

ACADEMIC REGULATIONS AND COURSE CONTENTS

GOVERNING MBA DEGREE OF RV INSTITUTE OF MANAGEMENT

**(AUTONOMOUS INSTITUTION UNDER BENGALURU CITY
UNIVERSITY)**

2021-22 ONWARDS

UNDER CHOICE BASED CREDIT SYSTEM



RV INSTITUTE OF MANAGEMENT

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<https://rvim.edu.in>

REGULATIONS FOR TWO YEARS FULL TIME MBA PROGRAM

1. TITLE

These Regulations shall be called “RV INSTITUTE OF MANAGEMENT Regulations affiliated to BENGALURU CITY UNIVERSITY, Autonomous College Statutes – 2021 for Academic Autonomy - 2021” for MBA Programme.

2. EXTENT OF APPLICATION

This set of Regulations, on approval by the Governing Body, shall supercede all the corresponding earlier sets of regulations of the MBA Degree programmes of BCU along with all the amendments thereto, and shall be binding on all students undergoing the Post Graduate Degree Programme(s) (Credit System) at RVIM, Bangalore. This set of Regulations, may evolve and get refined or updated or amended or modified or changed through appropriate approvals from the Academic Council and/or Governing Body from time to time, and shall be binding on all parties concerned, including the Students, Faculty and the Staff of Departments. The decision of the Governing Body shall be final and binding.

3. VISION, MISSION AND QUALITY POLICY

Vision

To Become World Class Management Institute of Eminence

Mission

To nurture global thought leaders by offering holistic management education fostering Business Intelligence, Innovation and Entrepreneurship for inclusive growth and sustainable development

AND

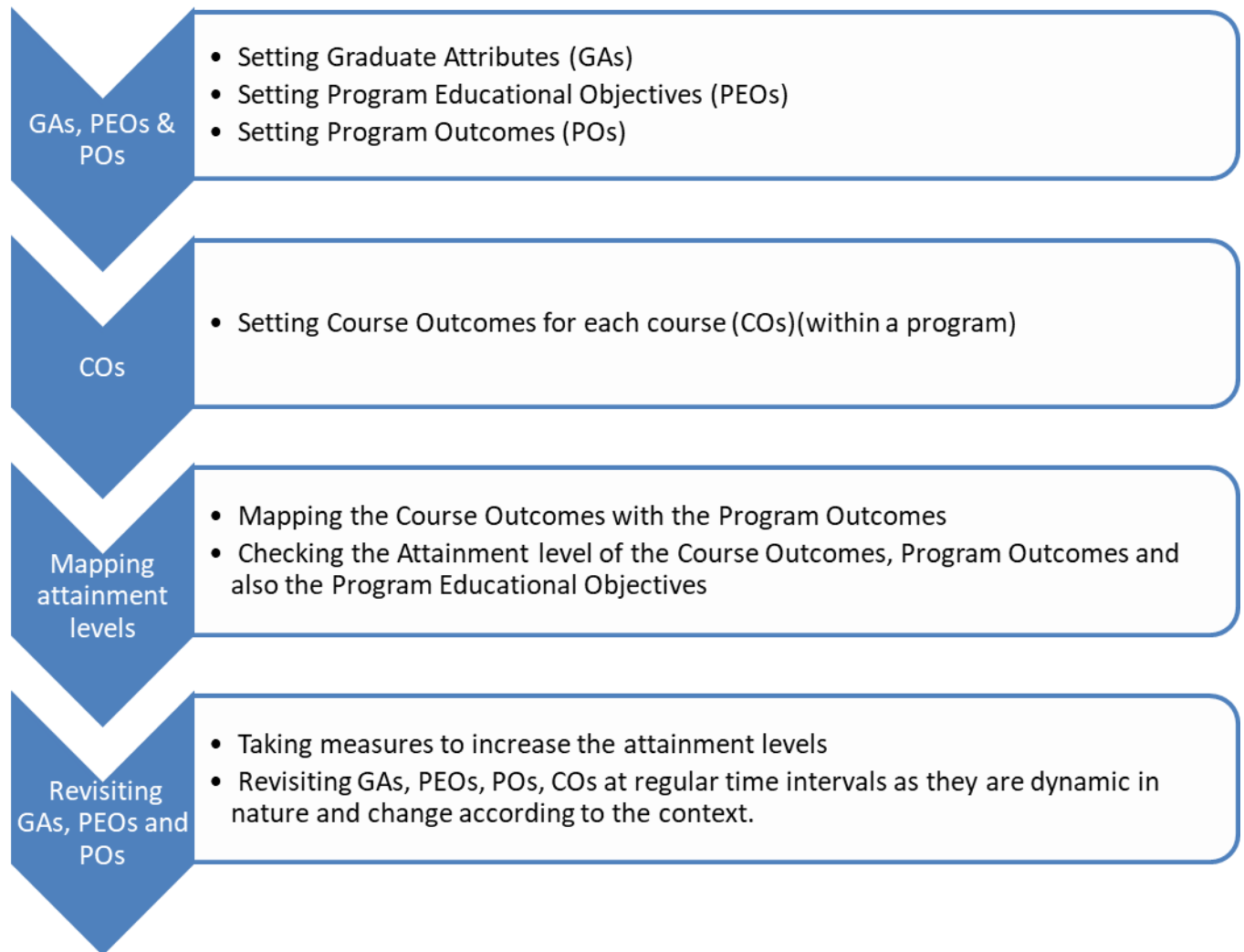
To provide value added services to Business, Government and Society through staff empowerment and collaborative engagement

Quality Policy

Constantly strive to achieve excellence across all fronts to remain an industry relevant and student friendly Institution by following the principle and philosophy of OBE

Trust
Respect
Integrity
Professional
Humane

4. OBE PROCESS FOLLOWED AT RVIM



4.1 GRADUATE ATTRIBUTES

Attributes	Descriptor
Subject Knowledge proficiency and Application	Graduates will demonstrate comprehensive knowledge in their functional domains and apply it to professional practice
Creativity, Innovation and Entrepreneurship	Graduates will show entrepreneurial orientation by demonstrating creativity and Innovation in professional and personal situations
Communication, Presentation and Negotiation skills	Graduates will convey ideas and information effectively to a range of audiences and be able to negotiate

