IMF; World Bank; ADB Self-Learning: Study the exchange rate regimes of US, UK, France, Germany & India	
Module 3	(10 Hours)
International Financial Markets and Instruments Foreign Portfolio Investment; International Bond & Equity Market; GDR, ADR, IDR, Foreign Bonds & Eurobonds, International Money Markets; Financing of Foreign Trade; Payment Methods for International Trade; Prepayment; Letters of Credit; Drafts; Consignment; Open Account. etc. Self-Learning: study the payment methods followed by Importers & Exporters.	
Module 4	(18 Hours)
Exchange Rates & Risk Management Structure of Forex Market; Foreign Exchange Rates and Quotations – Direct, Indirect, Conversion of Indirect into Direct quote; Bid-Ask Spread; Forward Quote; Premium/Discount on Forward; Conversion of Points into Outright Rates; Cross Rates; Determination and forecasting of Forex rates - Law of one price - Purchasing power parity - Interest Rate Parity. Currency Hedging; Money Market Hedge Forwards/Futures Hedge and Options Hedge; Exchange Risk Mgt. Transaction Exposure; Translation and Economic Exposure Self-Learning: study the impact of exchange rate movement on the firm profitability	
Module 5	(12 Hours)
International Capital Budgeting Concepts & Evaluation of a Project; International Capital Structure & Cost of Capital; Multilateral Netting; MNC capital budgeting techniques Self-Learning: Study the various modes of International Finance	

### RECOMMENDED BOOKS:

1. International Financial Management – Madhu Vij, Excel Books
2. International Financial Management - Jain, Peyrard & Yadav, Macmillan

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIAL:

1. International Financial Management, Jeff Madura, Cengage Learning
2. International Financial Management, Apte P. G, TMH
3. International Finance Management - Eun & Resnick, Tata McGraw Hill
4. Multinational Financial Management, Alan C. Shapiro, John Wiley

Course Learning Outcomes (CO's)

	CO's
CO1	Describe the various methods of international Business and Construct the BOP
CO2	Describe the evolution of EMS, pros & cons of Economic Union and identify the role of IMF, World Bank & ADB in International Economy
CO3	Define various instruments, evaluate different strategies adopted during international investment by MNCs & compare the different international payment methods
CO4	Analyse forex quotes, Predict Bid-Ask Spread, ascertain Cross Rates & build the CIP Opportunities & hedging strategies
CO5	Analyse the capital budgeting strategies for MNCs

## MERCHANT BANKING AND FINANCIAL SERVICES

Course Code	22FM404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To provide an understanding of the functioning of merchant banks
2. To provide an understanding of the financial services
3. To understand the role of financial services in overall financial system.

<p>MODULE:1 hours)</p> <p>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.</p> <p>Underwriting: Concept, SEBI Guidelines, Service offered</p> <p>Depository Services: Concept, Depository Participants, SEBI, Guidelines, Service offered,</p> <p>Banker to Issue: Concept, SEBI Guidelines, Service offered,</p> <p>Brokerage Services: Concept, SEBI Guidelines, Service offered, Market Players</p>	(12
<p>MODULE:2</p> <p>Leasing and Hire purchase</p> <p>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)</p> <p>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.</p>	(14 hours)
<p>MODULE:3 hours)</p> <p>Factoring: Theoretical framework, functions, Types of Factoring mechanism, advantages, Factoring v/s bill discounting, Factoring in India. Problems on factoring.</p> <p>Forfaiting: Advantages and evaluation, characteristics, benefits, difference between factoring and forfaiting, forfeiting in India</p>	(10
<p>MODULE:4</p> <p>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.</p> <p>Securitization: Meaning, Features, Special Purpose Vehicle, asset securitization, asset characteristics, Application and Benefits of Securitization, Issues in Securitization.</p> <p>Asset Reconstruction Companies.</p> <p>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)</p>	(12 hours)

MODULE:5

(12

hours)

Other Financial Services (Basic Concepts)

Investment Banking Services, Corporate Restructuring Services, Advisory Services, Wealth Management Services, Tax Planning Services, Asset Management, Hedge Fund Management, Private Equity, Venture Capital, Portfolio Management, Equity Research, Loan Syndication, Consumer Finance: Definition, types, sources of consumer finance, mode, demand, products covered for consumer finance, terms of finance, consumer finance insurance, consumer credit scores, Advantages of consumer finance, Installment credit system.

Recommended Books:

1. Financial services, MY Khan, Mc Graw Hill.
2. Financial services and system Dr. Gurusamy, Tata McGraw Hill

Reference Books and Materials:

1. Indian Financial System – Bharati V. Pathak, Pearson Education
2. Financial Markets and Services – Gordon & Natarajan, Himalaya publishing.
3. Indian Financial System – Machiraju, Vikas, 2010

Course Learning Outcomes (CO's)

	CO's
CO1	Know and understand Functions of merchant banking
CO2	Understand Leasing and Hire Purchase, Financial evaluation of leasing & Hire Purchase using various methods
CO3	Understand Theoretical framework and functions of Factoring and Forfeiting
CO4	Understand the Process of credit rating of financial instruments, Process of Securitization & features of Housing Finance
CO5	Understand other financial services & Consumer Finance



## PROJECT APPRAISAL PLANNING AND CONTROL

Course Code	22FM405	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To screen and assess project ideas.
2. To plan, appraise and evaluate implementation of a project
3. To assess financial and social risk concerned with project implementation.
4. To understand various aspects of project management

