



"Empowering Minds to Elevate Lives."

Shree Chanakya Education Society's

INDIRA INSTITUTE OF MANAGEMENT

An autonomous institute affiliated to Savitribai Phule Pune University (SPPU) and
Approved by All India Council of Technical education (AICTE), New Delhi.

**Shree Chanakya Education Society's
Indira Institute of Management
Pune (IIMP)**

(An Autonomous Institute affiliated to SPPU)

Two Year Full Time Four Semester

POST GRADUATE PROGRAMME

MBA Curriculum for the Batch of 2020 - 2022

Preamble:

Overview of Indira Institute of Management, Pune

The Shree Chanakya Education Society (SCES) was established in February, 1994 with the explicit vision to provide sustainable impetus to the corporate and entrepreneurial abilities in the youth. With the unfolding of the liberalization process in the Indian economy in 1991, Dr. Tarita Shankar, our founder Secretary and Chief Managing Trustee of SCES felt the need to prepare the youth of the country for opportunities and challenges that came along with the opening up of our economy. It was her vision to spread quality higher education among the youth and to equip them with the knowledge and skill required to face the global competition. This vision found an expression with the establishment of Shree Chanakya Education Society in 1994 that envisaged to become a center for quality education that creates productive participants for a globally competitive economy. The first initiative in this direction was formation of the Indira Institute of Management, Pune (IIMP) in 1994 and introduction of an MBA course in this pioneer institution.

Indira Institute of Management, Pune (IIMP), believes in empowerment. IIMP aspires to create an educational ecosystem wherein students have an opportunity to acquire necessary managerial skills so that they can compete in today's dynamic corporate world. This ecosystem also helps them to become thought leaders, enhances their creativity and versatility. The institute therefore, not only aims to develop technically skilled managers but also seeks to create highly motivated young leaders who can face the challenges and competition of the dynamic corporate world with confidence. IIMP believes in the **Total Learning Process** – through its curricular programs incorporating both extensive co-curricular activities and extra-curricular events that immerse the students into real life situations. Students benefit not only from their own experiences but from experiences of educationists, business leaders and social scientists from India and around the world as they visit IIMP. In the last fifteen years, IIMP has developed a close and mutually beneficial relationship with the corporate India which directly helps students to receive sage advice from business leaders drawn from numerous sectors.

IIMP has the distinction of being the first Institute set up under the aegis of the Shree Chanakya Education; IIMP started functioning in 1994, offering the MBA Program affiliated to the Savitribai Phule Pune University (then University of Pune). Indira Institute of Management is recognized by AICTE, New Delhi and was the first institute in Pune to be accredited by National Board of Accreditation New Delhi (NBA) in the year 2003. It has been continuously successful in securing the accreditation of NBA since then, as it constantly works towards the well-being of its stakeholders. IIMP (MBA) has been reaccredited for the fourth time for a period of three years starting from June 2020 up to June 2023.

Right from its inception, pursuit of IIMP has been to impart quality education to its students so as to meet the dynamic requirements of the corporate world. This has become possible due to the dedicated and sincere efforts of the promoters and all the team members of SCES. The

SCES today stands as a storehouse of invaluable experience, talent and energy; all vested in the members of the group, ready to take on challenges posed by the environment. Shree Chanakya Education Society being the parent body provides common facilities, institutional infrastructure and adequate financial support to the Institute. IIMP has traversed a journey of 25 years and has proved its merit by creating its own brand in the country. The Management of SCES today shares a common vision of IIMP that it is capable of being an autonomous institute providing quality education and serving the society at large.

The Institute provides its students an environment conducive to active learning and personal growth with its state-of-the art IT enabled infrastructure. The extensive industrial experience of the qualified faculty provides an interdisciplinary and application-oriented perspective to the teaching – learning process. Progressive value addition through research and dynamic corporate interface ensures that students carve a niche for themselves in the professional world. Above all, measures are taken to sensitize students to ethical issues to provide them with the strength of character and achieve work - life balance.

The IIMP relentlessly strives to achieve excellence in all spheres of business and management education. It endeavours to groom students to evolve into responsible corporate citizens with the right sets of skills, competencies, attitudes and values to excel in the challenging business environment of future. The academic calendar has been aligned with the syllabi given by Savitribai Phule Pune University. At the same time to keep pace with the current trends, abundant stress is given to co-curricular activities. An exercise has been initiated towards instilling core concepts for honing the skills required for personality development of the students and preparing them for the corporate world.

It is observed that the affiliating system does not provide the affiliated college to change the curriculum more frequently. In India, the liberalization and globalization have thrown major challenges for the professional education. Successful integration of India with the global economy depends critically on the ability of the Higher Education system to deliver the quality, skills, values and competence of human resources that are in demand in the knowledge-based society. Improving the quality and relevance of higher education has been therefore the major challenge faced by policy makers, academicians, educational administrators and various regulatory authorities in the country.

It is in this context, IIMP is committed to produce agile minds that are able to lead in every situation because they are able to think out of the box and see things in a different perspective. To keep pace with the current trends, the curriculum needs to be flexible and resilient.

In view of the above, and to enable the students so as to study in an application oriented atmosphere, IIMP applied to University Grant Commission for grant of “Autonomous Status” and has been awarded the Autonomy status from Academic year 2019-2020.

Accordingly, the curriculum for MBA has been redesigned to incorporate the requirements of our stakeholders at IIMP. The courses under the revised structure and curriculum fall under

two categories -Core Courses (compulsory for all specializations) and Elective Courses (choice for students within the specializations). The Elective component provides flexibility and allows the institute to introduce initiatives in the form of new courses & coaching and mentoring process, to nurture professional competence. Basket of elective courses helps the institute to offer courses, keeping in mind the current industry needs and the student's profile, so as to enable students to position themselves based on their areas of expertise. A judicious combination of core and elective courses, ensures thorough understanding of fundamentals with in depth knowledge of emerging / best practices.

The MBA course offers five specializations namely Marketing, Finance, Human Resources, Operations & Supply Chain and Business Analytics. Students can choose any one of these specialization in Semester Two. Additionally, he/she can opt for a combination of Major and Minor Specialization from Semester Three. This freedom to opt for dual specialization (Major + Minor) provides an opportunity to take multidisciplinary approach. Students can as well decide to delve deeply into a single area / specialization, thus building their core competency in the chosen discipline. The curriculum takes the MBA course to the next level in terms of implementing Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System.

**MASTER OF BUSINESS ADMINISTRATION
(CHOICE BASED CREDIT SYSTEM) (MBA-CBCS – 2019-2020 ONWARDS)**

REGULATIONS PERTAINING TO MBA DEGREE PROGRAMME

1. These regulations shall be cited as Academic Regulations Pertaining to MBA Degree of SCES's Indira Institute of Management, Pune, (IIMP), an Autonomous Institute (2019 – 2020 onwards) under Choice Based Credit System of Faculty of Commerce and Management affiliated to the Savitribai Phule Pune University (Formerly University of Pune) duly approved by the Governing Body and Academic Council of IIMP.
2. These regulations will apply to Master of Business Administration Programme being run by SCES's Indira Institute of Management, Pune, (IIMP), an Autonomous Institute having approval of the University/AICTE / UGC as the case may be for the Master of Business Administration programme:

3. Choice Based Credit System (CBCS)

Majority of Indian higher education institutions have been following marks or percentage-based evaluation system, which obstructs the flexibility for the students to study the subjects/courses of their choice and their mobility to different institutions. There is a need of flexibility in education system, which will allow students, depending upon their interests and aims, to choose interdisciplinary, intra-disciplinary and skill-based courses. This can be made possible through adoption of choice-based credit system (CBCS), an internationally acknowledged system. The choice-based credit system not only offers opportunities and avenues to learn core subjects but also exploring additional avenues of learning beyond the core subjects thus helping in holistic development of an individual.

The CBCS provides an opportunity for the students to choose from the prescribed courses, comprising core, elective/minor or skill-based courses. The courses can be evaluated

following the grading system, which is considered to be better than the conventional marks system.

4. Minimum Eligibility for admission and admission procedure:

All admissions to Indira Institute of Management, Pune will be made through an entrance test conducted by DTE, Maharashtra (<http://www.dtemaharashtra.gov.in/index.html>). Merit and the reservation rules based on the seat matrix as announced by the Government of Maharashtra from time to time, shall be applicable. The Institute reserves the right to admit students under Institutional level seats but the aspirants need to clear the entrance examination of DTE, Maharashtra in accordance with the rules of AICTE.

5. Duration of the Programme:

The duration of the MBA programme shall extend over 4 semesters (two academic years) of 15 weeks or more each with a minimum of 90 actual working days of instruction in each semester and 2 to 3 weeks of examinations. The candidates shall complete the MBA Programme within 4 years from the date of admission.

6. Degree Requirements:

The degree requirements for the MBA programme are completion of minimum 110 credits.

7. Maximum Attempts per Course:

A student shall earn the credits for a given course in maximum FOUR attempts.

8. Grade Calculation: The grading system is as follows:

SGPA / CGPA	Grade
9.00 to 10.00	O
8.00 to 8.99	A
7.00 to 7.99	B
6.50 to 6.99	C
6.00 to 6.49	P

9. Grade Improvement:

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

10. Attendance: The student must meet the requirement of 75% attendance per semester per course for grant of the term. The IIMP may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The IIMP shall have the right to

withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

For each course, five marks have been allocated for Attendance. The marking scheme for the same is as follows:

Attendance in a course	Marks
Greater than or equal to 80%	5
Between 60% to 80%	3
Less than 60%	0

11. Medium of Instruction: The medium of Instruction & Assessment shall be English.

12. Minimum Credits and Maximum Credits

There shall be five categories of courses viz., Generic Core, Specialization Core, Specialization / Subject Elective, Foundation Elective and Open Elective Course. The meaning of these courses is described in detail further on.

A course may have minimum 1 credit and maximum 6 credits.

A student is required to take one open elective course in Second Semester. The Foundation Elective Course will be conducted in 1st Semester.

Terminology

1.1 Outcome Based Education: Outcome-Based Education (OBE) is a student-centric teaching and learning methodology in which the course delivery, assessment are planned to achieve stated objectives and outcomes. It focuses on measuring student performance i.e. outcomes at different levels.

1.1.1 Course is defined as a theory, practical or theory cum practical subject studied in a semester.

1.1.2 Course Outcome (CO) Course outcomes are statements that describe significant and essential learning that learners have achieved, and can reliably demonstrate at the end of a course. Generally, three or more course outcomes may be specified for each course based on its weightage.

1.1.3 Programme is defined as the specialization or discipline of a Degree. It is the interconnected arrangement of courses, co-curricular and extracurricular activities to accomplish predetermined objectives leading to the awarding of a degree.

1.1.4 Programme Outcomes (POs) Program outcomes are narrower statements that describe what students are expected to be able to do by the time of graduation. POs are expected to be aligned closely with Graduate Attributes.

1.1.5 Programme Educational Objectives (PEOs) The Programme Educational Objectives of a program are the statements that describe the expected achievements of graduates in their career, and also in particular, what the graduates are expected to perform and achieve during the first few years after graduation.

1.1.11 Outcome Based Assessment (OBA): Assessment is a process that asks and answers important questions: To what degree are students learning? Are courses effective? Do programs fulfil their missions? The goal of “outcomes-based assessment” is to formalize the ways we answer them.

The first step for the faculty in a given department, is to formulate the course outcomes (COs) for the course(s) assigned to her / him. Further, to ensure that the focus is maintained on these COs, the faculty member would determine the measures of assessment, viz., internal and /or external assessments that are suitable to the ascertain whether a student has met the said outcomes. Accordingly, a variety of quantitative and qualitative information would be determined to assess the extent to which these outcomes are being met, carefully gauged to the needs and goals of their program. Assessment is not the same as evaluation. Assessment seeks to improve the quality of performance regardless of its current level, whereas evaluation measures performance by judging quality against a standard.

1.2 Credits: Every course offered may have three components associated with the teaching-learning process of the course, viz.

- a) **Lecture – L:** Classroom sessions delivered by faculty in an interactive mode
- b) **Tutorial- T:** Session consisting of participatory discussion/ self-study/ desk work/ brief seminar presentations by students and such other novel methods that make a student to absorb and assimilate more effectively the contents delivered in the Lecture sessions
- c) **Practice - P:** Practice session /Project Work consisting of Hands-on experience / Field Studies / Case studies that equip students to acquire the much required skill component.
 - i. ONE clock-hour session per week of L amounts to 1 credit per semester;
 - ii. TWO clock-hours per week of T amounts to 1 credit per semester; and
 - iii. TWO clock-hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed. The modified LTP shall have to be approved by the Director / Deputy Director of Indira Institute of Management, Pune (IIMP).

1.3 Session: The teaching, learning and evaluation session shall be of one clock-hour. However, the scheduling of sessions can be done so as to ensure optimum use of faculty members and infrastructure resources in the best possible way and facilitate effective learning to the students.

1.4 Course Announcement: The IIMP shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket at the beginning of the programme.

1.5 Course Registration: Every student should compulsorily register every semester, for the

courses opted for that semester through the ERP System. The student is expected to register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV. At the end of Semester, I, a seminar is organised by the Institute to help students in deciding their Specializations and courses against respective Specializations. The Learning Facilitators (LFs) give an overview of the career options for every Specialization, job profiles generally offered at the time of Final Placements and the courses proposed against each Specialization.

2.0 MBA Programme Focus:

2.1 Programme Educational Objectives (PEOs):

PEO1: An MBA Graduate will exhibit System Thinking Approach in integrating core, cross-functional and inter-disciplinary aspects of management leading to organizational excellence.

PEO2: An MBA graduate will be a solution driven leader, demonstrating creativity and innovativeness, in decision making process working effectively with multi-cultural teams, for providing solutions to complex business problems.

PEO3: An MBA Graduate will be able to articulate and communicate, effectively, on complex aspects of management with the business community and society at large.
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PEO4: An MBA Graduate will showcase value centered leadership by possessing strong ethical and humane values, enabling him/her to assume a pivotal role in various sectors of the Indian and Global Economy.

PEO5: An MBA Graduate will remain competent consistently with required knowledge, skills and right attitude, necessary to become catalyst for change, in a volatile and technology-driven global environment

2.2 Programme Outcomes (POs):

PO1 Domain Knowledge

Ability to apply principles and framework of management theories to real world business scenario/context.

PO2 Multi-disciplinary

Ability to concrete mutually valued outcomes in multi-disciplinary structure/ ecosystem.

PO3 Domain Application

Ability to practically apply the Domain Knowledge gained.

PO4 Global Perspective

Ability to appreciate and evaluate global scenarios and apply multidimensional approach to business environment

PO5 Leadership

Ability to lead themselves and others in a diversified, cross-cultural environment to achieve organizational goals.

PO6 Creativity & Innovativeness

Ability to identify and analyse complex business and social problems by applying principles of creativity and innovativeness.

PO7 Decision Making

Ability to arrive at optimal and sustainable solutions by prioritizing, evaluating and selecting from alternative courses of action through research based knowledge.

PO8 Entrepreneurship

Ability to identify ideas and leverage on entrepreneurial skills in creating tangible and sustainable business solutions.

PO9 Team Work

Ability to contribute cohesively towards accomplishment of present goals.

PO10 Communication skills

Ability to comprehend, prepare effective reports, design documents, make presentations, receive and interpret information & disseminate clear instructions.

PO11 Values & Ethics

Ability to recognize, articulate and apply ethical principles in various professional, social and personal context.

PO12 Lifelong Learning

Ability to learn, unlearn, relearn the requisite skills and behaviour to deal with complex and dynamic societal and business environment.

PO13 Technology-driven

Ability to attain, identify and apply latest technological tools to sustain in technology-driven era.

3.0 MBA Programme Course List

Course Structure for MBA Batch 2020-2022				
Semester	Category	Course	Type	
I	All	Accounting for Business Decisions	GC10 101	
		Behaviour Dynamics and People Management	GC10 102	
		Operation & Supply Chain Management	GC10 103	
		Digital Business	GC10 104	
		Business Research Methods	GC10 105	
		Marketing Management	GC10 106	
		Economic Analysis for Business Decisions	GC5T 101	
		Business Government & Society	GC5C 101	
		Business Communication	GC5C 102	
		Advanced Excel	GC5C 103	
	Foundation of Organization and Management	GC5C 104		
	Any two	Statistics Fundamentals	GFE 100A	
		Accounting Fundamentals	GFE 100B	
		Entrepreneurship Development 1	GFE 100C	
		MS Office Fundamentals	GFE 100D	
	All	Cyber Security 1	GFE 100E	
		Human Rights 1	GFE 100F	
CSR 1		GC2T 101		
Semester	Category	Course	Type	
II	All	Financial Management	GC10 201	
		Decision Science	GC10 202	
		Legal Aspects of Business	GC5T 201	
		Statistical Lab	GC5C 201	
		Geopolitics & World Economic System	GC5C 202	
	Any One	Open Course	GC5C 200	
		Design Thinking for Innovation	GC5C 200A	
		Entrepreneurship Development 2	GC5C 200B	
		Personal Mastery	GC5C 200C	
	All	Cyber Security 2	GFE 200A	
		Human Rights 2	GFE 200B	
		CSR 2	GC2T 201	
	Marketing Management			
	All	Sales and Distribution Management	SC10201MK	
		Services Marketing	SC10202MK	
		Consumer Behaviour	SC10203MK	
	Any Four	Business to Business Marketing	SE5C201MK	
Digital Marketing		SE5C202MK		
Contemporary Market Research		SE5C203MK		

	Retail Marketing	SE5C204MK
	Marketing of Financial Services	SE5C205MK
	Tourism and Hospitality Management	SE5C206MK
Financial Management		
All	Indian Financial Institutions and Markets	SC10201FN
	Direct Taxation	SC10202FN
	Commercial Banking	SC10203FN
Any Four	Financial Services	SE5C201FN
	Security Analysis and Portfolio Management	SE5C202FN
	Finance Analysis using Excel	SE5C203FN
	Business Valuation	SE5C204FN
	Equity Derivatives	SE5C205FN
	Forex and Treasury Management	SE5C206FN
Human Resource Management		
All	Talent Management: Planning and Acquisition	SC10201HR
	Employer Branding and Employee Value Proposition	SC10202HR
	Social Security and Labour Welfare Legislations	SC10203HR
Any Four	Learning and Development	SE5C201HR
	Analytics for Human Resource	SE5C202HR
	HR Accounting and Audit	SE5C203HR
	Labour Costing	SE5C204HR
	Human Resource Administration: Systems & Procedures	SE5C205HR
	Human Resource Information Systems	SE5C206HR
Operations and Supply Chain Management		
All	Inventory Management	SC10201OS
	Logistics Management	SC10202OS
	Planning & Control of Operations	SC10203OS
Any Four	Lean Management	SE5C201OS
	Six Sigma	SE5C202OS
	International Logistics	SE5C203OS
	Procurement Management	SE5C204OS
	Industry 4.0	SE5C205OS
	Retail & Distribution Management	SE5C206OS
Business Analytics		
All	Business Analytics using R	SC10201BA
	Data Mining	SC10202BA
	Visual Analytics	SC10203BA
Any Four	Data Warehousing Project Life Cycle Management	SE5C201BA
	Social Media, Web and Text Analytics	SE5C202BA
	Internet of Things	SE5C203BA
	Marketing Analytics	SE5C204BA
	Healthcare analytics	SE5C205BA
	Python Programming	SE5C206BA

Sr. No	Semester	Course	Type	
III	All	Strategic Management	GC5T 301	
		Corporate Governance, Sustainability and Business Ethics	GC5T 302	
		Enterprise Performance Management	GC5T 303	
		MOOCS	GC5T 304	
		Enrichment Course 1 / Open Course	GC5T 300	
		Cyber Security 3	GFE 300A	
		Skill Development 1	GFE 300B	
		SIP ***	GC10 301	
	Marketing Management			
	All	Product & Brand Management	SC10301MK	
		Strategic Marketing	SC10302MK	
		Integrated Marketing Communications	SC10303MK	
	Any Four	Marketing to Emerging Markets & Bottom of the Pyramid	SE5C301MK	
		Marketing Across Cultures	SE5C302MK	
		Direct Marketing and Event Management	SE5C303MK	
		Customer Relationship Management	SE5C304MK	
		Marketing of IT & ITES	SE5C305MK	
		Analytics for Marketing	SE5C306MK	
	Financial Management			
	All	Personal Financial Planning and Wealth Management	SC10301FN	
		Corporate Finance	SC10302FN	
		Financial Risk Management	SC10303FN	
	Any Four	Retail Banking	SE5C301FN	
		Fixed Income Securities	SE5C302FN	
		Principles of Insurance	SE5C303FN	
		Equity Research	SE5C304FN	
		Currency and Commodity Derivatives	SE5C305FN	
		International Financial Management	SE5C306FN	
	Human Resource Management			
	All	Performance and Rewards Management	SC10301HR	
		Strategic Human Resource Management	SC10302HR	
		Employee Relations Legislations	SC10303HR	
	Any Four	Talent Retention	SE5C301HR	
Conflict and Negotiation Management		SE5C302HR		
Employee Wellness		SE5C303HR		
Role of HR in Mergers and Acquisitions		SE5C304HR		
Global Trends in Human Capital		SE5C305HR		
HR & Quality Management Systems		SE5C306HR		
Operations and Supply Chain Management				
All	Operations Management in Services	SC10301OS		

		Operations & SC Strategy	SC10302OS	
		Enterprises Resource Planning	SC10303OS	
	Any Four	Stores & Warehouse Management	SE5C301OS	
		Digital Technology in Operations & Supply Chain Management	SE5C302OS	
		Supplier Relationship Management	SE5C303OS	
		Quality Management Standards	SE5C304OS	
		Taxation in Operations & Supply Chain	SE5C305OS	
		Business Process Reengineering	SE5C306OS	
Business Analytics				
	All	Advanced Statistical Methods using R	SC10301BA	
		Machine learning	SC10302BA	
		Artificial Intelligence in Business Applications	SC10303BA	
	Any Four	E-commerce Analytics -I	SE5C301BA	
		Predictive Modelling	SE5C302BA	
		Financial Analytics	SE5C303BA	
		Retail Analytics	SE5C304BA	
		Operations and Supply Chain Analytics	SE5C305BA	
		Workforce Analytics	SE5C306BA	
Semester	Category	Course	Type	
IV	All	International Business Management	GC5T 401	
		Entrepreneurship, New-venture Creation and Family Business	GC5T 402	
		MOOCS	GC5T 403	
		Cyber Security 4	GFE 400A	
		Skill Development 2	GFE 400B	
	Marketing Management			
	All	Rural and Agricultural Marketing	SC10401MK	
		Marketing 4.0	SC10402MK	
	Any Two	Services Operation Management	SE5T401MK	
		Corporate Communication and Reputation Management	SE5T402MK	
		Marketing for Non-profit Organization	SE5T403MK	
		Luxury Marketing	SE5T404MK	
	Financial Management			
	All	Rural and Micro Finance	SC10401FN	
		Project Finance	SC10402FN	
	Any Two	Indirect Taxation	SE5T401FN	
		Behavioural Finance	SE5T402FN	
		Financial Reporting & Analysis	SE5T403FN	
		Corporate Financial Restructuring	SE5T404FN	
	Human Resource Management			

	All	Organizational Development and Change Management	SC10401HR
		Diversity and Inclusion	SC10402HR
	Any Two	Best Practices in HRM	SE5T401HR
		Role of HR in Knowledge Management	SE5T402HR
		Public Relation and Corporate Communication	SE5T403HR
		International HR	SE5T404HR
	Operations and Supply Chain Management		
	All	Project Management	SC10401OS
		Sustainable Practices in OSCM	SC10402OS
	Any Two	Advance Decision Models	SE5C301OS
		Theory of Constraints	SE5C302OS
		World Class Manufacturing	SE5C303OS
		Export Import Documentation	SE5C304OS
	Business Analytics		
	All	Big data Project Management	SC10401BA
		Spark and Scala	SC10402BA
	Any Two	E-commerce Analytics-II	SE5T401BA
		ETL, Data Profiling and Data Modelling	SE5T402BA
		Business Intelligence Platform for Analytics	SE5T403BA
		Cognitive Computing	SE5T404BA

3.1 Course Types:

3.1.1 **Foundation Course (GFE):** These courses will focus on developing the basic abilities that will support the student (s) in understanding the other courses.

3.1.2 **Core Courses:** These are the compulsory courses for all the students. Core courses are further divided in two types: Generic Core (GC) & Specialization Core (SC).

3.1.3 **Generic Core (3 Credit) (GC):** This is the course which should compulsorily be studied by a student as a core requirement to complete the requirement of a degree of the MBA programme. These Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses.

3.1.4 **Generic Core 5C:** These are compulsory courses having half credit and assessment will be through internal evaluation.

3.1.5 **Generic Core 5T:** These are compulsory courses having half credit and assessment will be through external evaluation.

3.1.6 **Specialization Core (3 Credit) (SC):** This refers to a core subject for a specific specialization. This is the course which should compulsorily be studied by a student as a core requirement to complete the requirement of a degree of the MBA programme with selected

specialization.

3.1.7 Elective Course (SE): An elective course is not compulsory (unlike core subjects). The students have a choice as to which elective subjects they can study from pool of courses from the specialization chosen. These electives may be:

- a) Very Specialized or advanced course focusing on a specific aspect
- b) Supportive to the discipline of study
- c) Providing an extended scope
- d) Enabling an exposure to some other discipline/domain
- e) Nurturing candidate's proficiency/skills.

3.1.7.1 Subject Elective SE5C: These electives will be specialization centric for half credit. The Subject Elective courses, offered in Semester II, III and IV are focused on a specialization. The course outcomes for such courses would be assessed through internal evaluation.

3.1.7.2 Subject Elective SE5T: These Subject Elective Courses are also offered in the Semester II, III and IV are focused on a specialization. However, the course outcomes for such courses would be assessed through External Evaluation.

3.1.7.3 Open Elective CCA: These courses prepare the students to survive in a competitive world by going beyond the boundaries of their campus. Apart from core and elective courses, these courses engage students in discussion, debate and solution of real-world challenges. The student needs to choose any one of the modules for 2 credits and will be assessed through internal evaluation. These courses are also termed Open Courses.