Data Analysis, problem solving and Decision making	Graduates will apply logical, critical and creative thinking to solve a range of problems for data-based decision making
Global Orientation and Cultural Sensitization	Graduates will be able to understand and appreciate people from different cultures and nationalities. Operate effectively in cross-cultural settings, understanding the nature of globalization
People Management, Leadership and Team Orientation	Graduates will Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
Research Aptitude, Critical Thinking and Cognitive Flexibility	Graduates will be able to think critically with cognitive flexibility and develop an aptitude towards research
Self-Awareness, Self-Reflection and Lifelong learning	Graduates will understand their own self and their reflections on others and engage in lifelong learning
Social Responsibility, Ethical Behavior, Inclusive Growth and Sustainable Development	Graduates will adapt to a rapidly changing environment through learning and applying newer skills and become socially responsible and ethically driven citizens committed to inclusive growth and sustainable development
IT Skills & Business Analytics	Graduates will be able to use contemporary information technology tools and techniques independently to enhance productivity and strengthen decision making skills

4.2 PROGRAM EDUCATIONAL OBJECTIVES (PEOS)

PEO 1: Graduates will be able to demonstrate effective decision making, cognitive flexibility, and problem solving capability and adapt to the changing global environment

PEO 2: Graduates will be capable of innovating, starting new entrepreneurial ventures and be a lifelong learner with multidisciplinary research aptitude

PEO 3: Graduates will be able to think critically; communicate effectively; demonstrate analytical skills, team spirit and leadership qualities

PEO 4: Graduates will be able to demonstrate professional values, cultural sensitization, ethical behavior and integrity

PEO 5: Graduates will be responsible global citizens and contribute towards inclusive growth and sustainable development of the society

4.3 PROGRAM OUTCOMES (POS)

1. Apply knowledge of management theories and practices to solve business problems
2. Foster Analytical and critical thinking abilities for data-based decision making
3. Ability to develop Value based Leadership
4. Ability to understand, analyze and communicate global, economic, societal, cultural, legal and ethical aspects of business
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Ability to identify business opportunities, frame innovative solutions and launch new business ventures or be an intrapreneur
7. Ability to deal with contemporary issues using multi-disciplinary approach with the help of advanced Management and IT tools and techniques
8. Ability to apply domain specific knowledge and skills to build competencies in their respective functional area
9. Ability to engage in research and development work with cognitive flexibility to create new knowledge and be a lifelong learner
10. Ability to understand social responsibility and contribute to the community for inclusive growth and sustainable development of society through ethical behavior
11. Ability to function effectively as individuals and in teams through effective Communication and Negotiation skills

5. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE FOR MBA PROGRAM

The Graduates from any discipline from Government recognized University with minimum 50% marks in aggregate along with regular SSLC/10th + PUC/12th/3 years Diploma + Minimum 3 years Bachelors program in any discipline are eligible. They also have to appear for one entrance test recognized by the AICTE, New Delhi to be eligible to pursue Full-Time regular MBA programme as per the Government norms.

5.1 ADMISSION PROCEDURE UNDER MANAGEMENT QUOTA

SELECTION PROCEDURE

(Through Written Test, Group Discussion/Extempore and Personal Interview)

Interested candidates fulfilling the eligibility norms have to login to our website <https://www.rvim.edu.in> & find the Admissions link on our home page.

There is dedicated link – Apply online through which the candidates have to first register & then proceed as per the instructions. Candidates first have to register

as a new user & use the login information to apply online in our website and submit application online. After submitting the application online, candidates should send an email to admissions.rvim@gmail.com mentioning the Name, Parents name, DOB, application number, mobile number and attach the filled application form. Once we receive the application, the candidate will get email with the application fee payment information. The candidates can also pay the application fee of Rs 560/- through demand draft in the favour of The Director, RVIM payable at Bengaluru or through NEFT.

ADMISSION PROCESS

The candidates can confirm the dates to appear for the GD, PI & Written test to the Email ID: admission.rvim@gmail.com. The test will be on all weekdays (Monday to Friday). Documents required are 10th, 12th, Degree Marks cards, Entrance test score card & one passport photograph (Original & One set photocopy of all the documents).

After completing the application form, paying the application fee & verification of all the documents, Institution will conduct the Written Test, Group Discussion/Extempore & Personal Interview. The results of the interview will be announced on the same day. The interviews are currently being conducted online and off-line. The candidates can choose the mode of interview. Students should confirm the dates at least one day in advance to the Institution.

5.2 ADMISSION FOR GOVERNMENT QUOTA SEATS

The admissions for the Government quota seats are through the Post Graduate Entrance test – PG CET conducted by the Karnataka Examination Authority, (KEA)-Govt. of Karnataka. The seats are allotted as per the roster prepared by the government. The entire process is online. The students who have been allotted seats have to report to respective colleges within the last reporting dates.

6. DURATION OF THE COURSE

The duration of the MBA program shall extend to over four semesters spanning over a period of two years.

7. MEDIUM OF INSTRUCTION

The course being a professional course and having global connotation the medium of instruction shall be in English medium only.

8. ATTENDANCE

a) Each semester is considered as a unit and the candidate has to put in a minimum attendance of 75% in each course with a provision for condonation of 10% of the attendance by the Director, RVIM for reasons such as (i) Serious

medical condition or (ii) Representing the Institute / University / State / Nation in sports, cultural, technical or academic activity and any other meaningful engagements with the permission of the Director. Leave of absence granted by the competent Authority is must to give the attendance under special cases. The students who do not satisfy this condition will be declared as NSAR (Not Satisfied Attendance Requirement).

b) The basis for the calculation of the attendance shall be the period prescribed by the Institution through its calendar of events. For late admission / transfer of students from other institutes/universities the date of admission to First year MBA would be considered for the calculation of attendance (this rule does not apply to higher semesters).

c) The students will be informed about the attendance position periodically by the college notifying the status on the notice board before each CIA and during the multiple counseling sessions. Student declared as NSAR is not eligible to take up SEE in that particular course.