<p>Module 1 (12 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).</p> <p>Self-learning topics: Capital Budgeting concept</p>
<p>Module 2 (12 Hours)                      Market and demand analysis - Technical analysis (steps to be discussed in detail). Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet. Project cash flows: Appraisal criteria: Net Present Value – benefit cost ratio –internal rate of returns urgency – payback period – accounting rate of returns– investment appraisal in practice. (Theory &amp; Problems).</p>
<p>Module 3 (12 Hours)                      Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis – Monte Carlo simulation – Decision tree analysis –selection of projects under risk – risk analysis in practice.</p>
<p>Module 4 (12 Hours)                      Social Cost Benefit Analysis (SCBA): 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 – informational asymmetry and capital budgeting – organizational considerations. (Theory &amp; Problems).</p> <p>Self-learning topics: Qualitative Factors in Capital budgeting</p>
<p>Module 5 (08 Hours)                      Forms of project organization – project planning –project control – human aspects of project management – prerequisites for successful project implementation. Introduction, network construction - rules, Fulkerson’s rule for numbering the events, Critical path method to find the expected completion time of a project, floats; PERT for finding expected duration of an activity and project, determining the probability of completing a project, predicting the completion time of project;</p>

### Text Books:

1. Prasanna Chandra, Project Planning: Analysis, Selection, Implementation and Review , Tata

McGraw Hill, 2011.

2. Narendra Singh, Project Management and Control, 2/e, HPH, 2003.

3. Bhavesh M. Patel Project Management, 2/e, Vikas Publication

Reference Books:

1. Nicholas, John, Project Management for Business and Technology: Principles and Practice, 2/e, Pearson.

2. Gray& Larson, Project Management: The Managerial Process TMH, 2011

Course Learning Outcomes (CO's)

	CO's
CO1	Appraise the process of project planning
CO2	Apply Financial and technical analysis in project planning
CO3	Analyze the risk of the project
CO4	Appraise the issue of social cost benefit analysis
CO5	Evaluate the project time and apply techniques to reduce the completion time

**HUMAN RESOURCES**  
**COMPENSATION AND BENEFITS MANAGEMENT**

Course Code	22HR401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

Course Objectives :

1. To learn basic compensation concepts and the context of compensation practice
2. To illustrate different ways to strengthen the pay-for-performance link.
3. To learn the concepts of payment and employee benefits issues for different categories 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

<p><b>MODULE 1 THEORETICAL ASPECT OF COMPENSATION AND REWARDS</b> (8 Hours)            Concept of Compensation, Dimensions of Compensation, Economic and Motivational/Behavioral Theories of Wages, Essential qualities of an effective Compensation Policy, Concept of Total Rewards and Total Returns (Milkovich et.al)            Self- Learning Topic: - Compensation Policy of an organization of students' choice</p>
<p><b>MODULE 2 COMPENSATION ADMINISTRATION AT NATIONAL LEVEL</b> (12 Hours)            Legal Framework for Wage and Salaries in Indian Context (Wages, Social Security and Compensation as per concerned Indian Labour Legislations and Companies Act 2013 for Managerial Remuneration), Institutional Mechanism for Wage/Salary Determination-Wage Board, Pay Commissions, Role of International Labour Organization, Implication of present Income Tax Rules on employee compensation (Employee and Employer Perspective)            Self-Learning topic : The Code on Wages 2019 under New Labour Codes of India</p>
<p><b>MODULE 3 COMPENSATION ADMINISTRATION AT ORGANIZATIONAL LEVEL</b> (12 Hours)            Compensation Surveys, Compensation Strategy, Internal Equity and External Parity, Introduction to nature and objectives of Job Evaluation; Job Evaluation Methods, Classification of Rewards; Incentives and its objectives, Determinants of incentives using various methods (Halsey Plan, Rowan Plan, The Bedaux Point System etc); Wage Incentives in India; Equity and Bonus; Profit Sharing/Gain Sharing &amp; Stock Options;            Self-Learning Topic: - Hay Plan/Performance-Linked Compensation</p>
<p><b>MODULE 4 BENEFIT PROGRAMS AND EXECUTIVE COMPENSATION</b> (12hours)            Introduction to Benefit Programs; Management &amp; Administration of Benefits &amp; Services; Fringe Benefits, Executive Compensation; Planning Compensation for Executives, Knowledge Workers and Sales staff, Cafeteria Style of Compensation</p>
<p><b>MODULE 5 CHALLENGES FACING EMPLOYEE COMPENSATION</b> (12 Hours)            Ethical Issues, Job Market-Availability/Scarcity of manpower, Competition, Mobility of Talent,</p>

Text Books:

1. Compensation and Reward Management – by B. D. Singh, Excel Books

Reference Books:

1. Compensation Management Paperback –, 2014, Dipak Kumar Bhattacharyya
2. Strategic Compensation: A Human Resource Management approach - Joseph J. Martocchio
3. Performance Appraisal, And Compensation Management, Dewakar Goel, PHI Learning, NewDelhi.
4. Compensation Management in a knowledge-based world – Richard I. Henderson
5. The Compensation Handbook, Sixth Edition: A State-Of-The-Art Guide to CompensationStrategy and Design – Lance A. Berger

E-resources (NPTEL/SWAYAM etc.)

1. [www.simpliance.com](http://www.simpliance.com)

Course Learning Outcomes (CO's)

	CO's
CO1	State the significance of employee benefits to both employers and employees
CO2	Evaluate a benefits package that supports the organization's strategy in line with HRM cost-containment policies and practices
CO3	Recommend actions based on results of the compensation analysis and design compensation schemes that are cost effective, that increase productivity of the work force, and comply with the legal framework
CO4	Explain their understanding of the administrative complexities of providing a full array of benefits to employees and the ways and means of delivering these benefits
CO5	Appraise a job-based compensation scheme that is consistent with organizational goals, mission and values, and at the same time linked to the labour market, Understand tax planning

## GLOBAL PERSPECTIVES IN HRM

Course Code	22HR402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. Critically analyse the impact of contemporary issues and global imperatives on Human Resource concepts, policies and practices in multinational organizations.
2. Compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.
3. Apply concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees and expatriate failures on international assignments.