3.2 MBA Programme Structure: The Basic Programme Structure shall be as depicted below

MBA Programme Structure

Sr. No	Semester	Course	Type	Credit	TEA	CCA	Final Marks
I	All	Accounting for Business Decisions	GC10 101	3	50	50	100
		Behaviour Dynamics and People Management	GC10 102	3	50	50	100
		Operation & Supply Chain Management	GC10 103	3	50	50	100
		Digital Business	GC10 104	3	50	50	100
		Business Research Methods	GC10 105	3	50	50	100
		Marketing Management	GC10 106	3	50	50	100
		Economic Analysis for Business Decisions	GC5T 101	2	50	0	50
		Business Government & Society	GC5C 101	2	0	50	50
		Business Communication	GC5C 102	2	0	50	50
		Advanced Excel	GC5C 103	2	0	50	50
		Foundation of Organization and Management	GC5C 104	2	0	50	50
	Any two	Statistics Fundamentals	GFE 100A	0	0	0	0
		Accounting Fundamentals	GFE 100B	0	0	0	0
		Entrepreneurship Development 1	GFE 100C	0	0	0	0
		MS Office Fundamentals	GFE 100D	0	0	0	0
	All	Cyber Security 1	GFE 100E	0	0	0	0
		Human Rights 1	GFE 100F	0	0	0	0
		CSR 1	GC2T 101	1	25	0	25
				12	29	375	500
II	All	Financial Management	GC10 201	3	50	50	100
		Decision Science	GC10 202	3	50	50	100
		Legal Aspects of Business	GC5T 201	2	50	0	50
		Statistical Lab	GC5C 201	2	0	50	50
		Geopolitics & World Economic System	GC5C 202	2	0	50	50
	Any One	Open Course	GC5C 200	2	0	50	50
		Design Thinking for Innovation	GC5C 200A	2	0	50	0
		Entrepreneurship Development 2	GC5C 200B	2	0	50	0
		Personal Mastery	GC5C 200C	2	0	50	0
	All	Cyber Security 2	GFE 200A	0	0	0	0
		Human Rights 2	GFE 200B	0	0	0	0
		CSR 2	GC2T 201	1	25	0	25
	Marketing Management						
All	Sales and Distribution Management	SC10201MK	3	50	50	100	
	Services Marketing	SC10202MK	3	50	50	100	
	Consumer Behaviour	SC10203MK	3	50	50	100	

Any Four	Business to Business Marketing	SE5C201MK	2	0	50	50
	Digital Marketing	SE5C202MK	2	0	50	50
	Contemporary Market Research	SE5C203MK	2	0	50	50
	Retail Marketing	SE5C204MK	2	0	50	50
	Marketing of Financial Services	SE5C205MK	2	0	50	50
	Tourism and Hospitality Management	SE5C206MK	2	0	50	50
Financial Management						
All	Indian Financial Institutions and Markets	SC10201FN	3	50	50	100
	Direct Taxation	SC10202FN	3	50	50	100
	Commercial Banking	SC10203FN	3	50	50	100
Any Four	Indian Financial Institutions and Markets	SE5C201FN	2	0	50	50
	Security Analysis and Portfolio Management	SE5C202FN	2	0	50	50
	Financial Analysis using Excel	SE5C203FN	2	0	50	50
	Business Valuation	SE5C204FN	2	0	50	50
	Equity Derivatives	SE5C205FN	2	0	50	50
	Forex and Treasury Management	SE5C206FN	2	0	50	50
Human Resource Management						
All	Talent Management: Planning and Acquisition	SC10201HR	3	50	50	100
	Employer Branding and Employee Value Proposition	SC10202HR	3	50	50	100
	Social Security and Labour Welfare Legislations	SC10203HR	3	50	50	100
Any Four	Learning and Development	SE5C201HR	2	0	50	50
	Analytics for Human Resource	SE5C202HR	2	0	50	50
	HR Accounting and Audit	SE5C203HR	2	0	50	50
	Labour Costing	SE5C204HR	2	0	50	50
	Human Resource Administration: Systems & Procedures	SE5C205HR	2	0	50	50
	Human Resource Information Systems	SE5C206HR	2	0	50	50
Operations and Supply Chain Management						
All	Inventory Management	SC10201OS	3	50	50	100
	Logistics Management	SC10202OS	3	50	50	100
	Planning & Control of Operations	SC10203OS	3	50	50	100
Any Four	Lean Management	SE5C201OS	2	0	50	50
	Six Sigma	SE5C202OS	2	0	50	50
	International Logistics	SE5C203OS	2	0	50	50
	Procurement Management	SE5C204OS	2	0	50	50

		Industry 4.0	SE5C205OS	2	0	50	50	
		Retail & Distribution Management	SE5C206OS	2	0	50	50	
		Business Analytics						
All		Business Analytics using R	SC10201BA	3	50	50	100	
		Data Mining	SC10202BA	3	50	50	100	
		Visual Analytics	SC10203BA	3	50	50	100	
Any Four		Data Warehousing Project Life Cycle Management	SE5C201BA	2	0	50	50	
		Social Media, Web and Text Analytics	SE5C202BA	2	0	50	50	
		Internet of Things	SE5C203BA	2	0	50	50	
		Marketing Analytics	SE5C204BA	2	0	50	50	
		Healthcare Analytics	SE5C205BA	2	0	50	50	
		Python Programming	SE5C206BA	2	0	50	50	
		Cyber Security 2	GFE 200A	0	0	0	0	
		Human Rights 2	GFE 200B	0	0	0	0	
		CSR 2	GC2C 201	1	25	0	25	
			14	32	325	600	925	
Sr. No	Semester	Course	Type	Credit	TEA	CCA	Final Marks	
III	All	Strategic Management	GC5T 301	2	50	0	50	
		Corporate Governance, Sustainability and Business Ethics	GC5T 302	2	50	0	50	
		Enterprise Performance Management	GC5T 303	2	50	0	50	
		MOOCS	GC5T 304	2	50	0	50	
		Enrichment Course 1 / Open Course	GFE 300A	2	50	0	50	
		Cyber Security 3	GFE 300B	0	0	0	0	
		Skill Development 1	GFE 300C	0	0	0	0	
		SIP ***	GC10 301	6	150	50	200	
			Marketing Management					
	All		Product & Brand Management	SC10301MK	3	50	50	100
			Strategic Marketing	SC10302MK	3	50	50	100
			Integrated Marketing Communications	SC10303MK	3	50	50	100
	Any Four		Marketing to Emerging Markets & Bottom of the Pyramid	SE5C301MK	2	0	50	50
			Marketing Across Cultures	SE5C302MK	2	0	50	50
			Direct Marketing and Event Management	SE5C303MK	2	0	50	50
			Customer Relationship Management	SE5C304MK	2	0	50	50
			Marketing of IT & ITES	SE5C305MK	2	0	50	50
			Analytics for Marketing	SE5C306MK	2	0	50	50
			Financial Management					
		All	Personal Financial Planning and Wealth Management	SC10301FN	3	50	50	100

	Corporate Finance	SC10302FN	3	50	50	100
	Financial Risk Management	SC10303FN	3	50	50	100
Any Four	Retail Banking	SE5C301FN	2	0	50	50
	Fixed Income Securities	SE5C302FN	2	0	50	50
	Principles of Insurance	SE5C303FN	2	0	50	50
	Equity Research	SE5C304FN	2	0	50	50
	Currency and Commodity Derivatives	SE5C305FN	2	0	50	50
	International Financial Management	SE5C306FN	2	0	50	50
Human Resource Management						
All	Performance and Rewards Management	SC10301HR	3	50	50	100
	Strategic Human Resource Management	SC10302HR	3	50	50	100
	Employee Relations Legislations	SC10303HR	3	50	50	100
Any Four	Talent Retention	SE5C301HR	2	0	50	50
	Conflict and Negotiation Management	SE5C302HR	2	0	50	50
	Employee Wellness	SE5C303HR	2	0	50	50
	Role of HR in Mergers and Acquisitions	SE5C304HR	2	0	50	50
	Global Trends in Human Capital	SE5C305HR	2	0	50	50
	HR & Quality Management Systems	SE5C306HR	2	0	50	50
Operations and Supply Chain Management						
All	Operations Management in Services	SC10301OS	3	50	50	100
	Operations & SC Strategy	SC10302OS	3	50	50	100
	Enterprises Resource Planning	SC10303OS	3	50	50	100
Any Four	Stores & Warehouse Management	SE5C301OS	2	0	50	50
	Digital Technology in Operations & Supply Chain Management	SE5C302OS	2	0	50	50
	Supplier Relationship Management	SE5C303OS	2	0	50	50
	Quality Management Standards	SE5C304OS	2	0	50	50
	Taxation in Operations & Supply Chain	SE5C305OS	2	0	50	50
	Business Process Reengineering	SE5C306OS	2	0	50	50
Business Analytics						
All	Advanced Statistical Methods using R	SC10301BA	3	50	50	100
	Machine learning	SC10302BA	3	50	50	100
	Artificial Intelligence in Business Applications	SC10303BA	3	50	50	100
Any Four	E-commerce Analytics -I	SE5C301BA	2	0	50	50
	Predictive Modelling	SE5C302BA	2	0	50	50
	Financial Analytics	SE5C303BA	2	0	50	50
	Retail Analytics	SE5C304BA	2	0	50	50
	Operations and Supply Chain Analytics	SE5C305BA	2	0	50	50
	Workforce Analytics	SE5C306BA	2	0	50	50

			12	33	550	400	950
IV	All	International Business Management	GC10T 401	3	50	50	100
		Entrepreneurship, New-venture Creation and Family Business	GC10T 402	3	50	50	100
		Cyber Security 4	GFE 400A	0	0	0	0
		Skill Development 2	GFE 400B	0	0	0	0
		MOOCS	GC5T 401	2	50	0	50
	Marketing Management						
	All	Rural and Agricultural Marketing	SC10401MK	2	50	50	100
		Marketing 4.0	SC10402MK	2	50	50	100
	Any Two	Services Operation Management	SE5T401MK	2	50	0	50
		Corporate Communication and Reputation Management	SE5T402MK	2	50	0	50
		Marketing for Non-profit Organization	SE5T403MK	2	50	0	50
		Luxury Marketing	SE5T404MK	2	50	0	50
	Financial Management						
	All	Rural and Micro Finance	SC10401FN	2	50	50	100
		Project Finance	SC10402FN	2	50	50	100
	Any Two	Indirect Taxation	SE5T401FN	2	50	0	50
		Behavioural Finance	SE5T402FN	2	50	0	50
		Financial Reporting & Analysis	SE5T403FN	2	50	0	50
		Corporate Financial Restructuring	SE5T404FN	2	50	0	50
	Human Resource Management						
	All	Organizational Development and Change Management	SC10401HR	2	50	50	100
		Diversity and Inclusion	SC10402HR	2	50	50	100
	Any Two	Best Practices in HRM	SE5T401HR	2	50	0	50
		Role of HR in Knowledge Management	SE5T402HR	2	50	0	50
		Public Relation and Corporate Communication	SE5T403HR	2	50	0	50
		International HR	SE5T404HR	2	50	0	50
	Operations and Supply Chain Management						
	All	Project Management	SC10401OS	2	50	50	100
		Sustainable Practices in OSCM	SC10402OS	2	50	50	100
	Any Two	Advance Decision Models	SE5C301OS	2	50	0	50
Theory of Constraints		SE5C302OS	2	50	0	50	
World Class Manufacturing		SE5C303OS	2	50	0	50	
Export Import Documentation		SE5C304OS	2	50	0	50	
Business Analytics							
All	Big data Project Management	SC10401BA	2	50	50	100	
	Spark and Scala	SC10402BA	2	50	50	100	
Any Two	E-commerce Analytics-II	SE5T401BA	2	50	0	50	
	ETL, Data Profiling and Data Modelling	SE5T402BA	2	50	0	50	

	Business Intelligence Platform for Analytics	SE5T403BA	2	50	0	50
	Cognitive Computing	SE5T404BA	2	50	0	50
		7	16	350	100	450

LEGEND:

Course	Course Type	Nature	Assessment Pattern with Marks		Credits / Course
			TEA	CCA	
GC10	Generic Core	Compulsory	50	50	3
GC10T	Generic Core	Compulsory	100	0	3
GC5T	Generic Core	Compulsory	50	0	2
GC2T	Generic Core	Compulsory	25	0	1
GC5C	Generic Core	Compulsory	0	50	2
GFE	Generic Foundation	Elective	0	0	0
SC10	Specialization Core	Compulsory	50	50	3
SC10T	Specialization Core	Compulsory	100	0	3
SC5T	Specialization Core	Compulsory	50	0	2
SE5C	Specialization Elective	Elective	0	50	2
SE5T	Specialization Elective	Elective	50	0	2
SIP	Generic Core	Compulsory	150	50	6

Note:

T – Term End Assessment

C – Comprehensive Concurrent Assessment

4.0 Specializations Offered by Indira Institute of Management, Pune

The following specializations shall be offered as MAJOR / MINOR:

1. Marketing Management (MK)
2. Financial Management (FN)
3. Human Resources Management (HR)
4. Operations & Supply Chain Management (OS)
5. Business Analytics (BA)

4.1 Options & Guidelines for Choice of Specialization:

- i. Students can opt for a single specialization i.e. Major Only (out of 5 Specializations)
- ii. Students can opt for two specializations i.e. 1 Major Specialization + 1 Minor Specialization.
- iii. Courses for the Minor specialization shall be taken up in the second year only.
- iv. The Major specialization of a student shall be determined by the courses chosen in Semester II.
- v. For a student opting for single specialization, he/she is required to complete 8 Core courses and 10 Elective courses (4, 4, 2 each in semester II, III, IV respectively). On completion, the student shall be awarded MBA in functional area degree, e.g. MBA (Marketing), MBA (Finance), etc.
- vi. For a student opting for Major & Minor specialization, he/she shall complete 7 Core courses (3, 2, 2 each in semester II, III, IV respectively) and 8 Elective courses of Major specialization (4, 3, 1 each in semester II, III, IV respectively). For Minor specialization -2 Core courses (1 each in semester III and IV) and 3 Elective courses (2, 1 in semester III and IV respectively). On completion, the student shall be awarded MBA (Functional Area Specialization Major + Functional Area Specialization Minor) degree, e.g. MBA (Marketing + Finance), etc.

4.2 Major Specialization + Minor Specialization Combination:

- a. For a student opting for Major & Minor specialization, he/she shall complete following number of courses and credits as detailed in the table below:

	Major Specialization	Minor Specialization
Courses	Total 15 (7 Subject Core courses and 8 Subject Elective courses)	Total 5 (2 Subject Core courses and 3 Subject Elective courses)
Credits	Total 37 (21 Credits from Subject Core + 16 Credits from Subject Electives)	Total 12 (6 Credits from Subject Core + 6 Credits from Subject Electives)

- b. Any choice of specialization or a combination of specialization is subject to Institute's approval. The basis of such a decision would be Industry feedback and/or minimum enrollments in that specialization or combination.
- c. A student opting for Major + Minor specialization combination shall opt for Career Enrichment Course ONLY in lieu of Specialization Elective course in semester 3 only.
- d. IIMP may stipulate additional criteria of minimum SGPA / CGPA, number of backlogs, expectations about specific graduation discipline for students who wish to take up a specific specialization / specific major minor combination from time to time. Such

criteria may also involve the potential employability prospects for a particular specialization / Major + Minor specialization combination.

4.3 Foundation Courses:

- i. The Foundation Courses would not carry any credits.
- ii. Faculty members may advise a student to enroll for Foundation Course(s) if required.
- iii. Foundation Courses shall be offered to those students who lack the basic competencies in the specific course.
- iv. For foundation courses, the Institute may stipulate additional criteria for students desirous to take up Foundation Courses.
- v. Foundation Courses shall be taught by the course teacher in workshop mode / project mode or as required.
- vi. A test or other assessment activity shall be administered to the students at the end of the foundation course, with the intention of demonstrating improved knowledge.

4.4 Open Elective Course

- i. All the Open / Enrichment Elective Courses shall be of 2 credits each.
- ii. Maximum credits for Open Elective Courses shall not exceed 4 credits.
- iii. This choice is to be exercised in Semester II and Semester III.
- iv. Though it is mandatory for a student to opt one of these career enrichment courses, the faculty members may advise a student to enroll for particular Open Elective Courses after a methodical assessment of the relevant competencies of the student.
- v. IIMP may stipulate additional criteria for students desirous to take up Open Elective Courses.

5.0 Summer Internship Project (SIP):

Each student shall undertake a Summer Internship Project (SIP) for a **minimum of 45 days the end of the second semester**. The total credits for SIP are 6 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the Director of the Institute about the topic and organization before commencing the SIP.

The student may take up a SIP in his/her intended area of specialization or in any other functional area of management. The SIP can be carried out in a Corporate Entity / NGO / SME / Government Undertaking / Cooperative Sector. The SIP may be a research project – based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry. By carrying out a SIP will sensitize the students to the demands of the workplace.

Each student shall maintain a SIP Learning Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Learning Diary along with the SIP Report.

Students shall also seek a formal evaluation of their SIP from the company guide. The formal

evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 8 weeks of work and justify the same. The SIP report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (in case of research projects only)
8. Relevant activity charts, tables, graphs, diagrams, AV material, etc.
9. Learning of the student through the project
10. Contribution to the host organization
11. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide & approved by the Director of the Institute. The external organization (Corporate / NGO/ SME/ Government Entity/ Cooperative/ etc.) shall also certify the SIP work.

The students shall submit a spiral bound copy of the SIP report by 15th September. The Institute shall conduct an internal evaluation of the SIP will be carried out of for 50 marks (15 marks by internal guide 15 marks external guide, 10 marks for reporting and 10 marks for Learning Diary) between 15th September to 30th September.

The student shall submit TWO hard copies & one soft copy (CD) of the project report before 30th October in Semester III. One hard copy of the SIP report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their project reports on both faces of the paper.

The external assessment of the SIP will be of 150 marks. It will be conducted in two rounds. The first round will have a weightage of 75 marks. In this round, the SIP Report of a student would be evaluated by the alumni of the institute, followed by the viva-voce. The second round would comprise of individual presentations and viva-voce of 75 marks in front of an expert. The Expert will be appointed by Director of the Institute from a pool of industry experts, academicians and recruiters.

The viva-voce shall evaluate the SIP based on:

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Semester I and II
3. Understanding of the organization and business environment

4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

Copies of SIP report and records of evaluation shall be maintained by the IIMP for a period of 3 academic years.

6.0 Comprehensive Concurrent Evaluation (CCA)

- i. The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each CCE with the Course Outcomes and define the targeted attainment levels for each CO.
- ii. Designated academic authority shall approve the scheme of Comprehensive Concurrent Assessment with or without modifications.
 - i. The course teacher shall display the approved CCA scheme of the course on the ERP system, not later than the first week of the term.
 - ii. Each CCA item shall be of minimum 5 marks.
- iii. For any course of 2 or 3 credits, there shall be one MCQ test of at least 5 marks and a minimum of two CCA items. The final scores shall be converted using an average formula.
- iv. For a 1 Credit Course there shall be a minimum of one CCA item.
- v. CCA shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
- vi. The assessment outcome of each CCA shall be duly signed by the course teacher, designated academic authority of the Institute.
- vii. At the end of the term aggregate CCA scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board.

6.1 Comprehensive Concurrent Assessment Methods: Course teachers shall opt for a combination of one of more CCA methods listed below:

1. Class Test
2. Open Book Test
3. Written Home Assignment
4. In-depth Viva-Voce
5. Case Study
6. Caselet
7. Situation Analysis
8. Field Visit / Study tour and report of the same
9. Small Group Project & Internal Viva-Voce
10. Model Development

11. Role Play
12. Story Telling
13. Fish Bowls
14. Learning Diary
15. Scrap Book / Story of the week / Story of the month
16. Creating a Quiz
17. Designing comic strips
18. Creating Brochures / Bumper Stickers / Fliers
19. Creating Crossword Puzzles
20. Creating and Presenting Posters
21. Writing an Advice Column
22. Library Magazines based assessment
23. Peer assessment
24. Autobiography/Biography
25. Writing a Memo
26. Work Portfolio
27. Book Review
28. Drafting a Policy Brief
29. Drafting an Executive Summary
30. Literature Review
31. Term Paper
32. Thematic Presentation
33. Publishing a Research Paper
34. Annotated Bibliography
35. Creating Taxonomy
36. Creating Concept maps
37. Online Exam
38. Simulation Exercises
39. Gamification Exercises
40. Presentation based on Google Alerts
41. Webinar based assessment
42. Creating Webpage / Website / Blog
43. Creating infographics / infomercial
44. Creating podcasts / Newscast
45. Discussion Boards

6.2 Rubrics:

A rubric is a coherent set of criteria for students' work that includes descriptions of levels of performance quality on the criteria. Rubrics have two major aspects: coherent sets of criteria and descriptions of levels of performance for these criteria. The main purpose of rubrics is to assess performances.

The course teacher shall design Rubrics for each CCA. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

- i. A description of the assessment - brief concept note
- ii. Criteria that will be assessed - the expected learning outcomes.

- iii. Descriptions of what is expected for each assessment component - the expectations from the student.
- iv. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
- v. The team composition, if applicable.
- vi. The format and mode of submission, submission timelines
- vii. Any other relevant details.

7.0 Computation of SGPA and CGPA

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA (Si)} = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

- iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.
- iv. Grades and Grade points

- **GRADE and GRADE POINTS for MBA (2019-21) Batch**
- **Mark wise Grades & Grade Points**

Marks out of 100	Grade	Grade Points	Performance
90 - 100	O	10	Outstanding
75 - 89	A	9	Excellent
65 - 74	B	8	Very Good
60 - 64	C	7	Good
50 - 59	P	6	Pass
0 - 49	F	0	Fail

Percentage Formula = SGPA/CGPA *8.5

- **Passing Criteria: 50% CCA, 50% TEA and 50% Overall**
- **SGPA/CGPA wise Grades**

SGPA / CGPA	Grade
9.00 to 10.00	O
8.00 to 8.99	A
7.00 to 7.99	B
6.50 to 6.99	C
6.00 to 6.49	P

7.1 Retention of CCA Documents: Records of CCA shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years**. Likewise records of assessments to decide the learning needs of students for opting for **Foundation Courses** etc. shall be retained for 3 years from the completion of the Academic Year.

8.0 Term End Assessment (TEA)

It will have 2 components of 25 marks each comprising of a Written Test and a Practical Assessment. The details of these assessment components would be announced at the start of Semester.

9.1 Additional Specialization:

- A student who has earned the MBA with a Pure Specialization only may be allowed to enroll for additional specialization after passing out the regular MBA programme.
- Such students will be exempted from appearing for all the generic courses.

- iii. Such students shall have to appear for the specialization core and specialization elective courses of the additional specialization that they have opted for.
- iv. Students opting for MAJOR + MINOR specialization combination are **NOT eligible** to enroll for additional specialization.

10.0 Passing Standards:

- i. A student shall be said to have earned the credits for a course if he/she earns minimum 50% in CCA, 50% in TEA and 50 % overall marks.
- ii. Formative Evaluation and Summative Evaluation shall be separate heads of passing.

10.1 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standard scale mandated by UGC shall be used.

- i. The performance of a student will be evaluated in terms of two indices, viz. Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester.
- ii. Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

Course and Credit Summary

Course and Credit Summary for MBA 2020-2022

Semester	I	II	III	IV	Total
Non-Credit Course	4	2	2	2	10
1 Credit Course	1	1	0	0	2
Total Credits	1	1	0	0	2
2 Credit Course	5	8	9	5	27
Total Credits	10	16	18	10	54
3 Credit Course	6	5	3	2	16
Total Credits	18	15	9	6	48
6 Credit Course	0	0	1	0	1
Total Credits	0	0	6	0	6
Courses	12	14	13	7	46
Credit	29	32	33	16	110
Term End Assessment	375	325	550	350	1600
Comprehensive Concurrent Assessment	500	600	400	100	1600
Total Marks	875	925	950	450	3200

MBA Program

Structure and Syllabus

2020-22

Course Structure for MBA Batch 2020-2022

Semester	Category	Course	Type	
I	All	Accounting for Business Decisions	GC10 101	
		Behaviour Dynamics and People Management	GC10 102	
		Operation & Supply Chain Management	GC10 103	
		Digital Business	GC10 104	
		Business Research Methods	GC10 105	
		Marketing Management	GC10 106	
		Economic Analysis for Business Decisions	GC5T 101	
		Business Government & Society	GC5C 101	
		Business Communication	GC5C 102	
		Advanced Excel	GC5C 103	
		Foundation of Organization and Management	GC5C 104	
	Any two	Statistics Fundamentals	GFE 100A	
		Accounting Fundamentals	GFE 100B	
		Entrepreneurship Development 1	GFE 100C	
MS Office Fundamentals		GFE 100D		
All	Cyber Security 1	GFE 100E		
	Human Rights 1	GFE 100F		
	CSR 1	GC2T 101		
Semester	Category	Course	Type	
II	All	Financial Management	GC10 201	
		Decision Science	GC10 202	
		Legal Aspects of Business	GC5T 201	
		Statistical Lab	GC5C 201	
		Geopolitics & World Economic System	GC5C 202	
	Any One	Open Course		GC5C 200
		Design Thinking for Innovation		GC5C 200A
		Entrepreneurship Development 2		GC5C 200B
		Personal Mastery		GC5C 200C
	All	Cyber Security 2		GFE 200A
		Human Rights 2		GFE 200B
		CSR 2		GC2T 201
	Marketing Management			
	All	Sales and Distribution Management		SC10201MK
		Services Marketing		SC10202MK
		Consumer Behaviour		SC10203MK
	Any Four	Business to Business Marketing		SE5C201MK
Digital Marketing			SE5C202MK	
Contemporary Market Research			SE5C203MK	
Retail Marketing			SE5C204MK	
Marketing of Financial Services			SE5C205MK	

	Tourism and Hospitality Management	SE5C206MK
Financial Management		
All	Indian Financial Institutions and Markets	SC10201FN
	Direct Taxation	SC10202FN
	Commercial Banking	SC10203FN
Any Four	Financial Services	SE5C201FN
	Security Analysis and Portfolio Management	SE5C202FN
	Finance Analysis using Excel	SE5C203FN
	Business Valuation	SE5C204FN
	Introduction to Derivatives	SE5C205FN
	Forex and Treasury Management	SE5C206FN
Human Resource Management		
All	Talent Management: Planning and Acquisition	SC10201HR
	Employer Branding and Employee Value Proposition	SC10202HR
	Social Security and Labour Welfare Legislations	SC10203HR
Any Four	Learning and Development	SE5C201HR
	Analytics for Human Resource	SE5C202HR
	HR Accounting and Audit	SE5C203HR
	Labour Costing	SE5C204HR
	Human Resource Administration: Systems & Procedures	SE5C205HR
	Human Resource Information Systems	SE5C206HR
Operations and Supply Chain Management		
All	Inventory Management	SC10201OS
	Logistics Management	SC10202OS
	Planning & Control of Operations	SC10203OS
Any Four	Lean Management	SE5C201OS
	Six Sigma	SE5C202OS
	International Logistics	SE5C203OS
	Procurement Management	SE5C204OS
	Industry 4.0	SE5C205OS
	Retail & Distribution Management	SE5C206OS
Business Analytics		
All	Business Analytics using R	SC10201BA
	Data Mining	SC10202BA
	Visual Analytics	SC10203BA
Any Four	Data Warehousing Project Life Cycle Management	SE5C201BA
	Social Media, Web and Text Analytics	SE5C202BA
	Internet of Things	SE5C203BA
	Marketing Analytics	SE5C204BA
	Healthcare analytics	SE5C205BA
	Python Programming	SE5C206BA

Sr. No	Semester	Course	Type	
III	All	Strategic Management	GC5T 301	
		Corporate Governance, Sustainability and Business Ethics	GC5T 302	
		Enterprise Performance Management	GC5T 303	
		MOOCS	GC5T 304	
		Enrichment Course 1 / Open Course	GC5T 300	
		Cyber Security 3	GFE 300A	
		Skill Development 1	GFE 300B	
		SIP ***	GC10 301	
	Marketing Management			
	All	Product & Brand Management	SC10301MK	
		Strategic Marketing	SC10302MK	
		Integrated Marketing Communications	SC10303MK	
	Any Four	Marketing to Emerging Markets & Bottom of the Pyramid	SE5C301MK	
		Marketing Across Cultures	SE5C302MK	
		Direct Marketing and Event Management	SE5C303MK	
		Customer Relationship Management	SE5C304MK	
		Marketing of IT & ITES	SE5C305MK	
		Analytics for Marketing	SE5C306MK	
	Financial Management			
	All	Personal Financial Planning and Wealth Management	SC10301FN	
		Corporate Finance	SC10302FN	
		Financial Risk Management	SC10303FN	
	Any Four	Retail Banking	SE5C301FN	
		Fixed Income Securities	SE5C302FN	
		Principles of Insurance	SE5C303FN	
		Equity Research	SE5C304FN	
		Currency and Commodity Derivatives	SE5C305FN	
		International Financial Management	SE5C306FN	
	Human Resource Management			
	All	Performance and Rewards Management	SC10301HR	
Strategic Human Resource Management		SC10302HR		
Employee Relations Legislations		SC10303HR		
Any Four	Talent Retention	SE5C301HR		
	Conflict and Negotiation Management	SE5C302HR		
	Employee Wellness	SE5C303HR		
	Role of HR in Mergers and Acquisitions	SE5C304HR		
	Global Trends in Human Capital	SE5C305HR		
	HR & Quality Management Systems	SE5C306HR		

Operations and Supply Chain Management				
All	Operations Management in Services	SC10301OS		
	Operations & SC Strategy	SC10302OS		
	Enterprises Resource Planning	SC10303OS		
Any Four	Stores & Warehouse Management	SE5C301OS		
	Digital Technology in Operations & Supply Chain Management	SE5C302OS		
	Supplier Relationship Management	SE5C303OS		
	Quality Management Standards	SE5C304OS		
	Taxation in Operations & Supply Chain	SE5C305OS		
	Business Process Reengineering	SE5C306OS		
Business Analytics				
All	Advanced Statistical Methods using R	SC10301BA		
	Machine learning	SC10302BA		
	Artificial Intelligence in Business Applications	SC10303BA		
Any Four	E-commerce Analytics -I	SE5C301BA		
	Predictive Modelling	SE5C302BA		
	Financial Analytics	SE5C303BA		
	Retail Analytics	SE5C304BA		
	Operations and Supply Chain Analytics	SE5C305BA		
Workforce Analytics	SE5C306BA			
Semester	Category	Course	Type	
IV	All	International Business Management	GC5T 401	
		Entrepreneurship, New-venture Creation and Family Business	GC5T 402	
		MOOCS	GC5T 403	
		Cyber Security 4	GFE 400A	
		Skill Development 2	GFE 400B	
	Marketing Management			
	All	Rural and Agricultural Marketing	SC10401MK	
		Marketing 4.0	SC10402MK	
	Any Two	Services Operation Management	SE5T401MK	
		Corporate Communication and Reputation Management	SE5T402MK	
		Marketing for Non-profit Organization	SE5T403MK	
		Luxury Marketing	SE5T404MK	
	Financial Management			
	All	Rural and Micro Finance	SC10401FN	
		Project Finance	SC10402FN	
	Any Two	Indirect Taxation	SE5T401FN	
		Behavioural Finance	SE5T402FN	
		Financial Reporting & Analysis	SE5T403FN	

	Corporate Financial Restructuring	SE5T404FN
Human Resource Management		
All	Organizational Development and Change Management	SC10401HR
	Diversity and Inclusion	SC10402HR
Any Two	Best Practices in HRM	SE5T401HR
	Role of HR in Knowledge Management	SE5T402HR
	Public Relation and Corporate Communication	SE5T403HR
	International HR	SE5T404HR
Operations and Supply Chain Management		
All	Project Management	SC10401OS
	Sustainable Practices in OSCM	SC10402OS
Any Two	Advance Decision Models	SE5C301OS
	Theory of Constraints	SE5C302OS
	World Class Manufacturing	SE5C303OS
	Export Import Documentation	SE5C304OS
Business Analytics		
All	Big data Project Management	SC10401BA
	Spark and Scala	SC10402BA
Any Two	E-commerce Analytics-II	SE5T401BA
	ETL, Data Profiling and Data Modelling	SE5T402BA
	Business Intelligence Platform for Analytics	SE5T403BA
	Cognitive Computing	SE5T404BA

MBA Syllabus

SEMESTER I

Accounting for Business Decision			Semester -I
Course Code – GC10 101		Credits - 3	Marks -100
COURSE OUTCOMES: After completion of this course the students will be able to			
CO. GC10101.1: Apply Accounting Principles and concepts to business situations.			
CO. GC10 101.2: Create the Financial statements.			
CO. GC10 101.3: Analyze the cost statements.			
CO. GC10 101.4 Synthesize Cost information for managerial decision making.			
Module No.	Module Name	Details	No of Hours (L+T+P)
1	Basic Accounting Procedures, Financial Statements	Definition and Scope of Accounting Standards in India; Users of Accounting Information. Meaning of Financial Statements, Importance and Objectives of Financial Statements, Capital & Revenue Expenditure, Capital & Revenue Receipts.	2+2+2
2	Company Final Accounts	Company Final Accounts: Schedule III vertical format of Financial Statements as per Companies Act 2013. Balance Sheet Structure & Structure of Profit and Loss Account. Structure of Cash Flow.	12+2+6
3	Cost Accounting	Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Preparation of Cost Sheet.	4+2+2
4	Short Term Business Decision Techniques	Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break- Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions– Product Mix Decisions, Make or Buy (Outsourcing) Decisions.	6+2+4
5	Exercising Control – Budgetary Control	Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Functional Budgets- Cash Budget and Flexible Budget.	6+2+2

Textbooks:

1. *A Textbook of Financial Cost and Management accounting* -Periasamy, P. Himalaya Publication.
2. *A Textbook of Accounting for Management* Maheshwari, S. N. 5rd Edition. Vikas Publishing House.