9. CREDIT DISTRIBUTION

Sl.NO	TITLE	CREDITS
1	Experiential Courses: Principles of Management & Team Building	1
	Design Thinking and Creativity for Business	2
2	Core Courses	54
3	Specialization Courses	24
4	Open Elective I (MOOC)	2
	Open Elective II (MOOC)	2
5	Managerial Research Skills Lab	2
6	Business Immersion I	3
7	Internship Project	3
8	Social immersion (Rural/ Urban/ NGO/ Govt.) (or)	1
	International Immersion	
6	Liberal Education / Arts: Foreign language	2
7	Health & Wellness (Practice based course)	2
8	Skill Enhancement Courses (IT Skills, Soft Skills, Employability Skills, Advance IT Skills)	08

	(4 Courses * 2 Credits) Domain Specific Skills	AC
	Total credits	106 + 1 AC

10. SCHEME OF EXAMINATION

- Continuous Internal Assessment (CIA): 50 Marks
- Semester End Examination (SEE): 50 Marks
- Internal & External: 50% & 50%

10.1 GRADING SYSTEM

Alpha Sign/ Letter Grade	O (Outstanding)	A+ (Excellent)	A (Very Good)	B+ (Good)	B (Above Average)	C (Average)	P (Pass)	F (Fail)	Ab (Absent)
SGPA/ CGPA	9.00 -10.00	8.00- < 9.00	7.00 - < 8.00	6.00 - < 7.00	5.50 - < 6.00	5.00 - < 5.50	4.00 - < 5.00	Belo w 4.00	00
Semester/P rogram percentage of marks	90.0-100	80.0- < 90.0	70.0- < 80.0	60.0- < 70.0	55.0- < 60.0	50.0- < 55.0	40.0- < 50.0	Belo w 40	Absent
Result/ Class description	Outstanding	First class Exemplary	First class Distinction	First class	Higher second class	Seco nd class	Pass class	Fail/ re- appe ar	Absent

Minimum requirement to get promoted

Students should secure minimum of 40% marks in CIA to write the semester end exam and should secure minimum of 40% in SEE to pass the subject

Continuous Internal Assessment (CIA):

- Attendance & Class participation - 05 Marks
- Mid –term test – 20 Marks
- Other Assignments & Projects - 25 Marks

Minimum 75% attendance is required to write the Semester End Examination

* Promoting to II year = Students should clear Minimum of 50% of Total credits of 1st Year

10.2 CLASSIFICATION OF SUCCESSFUL CANDIDATES: SEMESTER WISE

The Grade Point Average (GPA) in a Semester and the Cumulative Grade Point Average (CGPA) at the end of fourth semester shall be computed as follows:

COMPUTATION OF GRADE POINT AVERAGE (GPA)

The grade points (GP) in a course shall be assigned based on the basis of actual marks scored in that course. They shall be generally percentages divided by 10 and rounded off to next 0.5 level. The Grade Point Weights (GPW) shall then be calculated as the product of the grade points earned in the course and the credits for the course. The total GPW for a semester is obtained by adding the GPW of all the courses of the semester.

ILLUSTRATION 1 (20 CREDITS)

PAPERS	PI	P2	P3	P4	P5	P6	P7	TOTAL
MAX. MARKS	100	100	100	100	100	100	100	700
% MARKS OBTAINED	77	73	58	78	64	67	83	500
GRADE POINTS EARNED (G.P.)	8.0	7.5	6.0	8.0	6.5	7.0	8.5	-
CREDITS FOR THE COURSE (C)	3	3	3	3	3	3	2	20
TOTAL GPW = GP X C	24	22.5	18	24	19.5	21	17	146

- Semester Aggregate Marks: $500 / 700 = 71.43\%$
- Classification of Result: First Class Distinction.
- The SGPA = Total CP/Total Credits = $146/20 = 7.3$
- Semester Alpha Sign Grade: A

CALCULATION OF CUMULATIVE GRADE POINT AVERAGE (CGPA)

The Cumulative Grade Point Average (CGPA) at the end of the fourth semester shall be calculated as the weighted average of the semester GPW. The CGPA is

obtained by dividing the total of GPW of all the four semesters by the total credits for the programme.

ILLUSTRATION 2

SEMESTER	I	II	III	IV	TOTAL
Total marks per Semester	700	700	750	750	2900
Total marks per Scored	500	560	676	570	2306
Semester alpha sign grade	A	A	A+	A	-
Semester GPA	7.3	8.0	9.0	7.6	-
Semester credits	20	26	27	27	100
Semester GPW	146	208	243	205.2	802.2

- Aggregate Percentage of Marks = $2306 / 2900 = 79.51\%$
- First Class with Distinction
- Cumulative Grade Point Average (CGPA) = Total of Semester GPW / Total Credits for the programme = $802.2/100= 8.022$
- Programme Alpha Sign Grade: A+

MINIMUM GRADE FOR A PASS

- A candidate shall be declared to have passed the MBA program if he/she secures at least a CGPA of 4.0 and qualify all the prescribed courses including Audit course(s).
- The candidate who pass in all the papers in first attempt in all four semesters is eligible for ranks provided they secure minimum CGPA of 7.0 (Alpha-Sign Grade A).
- The results of the candidates who have passed the fourth semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed Lower semester examinations). Such candidates shall be eligible to receive the degree only on completion of all the lower semester examinations.

- A candidate who passes the semester examinations in parts is eligible for only Class / CGPA and Alpha Sign Grade but not be eligible for rank.