<p>Module 1 Introduction to GHRM (12 Hours)                      Introduction to GHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of GHRM. Difference between GHRM and Domestic HRM. Models of GHRM-Matching model, Harvard Model, Contextual Model, and 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies.                      Case Study: Development of GHRM.</p>
<p>Module 2 Strategies for International Growth (12 Hours)                      Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, and the challenges of localization. Managing alliances and joint ventures.                      Self-learning topic: Localization and its significance.</p>
<p>Module 3 International Workforce planning and staffing (12 Hours)                      Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training &amp; development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.                      Self-learning topic: Training and Development in global companies</p>
<p>Module 4 Developing Global mindset (12 Hours)                      Performance Management in GHRM, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices, Cross cultural issues, workforce diversity – issues and challenges.                      Self-learning topic: Country specific performance management practices</p>
<p>Module 5 International Compensation and International Employment Laws (12 Hours)                      International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions. Immigration compliance, Indian laws for expatriates.                      Self-learning topic: International Labour courts</p>

Text Books:

1. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.
2. Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e
3. Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e

Reference Books:

1. International Human Resource Management: Policies and Practices By Dennis Briscoe, Randall Schuler, Ibraiz Tarique, Taylor & Francis, 4/e, 2012
2. International Human Resource Management - Anne-Wil Harzing, Joris Van Ruysseveldt - SAGE, 2004

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.youtube.com/watch?v=RRdKQhS2CLc>

Course Learning Outcomes (CO's)

	CO's
CO1	Comprehend & distinguish the differences between domestic HRM and GHRM
CO2	Demonstrate an understanding of HRM from the global perspective
CO3	Analyse the impact and implications of contemporary HR perspectives of on HR practices and policies.
CO4	Adapt to the expectations and standards of global companies and prepared to take executory and leadership roles.
CO5	Able to understand Global HR operations and get familiar with International HR complexities

## HR ANALYTICS

Course Code	22HR403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives :

1. To enable the student to understand how the HR function can add value and demonstrate the value in business terms
2. To equip the students to develop SMART (Simple, measurable, attainable, realistic/, relevant, time bound) targets and identify business contributions of the HR function
3. To learn importance of reliability, validity, and accurate measurement
4. To understand how to conduct reliable and valid research projects vis-à-vis calculating the costs of various HR processes

**MODULE 1 HR Analytics in Perspective:** (12 Hours)  
 Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey, Understanding the organizational system (Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system, Typical problems.

**MODULE 2 HRA Frameworks:** (12 Hours)  
 Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent ship Framework, 5 overarching components of an effective Analytics framework.

**Module 3 Basics of HR Analytics and Predictive Analytics** (12 Hours)  
 Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.

**MODULE 4 HR METRICS** (12 Hours)  
 Staffing Metrics (4 Hrs.) Skill based Why managers need to pay attention to recruitment? What are the expectations from recruitment from organizational/managerial perspective? Recruiting tools and practices – a quick audit, How and when to measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push model (Markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.  
 Development Metrics (4 Hrs.) Skill based Training ROI, measuring employee satisfaction, attitude measurement and survey, Training evaluation models, tracking the value of career management, measurement, Performance metrics, performance matrix – Shingo prize model, EFQM, and Baldrige criteria calculating 6 sigma, assessing the training organization, customer focused metrics, BSC, HR Scorecard, performance measurement using ranking and rating systems, scales for evaluation of performance, HR's role in value chain, HR Accounting.  
 Compensation Metrics (4 Hrs.) Skill based Connecting it to revenues and expenses, calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in Compensation – percentiles, cost benefit analysis, and comparators. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives.

Module 5 Statistical software used for HR analytics:

- MS-Excel, IBM- SPSS, (PRACTICAL)
- Theoretical introduction TO IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.

Text Books:

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014
3. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
4. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

Reference Books:

1. HR Analytics: The What, Why and How, by Tracey Smith
2. Bhattacharyya. Kumar, D. (2007). HR research methods. University Press.  
HR Metrics standards & glossary published by the HR metrics service. Version 6.3/Dec 2010  
HR metrics service, HR metrics Interpretation guide published by BC HRMA version 2.4 / December 20th 2010

E-resources (NPTEL/SWAYAM etc.)

Course Learning Outcomes (CO's)

	CO's
CO1	Have an understanding of How HR function adds value and demonstrates the value in business terms.
CO2	Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.
CO3	Convert soft factors in a people management context into measurable variables across various domains.
CO4	Devise, conduct and analyse a study on employees or any other related to the HR context in an organization
CO5	Will be able to prepare data dashboards and leverage the tools of Data Visualisation



## INTERPERSONAL EFFECTIVENESS

Course Code	22HR404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To understand the concept of Interpersonal effectiveness
2. To understand the role of interpersonal relationship in an organizational context
3. To discuss the process of Conflict Management & Negotiation

<p>Module 1 (14 Hours)</p> <p>Concept of Self and Personal Effectiveness: Meaning of Self-Concept, Self-Concept Theory, The elements of the Self-Concept Model, Self-Concept development stages, tools to assess/measure Self-Concept (Introduction to Psychometric tests-MBTI, FIRO-B and FIRO-F, Enneagram etc.), Emotional Intelligence, Personal effectiveness through Time Management and Spirituality. Self-learning topic: Understanding Self with Johari Window</p>
<p>Module 2 (14 Hours)</p> <p>Interpersonal Relationship: Meaning, Types, and Importance of Interpersonal relationship at workplace, factors affecting interpersonal relationships, Relationship Theories, Transactional Analysis, emotional intelligence: ability based E.I and Trait based E.I Self-learning topics: Basics of Group Dynamics</p>
<p>Module 3 (10 Hours)</p> <p>Conflict Management: Meaning of Conflict, Workplace Conflicts, Types of Conflicts Strategies to manage conflicts, Managing difficult people, Conflict Management Skills Self-learning topic: Significance of Leadership in managing Conflicts in organizations</p>
<p>Module 4 (12 Hours)</p> <p>Negotiation: Meaning, process of negotiation, Skills required for effective negotiations Self-learning topic: Application of “negotiation skills” in organizations</p>
<p>Module 5 (10 Hours)</p> <p>Interpersonal Skills: Importance of Interpersonal Skills in the organizational context, examples of interpersonal skills, Strategies to improve interpersonal skills, Persuasion, Influencing, Self-learning topic: Role of communication in enhancing interpersonal skills</p>