Reference Books:

1. *An Introduction to Accountancy.*, Maheshwari, S. N., Maheshwari, S. K., & Maheswari, S. K. Vikas Publishing House.
2. *Cost Accounting*, Tulsian, P. C., & Bharat, T. S. Chand Publishing.
3. *Taxmann's Advanced Management Accounting* -Kishore, R. M. Taxmann Allied Services (P.), Limited.

Additional Resources:**Background Note:**

- “*Financial Analysis of Microsoft*”, by William A. Sahlman, Harvard Business Publishing, 803019-PDF-ENG

Book Chapters:

- Berman, K., Knight, J., & Case, J. (2008). **The Income Statement Affects Balance Sheet.** In *Financial intelligence for entrepreneurs: What you really need to know about the numbers* (pp. 89-93). Harvard Business Press.

Additional Note:**Numerical Problems will be asked from the following sections:**

1. Company Accounts.
2. Preparation of Cost Sheet.
3. Marginal Costing and Short-Term Business Decisions.
4. Budget: Cash Budget, Flexible Budget.

Behavioural Dynamics and People Management		Semester-I	
Course Code – GC10 102		Credits - 3	Marks - 100
Course Outcomes: After completion of this course the students will be able to: CO.GC10 102.1: Apply concepts of individual and group behaviour to shape employee behaviour at workplace. CO.GC10 102.2: Appraise concepts of People management for organizational effectiveness CO.GC10 102.3: Discuss practices prevalent in organizations to engage and retain employees.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Fundamentals of Behavioural Dynamics	Why to study Behavioural Dynamics, Definition and Meaning of Organizational Behaviour (OB) and Behavioural Dynamics, (OB) Models I & II, Independent and Dependent Variable New challenges for OB, Learning Theories, Linkage between learning and behaviour.	3+2+1
2	Individual Behaviour	Attitude: How attitudes are formed, Relationship between attitude and behaviour	8+3+6

		<p>Perception: Factors influencing perception, Perceptual process, Attribution theory, Importance of perception in behaviour.</p> <p>Personality: Determinants of personality, Measuring Personality - MBTI & Big 5, Johari Window, Transactional Analysis</p> <p>Motivation: Concept, Content Theories – Maslow’s Need Hierarchy Theory, Herzberg’s Two Factor Theory. Process Theories – Vroom’s Theory of Expectation. Contemporary Theories – Equity theory of motivation.</p>	
3	Group and Organization Behaviour	<p>Group: Type of groups, Group Properties, 5 stage model of group development, Team effectiveness.</p> <p>Leadership: Managers vs Leaders, Theories of Leadership – Trait Theory, Behavioural Theories, Contemporary Theories - Charismatic, Transactional and Transformational.</p> <p>Conflict and Stress Management: Nature of Conflict and Conflict Resolution, Work Stressors and Stress Management Techniques.</p> <p>Organization Culture: Culture and Organization Effectiveness. Overview of organizational culture.</p>	8+3+4
4	People Management (Talent Acquisition)	<p>People Management: Introduction and Functions of HRM, People as a competitive advantage.</p> <p>Talent acquisition Human Resource Planning</p> <p>Job analysis Process- Job Description and Job Specification, Introduction to concepts of job enrichment and job enlargement, Overview of Recruitment and Sources of recruitment, Selection Process, Induction and Orientation</p>	5+2+4
5	Talent Development and Talent Retention	<p>Learning and Development: Performance Management System: Introduction, Performance Planning, Performance Effectiveness –KRA and KPI Introduction to concept of competency – Basic Components K.S.A Introduction to training and development, Identification of Training needs, Types of training.</p> <p>Talent Retention: Introduction to concepts of career planning, succession planning and employee engagement</p> <p>Compensation Management: concept and Objective of Compensation function, Wage and Salary differentials, Components of Salary. Introduction to Incentive and benefits, Fixed and Variable pay.</p>	6+2+3

Textbooks:

1. Organizational Behaviour, by Stephen P. Robbins, Timothy A. Judge and Neharika Vohra, 18th Edition, Pearson Publication
2. Human Resource Management, by Gary Dessler & Biju Varrkey, 16th Edition, Pearson Publication
3. Organizational Behavior: An Evidence - Based Approach, by Fred Luthans, 12th Edition, McGraw Hill Education

Reference Books:

1. Human Resource Management, Text and Cases by Aswathappa. K, 8th Edition, McGraw Hill Education

Course Name – Operations and Supply Chain Management		Semester-I
Course Code –GC10 103	Credit - 3	Marks – 100
<p>Course Outcomes: After completion of this course the students will be able to CO.GC 100 -CO. GC10 103.1: Develop an understanding of importance of Operations & SCM and how it can provide a competitive advantage in the market place</p> <p>CO. GC10 103.2: Demonstrate ability to do process mapping and process analysis of simple business processes</p> <p>CO. GC10 103.3: Identify the various flows in real world supply chains.</p> <p>CO. GC10 103.4: Explain the key Operational Aspects in SCM.</p>		

Module Number	Module Name	Details	Number of Hours (L+T+P)
1	Introduction to Operations Management	Definition, Evolution from production to Operations management, manufacturing trends in India, Services as a part of OM, Operations as a key functional area, OM as a key functional area, OM a system perspective, functions of OM, challenges and current priorities of OM., Competitive Dimensions, Order Qualifiers and Winners, Productivity Measures	6+2+4
2	Operations Process Selection & Capacity Analysis	Process flowcharting, Generic process planning premises, Process mapping, Identification of bottleneck through Process Analysis, Process performance metrics, Defining Capacity, Measures of capacity, Capacity planning framework, Process mapping & Capacity Analysis, Capacity Augmentation alternatives	6+2+4

3	<p>Design of Manufacturing & Service Systems</p> <p>Introducing Supply Chain Management</p>	<p>Determinants of process characteristics, Types of processes and operations systems, Process- Product Matrix, Types of Layouts</p> <p>Definition, Functions of SCM, Evolution from physical distribution to logistics to SCM, Physical goods and services perspectives, Generalized Supply Chain Management Model, key issues in SCM, Collaboration, enterprise extension, responsiveness, cash to cash conversion</p>	7+2+4
4	<p>Supply Chain Management advance</p>	<p>Supply Chain Integrated framework: Resource base to end customers, product/service value flow, information flow, cash flow.</p> <p>Internet Technologies and Electronic Commerce in Supply chain. design and planning</p> <p>Concept of Service design, Introduction to Logistics, transportation, Store and warehousing.</p>	6+2+4
5	<p>Inventory Planning and Control</p>	<p>Concept of Inventory, Need for inventory, types of Inventory, Single and Multi – Period Inventory models.</p> <p>Inventory Costs: Concept and behaviour of ordering cost, carrying and storage costs</p> <p>EOQ: Basic EOQ Model, EOQ with discounts.</p> <p>Inventory Control: Classification of material. ABC analysis, VED, HML, FSN GOLF and SOS.</p> <p>Inventory turns ratios</p>	5+2+4

Suggested Text Books:

1. Mahadevan, B. (2007). *Operations Management – Theory and Practice*, 1st Edition. Pearson Education.
2. Aswathappa, K. (2006). *Production & Operation Management*, Himalaya Publications Ltd.
3. Chopra, Meindl et.al. (2017) *Supply Chain Management - Strategy, Planning & Operation*, Pearson Education.

Reference Books:

1. Levi, Kaminsky et. al (1999) *Designing & Managing the SC – Concepts, Strategies & Case studies*, 3rd Edition Tata McGraw Hill
2. Chase R et. al. (2014) *Operations and supply chain management – McGraw Hill Education*
3. Bowersox D, et. al. (2013) *Supply Chain Logistics Management*, 2nd Edition, McGraw-Hill
4. Basu & Wright, (2008) *Total Supply Chain Management*, 1st edition Elsevier
5. N.Chadrasekaran (2010) *Supply Chain Management : Process, System & Practice*, Oxford University Press

Course Name - Digital Business		Semester I
Course Code - GC10 104	Credits 3	Marks-100
<p>Course Outcomes: On successful completion of the course the learner will be able to:</p> <p>CO. GC10 104.1: Illustrate concepts, value creation & competitive advantage in a digital Business environment.</p> <p>CO. GC10 104.2: Examine the changing role of digital business models, intermediaries, changing nature of supply chain and payment systems in the online and offline world.</p> <p>CO. GC10 104.3: Develop familiarity with Business Analytics and need of Analytics in The industry, at the introductory level.</p>		

Module Number	Module Name	Details	Number of Hours (L+T+P)
1	Electronic Commerce	The Digital Revolution and Society, The Digital Economy, The Digital Enterprise, Virtual Communities, Defining E-Commerce, Platforms, Framework. E-Business, E-Markets and Networks; Classification of E-Commerce by the Nature of the Transactions. E-Commerce Business Models, Web 2.0. Drivers, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, and society.	7+2+2
2	Mobile Commerce, Social Commerce, IOT	M-Commerce Applications and Benefits, Mobile Marketing. Social Commerce: Social Business Networks and Social Enterprise, Social Media Marketing, Enterprise 2.0, Enterprise Social Networks, Benefits to players in the ecosystem. Social Collaboration (Collaboration 2.0), E-Commerce (C2C), Person-to-Person models. Concept of IOT and its Significance	7+2+2

3	Digital Business Ecosystem	E-Commerce Mechanisms, Online Purchasing Process, E-Marketplaces-Disintermediation and Reintermediation; Customer Shopping Mechanisms, Intermediaries' role. Merchant Solutions: Traditional Auctions Versus E-Auctions, Dynamic Pricing. Changing Supply Chains: EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. Digital Payments: Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Aspects.	7+2+2
4	Digital Business Applications	B2B Application- E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Reverse Auctions. B2C Application- Electronic Retailing: E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services. Social Shopping – Drivers, Social Shopping Aids – Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. Fintech: E-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Applications. Digital Government: Government-to-Citizens, Government-to-Business, Government-to- Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking, E-Learning, E-Training, and E-Books, Online Travel and Tourism Services, E-Health Services, E- Entertainment.	7+4+4
5	Basics of Business Analytics	Definition of analytics, Evolution of analytics, Need of Analytics, Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics. Introduction to Artificial Intelligence and Machine learning. Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions foranalytics, Characteristics of good questions, Skills of a good business analyst. Functional Overview of SAP-ERP, ERPSupportedDecision making.	5+2+2

Suggested Textbooks:

1. Introduction to E Commerce & Social Commerce, Turban E, HitesideJ, King D, Outland J (2017), Springer.
2. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, (2018), Pearson Publications
3. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, (2016). Pearson Education.
4. Data mining and business analytics with R, Johannes Ledolter, (2016). John Wiley & Sons.

Suggested Reference Books:

1. Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, (2018). Pearson Education.
2. E- Marketing, Judy Strauss, Adel Ansary, Raymond Frost, (2017) Prentice Hall.

Journals:

1. International Journal of Electronic Business
2. Journal of internet marketing and advertising
3. International journal of electronic commerce
4. Internet Research
5. International Journal of electronic retailing and marketing
6. International Journal of Online Marketing

Websites

<https://www.ibef.org/industry/ecommerce.aspx>
www.iamai.in
www.emarketer.com

Course Name: Business Research Methods		Semester -I	
Course Code –GC10 105	Credits 3	Marks 100	
COURSE OUTCOMES: After completion of this course the students would be able to CO. GC10 105.1: Apply Business Research Methods in changing Business Scenario CO. GC10 105.2: Interpret Data Collection Process & Techniques in Business situations. CO. GC10 105.3: Develop Business Research orientation.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Foundations of Business Research	1.1 Meaning of Research, Typical Research applications in business and management. Questions in Research: Formulation of Research Problem – Management Question – Research Question – Investigation Question.	7+2+3

		<p>1.2 Concepts in Research: Variables, Qualitative and Quantitative Research.</p> <p>1.3 Stages in Business research process: Characteristics of Good Research, Literature review - Concepts and theories - Research questions - Writing up - Elements of a Research Proposal.</p>	
2	Research Design:	<p>2.1 Concept, Features of research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation, and causation.</p> <p>2.2 Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of different designs, choice of a research design.</p> <p>2.3 Hypothesis: Meaning, Nature, Significance, Types of Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance.</p>	7+2+3
3	Data Collection and Processing	<p>3.1 Types of Data and Sources: Primary and Secondary Data Sources.</p> <p>3.2 Methods of Collection of Primary Data:</p> <p>(a) Observation – Structured and Unstructured, Disguised and Undisguised and Mechanical Observations (Use of Gadgets).</p> <p>(b) Experimental – Field and Laboratory.</p> <p>(c) Interview: Personal Interview, Focused Group, In-depth Interviews – Method.</p> <p>(d) Survey Telephonic Survey, Mail, e-mail, Internet Survey, Social Media and Media Listening.</p>	7+2+3

		<p>(e) Survey Instrument: Questionnaire Designing, Types of Questions – Structured/Close Ended and (B) Unstructured/Open Ended, Dichotomous and Multiple-Choice Questions.</p> <p>(f) Scaling Techniques: Likert Scale and Semantic Differential Scale, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application</p>	
4	Sampling:	<p>4.1 Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non-Response.</p> <p>4.2 Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.</p> <p>4.3 Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample: Practical considerations in sampling and sample size,</p>	7+2+3
5	Data Analysis and Report Writing	<p>5.1 Application of Univariate analysis and Coefficient of Variation, Chi-Square Test, Coefficient of correlation, Introduction to ANNOVA. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms.</p> <p>5.2 Report Writing: Meaning, Importance, Functions of Reports, Essential of a Good Report, Content of Report, steps in Writing a Report, Types of Reports, Footnotes and Bibliography.</p> <p>5.3 Ethics and Research. Objectivity, Confidentiality and Anonymity in Research. Plagiarism</p>	7+2+3

Textbooks:

1. Business research methods, Cooper, D. R., Schindler, P. S., & Sun, J. (2003)
2. Business research methods, Bell, E., Bryman, A., & Harley, B. (2018), Oxford university press.
3. Research methods in business studies: a practical guide, Grønhaug, K. (2005), Financial Times Prentice Hall.

Reference Books:

1. Business Research Methods (Book Only), Zikmund, W. G., Carr, J. C., & Griffin, M. (2013), Cengage Learning.
2. Handbook of research design and social measurement, Miller, D. C., & Salkind, N. J. (2002), Sage.
3. Research theory, Research methods: the basics, Walliman, N. (2011)

Course Name: Marketing Management			Semester -I
Course Code – GC10 106		Credits - 3	Marks - 100
COURSE OUTCOMES: After completion of this course the students would be able to			
<p>CO. GC10 106.1 ANALYSE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors</p> <p>CO. GC10 106.2 EXAMINE the marketing issues pertaining to marketing environmental forces, consumer buying behavior in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).</p> <p>CO. GC10 106.3 APPLY the principle of segmentation, targeting and positioning and branding, in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).</p> <p>CO. GC10 106.4 CREATE the marketing mix strategy and marketing plan for any given product/ company in the context of a real world marketing offering (commodities, goods, services, e-products/ e-services.)</p>			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Introduction to Marketing:	Definition & Functions of Marketing, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Company orientation towards market place: Product – Production - Sales–Marketing – Societal – Relational, Holistic Marketing Orientation. Selling versus marketing. Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value. Selling V/s Marketing, Marketing in the new normal Sustainable Marketing – Social Responsibility & Ethics,	(6+2+2)
2	Marketing Environment & Consumer Behaviour	Definition, Importance & Need for analyzing the Marketing Environment, Micro and Macro Environmental factors-Components and characteristics, Definition and Importance of Consumer Behaviour, Factors influencing Consumer Behavior, Steps in Consumer Buying Process, Buying Roles, Socio Economic Class, Consumer Buying Vs. Business Buying, Moment of Truth, Zero Moment of Truth (ZMOT)	(5+2+2)

3	Segmentation, Targeting and Positioning	<p>Segmentation - Definition and Need, Levels of segmentation, Bases for Segmentation of Consumer Markets, Criteria for Effective Segmentation, Bases for Segmentation of Business Markets, Concept of Market Potential & Market Share.</p> <p>Targeting- Definition, criteria and target market strategies, Positioning- Definition and Need, Concept of Differentiation (POP's & POD's)</p> <p>Positioning strategies, Value Proposition & Unique Selling Proposition.</p> <p>Branding – Definition, Need & Importance of Branding, Definition of Brand, Brand Elements, concept of Brand Equity</p>	(5+2+2)
4	Marketing I - Four P's: Mix-	<p>Meaning of Four P's of Marketing Mix, Product- Types of products, product vale hierarchy, types of new products, New Product Development Process, Product Life Cycle- Concept & characteristics of Product Life Cycle (PLC) and Strategies across stages of the PLC, Types of PLC and diffusion of innovation in new products, Concept of Product Mix, understanding product mix length, width and depth. Various product mix strategies, Price- Meaning, Role/function, objectives, methods of pricing, types of pricing and price changes. Place- meaning, functions, objectives, channel alternatives. Types of channel- Introduction to Wholesaling, Retailing, Franchising, Direct, marketing, Introduction to Omni channel & hybrid channel options. Promotion- Meaning, role/functions, objectives, Communication Mix Elements, - Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Introduction to integrated marketing communication concept</p>	(8+2+2)
5	Marketing Mix-II- Extended three P's:	<p>Meaning of extended 3 P's of Marketing Mix w.r.t. to services, People- Role of people in services marketing, why people are so important, employee and customers as co-producers Process- Role of processes in services, meaning and types- push & pull service, Physical evidence-Importance of physical evidence, understanding and experiencing service blueprint,</p> <p>Goods-Services Continuum</p> <p>Marketing Plan – Definition, Need & Importance, Contents of Marketing Plan.</p> <p>Latest trends in Marketing</p>	(6+2+2)

Textbooks:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, 12th edition, Pearson
2. Marketing Management, Rajan Saxena, 6th Edition, TMGH publication
3. Marketing, Lamb Hair Sharma, Mc Daniel, 11th Edition, Cengage Learning
4. Marketing Management an Asian Perspective, Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2018), Pearson publications

Reference Books:

1. Principles of Marketing, Kotler, P., & Armstrong, G. (2010). Pearson education.
2. Marketing management: Text and cases Indian context, Panda, T. K. (2009) Excel Books India.
3. Marketing Management, Ramaswamy, V. S., & Namakumari, S. (2009). Macmillan publications

Additional Resources:Web Resources:

- NCAER - <http://www.ncaer.org/>
- 2011 Census of India Reports - <http://www.censusindia.gov.in/>
- <http://www.marketingpower.com/Pages/default.aspx> (American Marketing Association)

Economic Analysis for Business Decisions			Semester - I
Course Code – GC5T 101	Credits - 2		Marks - 50
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. GC5T 101.1: Apply various economic concepts for business decisions.			
CO. GC5T 101.2: Analyze Cost function, Production function and Competition.			
CO. GC5T 101.3: Evaluate the effect of macro-economic environment on business.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Basic Concepts of Economics	Introduction, economic problem, circular flow of economic activity in brief, concept of Economies(capitalist, socialist and mixed economies),Microeconomics, Macroeconomics, Concept of Firm, Market, Invisible Hand Theory, Profit Maximization Model, Morris' Growth Maximization Model, Baumol's Static and Dynamic Models. (Any one of above theory of firm will be done and rest will give as home assignments)	5+2+2
2	Utility & Demand Analysis	Utility – Meaning, Utility analysis in brief, Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Types &	5+1+1

		degree of Elasticity of Demands, Demand in Digital Market Place. Forecasting: Meaning of Forecasting, Levels, criteria of Demand Forecasting, Methods of Demand Forecasting,	
3	Supply & Market Equilibrium	Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors determining Elasticity of Supply, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: in brief	4+1+1
4	Cost Analysis, Revenue Policies and Degree of Competition	Cost of Production. Private cost and social cost, Accounting Costs and Economic costs, Short run cost -- TFC, TVC, TC, AFC, AVC, ATC, MC. Nature of Short Run Average Cost, Relation between AC and MC. Long run cost curve, nature of long run average cost curve, economics of scale and diseconomies of scale. Revenue: Meaning and Types, Relationship between Revenues, TR, AR, MR, revenue curve in different markets. Degree of Competition, Pricing and Equilibrium under Monopoly, Monopolistic Competition, Oligopoly, Perfect Competition.	6+2+2
5	Macroeconomic Analysis	Use of GDP, GNP, FDI, Inflation Rate Interest Rate data for managerial decision making, Understanding Fiscal and Monetary Policies for economic decisions.	4+0+2

Textbooks:

1. Managerial Economics, Salvatore, D. (2014), McGraw Hill.
2. Managerial Economics, Mithani, D.M. (2013), Himalaya.

Reference Books:

1. Managerial Economics, Gupta, G.S. (2011), McGraw Hill.
2. Managerial Economic, Ahuja, H. L. (2017), S Chand.
3. Datt & Sundharam's Indian Econom, Datt, G., Mahajan, A. (2018), S Chand.

Additional Resources:

Web Resources:

- www.rbi.org.in
- www.sebi.org.in
- www.wto.org
- www.imf.org

Business Government & Society			Semester -I
Course Code – GC5C 101		Credits - 2	Marks - 50
Course Outcomes: On successful completion of the course the learner will be able to: CO. GC5C 101.1: Describe the economic roles of government in business. CO. GC5C 101.2: Appraise the pertinent macroeconomic factors, interlinkages between economic growth, poverty, and inequality. CO. GC5C 101.3: Examine the rationale of Public Private Partnerships.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Roles of Government and regulatory bodies	Economic roles of government, Regulation of Business, foreign direct investment, Interdependence and Conflict, Regulatory bodies and their significance.	4+0+0
2	Poverty, Inequality and Economic Growth	Industrial Development, Sectoral growth, Rural- Urban Dynamics, Trade and Development, State and the Market	4+2+2
3	Public Private Partnerships	Privatization and Economic Growth, The Public Private Partnerships and its Rationale, Different Kinds of PPP, Discussion of the privatization in different sectors	6+2+2
4	Multinational Corporations	Globalization of Business, Globalization of the Indian Firms, MNCs and their strategy of coping with Global Competition	4+2+2
5	Social aspects of Business	Business as Blending of People across the globe. Community, Technology, Cultural and Socioeconomic aspects of Global business	4+2+2

Textbooks:

1. Business, Government and Society: A Managerial Perspective, Steiner, J., & Steiner, G. (2015) Tata McGraw Hill.
2. Business and Its Environment, David, P. (2012) International Edition. Pearson.
3. Business, Government, and Society Douglas, E. G. (1993), Prentice Hall.

Reference Readings:

1. Managing for Stakeholders: Survival, Reputation, and Success Freeman, R.E., Harrison, J. S., and Wicks, A. C. (2007), New Haven: Yale University Press.
2. The Mind and the Market: Capitalism in Modern European Thought Muller, J. Z. (2002), New York: Knopf.
3. The Wealth of Nations Smith, Adam (1937), Ed: E. Cannan. New York: Modern Library.
4. The Emergence of Managerial Capitalism, Chandler, A. D. (1984), Business History Review.

Additional Resources:

EPW (Economic & Political Weekly)

HBR (Harvard Business Review)

Business Daily (Bs Line, Bs Std, Economic Times)

Business Communication		Semester -I	
Course Code – GC5C 102		Credits - 2	
		Marks - 50	
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. GC5C 102.1: Express themselves effectively in routine and real-world business interactions through verbal and written communication.			
CO. GC5C 102.2: Demonstrate appropriate behaviors and attire within specific business situations and shall be able to take part in real & virtual professional business conversations and meetings.			
CO. GC5C 102.3: Write the variety of letters, reports and emails.			
CO. GC5C 102.4: Plan a professional business presentation on a real-life business topic.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Basics of English Communication	Need of Communication Skills for Managers, Verbal and non-verbal communication, Barriers to communication and how to overcome the barriers, Principles of effective communication, basics of grammar like sentence types, tenses, voice, parts of speech, word order, everyday words. Simple conversations, dialogues, debates and group discussions on people, jobs, places to visit, festivals/celebrations, eating habits, attire, current affairs – popular	4+2+2

		personalities, disasters/accidents, politics, technology, sports/hobbies, environment, education, entertainment, transport, crime, etc	
2	Speaking skills and presentation skills	Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture. With practical examples of managerial speeches like speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings.	6+2+2
3	Presentation skills	Principles of effective presentations, planning, structure and delivery, principles governing the use of media, time management - slide design and transition, style and persuasiveness of the message, effectiveness in delivery, dynamics of group presentation and individual presentation	3+2+2
4	Written Communication	Basics of writing techniques like rules of good writing, punctuation, adaptation and selection of words, writing effective sentences, developing logical paragraphs, Précis writing, Developing coherent paragraphs, overall tone, Different types of communication like letters, reports, email, presentations, agenda and minutes, circulars, notices and emails. Technique of reportwriting	3+2+2
5	Non-verbal communication and soft skills	Importance of nonverbal communication, Principles of nonverbal communication through clothes and body language, personal grooming and corporate etiquettes. Interpersonal relationship skills, grooming, meeting management skills, facilitating skills, selling Skills, leadership skills mentoring/coaching skills, self-promotion skills, skills in dealing with difficult personalities, skills in dealing with difficult/unexpected situations, influencing skills, negotiation skills, networking Skills. Cultural sensitivity, Cross-cultural issues	4+2+2

		which affect communication across different cultures, effective intercultural communication	
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Textbooks:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd

Additional Resources:

Web Resources: <http://www.druckerinstitute.com/link/about-peter-drucker/>

The Five Minds of a Manager by Gosling, Jonathan; Mintzberg, Henry. Harvard Business Review, Nov2003, Vol. 81 Issue 11

<http://www.druckerinstitute.com/link/about-peter-drucker/>

Additional Note:

Note:

1. The entire course should be delivered with a skills development focus. Video recordings of student's performances (speaking tasks) should be carried out and used for intensive reviews for performance improvement

Course Name - Advanced Excel			Semester -I
Course Code – GC5C 103		Credits –2	Marks - 50
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. GC5C 103.1: Obtain basic to intermediate skills for using Ms - Office in the classroom vis-à-vis Business Applications.			
CO. GC5C 103.2: Illustrate hands on experience on MS Office Utilities.			
CO. GC5C 103.3: Experiment with creating solutions for Data Management and Reporting.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Understanding Excel	1.1 Understanding Excel Files, Ribbon and Shortcut: Enter data in a worksheet, Format a	3+2+4

		worksheet, Format numbers , Create an Excel table, Filter data by using an AutoFilter, Sort data by using an AutoFilter 1.2 Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts 1.3 Working with Cells and Ranges. Formatting Cells, Name Manager 1.4 Visualizing Data Using Conditional Formatting.	
2	Working with Dates and Times & Text	2.1 Working with Dates & Time, Creating Formulas to operate on Text – Text Functions in Excel. The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis. 2.2 Creating Formulas That Count, Sum, Subtotal, use of function in a formula 2.3 Creating Formulas That Look Up Values in range: VLookup, HLookup, Match & Index	3+2+4
3	Creating Formulas for Financial Applications	3.1Introduction to formulas viz. PV, PMT, NPER 3.2Creating Charts and Graphics, Creating Sparkline Graphics, Using Insert Tab Utilities	3+2+4
4	Using Custom Number Formats	4.1 Format Cells window (Using right click) 4.2 Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation & using utilities from Data Tab 4.3 Protecting Work: Using Review Tab Utilities 4.4 Performing Spreadsheet What-If Analysis:Create a macro, Activate and use an add-in.	3+2+4
5	Analyzing Data with the Analysis Tool Pak	5.1Anova, Correlation, Covariance, Histogram, Random Number Generation, Rank and Percentile, Regression 5.2Pivot Tables for Data Analysis:Create Data Base for Pivot, Analyzing Data with Pivot Tables, Producing Report with a Pivot Table,Pivot tables – Slicers -Report Filters for basic analytics	3+2+4

Textbooks:

1. Excel: Formulas and Functions, Dinwiddie, R. (2007), Prentice Hall Press.
2. Microsoft Excel 2016, Frye, C. (2016), La guidaufficiale: Step by Step. HOEPLI EDITORE.
3. Microsoft Excel 2007 for Dummies, Harvey G. (2007), John Wiley & Sons.
4. New Perspectives on Microsoft Office Excel 2007, Parsons, J. J., Oja, D., Ageloff, R., & Carey, P. (2007), Comprehensive. Cengage Learning.

Reference Books:

1. Microsoft Word 2010 Bible , Tyson, H. (2010), John Wiley & Sons.
2. Excel 2016 bible, Walkenbach, J. (2015), John Wiley & Sons.