SUPPLEMENTARY EXAMINATION

Supplementary Exams are conducted for Odd semester along with Odd semester and Even semester with Even semester

11. COURSE MATRIX OF MBA PROGRAM

S.NO	TITLE	I SEM	Business Immersion	II SEM	SOCIAL/ Int. IMMERSION	III SEM	Internship Project	IV SEM	CREDITS
1	Experiential courses Principles of Management and Team Building -I Sem & Design Thinking and Creativity for Business- III Sem	1cr				2 cr			3
2	Core Courses	7 [6*3 cr + 1*2 cr]		7 [7*3 cr]		3 [1*3 cr]+[2*2]		2 [2*3cr]	54
3	Specialization Courses	-----		-----		5 (3 Maj + 2 Min) [5*3 cr]		3 (2 Maj + 1 Min) [3*3 cr]	24
4	Managerial Research Skills Lab	Run across 2 semesters- credit will be considered in IV Semester [2 credits]							2
5	Open Elective I & II (MOOC's) (II & III Sem for 6-12 weeks)	-----		2 cr		2 cr		-----	4
6	Business Immersion & Internship Project	-----		3 cr		-----		3 cr	6

7	Liberal Education / Arts:- Foreign language (I Sem)	1 [2 cr]							2
8	Health & Wellness (II Sem, Practice based course)			2 cr					2
9	Social immersion (Rural/ Urban/ NGO/ Govt.) After II Semester (Two Weeks) or				Social Immersion or International Immersion	1			1
	International Immersion After II Semester (Two weeks)								
11	Skill Enhancement courses	2* 2 cr		2* 2 cr		AC			8 AC
	Total credits	27		29 +3=32		27+1AC		20	106+1AC
	Duration	4 Months	1.5 Months	4 Months	2 weeks	4 Months	2 Months	4 Months	20 Months

COURSE MATRIX OF FIRST SEMESTER

Sl.NO	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	21MBA211	Business Communication	2	24	50	50
2	21MBA212	Application of Statistics in Business	3	36	50	50
3	21MBA213	Micro Economics	3	36	50	50
4	21MBA611	Organisational Behaviour	3	36	50	50
5	21MBA311	Managerial Accounting	3	36	50	50
6	21MBA111	Marketing Management	3	36	50	50
7	21MBA214	Business Research Methods	3	36	50	50
SE 1	21MBA711	IT Skills	2	24	50	50
SE 2	21MBA712	Soft skills	2	24	50	50
EC 1	21MBA811	Principles of Management & Team Building	1	12	50	50
LE 1	21MBA812	Foreign Language	2	24	50	50
		TOTAL	27	324	550	550

Course Title	BUSINESS COMMUNICATION
Term/Semester	I
Course ID	21MBA211
Credits	2

Introduction:

Business Communication is integral to an individual's ability to hold conversation and convey set of information to a recipient. An individual's becomes an essential skill that defines corporate world as also in personal life. To refine these skills of Communication course like Business Communication brings out the ability to communicate in the corporate and casual

Course Outcomes (COs):

- CO1:** Learn to communicate. Express one's idea, message or a concept with comprehension.
- CO2:** Demonstrate and use all the learnt tools of communication, to make meaningful business presentations, hold meetings and network by using conversation skills.
- CO3** Demonstrate eloquent speaking and writing skills
- CO4** Apply skills that is learnt to showcase excellent corporate communication skills

Course content and Structure: (24 hours)

Module 1: Introduction to Communication (04 Hrs.)

- Introduction to Communication, Role of Communication, Nature and Significance of Communication. Purpose of Communication
- Theory of Communication-Define communication, Elements Communication, Communication Process, Barriers of Communication, Characteristics of Successful Communication.
- Importance of Communication in Management. Need for Communication in management; Informal and Formal Communication, Corporate Communication.
-

Module 2: Different forms of Communication and their application written Communication (06 Hrs.)

- Business Letters and Memos (Writing Persuasive Letters, Pleasant Letters and Memo).Business Report Writing (What is Report, Purpose of Report, Objective of Report, Elements of Long and Formal report.)
- Oral Communication -Effectiveness and Application.
- Non -Verbal Communication - Classification of Non-Verbal Communication
- Importance of non verbal communication

Module 3: Language Skills for Effective Communication (06 Hrs.)

- Communicative English and Grammar - Appropriate Form of Sentences-Tense, etc.
- Use of Verbs, Prepositions. Punctuation and Capitalization,

- Structural use of Infinitives, Gerund and Participles.
- Idioms and Prepositions
- Construction of paragraphs
- Writing short notes and essays
- Précis writing

Module 4: Applied Communication skills & Digital communication (08 hrs.)

- Presentation Skills –What are Presentations, Elements of Presentation, Designing Presentation, using different tools for effective presentation
- Project Report Writing Skills, Academic Report writing, structure of the report
- Oratory skills & Practice
- Importance of Digital Media in Today's Communication. Types of Digital Media and communication skills required for effective communication on these media.
- Email drafting, email etiquettes
- Mode of Building Communication on Digital Media-Personal and Corporate. Networking through social media. Profile building for Digital Media.
- Effective Writing Skills for Digital Media.

Pedagogy:

- 1) Activity based classes. – (Use of activity and app-based activity)
- 2) Video Lectures- (Swayam Learning, Princeton University, Colorado State University)
- 3) Expert Lecture – Invited speakers and Corporate trainers
- 4) Workshops and Seminars.
- 5) One- on -One Student practice session

Teaching Learning Resources:

Essential readings-

- Bovee, Courtland L, John V. Thill & Barbara E. Schatzman. Business Communication Today: Tenth Edition. New Jersey: Prentice Hall, 2010.
- Amos, Julie-Ann. Handling Tough Job Interviews. Mumbai: Jaico Publishing, 2004.
- Bonet, Diana. The Business of Listening: Third Edition. New Delhi: Viva Books, 2004.
- Wren & Martin

References-

- Business Communication ,Cases and Concepts- Chaturvedi and Chaturvedi Pearson Publishing
- C.R. Reddy Business Communication, Adair, John. Effective Communication. London: Pan Macmillan Ltd., 2003.
- Ajmani, J. C. Good English: Getting it Right. New Delhi: Rupa Publications, 2012.
- Guffey, Mary Ellen. Essentials of Business Writing. Ohio: South-western College Pubg., 2000.