### Text Books:

1. Robert N. Lussier , Human Relations in organizations, 6/e, McGraw Hill Education.
2. Gallo, Amy, Harvard business review guide to dealing with conflict.
3. Weiss, Jeff., Harvard business review guide to negotiating,
4. Robbin, Stephen, Organizational Behaviour, by Pearson

### Reference Books:

1. Mishra Abhishek , Power of One : Personality and Self Development
2. Negotiation : closing deals, setting disputes, and making team decisions, Hames, David S., Sage Publication
3. Seven habits of highly effective people - Stephen R Covey, Pocket Books

E-resources (NPTEL/SWAYAM etc.)

1. <https://positivepsychology.com/self-concept/>
2. <https://www.peoplesmatters.in>
3. <https://www.hrkatha.com/>

Relevant Courses available on Swayam/NPTEL portals

#### Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate an understanding of the concept of "Interpersonal Effectiveness"
CO2	Make use of simple Self-Assessment tools like Johari Window to know more about self
CO3	Analyse various Conflict Management Strategies
CO4	Explain the process of negotiation
CO5	Explain the importance of interpersonal skills in the organizations

## ORGANIZATIONAL CHANGE & DEVELOPMENT

Course Code	22HR405	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To discuss the concept of Change and organizational improvement process through effective Change Management
2. To understand the Organizational Development Interventions
3. To discuss applications of Organizational Development in different organizational settings

Module 1 Organizational Change: Philosophy of Organizational Change, Nature of Change, Types of Change, Importance, Imperative and Impact of Change Self-learning topic: Organizational Systems, Structure and Design	(10 Hours)
Module 2 Managing Organizational Change: Change Management Process, Role of Change Agents, Competencies of an effective Change Agent, Theories of Planned Change (Lewin's Three Stage Change Model, Action Research Model, Appreciative Inquiry (AI) Model Self-learning topic: Impact of Culture and Leadership on Change Management Process	(12 Hours)
Module 3 Organizational Development (OD): Concept of OD, Process of OD OD Models: Force Field Analysis, Leavitt's Model, Action Research, Weisbord's Six Box, Model, McKinsey's 7-S Framework, Open System Theory, TPC Framework Self-learning topic: History and evolution of OD	(12 Hours)
Module 4 OD Interventions: Human Process Interventions, Techno-structural Interventions, HRM Interventions, Strategic Change Interventions Self-learning topic: Overview of Globalization and its impact on OD	(16 Hours)
Module 5 Applications of OD: OD in different types of organizational settings (Family Businesses, Public/Private Sector, Non-Profit Organizations etc.) Recent trends in OD Self-learning topic: Relevance of OD in current business environment	(10 Hours)

### Text Books:

1. Dipak Kumar Bhattacharyya, Organizational Change and Development, OUP India; Edition(2011)
2. Thomas G. Cummings | Christopher G. Worley, Organization Development and Change, Cengage Learning
3. Donald L. Anderson, Organization Development: The Process of Leading Organizational Change, Fourth Edition, Sage Publishing
4. Ratan Raina, Change Management and Organizational Development, Sage Publishing

### Reference Books:

1. Kavita Singh, Organisation Change and Development, Excel Books (2010)  
Tupper F. Cawsey, Gene Deszca, and Cynthia Ingols, *Organizational Change: An Action-Oriented Toolkit*, Third Edition, Sage Publishing
2. French & Bell, Organization Development :Behavioral Science Interventions for Organizational Improvement, Prentice Hall (2008)/ Pearson

Education; Sixth edition, (2017)

3. Robert A Paton, Change Management: A Guide to Effective Implementation, SAGE SouthAsia; Third edition (2008)

E-resources (NPTEL/SWAYAM etc.)

1. [https://onlinecourses.nptel.ac.in/noc20\\_mg16/course](https://onlinecourses.nptel.ac.in/noc20_mg16/course)

#### Course Learning Outcomes (CO's)

	CO's
CO1	Explain the impact of Change in the organizational context
CO2	Analyse the Change Management Process
CO3	Compare various Organization Development Models
CO4	Explain various OD interventions
CO5	Analyse the application of OD in different types of Organizations

**INFORMATION TECHNOLOGY  
CLOUD COMPUTING**

Course Code	22IT401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60 Hrs.	SEE Duration	2 Hours

Course Objectives:

1. To study the cloud computing technology
2. To learn how to use Cloud Services.

Module 1	(13 Hours)
Cloud Computing : Overview, Applications, Intranet and the Cloud, First Movers on the cloud, the need for Cloud Computing, Benefits of cloud Computing, Limitations of the Cloud Computing, security concerns and regulatory issues, over view of different cloud computing applications which are implemented, Business case for implementing a Cloud.	
Module 2	(13 Hours)
Cloud Computing Technologies: Hardware and Infrastructure: Clients, Security, Network, Services Accessing the Clouds: Platforms, WEB applications, WEB APIS, WB Browsers Cloud Storage: Overview, Storage provides, Cloud Standards: Applications, Client, Infrastructure, Services.	
Module 3	(14 Hours)
Cloud Computing Mechanisms : Software as a service: Overview, Driving Forces, Company offerings, Industries, Software + services: Overview, Mobile Device Integration, Providers, Microsoft Online Application development: Google, Microsoft, Intuit Quick base, Cast Iron Cloud, Bungee Connect, Development Platforms : Google, Sales Force, Azure, Trouble shooting, Application management. Local Clouds: Virtualization, server solutions, Thin Clients Migrating to the clouds: Cloud services for individuals, Mid - market, and Enterprise wide, Migration, best practices, analysing the service.	
Module 4	(10 Hours)
Using Cloud Services : Collaborating on Calendars, Schedules, and Task Management, Collaborating on Event management, Collaborating on Contact management, collaborating on ProjectManagement, Collaborating on Word Processing, Collaborating on Spread sheets, Collaborating on Databases, Collaborating on presentations, Storing and sharing Files and other online content, sharing Digital Photographs,	
Module 5	(10 Hours)
Controlling the collaborations with Web – Based Desktops Online Collaborations: Collaborating Via WEB based communication Tools, Collaborating Via Social Networks and Groupware, collaborating Via Blogs and Wikis.	

Text Books:

1. Anthony T Velte, Toby J Velte, Robert Elsenpeter , (2009), Cloud Computing a practical approach, 1st Edition, Tata McGraw – HILL
2. Michael Miller, (2009), Cloud Computing - Web Based application, 1st Edition, Pearson Education.
3. Rajkumar Buyya, Christian Vecchiola, and Thamarai Selvi Mastering Cloud Computing McGraw Hill Education

Reference Books:

1. Judith Hurwitz, Bloor Robin, Marcia Kaufman & Fern Halper.(2009), Cloud Computing ForDummies.1st Edition, Wiley.
2. David S. Linthicum, (2009), Cloud Computing and SOA Convergence in Your Enterprise, 1stEdition, Addison Wesley Information Technology Series.
3. Dan Kusnetzky, (2011). Virtualization: A Manager's Guide, 1st Edition ,O'Reilly

Course Learning Outcomes (CO's)

	CO's
CO1	Define the concepts, characteristics, delivery models and benefits of cloud computing
CO2	Describe the key technical and organisational challenges
CO3	Discuss the deployment of cloud services
CO4	Interpret the various types of cloud models
CO5	Explain how the collaborations with Web are handled

## INFORMATION TECHNOLOGY

Course Code	22IT402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To study the evolution of storage and implementation models
2. To expose students to Storage network design principles
3. To study how to Backup, Business Continuity, and Disaster Recovery principles

<p><b>Module 1</b> <span style="float: right;">(13 Hours)</span>  <b>Introduction to Storage Technology:</b> Data proliferation and the varying value of data with time &amp; usage, Sources of data and states of data creation, Data centre requirements and evolution to accommodate storage needs. Overview of basic storage management skills and activities, The five pillars of technology, Overview of storage infrastructure components, Evolution of storage, Information Lifecycle Management concept, Data categorization within an enterprise, Storage and Regulations.</p>
<p><b>Module 2</b> <span style="float: right;">(12 Hours)</span>  <b>Intelligent disk subsystems overview,</b> Contrast of integrated vs. modular arrays, Component architecture of intelligent disk subsystems, Disk physical structure- components, properties, performance, and specifications, Logical partitioning of disks.</p>
<p><b>Module 3</b> <span style="float: right;">(12 Hours)</span>  <b>Data Protection - RAID:</b> RAID Implementation Methods, RAID Array Components, RAID Techniques, RAID Levels, RAID Impact on Disk Performance, RAID Comparison.</p>
<p><b>Module 4</b> <span style="float: right;">(10 Hours)</span>  <b>Introduction to Business Continuity:</b> Information Availability, BC Terminology, BC Planning Life Cycle, Failure Analysis, Business Impact Analysis, BC Technology Solutions , Disaster Recovery principles &amp; techniques, Key management metrics (thresholds, availability, capacity, security, performance),</p>
<p><b>Module 5</b> <span style="float: right;">(13 Hours)</span>  <b>Replication and Security:</b> Replication Terminology, Uses of Local Replicas, Replica Consistency, Local Replication Technologies, Tracking Changes to Source and Replica, Restore and Restart Considerations, Creating Multiple Replicas. Remote Replication: Modes of Remote Replication, Remote Replication Technologies. Securing Data Storage (Storage Security domains, Riskassessment Methodology, Security elements, threats against applications, Controlling user access to data, threats again backup , recovery and archive)</p>

### Text Books:

EMC Education Services, "Information Storage and Management", 2<sup>nd</sup> edition, Wiley India Publications, 2009.

1. Marc Farley Osborne, "Building Storage Networks", Tata McGraw Hill

Reference Books:

1. Robert Spalding, "Storage Networks: The Complete Reference", Tata McGraw Hill
2. Paul Massiglia, Richard Barker, "Storage Area Network Essentials: A Complete Guide to Understanding and Implementating SANs Paperback", 1st Edition, Wiley India Publications, 2008

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the requirements of Data centre requirements
CO2	Interpret the Data Protection methods of RAID and implementation methods
CO3	Describe the Disaster Recovery principles & techniques
CO4	Analyse the concept of local replication and remote replication technologies
CO5	Explain the Risk assessment Methodology and Controlling user access to data



## IT FOR BUSINESS

Course Code	22IT403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. Help students identify the risks associated with information.
2. Understand the models, tools, and techniques for enforcement of security with some emphasis on the use of cryptography.