Foundation of Organization and Management			Semester -I
Course Code – GC5C 104		Credits - 2	Marks - 50
<p>COURSE OUTCOMES: After completion of this course the students would be able to</p> <p>CO. GC5C 104.1: Explain the various concepts of management and contemporary management practices.</p> <p>CO. GC5C 104.2: Assess professional challenges that managers face in various Organization.</p> <p>CO. GC5C 104.3: Integrate the emerging ideas and practices in the field of management</p>			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Introduction to Management	Evolution of Management, Definition of Management, Principles of Management, Functions of Management, Role of Manager, Types of Manager, Managerial skills- skills required to lead an organization in new normal.	4+2+2
2	Organization	Formal and Informal, Line and staff relationship, Centralization Vs. Decentralization, Basic issues in organizing, work specialization, chain of command, delegation, span of management, Organization Structure - bases for departmentation Aspects of effective Communication Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource.	5+2+4
3	Planning & Controlling	Nature & elements of planning, Planning process, MBO & MBE; Decision-making process, Meaning and definition of Controlling, process of controlling, types of control, Discussion in context of new age conundrum	3+2+2
4	Challenges in Management	Thriving in the new normal, Change Management - Reaction to change-Planning organizational Change, New trends in management -	3+2+2

5	Discussion on relevant articles	Discussion on various articles from reputed Journals, related to the subject.	4+2+2
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Textbooks:

1. . Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management by Koontz and Wechrich, TMGH.
3. Management by Stoner, et. al., Prentice Hall of India, New Delhi.

Reference Books:

1. Management by Hellregel, Cengage Learning, Bombay.
2. Management by Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases by Satya Raju, PHI, New Delhi.
4. Management by Richard L. Draft, Cengage South-Western.

Additional Resources:

Web Resources:

- <http://www.druckerinstitute.com/link/about-peter-drucker/>
- The Five Minds of a Manager by Gosling, Jonathan; Mintzberg, Henry. Harvard Business Review, Nov2003, Vol. 81 Issue 11, <http://www.druckerinstitute.com/link/about-peter-drucker/>

FOUNDATION COURSE: Fundamentals of Statistics		Semester - I
Course Code: GFE 100A	Credits -0	
After completion of this course the students will be able to CO.GFE 100A.1: Describe the basic statistics terminologies used in business. CO.GFE 100A.2: Explain statistical tool and techniques as applicable to business and its use in areas of management research. CO.GFE 100A.3: Apply preliminary Quantitative Data Analysis techniques on datasets.		

Module No.	Module Name	Content	Number of Hours (L+T+P)
1.	Introduction of statistics	Definition, Scope, Uses, Misuses and Limitation of Statistics, Approximation and Accuracy, Statistical Errors. Classification and Tabulation of Data: Frequency Distribution, Simple and Manifold Tabulation.	2+1+2
2.	Descriptive Statistics	Mean, Arithmetic mean, Geometric Mean, Mode, Median. for Individual Data Series, Discrete Data Series ,Continuous Data Series	2+2+2
3.	Measures of Dispersion	Standard Deviation, Variance, Quartiles, Kurtosis, Skewness for Individual Data Series, Discrete Data Series Continuous Data Series	3+2+2
4.	Graphical depictions of data	Stem and Leaf plots, Relative Frequency Polygons Frequency graphs, Histograms Cumulative Frequency Polygons (Ogive).	2+2+2
5.	Correlation Co-efficient & regression	Introduction, scatter-Plots.	2+1+2

Textbooks:

1. Business research methods, Cooper, D. R., Schindler, P. S., & Sun, J. (2003)
2. Business research methods, Bell, E., Bryman, A., & Harley, B. (2018), Oxford university press.

FOUNDATION COURSE: Accounting Fundamentals		Semester -I	
Course Code – GFE 100B		Credits -0	
COURSE OUTCOMES: After completion of this course the students will be able to CO- GFE 100B.1: Describe the basic accounting terminologies used in business. CO- GFE 100B.2: Apply Accounting Principles and Concepts to business transactions CO- GFE 100B.3: Explain the accounting process of business transaction			
Module No.	Module Name	Details	No of Hours (L+T+P)
1	Introduction to Accounting	Meaning, Scope and Importance of Accounting. Accounting Principles: Concepts and Conventions. Accrual basics of Accounting and Cash Basis of Accounting. Basic Accounting Terminologies.	2+1+2
2	Classification of Accounts	Classification of Accounts and Rules of Debit and credit using Accounting Equation. [Assets, Liabilities, Capital, Revenue and Expenses]	2+2+2
3	Journal Entries	Journal Entries – Preparation of Journal and passing journal entries.	3+2+2
4	Ledger Posting and Balancing	Ledger Posting & Balancing – Preparation of Ledger Accounts, Posting the journal entries in the ledger accounts, Ledger Accounts Balancing and Interpretation of Ledger Account Balances.	2+2+2
5	Trial Balance	Trial Balance – Preparation of Trial Balance and Importance of Trial Balance in Accounting Process	1+1+1

Textbooks:

1. *Cost Accounting*. Tulsian, P. C., & Bharat, T. S. Chand Publishing.
2. *A Textbook of Financial Cost and Management accounting*. Himalaya. Periasamy, P.
3. *A Textbook of Accounting for Management*, Maheshwari, S. N. Vikas Publishing House. 3rd Edition.

Reading Material:

Videos on Basics of Accounting: Accounting Principles and Concepts

Additional Note:

Numerical Problems will be asked from the following sections:

- Accounting Equation
- Journal Entries
- Leger Posting and preparing a trial balance

FOUNDATION COURSE: Entrepreneurship Development I		Semester - I
Course Code: GFE 100C	Credits - 0	
COURSE OUTCOMES: On successful completion of the course the learner will be able to: CO. GFE 100C.1: Describe the conceptual understanding of entrepreneurship and being an entrepreneur. CO. GFE 100C.2: Examine the business idea for its business potential. CO. GFE 100C.3: Develop Business Plan on the validated business Idea.		

Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Entrepreneurship and Entrepreneur: Role and Importance.	Exploring successful and unsuccessful entrepreneurs Entrepreneurship career Vs Job Career. What is a start-up? Understanding environment at a start- up	2+0 +1
2.	Business Idea	Idea Vs. Business Idea, Idea Validation Process and techniques	2+0 +1
3.	Understanding Business Idea Potential	Various Business Aspects of a viable business Idea Market Potential, Scalability	2+0 +2
4.	Business Plan Concept	– Why we need to work on a Business Plan. Different Approaches and Framework Understanding Business Plan Elements Business Model- Revenue and Cost Model	2+0 +2
5.	Business Plan Development	Structured business plan development on the finalized Idea and Business Plan Presentation Mentoring Sessions on Business Plan Development	2+1 +3

Text Books:

1. Fundamentals of Entrepreneurship, Sangram Mohanty, PHI Publications
2. The Dynamics of Entrepreneurial Development & Management, Desai, Vasant, Himalaya Publishing House, Delhi
3. Managing Small Business, Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
4. Cases in Entrepreneurship, Morse and Mitchell, Sage South Asia Edition.

Reference Books:

1. Entrepreneurship – Indian Cases on Change Agents, K Ramchandran, TMGH.
2. Entrepreneurship – The engine of growth, Mark Rice and TimothyHabbershon , Published by Praeger Perspectives.
3. Entrepreneurship: Theory, Process and Practice, Kuratko, D.F. & Hodgetts,R.M., CengagePress.
4. Entrepreneurship Development: Small Business Enterprises, Charantimath P, Pearson Publications
5. A Guide to Entrepreneurship, David, Otes, Jaico Books Publishing House,Delhi.
6. Indian Entrepreneurial Culture , A Gupta, New AgeInternational.

Suggested MOOC:

https://onlinecourses.nptel.ac.in/noc19_ge08/preview

Suggested Journals:

Journal of Entrepreneurship

Suggested Websites:

www.ediiindia.org

www.ibef.org

www.wfnen.org

Course Name -MS Office Fundamentals			Semester -I
Course Code – GFE 100D		Credits –0	Marks -
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. GFE 100D.1: Develop skills for using MS-Office in the classroom vis-à-vis Business Applications.			
CO. GFE 100D.2: Impart hands on experience on MS Office Utilities.			
CO. GFE 100D.3: Creating solutions for Data Management and Reporting.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Microsoft Word	1.1 Collaboration-Protect your document with passwords, permission, and other restrictions, Save a document to SharePoint from Office 2010, Mail Merge 1.2 Tracking changes and Comments-Turn track changes on or off, Review tracked changes and comments 1.3 Formatting-Add, change, or delete WordArt, Add or remove text effects, Adjust the spaces between letters, lines or paragraphs,Set the default font,	4+0+4

		<p>Language, Apply, customize, and save a document theme in Word</p> <p>1.4 Tables of contents and other References-Create a table of contents, Edit a citation placeholder, Create a bibliography, Foot note & End Note, Captions & Index</p> <p>1.5 Checking Spelling, grammar, and thesaurus</p> <p>1.6 Managing Headers, footers, and page numbers, Links</p> <p>1.7 Inserting Page breaks and section breaks, Applying Multiple headers, pagelayouts</p> <p>1.8 Tables Tools, Illustrations, Equations, Symbols</p>	
2	Microsoft Power Point	<p>2.1 Working with text & SmartArt graphics - Add alternative text to a shape, picture, chart, table, SmartArt graphic, or other object, Wrap text around an object in PowerPoint 2010, Adjust the indent in a bulleted or numbered list on the ruler, Change the look, position, or function of bulleted or numbered lists in your presentation</p> <p>2.2 Organizing and formatting slides, Using masters -Understanding a slide master, Create or customize a slide master, Apply one or more slide masters to a presentation</p> <p>2.3 Working with animation, sounds & Movies -Turn your presentation into a video, Embed or link to a video from your presentation, Set the 'Play' options for a video in your presentation, Trim a video, Compress your media files, Tips for improving audio and video playback and compatibility</p> <p>2.4 Working with hyperlinks and action buttons</p> <p>2.5 Reviewing and adding comments - Show markup and add Comments</p> <p>2.6 Creating support materials -Notes and Notes Master, Printing Notes</p> <p>2.7 Delivering your presentation Using Presenter's Mode, Optimising Handouts</p> <p>2.8 Embedding Presentation -Multiple presentations & Slides and files on the slide</p>	4+0+4

3	Media for Social Connectivity	3.1 Google Docs	2+0+2
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Textbooks:

1. Microsoft Word 2010 step by step (pp. 46-58), Cox, J., & Lambert, J. (2010), Microsoft Press.
2. MOS 2010 Study Guide for Microsoft Word, Excel, PowerPoint, and Outlook Exams, Lambert, J., & Cox, J. (2011), Pearson Education.
3. Microsoft Word 2010 Bible, Tyson, H. (2010) John Wiley & Sons.
4. Microsoft Office 2010 Bible, Walkenbach, J., Tyson, H., & Wempen, F. (2010), John Wiley & Sons.

Reference Books:

1. Beyond bullet points: Using Microsoft PowerPoint to create presentations that inform, motivate, and inspire, Atkinson, C. (2011), Pearson Education.
2. Microsoft PowerPoint 2013 Plain & Simple, Muir, N. (2013), Microsoft Press.
3. Microsoft Word 2010 Inside Out, Murray, K. (2010), Microsoft Press.
4. Microsoft Word 2010 in depth, Wempen, F. (2010), Que.
5. Office 2010 Bible, Wempen, F., Groh, M. R., Bucki, L. A., Walkenbach, J., & Tyson, H. (2013), Wiley.

Additional Resources:

Web Resources:

- <http://prezi.com/recyyolzxm3e/how-to-create-a-great-prezi/>
- <https://www.graphpad.com/support/faq/prism-3-creating-a-powerpoint-slide-from-a-prism-graph/>

Course Code – GFE 100E		Credit - 0	
<p>COURSE OUTCOMES: After completion of this course the students would be able to</p> <p>CO. GFE 100E.1: Understand the role of Networking and Information Security.</p> <p>CO. GFE 100E.2: Describe the Security threats and vulnerabilities associated with Networks.</p> <p>CO. GFE 100E.3: Defend the role of Cryptography and Encryption in enhancing Cyber Security.</p>			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Overview of Networking Concepts	Basics of Communication Systems, Transmission Media, Topology and Types of Networks, TCP/IP Protocol Stacks, Wireless Networks, The Internet	0+2+0
2	Information Security Concepts	Information Security Overview: Background and Current Scenario, Types of Attacks, Goals for Security, E-commerce Security, Computer Forensics, Steganography	0+3+0
3	Security Threats and Vulnerabilities	Overview of Security threats, Weak / Strong Passwords and Password Cracking, Insecure Network connections, Malicious Code, Programming Bugs, Cybercrime and Cyber terrorism, Information Warfare and Surveillance	0+3+0
4	Cryptography / Encryption	Introduction to Cryptography / Encryption, Digital Signatures, Public Key infrastructure, Applications of Cryptography, Tools and techniques of Cryptography	0+3+0

Human Rights I		Semester -I	
Course Code – GFE 100F		Credit- 0	
<p>COURSE OUTCOMES: After completion of this course the students would be able to</p> <p>CO. GFE 100F.1: Summarize the basic concept of human rights and the perspectives of these rights and duties.</p> <p>CO. GFE 100F.2: Define the important terms associated with legal aspects of human rights.</p> <p>CO. GFE 100F.3: Describe the role of United Nations in implementing the ethos of Human Rights.</p>			
Module No.	Module Name	Details	Number of Hours (L+T+P)

1	Basic Concept	Human Values- Dignity, Liberty, Equality , Justice, Unity in Diversity, Ethics and Morals; Meaning and significance of Human Rights Education	0+2+0
2	Perspectives of Rights and Duties	Rights: Inherent-Inalienable-Universal-Individual and Groups; Nature and concept of Duties; Interrelationship of Rights and Duties	0+3+0
3	Introduction to Terminology of Various Legal Instruments	Meaning of Legal Instrument- Binding Nature; Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol- Executive Orders and Statutes	0+3+0
4	United Nations and Human Rights	Brief History of Human Rights-International and National Perspectives; Provision of the charters of United Nations; Universal Declaration of Human Rights- Significance-Preamble; Civil and Political Rights-(Art. 1-21); Economic, Social and Cultural Rights-(Art.22-28); Duties and Limitations-(Art. 29); Final Provision (Art. 30)	0+3+0

Corporate Social Responsibility		Semester -I	
Course Code – GC2T 101		Credits- 1	
		Marks - 25	
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. GC2T 101.1: Evaluate CSR activity and its regulatory significance in Corporate India			
CO. GC2T 101.2: Develop Social Quotient			
CO. GC2T 101.3: Write Report on CSR Activity			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Understanding CSR	Understanding concept of CSR, Evolution of CSR in World and India, Concept of Charity, Corporate Philanthropy, Corporate Philanthropist across World (Corporate Philanthropist is self-learning topic)	2+0+1
2	Regulations	Regulatory framework in India for CSR	2+2+0

3	Case Studies on CSR	CSR Case of Tata Group, Birla Group, Reliance Group, Wipro, Infosys etc.	1+2+1
4	Social Emerson	Identification and Association with NGO (Students will identify NGO and closely associate with those NGO and contribute to social cause)	0+0+10
5	Report	Write detail report on activity undertaken during association with NGO and annual reports of pertinent company.	0+4+0

Textbooks:

1. Corporate social responsibility in India, Agarwal, S. K. (2008), SAGE Publications India.
2. Corporate social responsibility: Concepts and cases: The Indian experience, Baxi, C. V., & Prasad, A. (Eds.). (2005), Excel Books India.

Reference Books:

1. Handbook on corporate social responsibility in India, Mittal R. B., & Chairman CII. (2013).
2. Handbook of corporate sustainability: frameworks, strategies and tools, Quaddus, M. A., & Siddique, M. A. B. (Eds.). (2011), Edward Elgar Publishing.

Additional Resources:

Web Resources:

- www.teachcsr.com
- www.csr.gov.in

Additional Note:

- Students should identify one Indian and one Foreign Company to study CSR report
- Student should identify at least one NGO of his/her interest at the beginning of semester to associate and contribute socially during this course studies.
- Evaluation will be based task undertaken at NGO and report and viva

Semester II

Generic Courses Syllabus

Financial Management			Semester -I
Course Code – GC10 201		Credits - 3	Marks - 100
COURSE OUTCOMES: After completion of this course the students would be able to:			
CO.GC10.201.1: Analyse Financial statements.			
CO.GC10.201.2: Apply Financial techniques for Investment Decisions.			
CO.GC10.201.3: Evaluate financial decisions for maximisation of Shareholders wealth.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Role of the Finance Function	Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager	5+2+2
2	Financial Statement Analysis	Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Cash Flow Statement.	6+4+3
3	Time Value of Money	Future value of a single amount and an annuity; Present value of a single amount, an annuity and a perpetuity (using MS Excel)	6+3+3
4	Valuation of Long-Term Securities	Types of LT securities and their features; Valuation of Bonds, Preference Shares and Common Stock using Gordon Growth Model and Growth Phase model.	6+4+2
5	Capital Budgeting Principles and Techniques	Meaning Definition and Nature of Capital Budgeting; Time value of money; identifying Relevant Cash Flows; Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR, Capital Budgeting Practices in India	7+3+4

Textbooks:

1. *Fundamentals of Financial Management*. Van Horne, J. C., & Wachowicz, J. M. (2015). 13th edn, Pearson Education.
2. *Financial management*. Chandra, P. (2016). 10^e. Tata McGraw-Hill Education.

Reference Books:

1. *Corporate Finance*, Ross, S. A., Westerfield, R.W., Jaffe, J., Jordan B.D. & Kakani, R. K. (2017). 11^e (SIE). McGraw-Hill Education.
2. *Financial Management*, Pandey, I. M. (2015). 11th edn. Vikas Publication House P. Ltd. New Delhi.

Additional Resources:

Case Study:

- “*Clarkson Lumber Co.*” by Thomas R. Piper, Harvard Business Publishing, 297028-PDF-ENG

Article:

- Collingwood, H. (2001). **The earnings game: Everyone plays, nobody wins.** *Harvard Business Review*, 631X-PBK-ENG

Additional Note:

Numerical Problems will be asked from the following sections:

1. Trend Analysis
2. Common-size Analysis
3. Ratio Analysis
4. Estimation of Value of Long-Term Securities; Bonds, Preference Shares and Common Stock.
5. Estimation of cash flows for Capital Budgeting Projects
6. Evaluation of Capital Budgeting Projects using ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR.

Course Name: Decision Science		Semester - II
Course Code: GC10 202	Credits - 3	Marks – 100
Course Outcomes: After completion of this course the students will be able to CO. GC10 202.1: Apply quantitative techniques in problem formulation and the managerial decision-making process. CO. GC10 202.2: Analyze the process of Managerial decision-making. CO. GC10 202.3.: Design and construct problems and perform logical analysis.		

Module No.	Module Name	Content	No. of Sessions
1	Linear Programming	1.1 : Concept, Formulation & Graphical Solution 1.2 Markov Chains & Simulation Techniques: Markov chains: Applications related to management functional areas, Implications of Steady State Probabilities, Decision making based on the inferences Monte Carlo Simulation, scope and limitations.	7+2+2
2	Introduction	2.1: Importance of Decision Sciences & Role of quantitative techniques in decision-making. 2.2 Assignment Models: Concept, Flood's Technique/ Hungarian Method, applications including restricted & multiple assignments. 2.3 Transportation Models: Concept, Formulation, Problem types: Balanced, unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, Optimal Solution using MODI.	7+2+2

3	Decision Theory	3.1 Concept, Decision under risk (EMV)&uncertainty 3.2 Game Theory: Concept, 2 by 2 zero sum game with dominance, Pure & Mixed Strategy 3.3 Queuing Theory: Concept, Single Server (M/M/I , Infinite, FIFO) and Multi Server (M/M/C , Infinite, FIFO)	7+2+2
4	CPM & PERT	4.1 Concept, drawing network, identifying critical path Network Calculations: Calculating EST, LST, EFT, LFT, Slack & probability of project completion 4.2 Sequencing problems: Introduction, Problems involving jobs- 2 machines, n jobs- 3 machines & n jobs-m machines; Comparison of priority sequencing rules.	7+2+2
5	Probability	5.1 : Concept, Addition, Conditional Probability theorem based decision making, (Numerical based on functional areas of business expected). 5.2 Probability Distributions: Normal, Binomial. Interval estimation, standard errors of estimation.	7+2+2

Suggested Text Books

1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications, 4th Edition
2. Quantitative Approaches to Management by Levin, Rubin, Stinson & Gardner
3. Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd., 4th Edition
4. Quantitative techniques & statistics By K L Sehgal Himalaya Publications

Suggested Reference Books

1. An introduction to management science: Quantitative Approach for decision making- Cengage Learning- Anderson
2. Introduction to Operations Research by Billey E. Gillett, TMGH
3. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI
4. Managerial Decisions Modeling with Spreadsheets by Bal Krishnan, Render, Stair, Jr., Pearson Education.
5. Operations Research by R. Pannerselvam, Prentice Hall India, 2nd Edition.

Course Name: Legal Aspects of Business		Semester - II
Course Code: GC5T 201	Credits - 2	Marks - 50
Course Outcomes: After completion of this course the students will be able to CO. GC5T 201.1: Describe the key terms and key legal provisions of acts CO. GC5T 201.2: Illustrate the use of the Acts in common business situations. CO. GC5T 201.3: Appraise various facets of basic case laws of each Act from a legal and managerial perspective		

Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	The Contract Act, 1872	Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Non-Disclosure Agreement, Discharge of contract, Breach of Contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency	4+0+4
2.	Sale of Goods Act, 1930	Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction.	4+0+4
3.	The Negotiable Instrument Act, 1881	Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest.	4+0+4
4.	The Companies (Amendment) Act, 2015	Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director.	4+0+4
5.	The Consumer Protection Act, 1986	Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. Information Technology Act, 2000 , Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes. Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and Designs	4+0+4

Suggested Text Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management by Koontz and Wehrich, TMGH
3. Management by Stoner, et. al., Prentice Hall of India, New Delhi.

Suggested Reference Books:

1. Management by Hellregel, Cengage Learning, Bombay
2. Management by Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases by Satya Raju, PHI, New Delhi.
4. Management by Richard L. Draft, Cengage South-Western

Suggested Supplementary Reading Material:

1. The Frontiers of Management by Peter Drucker, Harvard Business Review Press.
2. The Definitive Drucker by Elizabeth Haas Edersheim, TMGH.
3. Technology, Management and Society by Peter Drucker, Harvard Business Review Press.
4. The Drucker Lectures: Essential Lessons on Management, Society and Economy Edited by Rick Wartzman, TMGH.

Suggested Websites:

<http://www.druckerinstitute.com/link/about-peter-drucker/>

Suggested Journals:

The Five Minds of a Manager by Gosling, Jonathan; Mintzberg, Henry. Harvard Business Review, Nov 2003, Vol. 81 Issue 11

Statistical Lab		Semester -II	
Course Code –GC5C 201	Credits - 2	Marks - 50	
<p>COURSE OUTCOMES: After completion of this course the students would be able to CO.:</p> <p>CO. GC5C 201.1. Interpret the Qualitative and Quantitative Data by using basic statistical analysis.</p> <p>CO. GC5C 201.2: Apply Statistical Tools and Techniques.</p> <p>CO. GC5C 201.3: Test hypothesis using t tests, Chi Square tests and ANOVA, Factor Analysis.</p>			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Introduction	An Overview of Statistical Software: Introduction to SPSS / SAS/ Sy stat. Introduction to various menus, Data file, Output file, frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file –Variable and data view, Value Labels. Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, and splitting files, Visual Binning.	4+2+2
2	Descriptive Statistics	Frequencies: Frequencies, bar charts, histograms, percentiles Descriptive Statistics: Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, Graphs: Creating and editing graphs and charts	4+2+2
3	Parametric Tests & Non-Parametric Tests	Bivariate Correlation: Bivariate Correlation, Partial Correlations, and the correlation matrix The T-test Procedure: Independent –samples, paired samples, and one sample tests Non-Parametric Tests: ChiSquareTest, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples	5+2+4
4	Advanced Tools	Advanced Tools: Simple Linear Regression, Multiple regression analysis 4.2 Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis.	4+1+1
5	ANOVA	One Way ANOVA Procedure: One-way analysis of variance, General Linear model: Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates	4+2+2

Textbooks:

1. Operation Research, Winston, Cengage.
2. Operation Research, Tripathy, Kalyani

3. SPSS for Windows – Step by Step, 17.0 Update, by George and Mallery, Pearson, 10th Edition.

Reference Books:

1. Ready, Set, Go! – A student Guide to SPSS for Windows by Pavkov and Pierce, TMGH Edition.
2. Discovering Statistics using SAS by Andy Field & Jerry Miles, SagePublications, 2010.
3. Research Methodology with SPSS by Rao and Tyagi, Shree Niwas Publications, 2009.

Additional Resources:

Web Resources:

- <https://www.ibm.com/in-en/analytics/spss-statistics-software>
- <https://www.ibm.com/in-en/products/spss-statistics>

Course Name: Geopolitics & World Economic Systems		Semester – II
Course Code: GC5C 202	Credits -2	Marks – 50
<p>Course Outcomes : On successful completion of the course the learner will be able to-</p> <p>CO. GC5C 202.1: Identify the crucial elements of international trade laws.</p> <p>CO. GC5C 202.2: Explain the role of key trade organizations in the global economic system.</p> <p>CO. GC5C 202.3: Develop cognitive ability, enumerate the various elements of global as well India's economic system.</p> <p>CO. GC5C 202.4: Analyze the forces that work for and against globalization.</p>		

Module No.	Module Name	Topics	Number of sessions
1	Introduction to Geopolitics	Phenomenon of Geopolitics & its relevance to Global Economy, Theories of Geopolitics, its historical & contemporary perspective	4+1+1
2	Globalization & International Economy	Different National Economies; Market Oriented Capitalism, Developmental Capitalism, Concept of Hegemony & its significance to global economy	5+2+2
3	The Trading System	The phenomenon of free trade – GATT, the Uruguay Round and WTO, Developments in International Trade; Bi-lateral, and Multilateral Trade Agreements, Different Trade Blocs their role and significance – EU, OPEC, SAARC, ASEAN, NAFTA, QUAD, RCEAP, SCO	4+2+2
4	International Monetary System	Reform in International Monetary Affairs - The Bretton Wood System International Monetary Fund and its role in international economic development	4+2+2

5	Contemporary issues and Challenges in Global Economic Environment	Impact of Trade wars in liberalized economy, Threat of Reverse Globalization, emergence of Protectionism, Current Issues like Brexit, Euro zone Crisis and its impact on India	4+2+2
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Suggested Textbooks:

1. Global Political Economy, Robert Gilpin, Princeton University Press.
2. International Trade Law an Interdisciplinary, Raj Bhalla, Non-Western Textbook.
3. International Trade Law, Indira Carr and Peter Stone.
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty.

Suggested Reference Books:

1. International Economics, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. Globalizing Capital, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.

Course Name: Design Thinking and Innovation	Semester – II
Course Code: GC5C 200A	Credits -2
Marks – 50	
Course Outcomes : On successful completion of the course the learner will be able to-	
CO. GC5C 200A.1: Describe the Design Thinking process along with the 5 steps involved	
CO. GC5C 200A.2: Appreciate usefulness of Design Thinking in finding innovative solutions to problems.	

Unit no	Unit Name	Topics	Number of session
1	Innovation and Models	2W 1H, De Bono Hats, Lateral Thinking, Thinking in New Boxes	2+2+6
2	What is Design, Design	Thinking – what, how and when, Design Thinking Fundamentals, Design Thinking – empathizing to the Problem	2+2+6
3	Exercise	Empathy Exercise	2+2+6
4	Ideation	Design Thinking, Ideation, Prototyping and Critical Thinking	2+2+6
5	Workshop	Leveraging Story Telling workshop	2+2+6

Note:

This course will be taken by the experts from management field and they will share their own course material with the students.

Course Name: Entrepreneurship Development-II		Semester-II
Course Code – GC5C 200B		Credit-2

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
CO: GC5C 200B.1	JUSTIFY Validity and scalability of the business idea
CO: GC5C 200B.2	BUILD Business model of the business idea
CO: GC5C 200B.3	DEVELOP Business Plan for future execution of start-up

Module Number	Module Name	Details	Number of Lectures
1	Business Plan Working-Market Potential and Scalability of the Business Idea	Industry growth perspective, how big is the problem identified Is the business Idea a unique solution to a problem? Why Start-ups fail	(3+2+4)
2	Business Plan Working – Understanding Market and Customer	Target Market, Market Growth, Market Dynamics, analyzing competitors Understanding the customers	(3+2+4)
3	Business Plan Working-Marketing Strategy	Building a compelling value proposition Planning of marketing channels, targeting strategy, developing marketing mix Analysis of “Why will customer buy my product/service”	(3+2+4)
4	Business Plan working – Revenue Model and Cost Model	Building Revenue Streams, building strong cost pillars, Building the ROI Model	(3+2+5)
5	Business Plan working – Planning for investable Minimum Viable Product or service.	Final Blueprint of the product/service, final presentation of the business plan How to build elevator pitch for investor Understanding investor perspective in business plan	(3+2+8)

Note: The focus of the entire course should be on business issues and not merely on Concepts.

Suggested Textbooks:

1. Fundamentals of Entrepreneurship, Sangram Mohanty, PHIPublications
2. The Dynamics of Entrepreneurial Development & Management, Desai, Vasant, Himalaya Publishing House, Delhi
3. Managing Small Business, Longenecker, Moore, Petty and Palich , CengageLearning, India Edition.
4. Cases in Entrepreneurship, Morse and Mitchell, Sage South Asia Edition.

Suggested Reference Books:

1. Entrepreneurship – Indian Cases on Change Agents, K Ramchandran, TMGH.
2. Entrepreneurship – The engine of growth, Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
3. Entrepreneurship: Theory, Process and Practice, Kuratko, D.F. & Hodgetts, R.M., Cengage Press.
4. Entrepreneurship Development: Small Business Enterprises, Charantimath, P., Pearson Publications
5. A Guide to Entrepreneurship, David, Otes, Jaico Books Publishing House, Delhi.
6. Indian Entrepreneurial Culture, A Gupta, New Age International.