Course Title	APPLICATION OF STATISTICS IN BUSINESS
Term/Semester	1
Course ID	21MBA212
Credits	3

Introduction:

The Business Statistics course is designed to elevate students' awareness of data in everyday life and prepare them for a career in today's age of information. The course facilitates to develop statistical literacy skills in students in order to comprehend and practice statistical ideas to solve the business problems. The course aims to promote the practice of the scientific methods amongst the students' community and the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results. At the end of this course, students will be able to find ways to move beyond the-what of statistics to the how and why of statistics.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

- CO1** Understand and apply the central tendency, Dispersion and Skewness for data Interpretation
- CO2** Apply correlation and regression tools for data analysis.
- CO3** Develop appropriate probability models for decision making.
- CO4** Test the hypothesis using appropriate statistical methods
- CO5** Construct decision tree on the basis of probability distribution

Course content and Structure: (36 hours)

Module 1: Measures of Central tendency, Dispersion, Skewness and Kurtosis

8 Hours

- Introduction to basic measures of central tendency; Missing value cases in basic measures; Problems on missing frequency; Empirical relationships between basic measures; Application of central tendency in functional areas of business-
- Comparison between various measures of dispersion; Standard deviation; Coefficient of variance- Partition values
- Karl Pearson co efficient of Skewness; Bowley's co efficient of Skewness
- Measures of kurtosis

Module 2: Correlation and Regression Analysis (6 Hours)

- Introduction and significance of correlation and Regression
- Methods of correlation Analysis; Scatter diagram; Karl Pearson's coefficient of Correlation for Uni-variate and Bi-variate series; Spearman's Rank Correlation, Concurrent deviation method
- Simple regression analysis; Least square method

Module 3: Probability and Theoretical Distribution

(6 Hours)

- Concept and Definition of probability and theories of probability
- Relevance of Permutations and Combinations to Probability
- Rules of Probability; Bayes' theorem & its applications
- Theoretical Probability Distributions; Binomial, Poisson and Normal distribution

Module 4: Testing of Hypotheses

(10 Hours)

- Hypothesis Testing; Concept; Formulation of Hypotheses; Errors: Type I and II error;
- Parametric tests; z-test; t-test; f-test; Chi-Square test; Analysis of Variance (ANOVA) -one and two way
- Non-parametric tests - Sign test; Wilcoxon test; Mann-Whitney U test; Median test Run test; Kolmogorov –Smirnov one sample test

Module 5: Business Statistics in Decision making

(6 Hours)

- Time series analysis: Concepts and components
- Identification of Trend; Methods of measuring: Semi averages; Moving averages; Method of Least squares; Non-linear trend
- Decision Theory concepts-; Decision under certainty; Decision making under risk (EMV criteria); Decision making under uncertainty; Decision tree

Pedagogy:

- Class room discussions
- SPSS lab sessions
- Project based learning
- Workshop from practitioners
- Case based teaching

Teaching Learning Resources:

Recommended Books

- James R. Evans, "Business Analytics – Methods, Models and Decisions", Prentice Hall
- T N Srivastava, Shailaja Rego, "Statistics for Management", Tata McGraw Hill
- SP Gupta, "Statistical Methods", Sultan Chand & Sons
- Glynn Davis and Branko Pecar, "Business Statistics using excel", Oxford University Press
- J K Sharma, "Fundamentals of Business Statistics", Vikas Publication

Reference Books

- Keller/Arora, "BSTAT: A South-Asian Perspective", Cengage Learning
- S C Gupta, "Fundamentals of Statistics", Himalaya Publications
- N D Vohra, "Business Statistics", Tata McGraw Hill
- Levin & Rubin, "Statistics for Management", Prentice-Hall

- Richard I. Levin, David S. Rubin, Masood H. Siddiqui, Sanjay Rastogi, “Statistics for Management”, Pearson India
- Amir D Aczel, Jayavel Sounderpandian, Palaniswamy Saravanan, Rohit Joshi, “Complete Business Statistics”, McGraw Hill Education
- Statistics for Managers Using Microsoft Excel, 9th Edition, David M. Levine, Baruch College, Zicklin School of Business, City University of New York, Pearson

Supplementary Reading:

<https://www.coursera.org/learn/basic-statistics?specialization=social-science>

<https://www.edx.org/learn/statistics>

Pearson e – library; <https://elibrary.in.pearson.com/bookshelfDashboard>

EBSCO: <https://www.ebsco.com/search?search=supplychainmodel>

Jgate: <https://jgateplus.com/home/resources/>

www.capitaline.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	-	--	2	3	-	3	-	--
CO2	-	3	1	-	1		3	3	3	1	
CO3	2	3	1	-	-		3	1	3	1	-
CO4		3	-	-	-	3	3	1	3	1	1
CO5	1	3	2	-	-	1	3	1	3	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	MICRO ECONOMICS
Term/Semester	I
Course ID	21MBA213
Credits	3

Introduction:

In the present dynamic global economic environment, effective business decision making requires timely and efficient use of tools and techniques of economic theory. The primary objective of this course is to develop the abilities of students to apply the fundamental principles of economics to a wide range of managerial decisions as well as public policy issues. The focus of this course will be on understanding the theory and principles of microeconomics for applying the same in the real world issues and to take business decisions.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Apply economic theory and methods to analyze the behaviour of various economic agents like individuals and firms

CO2: Apply economic concepts like elasticity of demand, forecasting of demand, economies of scale and scope in managerial decision making

CO3: Illustrate the equilibrium conditions for cost minimization, profit maximization and breakeven analysis to determine optimum allocation of resources

CO4: Describe and analyze how price and quantity are determined in various market conditions like perfect competition, monopoly, monopolistic competition and oligopoly

CO5: Analyse the industry structure and to determine the best pricing strategy for various market conditions

Course content and Structure: (36 hours)

Module 1: Introduction to Economics (08 Hours)

- What is economics all about?
- The economic problem : Scarcity, choice & Opportunity Cost
- Positive Vs. Normative Analysis
- Decision Making :Steps involved & Tools/Techniques used
- Demand Analysis : Determinants of demand, Law of Demand, Exceptions
- Elasticity of Demand : Definition, types, measurement
- Demand Forecasting :Methods- Quantitative & Qualitative

Module 2: Analysis of Consumer Behaviour: (06 Hours)

- Utility- Cardinal Vs. Ordinal utility, Law of Diminishing Marginal Utility (DMU)
- Indifference Curve Analysis : Budget Line, Consumer equilibrium