Module 1	(12 Hours)
Introduction to Information Security: Definition - Secrecy and Confidentiality, Accuracy, Integrity and Authenticity - Security Threats - Vulnerabilities, Threats and Countermeasures - Firewall - Planning and Administration -Log analysis basic - Logging states - Security Information Management.	
Module 2	(13 Hours)
Ethical Hacking, Internet Foot Printing : Introduction, Evolution, Malicious Code, Mobile Code & Denial Of Service attack - Information Security Assessment Process - Network Stalking and Fingerprinting - Cracking the Shadow and Administrator - Privilege Escalation – Wireless Security and Review - RFID Hacking and Security Review - Spyware and Phishing.	
Module 3	(10 Hours)
Security Policy and Awareness: Security policy guidelines - Security awareness - People, Process and Technology - Physical Threats to the Information System – Information Infrastructure - Operating system fundamentals and security.	
Module 4	(13 Hours)
Access Control Systems and Methodology: Access Control Overview - Identification and Authentication Techniques - Access Control Techniques - Access Control Methodologies and Implementation - Access Control Administration - Access Control Working Process Attacks and Monitoring: Monitoring - Intrusion Detection - Penetration Testing - Methods of Attacks - Access Control Compensations - Security Testing Working Process.	
Module 5	(12 Hours)
Cyberspace and the Law: Introduction, Types of cyber crimes, Cyber Security Regulations, Roles of International Law, the state and Private Sector in Cyberspace, Cyber Security Standards. The INDIAN Cyberspace, National Cyber Security Policy 2013.	

### Text Books:

1. Mark Merkow, James Breithaupt, (2014). Information Security : Principles and Practices, 2nd Edition, Pearson Education.
2. Alfred Basta, Nadine Basta, Mary Brown, Ravinder Kumar, Cyber security & Cyber Laws, Cengage – 2018.
3. Nina Godbole, Sunit Belapure, Cyber Security, Wiley India 2011.

### Reference Books:

1. William Stallings, Cryptography and Network Security: Principles and Practices, 7th Edition, Pearson Education.
2. Charles P. Pfleeger and Shari Lawrence Pfleeger, Security in Computing , 5th Edition, PHI
3. Micki Krause, Harold F. Tipton, (2008). Handbook of Information Security Management, 6<sup>th</sup> Edition, CRC Press LLC,

Course Learning Outcomes (CO's)

	CO's
CO1	Develop basic understanding of security, cryptography, system attacks and defences against them.
CO2	Understand security technologies and policies to protect computers and digital Information.
CO3	List typical threats, attacks and exploits and the motivations behind them
CO4	Demonstrate how controls can be selected, deployed and tested to minimize risk and impact

## PYTHON FOR BEGINNERS

Course Code	22IT404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	3-0-1	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To study the syntax and semantics of Python programming language.
2. Explore the process of structuring the data using lists, tuples and dictionaries.
3. Demonstrate the use of built-in functions of Python

Module 1 Why should you learn to write programs, Variables, expressions and statements, Conditional execution, Flow control, Boolean Values, Comparison Operators, Boolean Operators, Mixing Boolean and Comparison Operators, Elements of Flow Control, Program Execution, Functions Lab Assignments	(12 Hours)
Module 2 Lists, The List Data Type, Working with Lists, Augmented Assignment Operators, Methods, Iteration, Strings, Files Lab Assignments	(12 Hours)
Module 3 Dictionaries and Structuring Data, The Dictionary Data Type, Pretty Printing, Using Data Structures to Model Real-World Things, Tuples, Regular Expressions Lab Assignments	(11 Hours)
Module 4 Classes and objects, Programmer-defined types, Attributes, Rectangles, Instances as return values, Objects are mutable, Copying, Classes and functions, Time, Pure functions, Modifiers, Prototyping versus planning, Classes and methods, Object-oriented features, Printing objects, Another example, A more complicated example, The init method, The_str_method, Operator overloading, Type-based dispatch, Polymorphism, Interface and implementation Lab Assignments	(14 Hours)
Module 5 Networked programs, Using Web Services, Using databases and SQLLab Assignments	(11 Hours)

### Text Books:

1. Mark Summerfield, Programming in Python 3: A Complete Introduction to the PythonLanguage, 2<sup>nd</sup> Edition, Pearson.
2. Martin C. Brown, Python: The Complete Reference(2018)

### Reference Books

1. Charles Dierbach, "Introduction to Computer Science Using Python", 1st Edition, Wiley IndiaPvt Ltd, 2015. ISBN-13: 978-8126556014
2. Gowrishankar S, Veena A, "Introduction to Python Programming", 1st Edition, CRCPress/Taylor & Francis, 2018. ISBN-13: 978-0815394372
3. Mark Lutz, "Programming Python", 4th Edition, O'Reilly Media, 2011. ISBN-13: 978-9350232873
4. Roberto Tamassia, Michael H Goldwasser, Michael T Goodrich, "Data Structures and Algorithms in Python", 1stEdition, Wiley India Pvt Ltd, 2016. ISBN-13: 978-8126562176

5. Reema Thareja, "Python Programming Using Problem Solving Approach", Oxford universitypress, 2017. ISBN-13: 978-0199480173

Course Learning Outcomes (CO's)

	CO's
CO1	Demonstrate proficiency in handling of loops and creation of functions using python programming.
CO2	Understand and demonstrate the methods to create and manipulate lists, tuples and dictionaries.
CO3	Identify the commonly used operations involving regular expressions and file system.
CO4	Interpret the concepts of Object-Oriented Programming as used in Python.
CO5	Learn the concepts of networked programs using python

## SOCIAL MEDIA AND WEB ANALYTICS

Course Code	22IT405	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To gain an understanding of social media analytics concepts, techniques, and tools.
2. To prepare social media analytics reports to inform executives/senior managers thereby impacting social media policy.