Suggested MOOC:

https://onlinecourses.nptel.ac.in/noc19_ge08/preview

Suggested Journals:

Journal of Entrepreneurship

Suggested Websites:

www.ediiindia.org

www.ibef.org

www.wfnen.org

Course Name: Personal Mastery		Semester – II
Course Code: GC5C 200C	Credit- 0	Marks-
<p>COURSE OUTCOME: After completion of this course the students will be able to: CO. GC5C 200C.1: Develop Self-awareness. CO. GC5C 200C.2: Analyse individual personal framework and things that hold us back from achieving our full potential. CO. GC5C 200C.3: Develop a basic understanding of the concepts and frameworks of reinventing ourselves.</p>		

Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Self-awareness	Understanding the forces at play in the contemporary world, Self-awareness, TOWS, Self-discovery, Goal Setting	5+2+2
2.	Vision for Life	Taking ownership of our lives, Building a vision for our lives.	4+2+2
3.	Discovering Passion	Discovering your passion, The power of Thought.	4+1+2

4.	Reinventing	The discipline of building character, innovation in reinventing yourself.	4+2+2
5.	Bridging the knowing – doing gap	Bridging the knowing- doing gap.	4+2+1

Note:

This course will be taken by the experts from management field and they will share their own course material with the students.

Cyber Security 2			Semester -II
Course Code – GFE 200A			
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. GFE 200A.1: Understand the role of Cyber Security Vulnerabilities and Cyber Security Safeguards.			
CO. GFE 200A.2: Describe the Cyberspace and the related Law.			
CO. GFE 200A.3: Defend the role of Cyber Forensics.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Cyber Security Vulnerabilities and Cyber Security Safeguards	Cyber Security Vulnerabilities-Overview, vulnerabilities in software, System administration, Complex Network Architectures, Open Access to Organizational Data, Unprotected Broadband communications, Poor Cyber Security Awareness. Cyber Security Safeguards- Overview, Access control, Audit, Authentication, Biometrics, Cryptography, Deception, Denial of Service Filters, Ethical Hacking, Firewalls, Intrusion Detection Systems, Response, Scanning, Security policy, Threat Management.	0+2+0
2	Securing Web Application, Services and Servers	Introduction, Basic security for HTTP Applications and Services, Basic Security for SOAP Services, Identity Management and Web Services, Authorization Patterns, Security Considerations, Challenges.	0+3+0

3	Cyberspace and the Law Introduction	Cyber Security Regulations, Roles of International Law, the state and Private Sector in Cyberspace, Cyber Security Standards. The INDIAN Cyberspace.	0+3+0
4	Cyber Forensics	Introduction to Cyber Forensics, Handling Preliminary Investigations, Validating E-mail header information, Tracing Internet access, Tracing memory in real-time.	0+3+0

Human Rights 2		Semester -II	
Course Code – GFE 200B			
<p>COURSE OUTCOMES: After completion of this course the students would be able to CO.GFE 200B.1: Understand the basic human rights ideology. CO.GFE 200B.2: Define the notion of rights and its conceptual foundation. CO.GFE 200B.3: Summaries the generations of rights and Implementation, enforcement, remedies of international human rights law.</p>			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Human Rights Ideology	Various historical sources of human rights emergence, the traditional notion of Justice, The progressive Globalization, Confronting power and promoting freedom of conscience, Harm by the Industrial Revolution, Disasters of two World Wars	0+2+0
2	Notion of "rights" – conceptual foundations	Rights, immunities, privileges; negative or/and positive rights; The beneficiary of the rights - individual and collective rights, Constitutional rights - human rights – international or universal rights	0+3+0
3	Generations of rights	The first generation of rights – civil and political rights; The second generation of rights – economic and social rights , Group rights -the right to self-determination, people’s rights and minority rights; a next generation of rights– right to peace, to a healthy environment, to sovereignty over natural resources, right to development	0+3+0
4	Implementation, enforcement, remedies of international human rights law	International enforcement of international law of human rights; International adjudication – the role of the International Court of Justice in the protection of human rights; International political implementation, International procedures for	0+3+0

		making human rights complaints within the UN system	
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Corporate Social Responsibility 2			Semester -II
Course Code – GC2T 201		Credits- 1	Marks - 25
COURSE OUTCOMES:After completion of this course the students would be able to			
CO.GC2T 201.1:Understand role of CSR in Business Organization.			
CO.GC2T 201.2:Apply CSR conceptin the context of stakeholders.			
CO.GC2T 201.1.3:Evaluate CSR activity of Corporate India.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Role of CSR	Understanding role of CSR in Business Organization, Business functions and CSR	2+0+2
2	CSR & Stakeholder	Role of stakeholders in CSR activities, relevance of CSR with Business	1+3+0
3	Reporting of CSR in India	Analysis of reporting of CSR by Corporations in India.	1+0+4
4	CSR and Business Organization	Identification and Association with Business Organization CSR Department (Students will identify Business Organization and closely associate with CSR Department of that organization and contribute to social cause)	0+0+10
5	Report	Write detail report on activity undertaken during association with Business Organization	0+3+0

Textbooks:

1. Corporate social responsibility in India,Agarwal, S. K. (2008), SAGE Publications India.
2. Corporate social responsibility: Concepts and cases: The Indian experience, Baxi, C. V., & Prasad, A. (Eds.). (2005), Excel Books India.

Reference Books:

1. Handbook on corporate social responsibility in India, Mittal R. B., & Chairman CII. (2013).
2. Handbook of corporate sustainability: frameworks, strategies and tools, Quaddus, M. A., & Siddique, M. A. B. (Eds.). (2011), Edward Elgar Publishing.

Additional Resources:

Web Resources:

- www.teachcsr.com
- www.csr.gov.in
- Websites of relevant business organizations

Additional Note:

- Evaluation will be based report and viva on task undertaken at Business Organisation

Semester II

Marketing Management Specialisation Syllabus

Course Name: Sales and Distribution Management			Semester -II
Course Code – SC10201MK		Credits - 3	Marks - 100
COURSE OUTCOMES: After completion of this course the students would be able to			
CO.SC10201MK.1 : Apply the Sales Management principles and strategies in real life situations.			
CO.SC10201MK.2 Develop skills in Managing a Sales team and Sales Planning.			
CO.SC10201MK.3. Design suitable Marketing channels for a range of Products/Services.			
CO.SC10201MK .4 Managing Market Logistics and Channel Management.			
Mod ule No.	Module Name	Details	Number of Hours (L+T+P)
1	Introduction to Sales Management	Definition & Importance, Role and Skills of Sales Manager, Positions in Sales Management, Personal Selling, Types of Sales Jobs, Steps in the Selling Process, Different theories of Selling (Selling Methods)	6+1+2
2	Components of Sales Management	Sales Organization structures, Key Account Management, Recruitment and Selecting the Salesforce, Training & Motivating the Salesforce, Compensating, Evaluating and Controlling the Salesforce.	6+1+2
3	Planning in Sales Management	Strategy, Forecasting, Budgeting, Sales Territory, Sales Quota, Ethics in Sales Management, Emerging Trends in Sales Management	6+2+4
4	Introduction to Distribution Management	Role of Distribution, Channel flows, Channel Levels, Channel Design - Direct and In-Direct Channels, Differentiation between Urban & Rural Channels, Traditional and Non-Traditional Channels, E-commerce distribution, Levels of Intensity in Distribution.	5+2+2
5	Channel Formats & Management	Retailing/ Modern Trade, Wholesaling, Franchising, Electronic Channels, Non-Store Retailing, Steps in Channel Management, Channel Power and Channel Conflicts, Channel Information System, Market Logistics Decisions - Order Processing, Transportation, Material Handling, Warehousing, Inventory management, Reverse Logistics.	7+2+2

Textbooks:

1. Sales and Distribution Management (Text and Cases)- Krishna K Havaldar, Vasant M (2009) Cavale, Tata McGraw Hill
2. Sales and distribution Management- by Tapan K Panda, Sunil Sahadev, 3rd editions, Oxford University Press
3. Sales and Distribution Management: An Indian Perspective. Pingali Venugopal

Reference Books:

1. Sales Management –Decisions, Strategies and Cases- by Richard R Still, Edward W. Cundiff and Norman A.P.Govani, 4th edition, Prentice Hall of India
2. Marketing Channels (7/E) Author(s): Anne T. Coughlan, Erin Anderson, Louis W Stern and Ansary (Pearson)

3. Sales Management- Douglas Dalrymple, William Cron & De Carlo- JohnWiley & Sons7/e,

Course Name: Services Marketing			Semester - II
Course Code: SC10202MK		Course Credits - 3	Marks – 100
Course Outcomes: After completion of this course the students will be able to CO.SC10202MK.1: Access the service experience and related concepts CO.SC10202MK.2: Analyze the elements of service marketing in contemporary context. CO.SC10202MK.3: Create a services marketing offering for different sectors.			
Module No.	Module Name	Details	No. of Lectures L+T+P
1	Introduction to Services marketing:	Definition, Significance, Characteristics of Services: Intangibility, Inconsistency, Inseparability and Inventory. Classification of Services. Consumer Behavior in Services: Search, experience and credence attributes, Pre & post experience evaluation, factors influencing customer expectation of service,. Extended Marketing Mix for Services: Need for additional three marketing mix elements in Services, Financial & economic impact of service sector on society.	6+2+2
2	Traditional Marketing Mix Elements in Services:	Service Product: Customer perception, Customer satisfaction, Tolerance zone, Service quality - ServQual, GAP model and Critical incident model, Concept of loyalty & creation of a loyalty programme, Service recovery, Impact of service failures versus product failures, Nature of complaining behavior— Complaint Resolution, Service Recovery Process. Service Pricing: Costs of service delivery, Customer Profitability Measurement, Revenue management Techniques, Price Discrimination and Segmented Pricing. Service Place: Delivering services through intermediaries & electronic channels. Service Promotion: Integrated service marketing communication, Visual merchandising, Referrals, Challenge of Service communication.	6+2+2
3	Service Process: Service design & standards –	Process, service blue print, Moment of truth, Demand & capacity management, Quality function deployment (QFD), Standardization (hard / soft measures), Service delivery, self-service technologies,	6+2+2
4	People & Physical Evidence:	People: Employees' Role in Service Delivery, Service Culture: Internal Marketing, Service-Profit Chain, Customer as a co-producer, Physical Evidence: Experience, Servicescape elements (to include architectural design), Virtual Servicescape.	5+2+2

5	Applications of Service Marketing:	Marketing in Tourism, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Health care sectors (Examples/Case studies on these applications are expected).	7+2+2
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Text book:

1. Services Marketing, Rampal & Gupta ,(2000), *Galgotia Publications*
2. Services Marketing, C Bhattacharjee, (2006), *Planning and Implementation, Excel Books.*

Reference Books:

1. Services Marketing, Dwayne D. Gremler, Valarie A Zeithaml, Ajay Pandit, Mary Jo Bitner, (2018), McGraw Hill Publications, 7th Edition
2. Services Marketing, Harsh Verma, (2011), Pearson publications, Second Edition.
3. Services Marketing, Christopher Lovelock , Rama Mohan Rao, Pearson Publications

Additional Resources:

Websites:

- https://www.researchgate.net/profile/Valarie_Zeithaml
https://www.researchgate.net/profile/A_Parsu_Parasuraman

Journals:

1. Journal of Services Marketing
2. Journal Service Research
3. Journal of Service Management
4. A Parsu Parasuraman, Valarie A. Zeithaml, Leonard L Berry (1985). *A Conceptual Model of Service Quality and its Implication for Future Research (SERVQUAL)*, Journal of Marketing, 49, Page-41-50.

Course Name: Consumer Behaviour			Semester -II
Course Code: SC10203MK		Course Credits - 3	Marks – 100
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SE5C204MK.1: develop conceptual abilities in the field of consumer behavior.			
CO. SE5C204MK.2: analyze the consumer decision making process and the various determinants that affect the decision process.			
CO. SE5C204MK.3: develop a roadmap to study the consumer behavior in Indian context.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Introduction to Consumer Behaviour	Basics: Meaning of Customers & Consumers, Consumer Roles, Consumerism & De-marketing Culture & Sub-Culture: Meaning, Characteristics & Relevance to Marketing Decisions. Family: Family Life Cycle & Purchasing Decisions	6+2+2
2	Determinants of Consumer Behaviour	Individual Determinants of Consumer Behaviour ,Consumer Behavior Personality & Self Concept, Learning & Memory: Meaning & Principal Elements of Learning, Characteristics of Memory Systems	7+2+2

3	Consumer Decision Making Process	Consumer Decision Making Process Problem Recognition: Types of consumer decisions, types of Problem Recognition, utilizing problem recognition information Search & Evaluation: Types of information, Sources of Information Search, Search, Experience and Credence Aspects -Marketing Implications Situational Influences on Purchase Decisions Purchasing Process: Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns. Post-purchase Evaluation & Behavior: Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post-Purchase Dissonance. Difference between Business buying and consumer buying process, Factors influencing Business buying decision	6+2+2
4	Consumer behaviour models	Consumer Behavior Models, Howard Sheth Model Engel –Blackwell –Miniard Model, Attitude Measurement Model	5+2+2
5	Understanding the customer behaviour in Indian perspective	Indian Consumer Demographic & Socio-economic Profile Measurement of social classes in India using Socio-Economic Classes (SEC) in Urban & Rural Markets Living Standards Measures (LSM). Characteristics of BoP Consumers, Contemporary topics: Impact of social media on consumer behavior, Consumer behavior in services.	6+2+2

Textbooks and Reference Books:

1. Consumer Behavior, Schiffman and Kanuk [2010] 10/e – Prentice Hall.
2. Consumer Behavior, Blackwell Roger/Miniard Paul [2002] – Thomson
3. Consumer Behavior and managerial decision making, Kardex Frank [2005] – Pearson Education.
4. Consumer Behaviour in Indian perspective. By Nair, Suja. R, .Himalaya Publishing House,

Additional Resources:

Books:

1. We are like that only by Rama Bijapurkar
2. Predictably Irrational by Dan Ariely

Course Name: Business to Business Marketing		Semester – II	
Course Code: SE5C201MK - 2		Course Credits - 2	Marks – 50
Course Outcomes: After completion of this course the students will be able to CO.SE5C201MK.1: Analyse the different concepts in the business-to-business marketing CO.SE5C201MK.2: Apply business to business marketing concepts and strategy involved in the planning, conception, promotion, distribution and sale of products in marketing and/or business situations CO.SE5C201MK.3: Building Strong Pricing, promotional, channel and Sales strategies for business-to business products			
Module No.	Module Name	Details	No. of Lectures L+T+P
1	Overview of Business-to-Business Marketing:	A Business Marketing Perspective, Why and how is B2B marketing different? Introduction to Business-to-Business Marketing: Business, Organizational & Government Markets, Organizational Buying Behavior, Comparison of Business-to-Business & Business-to-Consumer Marketing.	(4+2+2)
2	Business Marketing Planning: Strategic Perspectives; Segmentation, Targeting & Positioning for B2B Markets-	Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics. Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria for choosing a target market. Positioning	(5+2+2)
3	Business Product & Innovation for B2B Markets:	Business Products: Definition of an Industrial Product, Business Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Importance of After Sales Service. Innovation, Competitiveness & Technology.	(3+2+2)
4	Pricing strategies:	Pricing strategies: Factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding, Pricing New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction.	(3+2+2)
5	Personal Selling, Promotions for B2B Markets & Managing B2B Channels-	Personal Selling, Promotions for B2B Markets & Managing B2B Channels- Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management Business Promotions: Business to Business Branding, Developing Industrial Communication Programme, Trade Shows, Exhibitions, Catalogues, Samples, Public Relations, Advertising, Business Distribution Channels: Distinctive Nature of Business Distribution Channels, Types of Industrial	(5+2+2)

Middlemen, Channel Flow Design, Formulating Distribution Strategies.

Text Book:

1 Industrial Marketing: text and cases, Havaladar, K. K. (2005), Tata McGraw-Hill Education.

Reference Books:

1. Industrial Marketing, Hill, R. M., Alexander, R. S., & Cross, J. S. (1975). McGraw-Hill Education
2. Industrial Marketing, Mukerjee, H. S. (2008), Excel Books.

Supplementary Reading Material Marketing White Book (Latest edition)

Websites <http://www.commerce.nic.in/>

Journals

- Industrial Organization and Customer Relationship Management: The Impact on Customer Service Orientation in B-to-B Markets by Lancioni, Richard; Smith, Michael; Stein, Alex., Journal of Management & Public Policy. Jul-Dec 2009, Vol. 1 Issue 1, p57-88.
- My years with B2B Marketing in India: Reflections and Learnings from A Journey of 40 Years by Sarin, Sharad., Journal of Business & Industrial Marketing. 2012, Vol. 27 Issue 3, p160-168
- Approaching Global Industrial Marketing from a Managerial Cognition Perspective: A Theoretical Framework by Madhavaram, Sreedhar; Badrinarayanan, Vishag; Granot, Elad., Journal of Business & Industrial Marketing. 2011, Vol. 26 Issue 7, p532-541
- The Marketing Mix Revisited: Towards the 21st Century Marketing by Constantinides, E., Journal of Marketing Management. Apr 2006, Vol. 22 Issue 3/4, p407-438
- Marketing-Industrial Design Integration in New Product Development: The Case of China by Zhang, Dan; Hu, Peng; Kotabe, Masaaki., Journal of Product Innovation Management. May 2011, Vol. 28 Issue 3, p360-373

Course Name: Digital Marketing			Semester – II
Course Code – SE5C202MK		Course Credits - 2	Marks – 50
Course Outcomes: After completion of this course the students will be able to			
CO.SE5C202MK.1: DESCRIBE the key concepts associated with the digital marketing context.			
CO.SE5C202MK.2: APPLY digital marketing techniques to different business situations			
CO.SE5C202MK.3: DESIGN a digital marketing campaign for a real organization. (commodities, goods, services, e-products/ e-services.)			
Module No.	Module Name	Details	No. of Lectures
1	Introduction to Digital Marketing	1.1 Understanding of digital marketing concepts- Internet marketing, digital marketing and e-business. Digital marketing Vs. non-digital (Physical Marketing)	4+2+2

		marketing Vs. Phygital Marketing. Various types of digital marketing formats and channels. Digital Marketing Environment- 1.2 Digital Micro Environment- Understanding micro marketing elements in the digital marketing context i.e. 1.3 Digital Macro environment in India-PESTL Analysis. National factors, global factors, role of cyber policy and digital commerce policy	
2	Segmentation targeting and positioning in Digital Marketing Context	2.1 marketing mix in digital marketing context, 3.2 Segmenting and Targeting Online Customers: Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers. 2.3 Differentiation and Positioning Strategies: Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible, building trust, efficient and timely order processing, pricing,	5+2+2
3	Understanding digital customer buying -	3.1 B2Consumer buying Behavior: Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping. 3.2 B2Business buying behavior: b2b e-commerce buying, b2b e-buying platforms 3.3 e-CRM, Enhancing the customer experience, e-loyalty	3 +2+2
4	Digital Marketing techniques-I	Search Engine Marketing-Understanding concept and process, Search Engine Optimization-Understanding Concept and process. Search Engine Marketing Tools- Pay-Per Click Marketing, Google Adwords, Google Trends, Google Adsense, Google Analytics. Digital Banners, Displays, Affiliate marketing, Influencer marketing. E-Mail Marketing- Concept and Process, Mobile Marketing-Concept and Process	4+2+2
5	Digital marketing Techniques II-	Understanding Social Media, Social Media Marketing, Concept, Process. Social Media Marketing Techniques and Platforms on Web and mobile applications. Social Media Marketing on Facebook, YouTube, Instagram, LinkedIn. S-Commerce trends. Digital marketing Trends- Use of AI, Voice Search, Virtual Reality, Hyper Personalization, Robotics Process Automation	4+2+2

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Text Books:

E-Marketing, Judy Strauss, Adel Ansary, Raymond Frost, (2017), Prentice Hall, Third Edition

Reference Books:

1. Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer,(2018), Pearson Education
2. Digital Marketing, Seema Gupta, (2020), McGraw Hill Publications, Second Edition.
3. Digital Marketing, Vandan Ahuja,(2015), Oxford University Press, Second Edition
4. Fundamentals of Digital Marketing, Punit Bhatia, (2016), Pearson Publications, Second Edition
5. Digital Marketing Excellence – Planning, Optimizing, Integrating Online Marketing, Dave Chaffey, PR Smith, (2017), Routledge (Taylor and Francis Group), Fifth Edition

Additional resources:**Websites:**

1. <https://www.emarketer.com/>
2. <https://digitalmarketinginstitute.com/>
3. <https://www.iamai.in/>

Journals:

1. Journal of internet marketing and advertising
2. International journal of electronic commerce
3. Internet Research
4. International Journal of electronic retailing and marketing
5. International Journal of Online Marketing

Course Name: Contemporary Marketing Research		Semester - II	
Course Code – SE5C203MK		Course Credits - 2	Marks - 50
<p>Course Outcomes: After completion of this course the students will be able to</p> <p>CO.SE5C203MK.1: Analyze different elements of marketing research</p> <p>CO.SE5C203MK.2: Evaluate a market research proposal for a real life marketing research problem by interpreting marketing research data.</p> <p>CO.SE5C203MK.3: Develop the Marketing research orientation to resolve a real life or case study based marketing problem</p>			
Module No.	Module Name	Details	No. of Lectures
1	Introduction to Marketing Research	Understanding marketing research types, role of marketing research in driving sales and marketing function, Marketing research types in sales function, marketing function and their application, Marketing research Methodology-, Data collection tools and techniques, Types of data scales, Sampling methods. Developing Marketing Research Proposals	4 +2+2
2	Data Analysis Techniques 1&2	Data Analysis Techniques I Procedure and Applications in marketing, Average data management and Managing sample data Association and impact of multiple variables in sales and marketing by one t test, ANOVA test	6+ 2+4

		Data Analysis Techniques-II Advanced Factor Analysis for studying the factors impacting various marketing parameters, Cluster Analysis for understanding segmentation, targeting and positioning strategy and working with case studies	
3	Data Analysis Techniques III Advanced	Procedure and Applications in marketing, Multi-dimensional Scaling Analysis for competitive analysis, Conjoint Analysis for developing marketing mix strategy, working with case studies	4+2+4
4	Data Analysis Techniques IV- Advanced	Procedure and Applications in marketing, Discriminant Analysis for segment defining, factors/parameters, Logit Analysis for decision making in sales and marketing, working with case studies	4+2+2
5	ew trends in Marketing Research	ew trends in Marketing Research Emerging trends in Marketing Research- Marketing analytics, AI driven Marketing research, Social media mining, Knowledge management, Orientation of Predictive analytics & prescriptive analytics, Personalization over segmentation, Careers in Marketing Research, Syndicated services, Standardized Research Services. Making Marketing Research Reports.	2+0+2

Suggested Text Books:

1. Marketing Research - text and Cases, Rajendra Nargundkar, (2020), Mc-Graw Hill Publication, Fourth Edition
2. Marketing Research, Suja Nair, (2014), Himalaya Publications
3. Business Research Methodology, Deepak Chawla , Neena Sondhi, (2017),Vikas Publications, Second Edition
4. Marketing Research, Luck, D.J. and R.S. Rubin,(2016) New Delhi: Prentice Hall of India.
5. Marketing Research, Tull, D.S. and D.I. Hawkins,(2016), New Delhi: Prentice Hall of India.
6. Marketing Research, Green, P.E., Tull, D.S. and G. Albaum,(2016), New Delhi: Prentice Hall of India.

Reference Books:

1. *Marketing Research* G C Beri, (2016). , TMGH
2. *Marketing Research)- An Applied Orientation,*, Naresh Malhotra & Satya Dash (2019) Pearson Education. Seventh Edition
3. Marketing Research, Naval Bajpai, (2015), Pearson Publications
4. *Marketing Research*, Churchill, Jr, G.A. and D. Iacobucci,(South Western: Thomson.

Journals

- 1) Journal of marketing research
- 2) International Journal of Research in Marketing

Websites:

www.ibef.org

Course Name: Retail Marketing			Semester – II
Course Code – SE5C204MK		Credits - 2	Marks - 50
Course Outcomes: After completion of this course the students will be able to CO.SE5C204MK.1: Apply the retail marketing strategies in real life situation CO.SE5C204MK.2: Illustrate how the store environment can create a rewarding shopping experience by considering store layout, visual merchandising, and merchandise mix CO.SE5C204MK.3: Analyze the current trends in retail sector for providing better services to customers			
Module No.	Module Name	Details	No. of Lectures L+T+P
1	Introduction to Retail Management:	Meaning of Retailing, Economic Significance of Retailing, Functions of a retailer, Evolution of Retail in India-Drivers of Retail change in India, Size of Retail in India, Challenges to Retail Development in India, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario, Global retail market-Challenges and opportunities Classification of Retailers - Types of Retailers, Retailing Environment, Factors influencing retail shopper, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Retailing in banking and other financial services	4+1+3
2	Store Location and Layout:	Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies; Size and space allocation, Store Layout, Design & Visual Merchandising: Types of Store layout – Grid layout, Racetrack layout, Free form / boutique layout; circulation plan, Floor Space management, Store planning, Objectives of Good store Design, Store Design and the retailing mix, Space mix, effective space management, Significance of visual merchandising	4+1+3
3	Retail Market Strategy	Definition, Differentiating, Growth strategies, and Strategic retail planning process; Gross Margin Return on Inventory Management (GMROI), Introduction to Retail Performance Matrics Retail Merchandising: Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process: Planning Merchandise Assortments: Organizing the buying process by categories- Category Management – The Buying Organization Private Label Brands in Retail- Introduction, Difference between a Store/ Private Label Brand and a National Brand, Growth Drivers of Private Label Brands, Indian Market Scenario, Advantages and Disadvantages of Private Label	5+2+2

4	Retail Store Operations	The concept of retail store operations, Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores, Retail Marketing and Branding: Retail marketing mix, Retail communication mix, Role of branding in retail, ATL, BTL & TTL activities, Factors influencing the increased use of sales promotion	3+2+2
5	The Changing Facets of Retail	E-commerce, Mobile commerce, Omni-channel, E-Tailing- Introduction, Structure and Developments in E-Tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing, Role of Technology in Satisfying Market Demand, RFID, EDI, Office Automation System - POS system, Technology in Retail Marketing Decisions, Mall Management: Major players nationally & internationally, Role of promoter, developer& retailer: selecting tenant stores, Managing experience, target footfalls & their conversion to sales. Identifying customers, differentiating the mall, real estate pricing,	4+2+2

Text Books:

- Retail Marketing Management, Grewal, D. (2018), The 5 Es of retailing. SAGE Publications Limited.
- Retail Management – J. K. Nayak & Prakash C. Dash – 1st Edition – Cengage Learning
- Retailing Management – Text and cases, Pradhan, S. (2011), Tata McGraw-Hill Education.
- Retail Management - Chetan Bajaj, Rajnish Tuli & Nidhi Varma Srivastava – 3rd Edition - Oxford University Press
- Retail Marketing – Dr. S. Banumathy & Mrs. M. Jayalakshmi – 1st Edition - Himalaya Publishing House

Reference Books

- Managing Retailing - Piyush Kumar Sinha & Dwarika Prasad Uniyal – 2nd Edition – Oxford University Press
- Books, J. Retail Management–Functional Principles & Practices. Gibson G. Vedamani.