- Price effect, Income effect, & Substitution effect, Income consumption curve & Price Consumption Curve

Module 3: Production Analysis & Cost and Revenue Analysis: (10 Hours)

- Production Function : Short run & Long run, Total, average & Marginal product concepts
- Stages of Production : with one variable input & two variable inputs, Diminishing Marginal Returns
- Isoquants, Isocosts, Producers' Equilibrium (Optimum combination of inputs), Returns to Scale
- Cost Function : Types of costs and their computation
- Revenue Analysis :Types of revenue
- Break even Analysis and its determination
- Economies of scale and scope

Module 4: Market Structures: (08 Hours)

- Classification of market structures based on competition
- Perfect Market : features, price & output determination, short run & Long run Equilibrium
- Monopoly Market : features, price & output determination, short run & Long run Equilibrium
- Monopolistic Competition: features, price & output determination, short run & Long run Equilibrium, Product differentiation
- Oligopoly Market :features, price & output determination, short run & Long run Equilibrium, Kinked Demand Curve

Module 5: Pricing and Market Power: (04 Hours)

- Pricing strategies: Limit pricing, cost-based pricing(Mark up pricing)
- Price Discrimination : Degrees, Dumping
- Predatory Pricing
- Transfer Pricing

Pedagogy:

- 1) Experiential Learning
- 2) Activity Based Teaching
- 3) Case based Teaching
- 4) Class room discussions
- 5) Industry Institute Interaction Series
- 6) Webinars

Teaching Learning Resources:

Essential readings

1. Atmanand, 'Managerial Economics', Excel Books

- William J Baumol, Alan S Blinder, 'Microeconomics: Principles & Policy, Cengage Learning

References

- Peterson & Levis, 'Managerial Economics', Prentice Hall Publications
- Spencer M H- 'Managerial Economics', Richard D Irvin Inc
- Baumol W J- 'Economic Theory & Operative Analysis' PHI, New Delhi

Supplementary Reading:

- Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
- Jgate: <https://jgateplus.com/home/resources/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	1	-	2	-	1	2	1	-
CO2	3	3	-	-	-	2	-	3	1	-	1
CO3	3	3	-	3	-	-	2	-	1	1	2
CO4	2	3	-	2	-	3	-	-	1	-	2
CO5	2	3	-	2	-	3	-	-	1	-	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	ORGANISATIONAL BEHAVIOUR
Term/Semester	I
Course ID	21MBA611
Credits	3

Introduction:

The objective of this course is to help students understand the conceptual framework of organisational behaviour. It is crucial to understand how an organization operates and behaves so that students as future manager can mobilize resources, people, and guide their own professional careers to manage 21st century organizations

Course Outcomes (COs):

After successful completion of this course, the student will be able to

CO1: Understand and appreciate the concept of organisational behaviour.

CO2: Appreciate the basic conceptual understanding of Organisational Structures, Learning and Transformation

CO3: Apply the concepts of personality, perception, and learning in Organizations.

CO4: Design the various motivational techniques and leadership models, and infer consequences of group behaviors in given organizational situations.

CO5: Explain the effectiveness of organizational change, development and transformation

Course content and Structure: (36 hours)

Module 1: Introduction to Organisation Behaviour (4 Hours)

- Definition, Need for studying Organizational Behavior
- Contributing disciplines like psychology, social psychology, economics, anthropology etc.
- Application of Organizational Behavior in Business

Module 2: Organization Structure, Design and Development (4 Hours)

- Determinants and Parameters of Organisational Design
- Organisation and Environment
- Organisational Strategy
- Organisation and Technology
- Types of Organisational Structures

Module 3: Foundations of Individual Behavior (8 Hours)

- Foundations of Individual Behavior
- Personality and Organizations
- Attitudes and values in Organizations
- Perception in Organizations
- Learning: Definition and Importance, Theories of learning, Principles of learning, Shaping as managerial tool

Module 4: Motivation, Leadership and Group dynamics**(10 Hours)**

- Motivation, Motivation process
- Theories of Motivation : Need hierarchy Model by Abraham Maslow , Dual factor theory by Frederick Herzberg, Alderfer's ERG Model of motivation, application of motivational theories
- Leadership: Meaning, styles of leadership, leadership theories, trait theory, behavioral theories, managerial grid, situational theories - Fiedler's model
- Transactional and transformation leadership
- Group dynamics: definition and importance, types of groups, group formation, group development, group performance factors
- Group Cohesiveness & Group Decision Making- managerial Implications, Effective Team Building
- Enhancing teamwork within a group: The leader's role in team-based organizations and managing remote teams and multi-cultural teams

Module 5: Organisation Culture & Development and Change Management (10 Hours)

- Organisational Culture - Concept, Dimensions of Culture, Type of Culture
- Change Management - Nature, Perspectives of Organizational Change, Change Management Process, Phases of the Change Management Process
- Resistance to Change: Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming the Resistance to Change, Techniques to Overcome Resistance
- Organizational Development (OD): Meaning and Definition, Relevance of Organisational Development for Managers
- OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Educational and Structural Interventions
- Organizational Learning & Learning Organization: Concept of Organizational Learning, Process of Organizational Learning, Types of Organizational Learning, Disciplines Practiced in Organizational Learning, Concept of Learning Organizations, Individual Skill Sets in Learning Organizations

Pedagogy:

- 1) Classroom Discussion
- 2) Workshop from Practitioners
- 3) Case based teaching
- 4) Experiential Learning
- 5) Organisational Visit
- 6) Simulation
- 7) Inquiry based teaching

Teaching Learning Resources:**Essential Readings**

- Robbins, S.P., Judge, T.A., and Vohra, N. (2015). Organizational Behavior, 16th edition, Pearson Education. *Leading: Article on Styles of leadership by Daniel Goleman*

References

- Daft, R. L. (2013). The new era of management (10th Edition). Cengage Publications.
- Prasad, L.M., Principles and practices of management. New Delhi: Sultan Chand & Sons.
- Stoner, J.F., Freeman, E. R., & Gilbert, D.R. (2013). Management (6th Edition). Pearson Publications.
- Harvard Business Review, Hill, L.A., Ibarra, H., Cialdini, R.B., and Goleman, D. (2017). HBR's 10 must Reads for New Managers. HBS Press – 10134
- Luthans, F., Luthans, B. and Luthans, K. (2015). Organizational Behavior: An Evidence Based Approach, 13th edition, International Age Publishing, Inc.
- Ott, J.S., Parkes, S.J., and Simpson, R.B. (2008) Classic Readings in Organizational Behavior. 4th Edition. Cengage.
- Pareek U. (2011). Understanding Organizational Behavior, 3rd edition, Oxford University Press.