Module 1 Introduction to the course, The concept of Purchasing funnel in Marketing in Offline and Online world, Technical concepts about web medium, Definition and History of Web Analytics, Overview in different mediums of Web analytics Data collection methods in Web Analytics	(12 Hours)
Module 2 Web analytics tools: Clickstream analysis, A/B testing, online surveys, Web Crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis, Google Analytics. Google Analytics: Outcome data analysis and Web survey analysis, Metrics used in Web analysis, Pyramid Model of Web Analytics, Fundamentals of Social Networks.	(12 Hours)
Module 3 KPIs in Web Analytics, Common Metrics, Dimensions, Cross channel attribution models, Website Goals, Website Optimization, Email analytics, Facebook analytics.	(12 Hours)
Module 4 Analysing offline customer experiences, analysing mobile customer experiences, Mobile data collection, Mobile reporting & analysis. Emerging Analytics: Social, Mobile. Quantifying the impact of Twitter, analysing performance of videos.	(12 Hours)
Module 5 Sentimental analysis on Social media data, Topic Classification using user-generated content to inform marketing research and monitor brand image and other approaches for Topic modelling on Twitter. Data Attribution modelling, Case Studies	(12 Hours)

### Text Books:

1. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
2. Social Media Analytics: Techniques and Insights for Extracting Business Value Out of SocialMedia, Matthew Ganis, Avinash Kohirkar
3. Social Media Analytics: Techniques and Insights for Extracting Business, Matthew Ganis, Avinash Kohirkar, Value Out of Social Media , Pearson 2016

Reference Books

1. Social Media Metrics: How to Measure and Optimize Your Marketing Investment, Jim Sterne
2. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization (QueBiz-Tech), Oliver Blanchard
3. Social Media Analytics, Marshall Sponder

Course Learning Outcomes (CO's)

	CO's
CO1	Explain how social media data is obtained, analysed and visualized.
CO2	Construct social media analytics reports to inform executives/senior managers thereby impacting social mediapolicy.
CO3	Analyse how managers can make better strategic decision based on social media analytics.
CO4	Describe of social media analytics concepts, techniques, andtools.
CO5	Demonstrate the Web analytics tools

## MARKETING

### CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Course Code	22MA401	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

#### Course Objectives:

1. To understand the value, role, concepts, and principles of CRM.
2. To provide managerial insights into the process of forming, managing, and enhancing customer relationships

<p>Module: I <span style="float: right;">(12 Hours)</span></p> <p>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 &amp; Relationship marketing.</p> <p>Self-Learning Topic: Evolution and growth of CRM</p>
<p>Module II <span style="float: right;">(16 Hours)</span></p> <p>Building Customer Relationship – Relationship building as a process. IDIC framework, the ladder of loyalty, Bonding for customer relationship, Zero customer defections, CRM framework.</p> <p>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.</p> <p>CRM in services and CRM in B2B markets. Relation between TQM and CRM</p> <p>Self-Learning Topic: Customer value co-creation.</p>
<p>Module: III <span style="float: right;">(10 Hours)</span></p> <p>Managing the Customer Lifecycle - Customer Lifecycle. Strategies for the Customer acquisition stage, Customer retention stage, Customer development stage, and Customer Termination stage.</p> <p>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.</p>
<p>Module IV <span style="float: right;">( 12 Hours)</span></p> <p>Technology for Customer Relationship – Contact Center Technology (IVR, CTI, ACD), Customer Complaint Management Technology, Front Desk Management Technology.</p> <p>Data warehousing, Data Mining, Campaign Management, Marketing Automation, Sales Force Automation, Customer service, and support. CRM Companies Zoho, Salesforce.com, Oracle, HubSpot, etc.</p>
<p>Module: V <span style="float: right;">(10 Hours)</span></p> <p>Planning CRM Implementation: Framework for building CM strategy, building blocks of CRM, Preparing for CRM rollout, Challenges in CRM implementation.</p> <p>Applications in various industries: Manufacturing, banking, hospitality, and telecom sectors</p> <p>Self-Learning Topic: Ethical Issue in CRM.</p>

Text Books:

1. Customer Relationship Management Concept & Cases, Rai, Alok Kumar, Sinha, Chhabhi, Sharma, Rakesh, Prentice Hall of India Private Limited
2. Customer Relationship Management Concept & Technologies, Buttle, Francis, Prentice Hall of India Private Limited
3. Customer Relationship Management, Shanmugasundaram,S, Butterworth-Heinemann
4. Customer Relationship Management, A Strategic Perspective, Seth, Jagdish, Shainesh, G, Macmillan

Reference Books

1. Customer Relationship Management, Mukherjee, Kaushik, Prentice Hall of India Private Limited

Course Learning Outcomes (CO's)

	CO's
CO1	Explain the elements of Customer Relationship Management and the related concepts
CO2	Compare the types of CRM
CO3	Illustrate Strategies for different stages in the Customer Lifecycle
CO4	Outline the basic aspects of Technology for Customer Relationship Management
CO5	Demonstrate the use of CRM in manufacturing, banking, hospitality and telecom sectors



## INNOVATION MARKETING

Course Code	22MA402	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To understand the need for innovation in the competitive market
2. Learn to formulate innovation management strategies for the organizations
3. To know the process of globalizing innovation
4. To study and implement ICT for marketing innovations.

Module: I	(12 Hours)
Innovation a Key Source of Business : Defining Innovation. Need for innovation. Models of innovation. Sources & Transfer of Innovation. The link between innovative ideas, innovation and Marketing. Characteristics of Innovation. Innovation Management – an Introduction. Major Challenges of Innovation Management	
Module: I	(12 Hours )
New Product development & Innovation : Innovation & New Product Development. Innovation and Market – Innovation & Market Vision. Innovative New Products & Consumption patterns. Marketing Insights for innovation. Innovation Decision Process. Innovation Management of New Product development function. Organizing for new product development. New Service Innovation Self-Learning Topic: Introduction to IPR and Patent application process in India.	
Module: III	(12 Hours)
Innovation Diffusion Process: What is Diffusion? Four elements in diffusion of Innovation. Attributes of Innovation & Rate of Adoption. Adoption Process Adopter Categories. Opinion Leaders & Diffusion Network. Self-Learning Topic: Business Incubation platforms in India. (National Institute of Design, TiE, Sandbox)	
Module: IV	(12 Hours)
Brand Strategy: Capabilities, networks & platforms. Product Planning. The Competitive Environment. Managing brands & brand strategy. Launch & continuing improvement. Managing the mature products. Withdrawing the products.	
Module :V	(12 Hours)
Globalization of Innovation: Technological & Market Uncertainties. The role of Complementary Innovation. Methods of Globalization. Innovating for Emerging Markets - Entry Strategies. Role of ICT. Implementation – Technology Transfer & Commercialization, establishing co-opetition. Self-Learning Topic: Measurement of Innovation Marketing Performance	