Course Name: Marketing of Financial Services			Semester –II
Course Code – SE5C205MK		Credits - 2	Marks -50
<p>COURSE OUTCOMES: After completion of this course the students would be able to-</p> <p>CO. SE5C205MK.1: Develop conceptual abilities in the working of different banking and non banking financial services.</p> <p>CO. SE5C205MK.2: Analyse the different financial products in the liberalized Indian economy.</p> <p>CO. SE5C205MK.3: Appraise the equity and bond markets from different perspectives.</p>			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Financial Framework	<p>Financial Market Fundamentals: Equity Markets: Capital Markets, Role in the Economy, Brief History of BSE and NSE. Trade lifecycle of a financial instrument, Market Participants in the Equity markets with perspectives on 'Buy' side and 'Sell' side. Bond Markets: Introduction to bond markets, how bond markets operate? Key terminologies, Regulatory aspects of the Bond Markets, Key players in the Bond Markets (such as FIIs, Hedge Funds etc.) Debt Instruments: Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase "Agreements etc.), An Overview of the Financial Framework, Bank, Categories of Banks, NBFIs, Regulators, Regulations, Key Concepts Banking Business: Banking Business Overview, Structure of a Bank, Banking Channels. Retail Banking: Overview, Liability Products, Liability Products-Process & Roles, Asset Products, Asset Process and Roles, Typical Loan Products, Other Services. Corporate Banking: Overview, Classification of Products - Fund Based & Non-Fund Based, Credit Evaluation, SME Banking.</p>	5+2+2
2	Mutual Funds:	<p>Mutual Funds and their importance, Various entities of a Mutual Fund and their respective roles - Basic understanding of NAV and calculation of a Fund - NAV Types of Mutual Funds in India, classified based on Structure, Investment Objective, and Investment Plan, Relative risks associated with various Mutual Funds in India Types of Loads and Commissions charged on Mutual Funds and their significance</p>	3+2+2

		<p>Basic understanding of ETFs and their key features. Differences between a Mutual Fund and an ETF- Basic understanding of a 'Hedge Fund', Selection and various related measurement parameters, Guidelines for Investment Advisors while selling Mutual Funds to the clients</p>	
3	Insurance:	<p>Basics of Insurance: Basic understanding of insurance products, types of insurance policies – Role of IRDA, Insurance industry in India.</p> <p>General Insurance: Types of liabilities covered, extent of insurance value, and conditions</p> <p>Life Insurance: Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Traditional Life Insurance and its difference from Term Insurance, Whole Life Policy and Endowment Policy and the differences between them. ULIP and its comparison with conventional plans and Mutual Funds.</p> <p>Marketing Channels in Insurance Markets: Various channel members in the Industry such as Insurance Agents, Distributors, etc.</p> <p>Basic Understanding: Property and casualty/liability insurance, Commercial Insurance, Health Insurance.</p>	5+2+2
4	Other Financial Services:	<p>Leasing / Hire Purchase: Definition, meaning, types, process, advantages, limitations, financial implications</p> <p>Housing Finance: Major institutions involved, types, rate of interest, advantages, scenario in India</p> <p>Credit Cards: Meaning, types, growth, advantages and disadvantages, growth in India.</p> <p>Credit Rating Services: Origin, definition, advantages, credit rating agencies - global and Indian, symbols, CRISIL, ICRA, equity ratings, CIBIL, scope in India.</p> <p>Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital</p>	4+2+2
5	Risk and Return	<p>Segmenting Clients Based on The Risk- Return Principle: Risk taking behavior of the client during various stages of human life, clients' comfort zone for investment, Risk Tolerance, determining investment objectives.</p> <p>Asset Classes and Portfolio: Various asset classes, Portfolio classification based upon the proportion of various asset classes. Asset Allocation, Risk profile of the portfolio, Performance indices of the portfolio - Money Weighted Returns, Risk Adjusted Return, Sharpe Ratio, Treynor Ration, etc., Analyzing performance of portfolio according to the asset class and the markets.</p>	3+2+2

Textbooks

1. Security Analysis and Portfolio Management, Bhat, Sudhindra. (2011), Excel Books
2. Wealth Management, Bagchi, S., K. (2016). . Jaico Publishing House

Reference Books

1. Marketing Financial Services, Hooman, Estelami (2012), Indianapolis
2. Marketing Financial Products, IBS Centre for Management Research

Supplementary Reading Material

1. Avadhani, V.A. (2011). Marketing of Financial Services. Himalaya Publishing House
2. Principles and Practices of Banking by Indian Institute of Banking & Finance, 2nd Edition. Macmillan Publication

Websites

- <http://www.financeindia.org>
<http://www.rbi.org.in>

Journals

- Building Relationships to Last by Hartmann, Ann W. Journal of Financial Service Professionals. Jan2010, Vol. 64 Issue 1, p42-46.
- Dimensions of Relationship Marketing in business-to-business financial services by Theron, Edwin; Terblanche, Nic S. International Journal of Market Research. 2010, Vol. 52 Issue 3, p383-402
- The Management of Customer Relationships as Assets in the Retail Banking Sector by Persson, Andreas. Journal of Strategic Marketing. Feb2011, Vol. 19 Issue 1, p105-119.

Course Name: Tourism and Hospitality Management			Semester – II
Course Code: SE5C206MK		Course Credits – 2	Marks –50
Course Outcomes: After completion of this course the students will be able to CO.SE5C206MK.1 Explain various aspects of Hospitality and Tourism Marketing. CO.SE5C206MK.2 Choose specific marketing practices with reference to Hospitality and Tourism. CO.SE5C206MK.3 Apply various concepts, especially the 7Ps of marketing for Hospitality and Tourism.			
Module No.	Module Name	Details	No. of Lectures L+T+P
1	Introduction to Hospitality and Tourism marketing	Introduction to Hospitality and Tourism marketing- Definition and Evolution, Characteristics of Services Marketing – 4 I's. Managing Service Differentiation and Quality. Tourism Meaning and Significance – Types of Tourism – Growth of Tourism in India and Abroad – Factors influencing Growth of Tourism – Tourism Planning and Development Introduction to Hospitality Sales and Marketing; Hospitality marketing; Sales and marketing cycle, structure	5+2+2

		of industry, marketing definition, identifying customer needs, selling and promotion, hospitality products; Relationship Marketing,	
2	Tourism & Hospitality Marketing	Tourism Marketing – Marketing Functions in Tourism & Hospitality – Advertising –Publicity – Public Relations - Role of Media - Trends in Tourism & Hospitality Marketing– Marketing of Destinations –Pricing in Tourism-Promotional Campaign in Tourism.	4+2+2
3	Segmentation, Market targeting and Positioning for tourism and hospitality	Market Segmentation- Bases for Segmentation, Market Targeting – different strategies, Market Positioning; concept, relevance to tourism & hospitality industry, market segment groups. The marketing plan - Developing and implementing marketing action plans, Monitoring and evaluating the marketing plan.	4+2+2
4	Marketing Mix	Marketing Mix - Product, Price, Place (Distribution) Promotion strategy. Importance of People, Process and Physical Evidence in Hospitality and Tourism Marketing.	3+2+2
5	Marketing Tourism Destinations	Marketing Tourism Destinations – Tourism destinations, Destination Marketing, Destination Competitiveness, Sustainable Tourism, Segmenting Tourist Markets, Future of Tourism Marketing. Medical tourism.	4+2+2

Text book :

Marketing for Hospitality and Tourism - Philip Kotler, John Bowen, James Makens, Seyhmus Baloglu (Pearson publication, 7th Edition 2016)

Reference Books

1. Tourism Marketing - Dr. S.M. Jha (Himalaya publications, 2015)
2. Tourism Marketing - Manjula Chaudhary, (Oxford University Press, 2010)
- 3 Hospitality Sales & Marketing – Jagmohan Negi
4. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
5. Case and Simulations in Marketing - Ramphal and Gupta - Golgatia, Delhi.
6. Marketing Management – S.Jayachandran - TMH, 2003.

Semester II

Financial Management Specialisation Syllabus

Indian Financial Institutions and Markets			Semester -II
Course Code – SC10201FN		Credits - 3	Marks - 100
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SC10201FN.1: Explain the structure and components of Indian Financial System			
CO. SC10201FN.2: Analyze the role and Contribution of Financial Institutions & Markets in India			
CO. SC10201FN.3: Discuss Financial Markets			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Overview of the Indian Financial System:	Components of the Financial System, Institutions, Markets and Services. Regulators of Financial System in India: Purpose, Objectives, structure and functions of RBI, SEBI, IRDA, PFRDA, FMC.	6+2+4
2	Financial Institutions in India	Banking and Non-Banking Financial Institutions, Credit Rating Agencies – CRISIL, ICRA etc. Insurance: Life, Non-life, and General insurance – Features and functions	6+2+2
3	Other Important Financial Institutions	Functions of Development Institutions: NABARD, SIDBI (Small Industries Development Bank of India), NHB (National Housing Bank), EXIM Bank, BIFR and SFC's Provident Fund, Pension Fund, Mutual Fund, Merchant Bank, Venture Capital Funds	6+2+4
4	Financial Markets	Money Market- Structure and components: Participants in Indian Money Market, Money Market Instruments, Structure of Money Market, Role of central bank in money market. Capital Market: -Components & Functions of Capital Markets, Primary & Secondary Market, Capital Market Instruments, ADRs, GDRs	6+2+4
5	Foreign Exchange Market	Foreign Exchange Market Structure, Exchange Rate Determination, Foreign Capital – FDI & FII (Foreign institutional investors), Central Bank Intervention in Foreign Exchange Market, Role of FEEDAI and FIMMDA.	6+2+2

Textbooks:

1. *Financial services of India*, M.Y.Khan, 8th Edition, Tata Mc Graw Hill Publication.
2. *Indian Financial System-Theory and Practice* –10th Edition, M.Y.Khan, TMH, New Delhi
3. *Financial institutions and Markets*, L.M.Bhole, 6th Edition, TMH publications

Reference Books:

1. Financial Markets and Institutions , Dr D Guruswamy , 3rd Edition, TMH publications
2. *Financial Services In India*, Avadhani, V.A.
3. *Indian Financial System*, Bharati Pathak, 5th Edition, Pearsons Publications.

Additional Resources:**Web Resources:**

- www.rbi.org.in
- <https://www.sebi.gov.in/>
- <https://www.nabard.org/>
- <https://www.eximbankindia.in/>
- <https://www.bseindia.com/> & <https://www.nseindia.com/>

Direct Taxation		Semester -II	
Course Code – SC10202FN		Course Credits - 3	
		Marks - 100	
COURSE OUTCOMES: After completion of this course the students will be able to:			
CO.SC10202FN.1: Explain concepts of Direct Taxation.			
CO.SC10202FN.2: Calculate Income Tax of an individual assessee			
CO.SC10202FN.3: Design a tax saving plan.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Introduction to Income Tax	Basic definitions and concepts – Direct Tax, Indirect Tax, Person, Assessee, Deemed Assessee, Assessment Year, Previous Year, Residential Status of an individual assessee and company, Income exempt from Tax– Gratuity, Leave Travel Concession, Encashment of Unutilized Earned Leave on Retirement, Pension, Voluntary Retirement Receipts, Retrenchment Compensation, Receipts from Life Insurance Corporation, HRA.	5+2+2
2.	Income under the Head :Salaries & Income from House Property	Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites,	8+2+2

		permissible deductions from salary income, tax treatment of provident fund, Basis of charge- on receipt basis or accrual basis, property income not charged to tax, computation of income from let out house property and self-occupied property.	
3.	Income under the Head Profits and Gains of Business and Profession	Computation of profit or gain from business and profession (expenses expressly allowed as deduction; general deductions; expenses specifically disallowed) basis of charge- on receipt basis or accrual basis, chargeable incomes; specific deductions; amount not deductible	4+2+2
4.	Income under the Head Capital Gain and Other Sources	Short Term Capital Asset, Long Term Capital Asset and their computation, transfer of Capital Asset. Incomes Chargeable Under the head "Other Sources" (Section 56), Deductions Allowable (Sec. 57), Deductions Not Allowable (Sec 58).	4+2+2
5.	Net Taxable Income and Certain other Points	Computation of net total income based on 5 heads, carry forward and set-off of losses and deductions under Sec. 80, Computation of Income Tax Liability, Advanced Payment of Tax, TDS, Tax Planning & Tax Evasion, Income Tax Returns, E-filing of ITR .	4+2+2

Text Book:

1. Systematic Approach to Income Tax, Ahuja G.K, Gupta Ravi, Bharat Law House
2. Direct Taxes by B.Lal & N. Vashist, Latest edition, Pearsons Publications

Reference Books:

1. Income Tax including GST, Singhanian, V. K., & Singhanian. M. Taxman
2. Publications.
3. Students Guide to Income Tax, Singhanian, V. K., & Singhanian. M, Taxman Publications.
4. Direct Tax ready reckoner by Dr. Girish Ahuja & Dr. Ravi Gupta, 21st Edition, Wolters Kluwer India Pvt. Ltd.

Suggested Reading:

- https://www.google.co.in/books/edition/Direct_Taxes_Ready_Reckoner_With_Tax_Pla/J23qDwAAQBAJ?hl=en&gbpv=1&dq=direct+taxes+website&printsec=frontcover
- <https://www.britannica.com/topic/direct-tax>
- <https://www.taxmann.com/articles.aspx>
- www.cleartax.in
- www.incometaxindia.gov.in

Commercial Banking		Semester -II
Course Code: SC10203FN	Course Credits -3	Marks - 100
Course Outcomes: On successful completion of the course the learner will be able to: CO.SC10203FN.1: Explain concepts of banking. CO.SC10203FN.2: Evaluate the performance of the Banks. CO.SC10203FN.3 Appraise legal and regulatory aspects of bank.		

Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Banking Architecture in India	Basic Concepts: Role of Banks as important Aids to Trade, Functions of Banks, An Overview Indian Banking System-banking structure in India.	4+2+2
2.	Types of banks	Types of Banks & NBFCs: Central Bank, Nationalized & Co- Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks, Specialized Banks, NBFCs.	6+2+4
3.	Bank financial statements and performance analysis	Analysis of Bank Balance Sheet and Income Expenditure Statements–CAMELS Approach, Financial Statement Analysis Bank Performance Measurement –CAR, NPA, Liquidity Ratios, Structural Ratios, Profitability Ratios, Provision coverage ratio, NIM & CDR. Rates: CRR, SLR, Repo, Reverse Repo, Bank Rate, Marginal Standing Facility, Basel 3 Norms NPA management.	8+2+4
4.	Credit Facilities	Types of Credit Facilities (secured, unsecured, fund based, non-fund based), Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc), Creation and satisfaction of charge. Laws relating to Bill Finance	6+2+2
5.	Banking Laws and Compliances.	DRT Act 1993, SARFAESI 2002 Act, Banking Ombudsman Scheme, CERSAI, Negotiable Instruments Act 1881, Payments & Settlement systems Act 2007. Insolvency and Bankruptcy code 2016 Amendments of 2018, Lok Adalat, Role of Audit and Inspection.	6+2+4

Suggested Textbooks:

1. *Modern Commercial Banking*, H.R.Machiraju , New Age International
2. *Management of Banking & Financial Services*// , Justin Paul & Padmalatha Suresh, Pearson Publications
3. *Introduction to Banking*, Vijayaraghavan Iyengar, First Edition, Excel Books.
4. *Management of Banking and Financial Services*, Suresh Patmalata & Justin Paul, 2nd Edition, PEARSONS Publications
5. *Banking Law & Practice*, Sukhvinder Mishra, First Edition, S.Chand and Co.

Suggested Reference Books:

1. *Practical banking in India*, H.R.Gupta, Kalpaz Publications, First Edition
2. *Basic of Banking* , Indian Institute of Banking and Finance , 3rd Edition., Taxmann Publication
3. *Banking products and Services*, Indian Institute of Banking and Finance, Taxmann Publication
4. *Indian Financial System*, M. Y. Khan, 7th Edition, Tata McGraw Hills,
5. All Publications of IIBF and NIBM.
6. *Principles and Practices of Banking*|| , Indian Institute of Banking & Finance, MacMillan Publication.

Additional Resources:

- www.rbi.org.in
- www.iibf.org.in
- <http://fas.imf.org/>

Financial Services			Semester -II
Course Code – SE5C201FN		Credits - 2	Marks - 50
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SE5C201FN.1: Explain the basic terminologies of financial services India			
CO. SE5C201FN .2: Discuss the financial services in detail			
CO. SE5C201FN .3: Analyse the role & relevance of Financial Services			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Introduction to Financial services	Meaning, importance and types of Financial Services: Concept, Nature and scope of financial Services, Growth of Financial Services in India	4+1+1
2	Merchant Banking	Meaning – Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking In India.	3+2+2
3	Mutual Fund	Working of Mutual Funds in India – growth, performance, problems, prospects, regulatory framework. Accounting of Mutual fund. Types of Mutual Funds, Methods of deployment-SIP, lump sum, Switch, STP, SWP, VIP	4+2+2
4	Alternative Investment Market and	Alternate Investment Market: Overview, Real Estate Investment Trust(REIT), Infrastructure Investment Trust (Inv- IT).	4+2+4

	Startup funding.	Start Up Funding : Overview : Institutions-Seed Funds, Boot strapping , Angel Funds, Incubators, Accelerators, Private Investments in Public Equity (PIPE), Private Equity, Crowd Funding, Peer to Peer Lending Venture Capital –Concept and stages, Financing Pattern under venture capital, Growth of Venture capital in India.	
5	Other Financial services	Overview of Other Financial Services: Factoring, Forfeiting: Types of factoring Arrangements – Factoring in the Indian Context. Securitization, Credit Card Services, Lease Financing, Depository Services – Role of NSDL and CDSL.	4+2+2

Textbooks:

1. *Financial Markets, Institutions and Financial Services*, Clifford Gomez, PHI, Eastern Economy Edition.
2. *Indian Financial System and Development*, Vasant Desai, Himalaya Publishing House.
3. *Financial Services*, Nalini Prava Tripathy, PHI Learning Pvt. Ltd.
4. *Management of Financial Services, Markets and Institutions*, O.P Agarwal, First Edition, HPH Publications
5. *Financial Services*, M.Y.Khan, 7th Edition, TMH Publications.

Reference Books:

1. Marketing of Financial Services, Dr D Guruswamy
2. Ravi M. Kishore, “Financial Management”, Taxmann’s, 6th edition.
3. Bhole. L.M. and Jitendra Mahakud “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH 5th edition.
4. Anthony Saunders & Marcia Millon Cornett, “ Financial Markets & Institutions”, TMH, 5th edition.

Additional Resources:

Web Resources:

- www.rbi.org.in
- <https://www.sebi.gov.in/>
- <https://www.nabard.org/>
- <https://www.eximbankindia.in/>
- <https://www.bseindia.com/> & <https://www.nseindia.com/>

Securities Analysis & Portfolio Management		Semester -II
Course Code – SE5C202FN	Course Credits - 2	Marks 50
COURSE OUTCOMES: After completion of this course the students would be able to: CO.SE5C202FN.1: Explain the concepts of Security analysis and Portfolio Management CO.SE5C202FN.2: Analyse securities using various techniques CO.SE5C202FN.3: Compute the portfolio risk return.		

Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Introduction to SAPM	Meaning, nature & objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment avenues: Marketable & Non marketable financial assets. Portfolio Management: Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and his role.	3+2+1
2.	Risk & Return Analysis	Meaning and Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return. Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. Technical Analysis: Meaning, Tools of technical analysis, Technical Analysis vs. Fundamental Analysis.	4+3+1
3.	Valuation of shares	Equity Valuation: Meaning, Share Valuation Models - Dividend Discount Models and Free Cash Flow Models, Multiplier Approach to Share Valuation.	5+1+3
4.	Portfolio Analysis & Selection	Measuring Portfolio Risk & Return. Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio: Markowitz Portfolio Selection Model, Capital Asset Pricing Model (CAPM), Overview of Arbitrage Pricing Theory and Multifactor Models	4+2+2
5.	Portfolio Revision & Evaluation	Meaning and need of Portfolio Evaluation, Need of Portfolio Revision, Constraints, Revision Strategies. Overview of Portfolio Returns & Risk Adjusted Returns.	4+2+2

Textbooks:

1. *Investment analysis and portfolio management*. Chandra, P. (2017). 5th Edn, McGraw-Hill Education.
2. *Security Analysis and Portfolio Management*. Ranganatham, M., & Madhumathi, R. (2012). Pearson Education India.
3. *Investments (SIE)*. Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. (2019). 11th Edn, McGraw-Hill Education.

Reference Books:

1. *Investment analysis and Portfolio Management*. Reilly, F. K., & Brown, K. C. (2011). Cengage Learning.
2. *Security Analysis and Portfolio Management*. Kevin, S. (2015). PHI Learning Pvt. Ltd..
3. *Modern Portfolio Theory and Investment Analysis*. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2009). 8th Edn, John Wiley & Sons.

Additional Resources:Core Curriculum Reading:

- **“Risk and Return 1: Stock Returns and Diversification”** by Timothy A. Luehrman, Harvard Business Publishing, 5220-PDF-ENG
- **“Risk and Return 2: Portfolio Theory”** by Timothy A. Luehrman, Harvard Business Publishing, 8603-PDF-ENG

Case Study:

- **“Alex Sharpe’s Portfolio”** by Colette Southam, Harvard Business Publishing, 908N20-PDF-ENG

Websites:

- http://pages.stern.nyu.edu/~adamodar/New_Home_Page/webcastvalonline.htm
- <https://www.valueresearchonline.com/>
- <https://moneybhai.moneycontrol.com/>

Financial Analysis using Excel		Semester -II	
Course Code – SE5C203FN		Credits - 2	Marks -50
COURSE OUTCOMES: After completion of this course the students will be able to			
CO. SE5C203FN.1: Apply finance functions in Excel spreadsheet.			
CO. SE5C203FN.2: Use various financial techniques in Excel.			
CO. SE5C203FN.3: Appraise the financial performance of the company using excel.			
Module No.	Module Name	Details	No of Hours (L+T+P)
1	Application of Spreadsheet in Finance	Introduction to Spreadsheet and its uses, Application of Ms- Excel Built-in Functions for Finance (Range Names, Lookup Functions, The Index Function, Date Functions). Pictorial Representation of Financial Data, Exploring Data with Pivot Tables, Constructing an amortisation table.	4+2+2
2	Excel in Accounting	Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using spreadsheets, Analysing Financial Statements using Spreadsheet	4+2+2
3	Capital Budgeting using Excel	Estimating the Cash Flows, making capital budgeting decisions: Payback Method, Discounted Payback Period, Net Present Value, Profitability Index, Internal Rate of Return, Modified Internal Rate of Return, Sensitivity Analysis.	4+2+2
4	Application of Regression Analysis in Finance	Regression Analysis: Estimating Relationships Introduction, Scatter plots: Graphing Relationships, Correlations: Indicators of Linear Relationships, Simple Linear Regression, Multiple Regression, Modeling Possibilities, and Validation of the Fit etc.	4+2+2

5	Analysis of financial data of the Company.	Analysis of Financial data using online database of companies	4+2+2
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Suggested Books

1. *Financial Management*, Ravi Kishore, 8th Edition, Taxmann, PUBLICITONS
2. *Financial management*, V.K. Bhalla, 3rd Edition, S. Chand & Co.
3. *Financial Management*, Prasanna Chandra, 10th Edition, TMH Publications.
4. *Financial Management*, Jonathan Berk, Peter DeMarzo and Ashok Thampy, Pearson Publication
5. *Financial Services* by Shashi K. Gupta and Nisha Agarwal, 3rd Edition, Kalyani Publications.

Supplementary Reading Material:

1. *Management accounting*, M Y Khan and P H Jain, 5th edition, McGraw hill,
2. *Business analysis & valuation*, Palepu Healy and Bernard, 2nd edition South western college publication,

Additional Reading

1. *Spreadsheet Modelling and Decision Analysis*, Ragsdale, Cliff. T, New York, Thomson south eastern publications, 6th edition,
2. *Management Decision Making: Spread Sheet, Modelling, Analysis*, Monahan, George, London, 8TH edition, Cambridge University.
3. *Simulation with ARENA*, David W. K., Sadowski, R. P. and Sasowski, D. A. McGraw Hill.

Suggested Websites:

RBI, IRDA, SEBI

Business Valuation			Semester -II
Course Code – SE5C204FN		Credits - 2	Marks - 50
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SE5C204FN .1: Apply techniques of valuation to business			
CO. SE5C204FN.2: Examine the approaches of Business valuation			
CO. SE5C204FN .3: Analyze the valuation process for companies			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Introduction to Business Valuation	Nature and purpose of Business valuation, When Valuation are Required for Listed company & Unlisted company. Information Required for Valuation. Different Concept of Value - Book Value, Market Value, Intrinsic Value, Liquidation Value, Replacement Value, Salvage Value and Fair Value.	4+2+2
2.	Approaches to valuation	Assesst Approach, Earnings Approach, Market Approach, Discounted Cash flow. Dividend Discount Model: Zero growth Model, Constant Growth Model, Free Cash flow to Equity Model.	6+2+2
3.	Valuation of Assets	Valuation of Fixed Assets, Valuation of Investments, Valuation of Real Assesst, Valuation of Brands, Valuation	4+2+2

		of Goodwill.	
4.	Valuation Methods	MM Approach, use of CAPM for share valuation. Relative Valuation, Fair value based. EVA and MVA P/E ratio income based valuation model. earnings yield income-based valuation model.	4+2+2
5.	Valuation Analysis	Techniques of Forecasting (DuPont, Sensitivity & Scenario Analysis) Mc Kinsey Model.	2+2+2

Textbooks:

1. Corporate Valuation by Prasanna Chandra
2. Valuation Management by Damodaran
3. Mergers, Buyouts and Restructuring by Arzac

Reference Books:

1. Berk, J. and Peter DeMarzo, Corporate Finance (Addison Wesley).
2. Copeland, T., Tim Koller, and Jack Murrin, Valuation: Measuring and Managing the Value of Companies (John Wiley & Sons).
3. Krishnan V., Study Guide for Use with Principles of Corporate Finance (McGraw-Hill/Irwin)
4. Corporate Value & Value Creation by Chandra and Prasanna, McGraw Hill
5. The Little Book of Valuation: How to Value a Company, Pick a Stock and Profit – Aswath Damodaran
6. Parks - Principles and Practice of Valuation – D.N. Banerjee
7. Valuation by Gough, Leo

Additional Resources:

1. Alternative Case: “Medfield Pharmaceuticals” (UVA-F-1636) Valuation of Assets in
2. Place Supplemental Spreadsheet Available “Business Valuation: Standard Approaches and Applications” (UVA-F-1684)
3. Technical Note: “Business Valuation in Mergers and Acquisitions” (UVA-F-1699)

Additional Note:

Numerical Problems will be asked from the following

1. Valuation of Business, shares based on Assets Approach, Earnings Approach,
2. Dividend Discounted model, P/E ratio Model, MM model, EVA & MVA.
3. Super profit Method, Super profit Capitalization Method of goodwill.
4. Use of CAPM for Share valuation.
5. Valuation of Real assets & Fixed assets

Equity Derivatives		Semester -II	
Course Code – SE5C205FN		Credits - 2	Marks - 50
<p>COURSE OUTCOMES: After completion of this course the students would be able to: CO. SE5C205FN.1: Explain the terminologies of equity derivatives. CO. SE5C205FN.2: Apply concept of futures, options and index derivatives for Investment decisions CO. SE5C205FN.3: Compute margin and payoff for equity derivatives.</p>			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Understanding Derivatives	Basics of Derivatives, History and Evolution of Derivatives, Indian Derivatives Market, Market Participants, Types of Derivatives Markets, Index, Major Indices in India	4+2+2
2	Forwards and Futures Contracts	Forward Contracts, Limitations of Forward markets. Introduction to Futures, Futures Terminology. Trading Underlying, Trading Single Stock Futures, Futures Payoffs, Pricing Futures, Mark to Markets, Application of Futures.	4+2+2
3	Options Contracts	Option Terminology, Comparison between Futures and Options, Call and Put Options, Options Payoffs, Basics of Option Pricing, Application of Options.	4+2+2
4	Options Trading Strategies	Option Spreads, Straddle, Strangle, Covered Call, Covered Put, Protective Put, Collar.	4+2+2
5	Trading, Clearing and Settlement System, Regulatory Environment	Trading System, Selection Criteria of Stock and Index Trading Clearing, Clearing Members, Clearing Mechanism, Settlement Mechanism, Risk Management, Regulation in Trading, Regulations in Clearing and Settlement.	4+2+2

Textbooks:

1. “Fundamentals of Futures and Options Markets,” John C. Hull, Eighth Edition, Prentice Hall.
2. Financial Derivatives, S.L.Gupta, 2nd edition, Prentice Hall.
3. Financial Derivatives, Parameshwaran, Mcgraw Hill.
4. Options and Futures- An Indian Perspective, D. C. Patwari, Jaico Publishing House.
5. A Guide to Indian Capital Markets, Sanjeev Aggarwal, Bharat Publishing.

Additional Resources:

1. NCFM Derivatives (Dealers) Module
2. NISM Equity Derivatives Module

Web Resources:

- www.sebi.org.in
- www.nseindia.com
- www.bseindia.com

Forex and Treasury Management			Semester -II
Course Code – SE5C206FN		Credits - 2	Marks - 50
COURSE OUTCOMES: After completion of this course the students would be able to:			
CO. SE5C206FN.1: Explain the role of Forex and Treasury Management with respect to Global Scenario.			
CO. SE5C206FN.2: Discuss the concepts of Forex and Treasury Management.			
CO. SE5C206FN.3: Determine Forex Risk and Forecasting.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Treasury Management	Meaning, Objectives, Significance, Functions and Scope of Treasury Management, Relationship between Treasury Management and Financial Management; Tools of Treasury Management; Internal Treasury, Controls; Environment for Treasury Management, Liquidity Management, Regulation, Supervision and Control of Treasury Operations,	6+2+2
2	Forex Management	Nature, Significance and Scope of Forex Management, Foreign Exchange Market and its Structure, Foreign Exchange Rates and its Determination, Exchange Rate Quotes; Types of Exchange Rates.	4+2+2
3	Forex risk and forecasting	Foreign Exchange Risk Exposures and their Management; Exchange Rate Forecasting; Risk in Foreign Exchange Business	3+1+2
4	Forex risk management	Methods of Risk Management- Internal & External, Currency Forward, Futures and Options,	3+1+2
5	Treasury's role in International Banking	Treasury's role in International Banking: Changing Global Scenario and Treasury Functions, Treasury Structure- Front and Back Office, Forex Cash Management – Positions v/s Cash Flows Funding Alternatives.	4+1+2

Textbooks:

1. Financial Management and Policy by V.K. Bhalla Anmol Publications
2. Treasury Management in India by V.A.Avadhani, Himalaya Publishing House
3. Treasury Management by Hudson Robert, Blackwell
4. Foreign Exchange International Finance and Risk Management by A.V.Rajwade Academy of Business Studies.

Reference Books:

1. Foreign Exchange and Risk Management by C Jeevanandam Sultan Chand.

Additional Resources:

1. Foreign Exchange Management Manual
2. A manual Of Merchant Banking by J.C.Verma

Additional Note:

Numerical Problems will be asked from the following sections:

- Currency Futures and Options.
- Exchange Rate Quotes
- Rate Forecasting &Risk

Semester II

Human Resource Management Specialisation Syllabus

Talent Management: Planning and Acquisition			
Course Code – SC10201HR		Course Credits - 3	Marks - 100
Course Outcomes: After completion of this course the students will be able to			
CO.SC10201HR.1: Examine the role of Talent Planning and Acquisition for organizational effectiveness			
CO.SC10201HR.2: Design Job analysis for a given position			
CO.SC10201HR.3: Develop Talent Acquisition Plan for a given position			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction	Talent Management: Concept and Challenges - Introduction, Objectives, Scope, Role of TM, Importance of TM, Functions and Challenges of TM.	5+0+4
2	Human Resource Planning	Human Resource Planning: Definition, Objective, Need and Importance, Indicator and trends HRP Process, Ascertain demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Estimation of internal supply and external supply. Linking human resource planning with strategic human resource management. Barriers to HRP.	6+2+4
3	Talent Acquisition	Job Characteristics Model, Job Analysis Process – Contents of Job Description & Job Specification. Conceptual approach to Recruitment and Selection – Recruitment methods – traditional and modern, Recruitment Advertising, Make or buy decision Selection Process – Use of various tools for selection, Interview Techniques - Difference between recruitment and selection Use of technology for talent acquisition, Statutory And legal requirement affecting the talent acquisition	8+3+6
4	Psychometric Testing and Assessment	Profiling Techniques: Personality, Aptitude, Competency Concepts of Testing, Types of tests, Introduction to Psychometric tests. Use of MBTI, DISC , Thomas Profiling and modern tools for employee assessment	6+3+4
5	Measuring impact of Talent acquisition	Talent Acquisition: Need for measuring the impact and use of various metrics to ascertain the impact.	2+3+4

Suggested Books:

1. Effective Recruitment and Selection Practices, Alan Nankervis, Robert Compton, Bill Morrissey., Sixth Edition , Sixth Edition, Wolters Kluwer Law & Business publication
2. Recruitment and Selection (Developing Practice), Second Edition Chartered Institute of Personnel and Development
3. Successful Interviewing and Recruitment, Rob Yeung, Illustrated and Revised Edition Kogan Page Publishers
4. Strategic Human Resource Management, Jeffrey Mello, Fourth Edition Cengage Learning Publishers
5. Strategic Human Resource Management, Michael Armstrong, Sixth Edition, Kogan, Page Publishers

Employer Branding and Employee Value Proposition			
Course Code – SC10202HR		Course Credits - 3	Marks – 100
Course Outcomes: After completion of this course the students will be able to			
CO.SC10202HR.1: Compare employer branding initiatives at different Organizations			
CO.SC10202HR.2: Examine the concept of employee value proposition as an element of employer branding			
CO.SC10202HR.3: Perceive the impact of Employer Brand Management on Organizations			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction to Employer Brand Concept	Changing needs and aspirations of employees: Challenge of managing people: Leadership and its role: Birth of Employer Brand Concept	5+0+4
2	Fundamentals of Branding and Benefits of Employer Branding	Definition – Brand, Brand Management and Development: Brand Consistency and Continuity Employer Branding: Functional Benefits: Emotional Benefits: Higher Order Benefits: Life Cycle Benefits	6+2+4
3	Process of Employer Branding	1)Before Employer Brand Creation Diagnosing Employer Brand: Preparing to create the Employer Brand 2)Employer Brand Creation Creation of Employer Brand: Operationalization of Employer Brand 3) Nurturing the Employer Brand Documentation: Change Management: Measurement of Impact	6+4+6
4	Employee Value Proposition	Definition of Employee Value Proposition: Link to theories of motivation	4+2+4
5	Employer Brand Management	Policies - 1) Big Picture External Reputation: Internal Communication: Senior Leadership: Values and CSR: Internal Measurement System 2) Local Picture Recruitment and Induction: Team Management: Performance Appraisal: Learning and Development: Reward and Recognition	5+4+4

Suggested Books:

1. The Employer Brand Bringing the Best of Brand Management to People at Work: Simon Barrow & Richard Mosley, Second Edition, Wiley
2. The Employer Branding, James Ellis, First Edition, Kogan Page
3. The Talent Magnet - Employer Branding & Recruitment Marketing Strategies to Attract Millennial Talent, Richard Evans, Create Space Independent Publishing Platform
4. The HR Value Proposition, Dave Ulrich, First Edition, Harvard Business Review Press

Social Security and Labour Welfare Legislations			
Course Code – SC10203HR		Course Credits - 3	Marks – 100
<p>Course Objectives: After completion of this course, the students will be able to</p> <p>CO.SC10203HR.1: Make use of laws related to Social Security and Labour Welfare in organizational situations</p> <p>CO.SC10203HR.2: Explain the role of governing bodies in security and welfare of employees.</p> <p>CO.SC10203HR.3: Illustrate the role of social security laws in smooth running of an organization.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction	Labour Laws - Concept, Evolution, Objective, Classification, Need, challenges and problems. International labour organization, Indian constitution and labour legislation, changing perspective of changing scenario of Labour Laws.	6+0+0
2	The Factories Act 1948	Definitions of Factory, Manufacturing Process, worker, occupier, provisions under Health, safety and welfare, working hours, annual leave with wages, prohibition of employment of young children and woman.	4+2+0
3	Laws on Compensation	<p>The Payment of wages Act 1936: Definitions of employer, employed person & wages, fixation of wage periods, Time of payment of wages, Deduction from wages, Maintenance of register and records, penalty for offences like Delayed Payment, Non –payment of wages and failure to maintain records.</p> <p>The Minimum Wages Act 1948 - Minimum rate of wages, Procedure for fixing and revising minimum Wages, Advisory Board, Payment of minimum rates of wages, Maintenance of Registers and records.</p> <p>The Payment of Bonus Act 1965 - Application of Act, Rate of Bonus, Calculation of Amount Payable as Bonus, Eligibility for bonus and its payment, set –on and Set off of Allocable surplus. Deductions and Recovery of Bonus.</p>	10+2+6
4	Social Security Legislation s I	<p>The Employee Provident Fund & Miscellaneous Provision Act 1952 - Objective, Scope and coverage, Definitions-establishment, Basic wages contribution and superannuation. Provident Fund, Pension fund, Employee deposit linked insurance fund. Payment of contribution, Benefit under the scheme, Penal provision.</p> <p>The Payment of Gratuity Act 1972: Scope & Coverage calculation of Gratuity, Gratuity not payable, obligation of the employer, Process of receiving payment</p>	6+3+4
5	Social Security Legislation s II	<p>The Workmen’s Compensation Act 1923: Definition – wages, workman, Disablement –partial /Total Employer’s liability for compensation, Occupational disease. Quantum of Compensation, Commissioners Power.</p> <p>Maternity Benefit Act 1961-Coverage, condition & Eligibility. Benefits as per latest amendments.</p> <p>The Employer State Insurance Act 1948 - scope, coverage, Disablement, ESI Corporation, Contribution & Benefit period, Benefits in Detail, Obligations of employers.</p> <p>Child Labour (Prohibition & Regulation) Act, 1986</p> <p>Sexual Harassment at the Workplace (Prevention, Prohibition and Redressal) Act, 2013</p>	10+3+4

Note: Numericals are not expected in this course

Suggested Books:

1. Dynamics of Industrial Relations in India, Mamoria, C. B. & Mamoria, S. 16th Edition, 2019, Himalaya Publishing House
2. Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3. Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4. Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislation. Himalaya Publishing House

Learning and Development			
Course Code – SC5C201HR		Course Credits - 2	Marks - 50
Course Outcomes: After completion of this course the students will be able to			
CO.SC5C201HR.1: Explain the importance of learning styles and andragogy in organizational training			
CO.SC5C201HR.2: Design a training program for different categories of employees in a variety of organizational context			
CO.SC5C201HR.3: Formulate the training evaluation plan			
Module No.	Module Name	Details	No. of Lectures (L+T+P)
1	Introduction to Learning and Training	Learning: Nature of Learning, Learning Process, Learning styles, Learning and HRD, Adult Learning, Andragogy, Learning – it's influence on employee behaviour, Implementing Learning w.r.t HRD needs. Training: Definition, Need for Training and Development, Aligning Training with Corporate Strategy	5+2+2
2	Process	Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist.	4+0+2
3	Designing	Objectives, Budgeting of Training, Trainee and Trainer Identification, Designing Module, Designing and Conducting Specific Training and Development Programme, Methods of Training, Induction.	5+2+3
4	Evaluating	Principles of training evaluation, Kirkpatrick Model of Evaluation, CIRO of Training, ROI of Training, Cost - Benefit analysis. Recent trends in Training and Development	4+2+3
5	Management Development	Training and Coaching, Mentoring, Training Practices, Train the trainer, Training for Diversity, Impact of Training on HRD.	2+2+2

Suggested Books:

1. *Employee Training and Development* by Raymond A. Noe **and** Amitabh Deo Kodwani, **Seventh Edition , Mc Graw Hill Education**
2. *Training and Development: Indian Text edition* by B. Janakiram, Dreamtech Press
3. *Training and Development: Theories and Applications: Theory and Applications*,
4. Dipak Kumar Bhattacharyya, First Edition, SAGE Texts

Analytics for Human Resource			
Course Code – SE5C202HR		Course Credits – 2	Marks – 50
Course Outcomes: After completion of this course the students will be able to			
CO.SE5C202HR.1: Analyze the Relation of HR Analytics with HR strategies			
CO.SE5C202HR.2: Elaborate the different categories of HR Analytics			
CO.SE5C202HR.3: Apply Analytics to various functions of HR			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction to HR Analytics	Introduction to Business Analytics: Need for Analytics Introduction to HR Analytics: HR Analytics and people strategy: Becoming a persuasive HR function	4+2+0
2	Metrics and Analytics	Language of Metrics and Analytics: Descriptive Analytics, Prescriptive Analytics, Causal Analysis, Predictors, prediction, and predictive modelling. Business applications of modeling	5+2+4
3	Analysis Strategies	From descriptive reports to predictive analytics: Statistical Significance, Types of data, Types of statistical tests, Factor Analysis, and reliability analysis	5+2+2
4	Application in various functions	Application of analytics in talent acquisition function, employee performance, predicting employee turnover	3+2+
5	Usage, Ethics and Limitations	Importance of quality data and measures: Ethics in Analytics: Ethical Standards for HR Analytics team: Limitations	3+0+2

Suggested Books:

- 1.HR Analytics – Understanding Theories and Applications by Dipak Kumar Bhattacharya, 1st edition, Sage Publication
2. HR Analytics: The What, Why and How: Tracey Smith, 2013, Createspace Independent Publication.
3. Predictive HR Analytics: Mastering the HR Metric: Dr. Martin R. Edwards, Kirsten Edwards, 1st Edition, 2016, Kogan Page

HR Accounting and Audit			
Course Code – SE5C203HR		Course Credits - 2	Marks – 50
Course Outcomes: After completion of this course the students will be able to			
CO.SE5C203HR.1: Identify the importance of Investing in employees as assets.			
CO.SE5C203HR.2: Make use of various models to determine the group value.			
CO.SE5C203HR.3: Identify the parameters useful in HR Audit as applicable in organizational context.			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction	a. HR as assets b. Definition of Human resource accounting c. HRA – concepts, methods, and applications d. Human Resource accounting vs. Other Accounting e. Human Resource Costs – the Monetary Value Approach, Non-Monetary Value Based Approaches f. Investment in employees - Human resource Development	3+2+2

2	Return on Investments	a. Development of HR ROI through High Performance Employees b. Measurement of Group Value – The Likert and Bowers Model, Hermanson’s unpurchased goodwill model	4+2+2
3	Human Resource Audit	a. Role of Human resource audit in business environment b. HR Audit Objectives, Concepts, Components, Need, Benefits, Importance c. Methodology and instruments of HR Audit d. The audit process and Issues in HR Audit	4+2+2
4	Human Resource Audit Report	a. HR Audit Report – purpose b. Report Design – Preparation of report c. Use of HR Audit report for business improvement	4+2+4
5	Human Resource Score card and recent trends	Human Resource Score Card a. HR Score Card, constituents of HR Scorecard b. HR score card as an instrument in HR Audit	4+2+2

Suggested Books:

1. HRD Audit – Evaluating the Human Resource Functions for Business Improvement by T.V. Rao, 2nd Edition, 2014, Sage Publications
2. Designing and Managing Human Resource Systems, Udai Pareek & T.V. Rao, 3rd Revised edition, Oxford & IBH Publishing Co Pvt
3. Human Resource Management, Gary Dessler, 15th Edition, Pearson Publications
4. The HR Scorecard: Linking People, Strategy and Performance by Brian E. Becker, Mark A. Huselid and Dave Ulrich, Illustrated Edition, Harvard Business Press

Labour Costing			
Course Code – SE5C204HR		Course Credits – 2	Marks - 50
Course Outcomes: After completion of this course the students will be able to			
CO.SE5C204HR.1: Examine the key concepts of Labour Costing			
CO.SE5C204HR.2: .Apply various remuneration plans for computing labour cost			
CO.SE5C204HR.3: Discuss the impact of labour turnover on productivity			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction to Labour Costing	Introduction, Meaning- Labour, Cost, Costing, define labour cost, Classification of labour cost	3+1+0
2	Control Over Labour Cost	Aim of the control over labour cost, Departments involved in the control of labour cost and their functions Important Factors for the control of Labour Cost Calculation of Overtime	4+1+0
3	Scientific studies at workplace	Factors affecting labour cost; Work Study, Job Evaluation & Merit Rating, Time and Motion Study	3+0+2
4	Wage Payments & Incentive Plans	Definition of Wages, Methods of Wage payments: Time Rate Wage System Piece Rate Wage System Overview of Incentive Plans; Differential price rate scheme, Premium Bonus Plan	6+4+4

		Differential Wage Incentive Plan Design of Statement showing the Gross and Net Wages Design of Statement showing the Labour Cost per hour & per output	
5	Labour Turnover & Productivity	Labour Turnover: Meaning of labour turnover, Methods of measurement of labour turnover, labour turnover due to new recruitment, causes of labour turnover, measures to reduce labour turnover Productivity: Meaning, definition, measurement of productivity, productivity of labour, methods to measure labour productivity, factors influencing labour productivity Relationship of labour turnover and productivity	4+4+4

Suggested Books:

1. Cost Accounting, M Y Khan, PK Jain, Tenth reprint, Tata Mc Graw Hill
2. Cost & Management Accounting, Ravi M Kishore, Sixth edition, Taxman Publication
3. Cost Accounting text & Problems, M.C. Shukla, T S Agrawal, Dr. M P Gupta, 11th edition, S. Chand
4. Cost Accounting, Jawahar Lal, Seema Srivastava, Fourth Edition, McGraw Hill
5. A Textbook on Cost & Management Accounting, M.N Arora, 10th edition, Vikas Publication
6. Introduction to Cost Accounting, Tulsian P.C. & Tulsian Bharat, S Chand
7. Cost accounting: a managerial emphasis, Charles T Horngren; Srikant M Datar; Madhav V Rajan; William A Maguire; Rebecca C W Tan, Third Edition, Pearson
8. Accounting for Management, S. Ramanathan, Oxford University Press

Human Resource Administration – Systems and Procedures			
Course Code – SE5C205HR		Course Credits - 2	Marks – 50
Course Outcomes: After completion of this course the students will be able to			
CO.SE5C205HR.1: Make Use of theoretical concepts /theories to select or amend the employee policies of an organization			
CO.SE5C205HR.2: Identify appropriate communication channels for the variety of employees in different organizational contexts			
CO.SE5C205HR.3: Design policy and procedures for an organization			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction to Human Resources Administration	Conceptual overview of Human Resources Administration- Objectives and importance of administrative activities in current organizational scenario	3+2+0
2	Communications	Introduction, importance and objectives of employee communication. Drafting interview letters, appointment orders, promotion, transfers, appreciation letters, notices and circulars. Drafting suspension orders, show cause notices memos, charge sheet, warning letters, letter of termination and dismissal	5+2+3
3	Statutory requirements	Maintenance of statutory returns and Documentation - TDS, Gratuity, Professional tax, PF, ESI returns. Procedure for conducting domestic enquiry by observing principles of natural justice	5+2+2
4	Policies and procedures	Importance of policies, Drafting of policies and SOP	4+2+3

5	Documentation	Introduction to various documents maintained in Human Resources – Talent acquisition documents/Joining documents -Talent management and Exit documents. Importance of documentation and Legal aspects involved in documentation	3+2+2
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Suggested Books:

1. Personnel Management by Edwin Flippo
2. Personnel Management by C.B. Mamoria
3. Writing effective policies and procedures by Nancy Campbell
4. Human Resources Policies and Procedures Manual by Inc Bizmanualz

Human Resource Information Systems			
Course Code – SE5C206HR		Course Credits - 2	Marks - 50
Course Objectives: After completion of this course, the students will be able to			
CO.SE5C206HR.1: Appraise the role of information technology in Human Resource Management.			
CO.SE5C206HR.2: Explain the application of HRIS in different functions of HR			
CO.SE5C206HR.3: Discuss the emerging trends in HRM in relation to information technology.			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction	Introduction and Evolution of Human Resource Information Systems: The Role of Information Technology, Database Concepts and Applications in Human Resource Information Systems, Systems Considerations in the Design of an HRIS: Planning for Implementation	3+2+0
2	Determining Human Resource Information System's Needs	Pre implementation stage of HRIS: HRIS Planning HRIS Expectation Productivity through HRIS HRIS Cost – benefit Value Analysis Getting Management support for HRIS Limitations of Computerization of HRIS	5+2+2
3	Resource Information Systems Implementation and Acceptance	Human Resource Information Systems Project Management, Change Management: Implementation, Integration and Maintenance of the Human Resource Information Systems	4+2+2
4	Human Resource Information Systems Applications	Human Resource Administration and Human Resource Information Systems, Talent Management: Job Analysis and Human Resource Planning, Recruitment and Selection Training and Development: Issues and Human Resource Information Systems Applications, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management, Exit and the Human Resource Information Systems, .	4+4+6
5	Special Topics In Human Resource Information Systems	Information Security and Privacy in Human Resource Information Systems, The Future of Human Resource Information Systems	4+2+2

Suggested Books:

1. Human Resource Information Systems: Basics, Applications, and Future, Dr. Michael Kavanagh and Dr. Mohan Thite, Sage Publications
2. Human Resource Information System, Dr.P.K. Gupta and Sushil Chaabra, First Edition Himalaya Publishing House
3. Human Resource Management, Gary Dessler, 15th Edition, Pearson Publications
4. The Practical Guide to HR Analytics: Using Data to inform, transform and empower HR Decisions, Shona D Waters, Valerie Streets, Lindsay McFarlane, Rachael J. Murray, Society for Human Resource Management

Semester II

Operations and Supply Chain Management Specialisation Syllabus

Inventory Management		Semester II
Course Code – SC10201OS	Credit - 3	Marks- 100
<p>Course Outcomes: After completion of this course the students will be able to: CO.</p> <p>SC10201OS.1: Understand need for inventory, its types and widely used controlling techniques.</p> <p>CO. SC10201OS.2: Determine EOQ using quantity discount models.</p> <p>CO. SC10201OS.3: Examine and compare JIT with traditional inventory management techniques</p> <p>CO. SC10201OS.4: Determine factors impacting Make or Buy decisions</p>		

Module Number		Details	Numberof Hours (L+T+P)
1.	Elements of Inventory Management	Concepts and role of inventory in operations, The purpose of inventory in the value chain; Types of Inventory; Inventory Costs	6+2+4
2.	Inventory Control Systems	Continuous review (Q) system, periodic review (P) system and issues involved in Q and P systems; ABC and other classification systems of Inventory like FSN, HML and XYZ; Procedure of eliminating Obsolete Inventory	6+2+4
3.	Economic Order Quantity Models	Basic EOQ model with production quantity, computer solution of EOQ; Quantity discounts models with MS Excel; Order quantity with periodic system and variable demand	6+2+4
4.	Just – in Time	Principles and core logic of JIT; Achieving JIT in Operations; Comparison of JIT with other systems of Inventory; KANBAN as a control tool, Vendor Managed Inventory	6+2+4
5.	Make or Buy Decisions	Factors influencing make or buy decisions, cost, quality and capacity; Inventory Recording; Performance Measurement- Stock turnover rate, customer service level, cost of operations;	6+2+4

Suggested Textbooks:

1. Donald Waters, (2013) “Inventory Control and Management”, Wiley Students Edition. 2nd Edition
2. Mahadevan B, (2007) “Operations Management – Theory and Practice”, Pearson Education South Asia.

Suggested Reference Books:

1. *Aswathappa K*, “Production & Operation Management” (2006), Himalaya Publications Ltd, New Delhi.
2. *Martin K. Starr and David W. Miller*,(1962) “Inventory Control Theory and Practice”, 2nd edition, Prentice Hall.

Course Name- Logistics Management		Semester II
Course Code – SC10202OS	Credit – 3	Marks - 100
Course Outcomes:After completion of this course the students will be able to: CO. SC10202OS.1: Discover key issues and challenges of logistics CO. SC10202OS.2: Understand role of transportation in logistics CO. SC10202OS.3: Explain role of reverse logistics impact of Government policies on logistics CO. SC10202OS.4: Evaluate logistics performance and control measures		

Module No.	Module Name	Contents	Number of Hours (L+T+P)
1.	Introduction	Evolution & importance of Logistics sector, Scope of logistics Issues and Challenges for Logistics	6+2+4
2.	Transportation	Transportation: The Backbone of Logistics;Logistics Packaging; Distribution Integration; Logistics Optimization using QT	6+2+4
3.	Outsourcing	Outsourcing of Logistics, Reverse Logistics; Logistics Information System; Logistics Costing	6+2+4
4.	Government Policies	Overview of Government Policies and Regulations; Overview of Containerization and Multimodal Transportation	6+2+4
5.	Logistics measurement	Logistics Performance Measurement and Control, Green Logistics	6+2+4

Suggested Text Books:

1. *Ganapathi, S.L. and Nandi, S. K.*, (2015): “Logistics Management”, 1st ed., Oxford Higher Education, New Delhi.

Additional Readings and References:

1. *Bowersox, D.J.*, Closs, D.J. & Cooper, M.B. (2009): “Supply Chain Logistics Management”, 2nd ed., The McGraw Hill Companies, New Delhi.
2. *Wisner, Leong & Tan* (2008): “Principles of Supply Chain Management-A Balanced Approach”, India ed., Cengage Learning, New Delhi.

Planning and Control of Operations		Semester II
Course Code –SC10203OS	Credit – 3	Marks - 100
Course Outcomes: After completion of this course the students will be able to: CO.		
SC10203OS.1: Recognize the objectives, functions, applications of PPC and forecasting techniques		
CO. SC10203OS.2: Understand and carry out basic level of forecasting (Regression based) and APP using MS Excel		
CO. SC10203OS.3: Appreciate role of MRP, CRP & ERP		
CO. SC10203OS.4: Solve scheduling & sequencing problems typically encountered in Operations domain		

Module No.		Details	Number of Hours (L+T+P)
1.	Production Planning and Control of Operations - Overview	Need & Functions of PPC; Routing – Process Layout; Dispatch - Documentation	6+2+4
2.	Demand Forecasting	Planning Tool; Design and Models of Forecasting; Accuracy of Forecasts	6+2+4
3.	Aggregate Production Planning	Planning Hierarchies in Operations; Alternatives for managing demand and Supply; Master Production Scheduling (MPS)	6+2+4
4.	Resource Planning	Basic building blocks of MRP; Capacity Requirement Planning (CRP); Enterprise Requirement Planning (ERP)	6+2+4
5.	Scheduling of Operations	Definition – Activities-Difference with loading, Scheduling types: Forward, Backward scheduling, Job shop scheduling methods – Arrival pattern, processing pattern, number of workers available, machine varieties available, Priority rules for job sequencing FIFO, SPT, SOT, EDD, STR, CR, LISO, Random Orders. Scheduling Techniques Gantt Charts, LOB, Johnson’s job sequencing rules- n jobs on 2machines, n jobs on 3 machines, n jobs on m machines. Operational Control issues	6+2+4

Suggested Textbooks:

1. *Stephen N Champan*, (2005) “Fundamentals of Production Planning and Control”, Pearson Education.
2. *Samuel Eilon*, (1991) “Elements of Production Planning and Control”, Universal Publishing Corporation.
3. *Aswathappa K*, (2006) “Production & Operation Management”, Himalaya Publications Ltd, New Delhi.

Suggested Reference Books:

1. *Russell & Taylor*,(2011) “Operations Management”, John Wiley & Sons, Inc..

Course Name -Lean Management		Semester II
Course Code –SE5C201OS	Credits – 2	Marks - 50
Course Outcomes: After completion of this course the students will be able to:		
CO. SE5C201OS.1: Expalin concept of Manufacturing		
CO. SE5C201OS.2: Examine areas of process flow and work flow		
CO. SE5C201OS.3: Analyse layout, line balancing and KANBAN strategies		
CO. SE5C201OS.4: Evaluate Lean Manufacturing Implementation.		

Module No.	Details	Number of Hours (L+T+P)
1.	History and Modern Applications of Lean Manufacturing: Popularity of MRP systems and their impact on organizations, Pre-computer Inventory Management tools, MRP Model, The search for Holy Grail of Manufacturing, Lean Manufacturing Model, Kanban Methodology, Sequencing production one piece at a time on the Lean Line, The benefits of embracing lean methodologies for manufacturing, Lean Manufacturing Challenges to the MRP paradigm, The continuous evolution to Lean Manufacturing, The Internet and E-commerce technologies.	4+2+2
2.	Understanding Products, Processes and Demand: Determining the scope of initial Lean Manufacturing Implementation Area, Selecting parent parts for the lean line, Establishing the capacity to meet the demand volume of lean implementation area, Sources for determining demand, Documenting the Process flow and establishing mixed product families, Factors impacting throughput volume, Identifying process Demand Levels and Establishing Takt, Numerators and Denominators of Takt time, Documenting process Work elements and quality criteria, Non value added activity and quality considerations, summing the total time of the process.	4+2+2
3.	Line Layout and Work Station Identification with Process Linking and Balancing: The consequences of imbalance, The Lean approach to Achieving Balance, Calculating resource requirements, Defining Resources, The physical layout of resources, Assigning tasks for each workstation, the in-process Kanban Signaling methodology, Discipline for maintaining	4+2+2

	Workstation balance, Designing 5S into the line design.	
4.	Kanban Strategies: The in-process Kanban, The Single Card Kanban System, The Multiple Card Kanban System, Managing inventory with the Kanban System: The advantages & disadvantages of Kanban System, Kanban manager job Responsibilities.	4+2+2
5.	Lean Implementation Mile Stones: Software requirements for Lean manufacturing methodologies, Commitment to change, Transformation process to Lean manufacturing, Initialization and Project Start-up, Understanding Products, Processes and Materials, Final Check, Line Start-up, Internalize. Organizational impact of Lean Manufacturing.	4+2+2
	Managing the Lean Manufacturing Line: Managing Line Output to Match Customer Demand, Establishing Customer Response policy, Sub optimizing the Lean line to meet daily rate of demand, flexible operators, Rewarding for Flexibility, Rewarding for Linear Performance, Resistance to change.	

Suggested Textbooks:

1. *Dennis P. Hobbs* (2009) *Lean Manufacturing Implementation* by Dennis P Hobbs, Cengage Learning Co-published with APICS.
2. *Gopalakrishnan.N*, (2010) "Simplified Lean Manufacture : Elements, rules, tools and implementation", PHI Learning Private Limited,

Reference

1. *Devadasan.S.R, Mohan Sivakumar.V, Muruges.R, Shalij.P.R*,(2012) "Lean and Agile Manufacturing: Theoretical, Practical and Research Futurities", PHI Learning Private Limited.
2. *Pascal Dennis*, (2007) "Lean Production Simplified", 2nd ed., Productivity Press,

Course Name-Six Sigma		Semester II
Course Code – SE5C202OS	Credits – 2	Marks – 100
Course Outcomes: After completion of this course the students will be able to:		
CO. SE5C202OS.1: Explain Six Sigma Deployment and Process improvement		
CO. SE5C202OS.2: Plan and Apply DMAIC		
CO. SE5C202OS.3: Choose appropriate Six Sigma Tools		
CO. SE5C202OS.4: Appraise Financial Impact Measurement.		

Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Enterprise-wide Deployment	Six Sigma and Lean: Brief history of performance initiatives- Quality Control, TQM, Cost of Quality, Customer quality Management, SPC, Reengineering, Six Sigma, Theory of Constraint, Lean manufacturing.	4+2+2
2.	Business Process Management	Introduction to Six Sigma-As a metric, As a methodology, As a management System. Six sigma Evolution and	4+2+2

		<p>approach Lean as a Business Management Strategy, Key elements of lean.</p> <p>Types of lean initiatives, Implementing lean initiatives</p>	
3.	DMAIC	<p>model for implementing Six Sigma.</p> <p>Define: Project Selection, Developing the team, DMAIC & DMADV, Deliverables, Tollgate Questions</p> <p>Measure: Determining X variables, Cause and Effect Diagram & Matrix, Overview of MSA, Data Collection Plan – Forms, Baselineing the y data, DPMO, Capability Indices, COPQ, Yield, Tollgate Questions</p> <p>Analyze: Tools for identifying Root Causes: Histogram, Boxplot, Scatter Plot, Matrix Plot, DotPlot, Run Chart, Multi-Vari Chart, 5 Why's</p>	4+2+2
4.	Improve	<p>: Generating Solutions, Random Simulation, Six Thinking Hats, Mind Mapping, Challenge Assumptions, Decision Making Tools for Selecting Solutions – Pairwise Ranking, Solution Matrix, Force Field Analysis, Costs and Benefits, Pilot Plan, Potential Problem Analysis – Mistake Proofing, Risk Assessment Matrix and Control Assessment Matrix, FMEA, Contingency Plan, Verification Plan, Tollgate Questions</p> <p>Control: Solution Planning, Process Control Plan, Review Meetings, Updated flowcharts & procedures, Control Charts, Out of Control Action Plan, Project Conclusion Activities</p>	4+2+2
5.	Six Sigma Impact measurement Financial and	<p>Lack of Clear Goals and Metrics linked to Measurable Business Goals, Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue</p>	4+2+2

	Performance measurement	Growth, Cost Savings, Productivity Improvement, Reduced Cost of Poor Quality, Cash Flow Improvement, Faster product / service cycle times, Freed up engineering and /or sales / service time, Freed up other indirect time, Cost avoidance savings. Seven Elements of Six Sigma Scorecard	
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Suggested Textbooks:

1. *MacCarty, Daniels, Bremer and Gupta*, (2010) “The Six Sigma Black Belt Handbook McGraw-Hill Education (India) Pvt Limited , 2nd Edition.
2. *Joseph De Feo, William Barnar* (2003) “Juran Institute’s Six Sigma Breakthrough and Beyond” McGraw-Hill Education (India) Pvt Limited .
3. *Peter Pande* (2001), “What is Six Sigma” McGraw-Hill Education (India) Pvt Limited

Suggested References:

1. *Susan Elliot Blashka, John Crager, et al.* (2004), “Six Sigma Management” McGraw-Hill Education (India) Pvt Limited
2. *Warren Brussee*, (2005) “All About Six Sigma: The Easy Way to Get Started” Tata McGraw-Hill Education

Course Name-International Logistics		Semester II
Course Code – SE5C203OS	Credits – 2	Marks –50
Course Outcomes: After completion of this course the students will be able to:		
CO. SE5C203OS.1: Recognizes importance of international logistics		
CO. SE5C203OS.2: Appreciate various modes of transport		
CO. SE5C203OS.3: Understand infrastructural requirements for international logistics		
CO. SE5C203OS.4: Evaluate various sea routes and methods of containerization		

Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Introduction to International Logistics	International Logistics Development, International Trade Logistics Scope & Significance 7R’s of Logistics Management, 5 P’s of Logistics, International Commercial Terms – Use of Incoterms in a Contract, Overview of International Logistics Documentation:	4+2+2
2.	Modes of Transport	Modes of transportation, Advantages & Disadvantages, Significance, Transport and Communication, Transport activities and Land Use, Transport, Energy and the Environment	4+2+2
3.	Carriage of goods by sea	Ocean Shipping Methods, Ocean Freight or Tariff rates, Freight rates terminology used in international shipments, Freight surcharges, Weight or Measure in the Freight Cost Calculation, Types of ships	4+2+2

4.	Containerization	Origin of containerization, Origin of TEU, Container types, Movement of containers, Recent Developments – Coltainer, Cargosprinter, Safety of container ships, Unit Load Device, Rating – Tare Mass and Pay load of Containers, Marking and Identification of Containers. Benefits of containerization.	4+2+2
5.	International logistics infrastructure	Major Ports in India: Important Sea Routes: Northern Sea route, North Atlantic Route, Mediterranean Route, Panama Route, Baltic Sea Route, Indian Ocean route, Cape Route, South Atlantic Route, North Pacific Route. World's Major Ports: Major Ports and Port codes, seaports of the world, airports of the world.	4+2+2

Suggested Textbooks:

1. *David Pierre A. & Stewart Richard D.*, (2007) "International Supply Chain Management", Cengage Learning Inc., New Delhi.

Suggested Reference Books:

1. *Philippe - Pierre Dornier, Ricardo Ernst et. al.*,(2007) "Global Operations and Logistics", John Wiley Publications, ISBN: 978 -81 -265-1684 -1.
2. *Khurana P K*, (2007), "Export Management", Galgotia Publications, 7th edition.
3. *Justin Paul & Rajiv Aserkar*, (2013), "Export Import management", Oxford Publication.
4. *Rakesh Mohan Joshi*,(2009), "International Business", Oxford Publication.

Procurement Management		Semester II	
Course Code – SE5C204OS		Credits – 2	Marks -50
Course Outcomes: After completion of this course the students will be able to: CO SE5C204OS.1: Explain Procurement function in organization with roles and responsibilities CO SE5C204OS.2: Appraise Bidding Processes			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Procurement Environment	Introduction to purchasing and supply management; The enablers of purchasing and supply chain management; The evolution of purchasing and supply chain management Information Technology within the purchasing function.	4+2+2
2.	Roles and Responsibilities	The purchasing process; Purchasing Operations and Documentation; The purchasing process and IT Identification and specification of need, supplier sourcing, contract development, management of chosen supplier. Request for information (RFI), request for quotation (RFQ), Strategic Procurement: Supply base reduction, supplier development, relationships, outsourcing, globalisation, technology. Purchasings' role in specification development, value analysis. Policy and procedures	4+2+2
3.	Bidding Process	Worldwide sourcing; From domestic buying to international purchasing; Global Sourcing; Strategic cost management; Price analysis; Cost analysis techniques; Total Cost of Ownership; Collaborative approaches to cost management	4+2+2
4.	Evaluation and Evaluation Methodologies	Supplier evaluation and selection; Evaluation and Selection Process; Key Supplier evaluation criteria; Developing a supplier evaluation and selection survey Supplier Quality Management: Factors affecting Supply Management role in managing supplier quality; Total quality management perspective; Pursuing Six Sigma supplier quality; Using ISO Standards to assess supplier quality systems	4+2+2
5.	Procurement Ethics and Procurement Fraud	Aligning purchasing strategies within the organisation, The seven rights and setting objectives, policy manual, ethics, purchasing structure within the organisation. Human resources in procurement	4+2+2
CO SE5C204OS.3: Interpret Supplier evaluation and selection process CO SE5C204OS.4: Discuss Procurement Ethics and integrity			

Text Books:

1. *Baily P. & Farmer D., Jessop D* , (2005), “Purchasing principles and Management”, (9th Ed.), Pearson Education.
2. *Lysons K. & Farrington B.* (2006), “Purchasing and Supply Chain Management”, (7th Ed.), Pearson Education.

Industry 4.0		Semester II	
Course Code – SE5C205OS		Credits – 2	Marks – 50
Course Outcomes: After completion of this course the students will be able to:			
CO SE5C205OS.1: Explain concept of Industry 4.0.			
CO SE5C205OS.2: Discuss Industry preparedness for Industry 4.0			
CO SE5C205OS.3: Analyse Industry 4 enablers .			
CO SE5C205OS.4: Evaluate Applications of Industry 4.0			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Introduction to Industry 4.0	The Various Industrial Revolutions Digitalisation and the Networked Economy Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0 The Journey so far: Developments in USA, Europe, China and other countries Comparison of Industry 4.0 Factory and Today's Factory Trends of Industrial Big Data and Predictive Analytics for Smart Business Transformation	4+2+2
2.	Road to Industry 4.0	Internet of Things (IoT) & Industrial Internet of Things (IIoT) & Internet of Services Smart Manufacturing Smart Devices and Products Smart Logistics Smart Cities Predictive Analytics	4+2+2
3.	Role of data, information, knowledge and collaboration in future organizations	Resource-based view of a firm Data as a new resource for organizations Harnessing and sharing knowledge in organizations Cloud Computing Basics Cloud Computing and Industry 4.0	4+2+2
4.	Applications	Industry 4.0 laboratories Internet of Things	4+2+2

5	Opportunities and Challenges	Business issues in Industry 4.0 Opportunities and Challenges Future of Works and Skills for Workers in the Industry 4.0 Era Strategies for competing in an Industry 4.0 world	4+2+2
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Text Books:

1. *Ustundag, Alp Cevikcan, Emre*, (2018) “Industry 4.0: Managing the Digital Transformation” , Springer.
2. *Giacomo Veneri & Antonio Capasso* (2018) , “Hands – on Industrial Internet of things: Create a powerful Industrial IoT infrastructure using Industry 4.0” , Packt Publishing; 1st edition

Reference Books

1. *Arsheep Bahga* (2014) , “Internet of things: A Hands on Approach” , Orient Blackswan Private Limited - New Delhi; First edition
2. *Alasdair, Gilchrist* , (2017), “Industry 4.0: The Industrial Internet of Things” , Apress; 1st ed. edition

Retail and Distribution Management			Semester II
Course Code – SE5C206OS		Credits – 2	Marks - 50
Course Outcomes: After completion of this course the students will be able to:			
CO SE5C206OS.1:Expalin role of retail & Distribution in Logistics			
CO SE5C206OS.2:Analyse various roles played by Chanenl in distribution function. .			
CO SE5C206OS.3:Identify Types of transportation used for distribution			
CO SE5C206OS.4: Evaluate Order processing and packaging strategies.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1.	Introduction of retail & Distribution in Logistics	Distribution – Definition – Need for physical distribution – functions of distribution –marketing forces affecting distribution. The distribution concept – system perspective. Physical distribution trends in India. Transportation: Scope – principles of transportation function – relationship of transportation to other business functions.	4+2+2
2.	Channels of distribution	Role of marketing channels – channel functions – channel structure –designing distribution channel – choice of distribution channels – factors affecting. Intermediaries: functions of intermediaries – types of intermediaries – variables in selecting channel members – motivating – training – evaluating channel members – modifying channel arrangements	4+2+2
3.	Transportation management	Types - Modes of transportation – Transport mode selection –methods – transport costs – rate profiles –	4+2+2

		transport regulations – intra and interstate transport of goods. Transport Industry in India - International Transport – Railways, Road transport, Ports – Transport Security - Trends in Modern Transport	
4.	Order processing and Unitization	Defining Order Processing – order acquisition – order entry –document processing – status reporting – factors affecting processing time – Customer service. Unitization – functions of Packaging – concept of unitization – Palletization – Containerization – Costs of packaging – designing a package – packaging materials – choosing right materials	4+2+2
5.	Distribution control & Evaluation	Distribution control – stages of control process – standards & goals– performance report - measurement – monitoring – corrective action. Organization for Distribution: Distribution Organization structure – Private & Public organizations - conflict resolution – rising costs& need for control – complexities of physical distribution. Transport organization: Functions – structure – hierarchy – Transport & Logistics organizations	4+2+2

Textbooks:

1. *Kapoor Satish K., and KansalPurva, (2004) “Basics of Distribution Management: A Logistical Approach”, Prentice HALL of India, 1st edition*
2. *D K Agrawal, (2007) “Distribution and Logistics Management: A Strategic Marketing Approach”, Macmillan publishers India*

Reference books:

1. *Alan Ruston, Phil Crouches, Peter Baker, (2014) “The Handbook of Logistics and Distribution Management”, kogan page India New Delhi.*
2. *Alan E. Branch (2009), “Global Supply Chain Management and International Logistics”, Routledge; 1st e*

Semester II

Business Analytics Specialisation Syllabus

Course Name - Business Analytics using R			Semester -II
Course Code – SC10201BA		Credits–3	Marks - 100
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SC10201BA.1: Describe the basic concepts in Business Analytics and Business Intelligence.			
CO. SC10201BA.2 : Apply the functions of R in different scenarios			
CO. SC10201BA.3 : Explain data graphically by applying different plots using the appropriate visualization methods in R.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Fundamentals of R	R environment, Downloading and Installing R, using command line in R, Help, File operations in R -Reading from and Writing to a file, Writing your first code in R, Importing data from different databases into R.	3+2+4
2	Data types in R	Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, If condition, While conditions and repeat loop, Debugging tools, Concatenation of Data, Combining Vars , use of functions like head(), tail(), for inspecting data, summarize data, SQL join in R.	7+2+4
3	Introduction to Data Structure in R	Vectors, Lists, Scalars, Data Frames, Matrices, Arrays, Factors, Use of data structures in different conditions.	7+2+4
4	Reading different types of data and Basic Statistics using R	Descriptive Statistics, Reading different types of files using R functions	6+2+4
5	Data Visualization	Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis(EDA), Data Cleaning, Data Inspection, Using graphical functions in R for data visualization, —Plotting and coloring in R. Customizing Graphical Parameters to improvise plots, understanding GUIs like Deducer and R Commander.	7+2+4

Text Books

1. Data mining and business analytics with R by Johannes Ledolter. New Jersey: John. (2013) Wiley & Sons.
2. R for business analytics by Ohri, A. (2012). Springer Science & Business Media.
3. Data Analytics using R by Seema Acharya (2018) TMGH.
4. Data mining for business intelligence: Concepts, techniques, and applications by Shmueli, G., Patel, N. R., & Bruce, P. C. (2011). XLMiner. John Wiley and Sons.

Course Name - Data Mining			Semester -II
Course Code – SC10202BA		Credits–3	Marks - 100
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SC10202BA.1: 1.Explain different aspects of Data.			
CO. SC10202BA.2 : Apply different pre-processing techniques on data.			
CO. SC10202BA.3 : Choose data mining algorithm in different business scenarios			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Basic Concepts	Concept, Definitions and Need of Big Data, Data Mining, Business Intelligence. Data Mining Process, relation to Business Intelligence techniques. Introduction to Data Mining Tasks Definitions of model, descriptive models, predictive modelling, basic terminology. Real-world data mining applications - Big Data Analytics in Business Environments.	3+2+4
2	Data and Pre processing	Understanding of Data, Types of attributes, properties of attribute values, types of data, data quality, Sampling, Data Normalization, Data Cleaning, Similarity Measures, Feature Selection/Instance Selection.	7+2+4
3	Classification	Decision-Tree Based Approach, Rule-based Approach, Instance-based classifiers , Support Vector Machines, Ensemble Learning, Classification Model Selection and Evaluation.	7+2+4
4	Clustering	Partitional and Hierarchical Clustering Methods, Graph-based Methods, Density-based Methods, Cluster Validation.	6+2+4
5	Association Analysis	Apriori Algorithm and its Extensions, Association Pattern Evaluation, Sequential Patterns and Frequent Subgraph Mining, Anomaly Detection: Statistical-based and Density-based Methods.	7+2+4

Text Books

1. Data mining: the textbook by Aggarwal, C. C. (2015). . Springer.
2. Data Science for Business: What you need to know about data mining and data-analytic thinking. by Foster Provost and Tom Fawcett,(2013). O'Reilly Media, Inc.
3. Introduction to data mining by Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Addison Wesley (2016). Pearson Education India.
4. Data mining and analysis: fundamental concepts and algorithms by Mohammed J. Zaki and Wagner Meira. (2014). Cambridge University Press.

Course Name - Visual Analytics			Semester -II
Course Code – SC10203BA		Credits–3	Marks - 100
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SC10203BA.1 :Explain different Tableau data handling terminologies.			
CO. SC10203BA.2 :Apply the Tableau interface to create powerful calculations and visualizations.			
CO. SC10203BA.3 :Build dashboards for different storyline.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Data Connections	Tableau terminology, Tableau interface/paradigm, Create and save data connections, Create a live connection to a data source, Explain the differences between using live connections versus extracts, Create an extract, Modify data connections, Add a join, Add a blend, Add a union, Manage data properties, Rename a data field, Assign an alias to a data value, Assign a geographic role to a data field.	3+2+4
2	Organizing & Simplifying Data	Organize data and apply filters, Filter data, Sort data, Build groups, Build hierarchies, Build sets, Add a filter to the view, Add a context filter, Add a date filter, Apply analytics to a worksheet, Add a manual or a computed sort, Add a reference line or trend line, Use a table calculation.	7+2+4
3	Field & Chart Types	discrete v. continuous, Measure Names and Measure Values, Generated Fields, Use bins and histograms, Heat maps, Tree maps, Bullet graphs, bar chart, line chart, stacked bar, Combined Axis Charts, Dual Axis Charts, Scatter Plots, Data Highlighter, Cross tabs, Motion charts, Bar in bar charts, Box plots, Gantt Bar Charts, Paretos, Sparklines, geocoding , spatial visualizations of non-geographic data, Using titles, captions and tooltips, Editing axes, Mark labels and annotations.	6+2+4
4	Calculations	Manipulating string and date calculations, Create quick table calculations, Use LOD calculations; types of LOD calculations, Use Ad-hoc calculations, Work with aggregation options, Build logic statements, Build arithmetic calculations, Build grand totals and sub-totals, Use calculations in join clauses, Create a calculated field (e.g. string, date, simple arithmetic), Add a parameter	7+2+4
5	Sharing Insights	Format view for presentation, Use color, Use bolding, Use shapes, Change size of marks, Select fonts, Create and modify a dashboard, Create a dashboard layout, Add interactive or explanatory elements, Add dashboard actions, Modify existing dashboard layout for mobile devices, Create a story using dashboards or views, Share a twbx as a PDF, Share a twbx as an image.	7+2+4

Text Books

1. Mastering Tableau by David Baldwin (2016). Packt Publishing Ltd.
2. Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations. by Ben Jones (2014). O'Reilly Media, Inc..
3. Learning Tableau by Joshua N. Milligan (2016). Packt Publishing Ltd.
4. Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau” by Zen Master, Ryan Sleeper (2018). O'Reilly Media, Inc..

Course Name - Data warehousing project Life Cycle Management			Semester -II
Course Code – SE5C201BA		Credits–2	Marks - 50
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SE5C201BA .1: Create Requirements Definition.			
CO. SE5C201BA.2: Illustrate Dimensional Modeling			
CO. SE5C201BA.3: Design an Implementation Plan for a Data warehouse Project.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Planning And Requirements	Data to Information Lifecycle, Brief History of Accessing, Reporting And Analyzing Data, Basics of Business Intelligence (BI), Data Warehousing (DW), Data Mining, Data Stores and Data Marts, Uses of BI & DW, Business Drivers For BI, Business and IT Drivers For DW, Applications that use BI And DW, Data Shadow Systems, Data Design, The Architectural Plan, Data Storage Specifications, Information Delivery Strategy.	3+2+2
2	Architecture And Infrastructure	The Architectural Components, Understanding Data Warehouse Architecture, Distinguishing Characteristics, Architectural Framework, Technical Architecture, Database Software, Collection of Tools, The Significant Role of Metadata, Metadata Types by Functional Areas, Business Metadata, Technical Metadata.	3+2+2
3	Data Design And Data Preparation	Principles of Dimensional Modeling, From Requirements to Data Design, The STAR Schema, STAR Schema Keys, Advantages of the STAR Schema, Updates to the Dimension Tables, Miscellaneous Dimensions, The Snowflake, Schema, Aggregate Fact Tables, Families of STARS, Data Extraction, Transformation, and Loading, Data Extraction, Data Transformation, Data Loading,	4+2+4
4	Information Access And Delivery	Matching Information to the Classes of Users. Information from the Data Warehouse, Users of the Information, Information Delivery, Information Delivery Tools, Demand for Online Analytical Processing, Major Features and Functions, OLAP Models, OLAP Implementation Considerations, Data Warehousing and the Web, Data Mining, Major Data Mining Techniques, Data Mining Applications.	3+2+2
5	Testing, Implementation And Maintenance	Unit, IT, ST, Data volume, ETL and other test techniques, The Physical Design Process, Physical Design Steps, Physical Design, Considerations, Performance Enhancement Techniques, Considerations for a Pilot, Security, Backup and Recovery, Growth and Maintenance, Monitoring the Data Warehouse, Scoping, Estimation, proposal writing and Risk planning.	3+2+4

Textbooks:

1. Data warehouse project management. by Adelman S., & Terpeluk Moss L. (2000). Addison-Wesley Longman Publishing Co., Inc..
2. The Data Warehouse Lab: A step-by-step guide using SSIS and SSAS 2017 by Amin Jalali (2017).. Egen utgivning.
3. The data warehouse lifecycle toolkit. B
4. y Ralph Kimball, Ross M., Thornthwaite W., Mundy J., & Becker B. (2008). John Wiley & Sons.
4. A Manager's Guide to Data warehousing by Laura Reeves (2009). John Wiley & Sons.
5. The profit impact of business intelligence by Steve Williams , Nancy Williams (2010). Elsevier.

Course Name - Social Media, Web and Text Analytics			Semester -II
Course Code – SE5C202BA		Credits–2	Marks - 50
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SE5C202BA .1: Make use of the tools for Social media analytics.			
CO. SE5C202BA.2: Illustrate the implementation of unstructured data analytics.			
CO. SE5C202BA.3: Discuss concepts of Social media & Web data.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Introduction, History of Social media	Basics of Social Media and Business Models- Basics of Web Search Engines and Digital Advertising. Web& social media (websites, web apps , mobile apps & social media) .	3+2+2
2	Basics of Social Media Listening	Evaluate social media messaging and data. Exploring Social Media API 's.	3+2+2
3	Text Analytics	Text Categorization, Text clustering and Topic Modelling	4+2+4
4	Social media analytics	Social media analytics (what and why) - Social media KPIs (reach and engagement) - Performing social media analytics (business goal, KPIs, data gathering, analysis, measure and feedback)	4+2+2
5	Software tools for unstructured data analytics	Usability study, planning, testing and data analysis using software tools	3+2+4

Textbooks:

1. Mining text data by Aggarwal C. C., & Zhai, C. (Eds.). (2012). Springer Science & Business Media.
2. Measuring the user experience: collecting, analyzing, and presenting usability metrics by Albert W. & Tullis T. (2013). Newnes.
3. Speech & language processing by Jurafsky D. (2000). Pearson Education India.
4. Web analytics 2.0: The art of online accountability and science of customer centricity by Kaushik A. (2009).John Wiley & Sons.
5. Introduction to information retrieval by Wang H. (2006).

Course Name - Internet Of Things		Semester -II	
Course Code – SE5C203BA		Credits–2	
Marks - 50			
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SE5C203BA .1 : Identify the technologies supporting Internet of Things.			
CO. SE5C203BA.2 : Demonstrate the practical applications of Internet of Things in different domains			
CO. SE5C203BA.3 : Discuss Current and next generation advancements in Internet of Things			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Data Science for Modern Manufacturing	Business Analytics and Big Data Driving Organizational Change, Industry 4.0, Industrial Internet, (Industrial) Internet of Things , Big Data and Analytics – Hardware, Platforms. Technology & Global Trends, The data-driven manufacturer, Issues and Challenges. Data Science for Modern Manufacturing – Blending analytic skills and domain expertise, Rethinking business processes, Factoring in change management, Security, Data Integration.	3+2+2
2	Machine Learning	Basics of Machine Learning, Natural-Language Processing, Autonomous Robots, Augmented Reality, Simulation, Additive Manufacturing.	3+2+2
3	Technologies	Technologies supporting the Internet of Things - RFID + NFC, Wireless networks + WSN, RTLS + GPS, Agents + Multi-agent systems. Applications of IoT- IoT Application in different industry segments, environment and society, Consumer IoT, IIoT, Smart City, IoT Sustainability	
4	Industry 4.0	LEAN Production Systems, Industry 4.0: Cyber Physical Systems, Industrial Processes - Sensing & Actuation, Processing, Communication. Next Generation Sensors, Collaborative Platform and Product Lifecycle Management.	3+2+4
5	Application Domains	Healthcare, Power Plants, Inventory Management & Quality Control, Plant Safety and Security (Including AR and VR safety applications), Facility Management. Oil, chemical and pharmaceutical industry, Applications of UAVs in Industries, Real case.	4+2+2

Textbooks:

1. Data Science for Modern Manufacturing by Li Ping Chu, O'Reilly Media
2. Industry 4.0 Data Analytics Paperback by Rajesh Agnihotri, Samuel New
3. Industry 4.0: The Industrial Internet of Things by Alasdair Gilchrist
4. Industrial Internet of Things: Cyber manufacturing Systems by Sabina Jeschke, Christian Brecher, Houbing Song, Danda B. Rawat

Suggested Reference Books:

1. Advances in Business, Operations, and Product Analytics: Cutting Edge Cases from Finance to Manufacturing to Healthcare (FT Press Analytics) by Matthew J. Drake

Course Name - Marketing Analytics			Semester -II
Course Code – SE5C204BA		Credits–2	Marks - 50
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SE5C204BA .1: Describe the use of Customer data in making data driven marketing decisions.			
CO. SE5C204BA.2: Discuss applications of analytics in Segmentation ,Targeting and Positioning			
CO. SE5C204BA.3: Explain role of analytics in customer growth and marketing initiatives.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Segmentation Analytics	Market Segmentation Variables, Market Segmentation Types, Marketing Data Landscape, Data for Segmentation, Analytics for Need Based Segmentation - Customer Co-Creation, RFM Analysis, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Clustering, Conjoint Analysis Segmentation, The Cluster Analysis + Discriminant Analysis Approach	3+2+2
2	Approaches to Choosing Target Segment/s	Rationale for Segment Targeting, Analytics for Perceptual Mapping and Product Positioning, Product Positioning, Multi-Dimensional Scaling (MDS) and Factor Analysis, Relevance of Mapping for Product Positioning, Preference Mapping, Incorporating Preferences in Perceptual Mapping.	3+2+2
3	Analytics for Product/Service Design	The Relevance of Trade-off Approaches, Conjoint Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results.	4+2+4
4	Analytics for Tracking Customer Growth	Rationale for Customer Analytics, Customer acquisition cost, Customer Churn, Customer Attrition models, Calculating customer acquisition cost & Average purchases, Calculating touch points & Lead conversion, Analyzing age demographics, Customer satisfaction, Understanding customer engagement, Diffusion Models - The Bass Model.	4+2+2
5	Modeling New Marketing Initiatives	Introduction to modeling, Evaluating new ad channels, Modeling tips and best practices, Projecting ad revenue, Projecting organic follower revenue, Projecting expenses, Calculating net profit and breakeven, Understanding ROI, Calculating returns, Creating a single-variable sensitivity table, Creating a multi-variable sensitivity table	3+2+4

Textbooks:

1. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques by Grigsby, M. (2018). Kogan Page Publishers.
2. Marketing analytics: strategic models and metrics by Sorger, S. (2013). San Bernadino, CA: Admiral Press.
3. Cutting-edge marketing analytics: Real world cases and data sets for hands on learning by Venkatesan, R., Farris, P., & Wilcox, R. T. (2015). Pearson Education.
4. Marketing analytics: Data-driven techniques with Microsoft Excel by Winston, W. L. (2014). John Wiley & Sons.

Course Name - Healthcare analytics		Semester -II	
Course Code – SE5C205BA		Credits– 2	Marks - 50
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SE5C205BA .1: Apply data preprocessing on Healthcare data			
CO. SE5C205BA.2: Describe the use of quantitative & data mining techniques in case of healthcare data			
CO. SE5C205BA.3: Illustrate data visualizations on Healthcare data.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Importance of data driven culture in healthcare organizations	Evolution of Health Care Systems in India & Abroad – Introduction to importance of Data Analytics in Healthcare domain - Business value of data to a healthcare organization.-Data governance and Importance of fostering a data-driven culture in a healthcare organization	3+0+2
2	Healthcare data preprocessing	The Data Life Cycle- Healthcare data sources and data structures- Types of data analytics techniques and their strengths and weaknesses statistical analysis applicable to healthcare data.	4+3+4
3	Healthcare Data Mining	classifiers, clustering, and association analysis applicable to the distinct nature of healthcare data.	3+2+2
4	Healthcare Data Visualization	Techniques and methodologies commonly used to explore and present health data to facilitate healthcare decisions.	3+2+2
5	Healthcare Outcomes Research	Fundamentals of health outcomes research and clinical trial design. Explore the principles and methods used to obtain quantitative evidence on the effects of interventions on the diagnosis, and prognosis of a disease.	4+3+4

Textbooks:

1. Healthcare Management and Administration by Goel, S. L. Deep & Deep Publications Pvt. Ltd. New Delhi, 7th edition, 2007.
2. Managing a modern hospital by Srinivasan, A. V. (Ed.). (2008). SAGE Publications , Response Books, New Delhi, 6th edition, 2000India.

Reference Books:

1. Introduction to health care management. Buchbinder, S. B., Shanks, N. H., & Kite, B. J. (2019). Jones & Bartlett Learning.

Course Name - Python Programming			Semester -II
Course Code – SE5C206BA		Credits–2	Marks - 50
COURSE OUTCOMES: After completion of this course the students would be able to			
CO. SE5C206BA.1: Demonstrate the use of python data structures in different situations.			
CO. SE5C206BA.2: Illustrate the purpose of different modules and packages in python.			
CO. SE5C206BA.3: Apply functions of Python language in developing Visualizations in different business scenarios.			
Module No.	Module Name	Details	Number of Hours (L+T+P)
1	Introduction, Conditional Statements and Loops	Overview, Python Features, Basic Syntax, Variable Types, Basic Operators, Conditional statement, if, elif, else, for, While ,Nested loops	3+2+2
2	Python data types And Functions	Python Data Structures – Lists and Tuples, Sets, Dictionaries, Defining a function Calling a function Types of functions Function Arguments Anonymous functions Global and local variables	3+2+2
3	Python Modules and Packages String and List Methods, and Exceptions	Importing module Math module Random module Packages Composition String methods Strings in action The anatomy of exception Some of the most useful exceptions	4+2+4
4	Object Oriented Programming	Class and object ,Attributes ,Inheritance Overloading ,Overriding ,Data hiding	3+2+2
5	Visualization using python	Introduction to Visualization Tools Introduction to Data Visualization Introduction to Matplotlib Basic Plotting with Matplotlib Area Plots ,Histograms ,Bar Charts,Pie Charts	4+2+4

Textbooks:

1. Head First Python: A Brain-Friendly Guide by Barry, P. (2016). O'Reilly Media, Inc.
2. How To Think Like A Computer Scientist: Learning with Python 3. By Downey, A., Wentworth, P., Elkner, J., & Meyers, C. (2016).

Reference Books:

1. Python Pocket Reference: Python In Your Pocket by Lutz, M. (2014). O'Reilly Media, Inc..
2. Python The Complete Reference by Martin c Brown , McGraw Hill (2018) .
3. Python for data analysis: Data wrangling with Pandas, NumPy, and IPython by McKinney, W. (2012). O'Reilly Media, Inc.

Additional Resources:

Web Resources:

- <https://www.python.org/>
- <https://www.w3schools.com/python/>

Journals:

- International Journal of Advance Engineering and Research Development
- [Journal of Physics](#)
- IEEE