Text Books:

1. Innovation Management & New Product Development – 4e – Pearson – Paul Trott
2. Innovation Management: Strategies, Implementation & Profits – Oxford University Press –Allan Afuah

Reference Books

1. Managing Innovation & New Product Development: concepts & Cases – PHI – MukeshChaturvedi, Aseem Kumar, Mohanlal Rahul
2. The Innovator’s Dilemma: when technologies cause firm to fail – HBR Press – Clayton M.Christensen
3. Diffusion of Innovations – 5e - Free Press – Everett M. Rogers

Course Learning Outcomes (CO’s)

	CO’s
CO1	Explain importance of innovation
CO2	Assess linkage between innovation, new productdevelopment & marketing.
CO3	Examine role of adopter categories and their role indiffusion process
CO4	Design brand strategies for innovation(product/services)
CO5	Evaluate process of globalization of innovation

## INTEGRATED MARKETING COMMUNICATION (IMC)

Course Code	22MA403	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. Introduce students to the basic concepts of Integrated Marketing Communications and 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

<p>Module: I <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module: II <span style="float: right;">(12 Hours)</span>            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</p>
<p>Module: III <span style="float: right;">(12 Hours)</span>            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.</p>
<p>Module: IV <span style="float: right;">(12 Hours)</span>            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.</p>

<p>Module: V (12 Hours)</p> <p>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.</p> <p>Self-Learning Topic: Social issues in Advertising.</p>
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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

## RURAL MARKETING

Course Code	22MA404	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To provide a conceptual understanding of Rural Marketing with special reference to the Indian context.
2. To create awareness about the applicability of the concepts, techniques, and, processes of marketing in rural contexts.
3. To familiarize with the special problems related to sales in rural markets.

Module I 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	(12 Hours)
Module II 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	(12 Hours)
Module III 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	(12 Hours)
Module IV 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	(12 Hours)
Module V 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.	(12 Hours)

### Text Books:

1. Rural Marketing, Pradeep Kashyap Second Edition, Pearson Publication

## Reference Books

1. Rural Marketing: by C S G Krishnamacharyulu & Lalitha Ramakrishnan Text and cases, 2nd edition, Pearson Publications.
2. Rural Marketing: Concepts and Practices, Author: Karminder Ghuman, Balram Dogra Publisher: Tata Mc Graw Hill Publishing.
3. Rural Marketing 1st Edition (English) 1st Edition Author: U C Mathur Publisher: Excel Books.
4. Rural Marketing 01 Editions, Author: Badi R V, Publisher: Variety Books.

## Course Learning Outcomes (CO's)

	CO's
CO1	Able to differentiate the characteristics of Indian rural markets and urban markets.
CO2	Able to identify complexities of rural consumer buying behaviour.
CO3	Able to analyze nuances of the rural marketing mix.
CO4	Able to analyze strategies adopted for rural markets.
CO5	Able to explain agricultural marketing challenges as well as the concept of social entrepreneurship

## STRATEGIC BRAND MANAGEMENT

Course Code	22MA405	Credits	4
Course type	DSE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	2 Hours

### Course Objectives:

1. To explore the various issues related to Brand Management
2. To understand and appreciate the important intangible strategic assets.

<p>Module: I (12 Hours)</p> <p>meaning, importance. Brand Vs. Product, Can anything be branded? - Goods, Services, Retailers, distributors, Online services, People, Organizations, Sports, Arts, Entertainment, Locations, properties, Ideas &amp; Cause, Branding Challenges and Opportunities, Strategic brand management process</p> <p>Brand &amp; Brand Management</p> <p>Brand</p>
<p>Module: II (12 Hours)</p> <p>Identifying and establishing brand positioning and value</p> <p>The Brand equity concept, sources of Brand equity, Steps in brand building - 4 steps CBBE model. Creating customer value (CRM, Customer Equity, Relationship of Customer Equity &amp; Brand Equity). Identifying and establishing brand positioning - basic concepts, target market, nature of competitions, POP &amp; POD, Positioning Guidelines - identifying &amp; communicating frame of reference, choosing POD, establishing POP &amp; POD, updating positioning over time.</p> <p>Mental Map, Brand Mantra</p>
<p>Brand Marketing Programme (12 Hours)</p> <p>Criteria for choosing brand elements, Options and tactics for brand elements, Brand Awareness, Brand Associations, Product Strategy - Perceived quality, after marketing; Relationship Marketing- Mass customization, One-to-one marketing, Permission marketing</p> <p>Pricing Strategy - Consumer price perceptions, Value pricing</p> <p>Channel Strategy - Channel Design, Direct Channels, Indirect Channels, Online strategies.</p> <p>IMC for branding - Marketing communication options, Criteria for IMC Programs - coverage, contribution, commonality, complementarily, versatility, cost.</p> <p>Leveraging secondary brand associations to build brand equity</p>
<p>Module: IV (12 Hours)</p> <p>Measuring brand performance</p> <p>Designing brand tracking studies – what to track, how to conduct tracking studies, how to interpret tracking studies.</p> <p>Measuring sources of brand equity – Qualitative techniques (free association, projective techniques, brand personality and values), Quantitative techniques (Brand awareness, Brand Image, Brand Response, Brand Relationship)</p>