Supplementary Resources:

- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	3	-	2	1	1	3	3	2	3
CO2	1	2	1	-	3	1	-	-	-	-	2
CO3	1	2	3	2	2	1	1	-	-	2	3
CO4	3	2	3	2	3	2	-	2	3	2	3
CO5	3	2	3	2	3	2	-	2	3	2	2
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	MANAGERIAL ACCOUNTING
Term/Semester	I
Course ID	21MBA311
Credits	3

Introduction:

According to Diane Garnick “Accounting does not make corporate earnings or balance sheets more volatile. Accounting just increases the transparency of volatility in earnings.” Financial Accounting is a Business Language that is used by an enterprise to communicate to its Investors and other stakeholders (E.g. employees, customers, suppliers and other local Community) its economic performance and financial position. Decision making is the core function of a manager. A potential manager must be exposed to the skill of sourcing information and make timely and apt decisions. One document that provides ample information for many decisions is ‘Annual Report’. The Annual report, a report prepared by the Management of the company to its owners (the shareholders) informing them about the performance of the company over the preceding financial year, the reasons and analysis for performance, gives adequate information for both insiders of the company and outside stakeholders. However, the big challenge is how to read and understand the report and how to elicit information for making decisions. This course captures the fundamental aspects of financial statements, its analysis and interpretation and techniques for managing cost.

Course Outcomes:

After the Course completion, Students will be able to:

CO1: Understand and Appreciate Accounting Concepts and Conventions for preparation of Accounts and Prepare the Financial Statements of an Entity as per the applicable Accounting Standards.

CO2: Analyze the accounting system to measure the values of Assets of the Entity.

CO3: Deduce the Financial statements of an entity.

CO4: Evaluate the various kinds of Costs and apply cost-reduction techniques.

CO5: Assess various emerging trends in Accounting.

Course content and Structure: (36 hours)

Module 1: Introduction to and preparation of financial accounts (12 hours)

- Book-Keeping and Accounting
- Financial Accounting – Concepts and Conventions
- Capital and Revenue Expenditure and Receipts
- Double Entry System – Preparation of Journal; Ledger and Trial Balance; Cash Book.
- Financial Statements of Companies, Financial Reporting, Contents of Annual Report
- Preparation of Final Accounts of Sole Proprietors and Companies –Trading, Profit and Loss Account and Balance Sheet with Adjustment Entries. (Problems)
- GAAP, IFRS & Accounting Standards (IND AS).

Module 2: Valuation of assets**(6 Hours)**

- Depreciation; Amortization; Causes, Asset Classes.
- Methods of Calculating Depreciation – Straight Line Method; Diminishing Balance Method. (Problems)
- Concepts of Inventory and methods of valuation - Problems on LIFO, FIFO & Weighted average. (Problems)

Module 3: Analyzing and interpreting financial statements**(7 Hours)**

- Ratio Analysis; Uses and Limitations ; Classification of Ratios (Problems)
- Funds Flow Analysis; Preparation of Schedule of Changes in Working Capital and Funds Flow Statements; Uses and Limitations. (Theory)
- Cash Flow Statement; Uses and Limitations. (Problems)
- Distinction between Funds Flow and Cash Flow, Relationship between Cash Flow Statement, Funds Flow Statement and Schedule of Changes in Working Capital.
- Comparative Statements, Common size Statements and Trend Analysis. (Problems)

Module 4: Costing**(5 Hours)**

- Meaning-; Classification of Cost
- Introduction to Cost Sheet Elements. (Problems)
- Introduction to and Basics Concepts of Overheads Costing, Job, Process, Service and Unit Costing. Standard Costing. (Problems)

Module 5: Cost reduction techniques**(6 Hours)**

- Introduction to various Cost Reduction Techniques.
- Standard Costing- Material and Labour (Problems)
- Marginal Costing- CVP Analysis, BEP Analysis. (Problems)
- Budgetary Control, Types of Budget, Flexible Budget and Cash Budget (Problems)

Pedagogy:

1. Class Discussions.
2. Problems and Case Study Discussions.
3. Mini Projects.
4. Work shop from practitioners
5. Webinars and SDPs.
6. Student Teacher Interactive Learning.
7. Multimedia Cases and Illustrations.

Teaching Learning Resources:**Essential Readings**

1. Financial Accounting: A Managerial Perspective, Narayan Swamy R, Prentice Hall India Learning Private Limited, ISBN Number: 978-8120349490.
2. Financial Accounting for Management, Ramachandra and Kakhani, Publisher: McGraw Hill India, ISBN: 9789385965661, 9385965662.
3. Financial Accounting for Management, Paresh Shah, Oxford Uni. Press. ISBN: 9780199494439
4. Accounting for Managers, M.N Arora- Himalaya Publishing House. ISBN Number: 978-93-5367-677-3.
5. Financial Accounting- P. C. Tulsian –Pearson Education India. ISBN: 8177582283

References

1. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers.
2. Gupta, Ambrish, "Financial Accounting for Management: An Analytical Perspective" Pearson Education. ISBN: 8131722856, 9788131722855
3. A Text book of Accounting For Management, Maheswari SN, Maheswari, Vikas Publishing house (P) Ltd. ISBN: 9789352716166
4. Financial Accounting Theory- Scott, O'Brian- Pearson. ISBN: 9780134166681

Supplementary Resources:

1. <https://nptel.ac.in/courses/110/106/110106135/>
2. <https://www.coursera.org/learn/wharton-accounting>
3. <https://www.coursera.org/projects/analyze-company-performance-ratios>
4. Capitaline: <https://www.capitaline.com/SiteFrame.aspx?id=1>
5. <https://youtu.be/MnscaTum8Js>
6. <https://youtu.be/VYNTBWBqncU>
7. CASESTUDY
<https://corporatefinanceinstitute.com/resources/knowledge/accounting/financial-statements-example-amazon-case-study/>
8. <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	1	-	3	1	-	1
CO2	3	1	-	3	2	2	1	3	1	1	1
CO3	3	3	1	3	2	3	3	2	2	2	2
CO4	3	2	2	2	3	2	2	2	2	-	2
CO5	1	3	3	1	3	2	3	2	3	3	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	MARKETING MANAGEMENT
Term/Semester	I
Course ID	21MBA111
Credits	3

Introduction:

Marketing is the fundamental function of an operating business. Marketing is a management process whereby the resources of the whole organization are utilized to satisfy the needs of selected customer groups in order to achieve the objectives of both parties. The organization sets certain guiding principles for interfacing with environment, competitors, vendors & buyers at large. Marketing entails planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services. The identification of consumer's needs covering what goods and services are bought; how they are bought; by whom they are bought; and why they are bought is the major function of the marketing department. The organization has to assess the competitive environment, select the most appropriate customer targets and develop a marketing strategy to satisfy consumer requirements. The entire course would make the students to arrive at marketing management decisions— to compete for the business in different markets, blending the four Ps which include Product, Price, Place and Promotion and explore the role of a Marketing Manager.

Course Outcomes (COs):

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

CO1: Demonstrate conceptual knowledge in the functional area of Marketing Management.

CO2: Understand and appreciate the Marketing strategies, formulation and Implementation in business scenario

CO3: Understand the Consumer Behavior Process and Customer Relationship Management in a holistic manner.

CO4: Display attitude, techniques and approaches required for effective decision making in the area of Sales and Distribution

CO5: Explore to a variety of Contemporary Markets and Ethical Marketing practices in the Indian context.

Course content and structure:

(36 Hours)

Module 1: Introduction to Marketing Environment

(8 Hours)

- Meaning and definition of Marketing; Functions of Marketing, Importance of Marketing
- Marketing Core Concepts; Marketing orientation;
- Holistic marketing approach; Internal marketing, Integrated marketing, performance marketing, Relationship marketing
- Marketing Environment-Macro and Micro environment
- Analyzing Market Opportunities, Marketing scenario in India

Module 2: Marketing Segmentation, Targeting and Positioning (4 Hours)

- Introduction to Market Segmentation; Bases for Market segmentation, Criteria for segmentation, Process of segmentation
- Targeting; Target marketing strategies; Undifferentiated, differentiated, concentrated, micromarketing strategies
- Positioning; Unique Selling Proposition, Types of positioning, Perceptual Mapping

Module 3: Marketing Mix Strategies (12 Hours)

- Product; Product concepts-brand name, packaging, quality, features, warranty, after sales service; Product Classification, Level of products, Product Life Cycle; New product Development;
- Meaning and Characteristics of Services
- Price; Introduction to pricing decision; Factors affecting price decisions, Methods of Pricing
- Place; Marketing Channels, Distribution Strategy-Exclusive, Intensive and Selective, Channel Management Process.
- Promotion; Integrated Marketing Communication- Advertising, Public Relations, Personal Selling, Sales Promotion, Direct marketing, Guerilla marketing
- Extended marketing mix

Module 4: Consumer Buying Behaviour (6 Hours)

- Meaning and definition of consumer behavior; Role of consumer behavior in marketing
- Factors influencing consumer behaviour – Cultural, Social, Individual and Psychological influences
- Consumer Buying Decisions process
- Types of Buying Decision- Complex Buying Behavior, Dissonance Reducing Buying Behavior, Habitual Buying Behavior, Variety Seeking Buying Behavior.
- Buying motives

Module 5: Emerging trends in marketing (6 Hours)

- Digital marketing
- Virtual and Augmented Reality in marketing
- AI in marketing
- Network marketing
- Affiliate marketing
- Marketing analytics
- Social marketing

Pedagogy:

- 1) Class Room Discussion
- 2) Activity Based Teaching
- 3) Project Based Learning
- 4) Workshop & Seminar from Industry practitioners

- 5) Role play and Simulations
- 6) Case Based Teaching- Text & Multimedia cases

Teaching Learning Resources:

Essential readings

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, & Mithileshwar Jha - "Marketing Management – A South Asian Perspective", 15thEd, Pearson, New Delhi
2. Ramaswamy, V.S. & Namakumari (2017); Marketing Management. 5thEd, McGraw Hill, New Delhi
3. Paul Baines, Chris fill, Kelly Page, Piyush K Sinha (2013); Marketing. Asian edition, Oxford University Press, New Delhi
4. Michael Etzel, Bruce J Walker, William Stanton, & Ajay Pandit (2017); Marketing-Special Indian Edition-14th, Paperback, McGraw Hill Education
5. SA Sherlekar and R. Krishnamoorthy,- Marketing Management- Concepts and Cases- Himalaya Publishing House

Reference Books

1. Philip T. Kotler, Gary Armstrong, Prafulla Agnihotri - Principles of Marketing | basic concepts of marketing | By Pearson Paperback – 31 March 2018
2. Dr. Amit Kumar & Dr. B. Jagdish Rao, (2019) - Marketing management, 1st Edition, Sahithya Bhawan Publications
3. Philip Kotler, Keven Lane Keller, Others (Indian Authors) (2017)-Marketing Management -Marketing cases in the Indian context-Fifteenth Edition- by Pearson Education
4. Callie Daum (2020)-Marketing Management Essentials You Always Wanted To Know -Second Edition- Self Learning Management Series- Vibrant Publishers
5. Lambhair Sharma, McDaniel, Marketing Management. Cengage Learning Pvt. Ltd., 2012.

Supplementary Resources

1. Marketing Management 1 -Offered by University of Illinois- Urbana Campaign - Coursera- <https://www.coursera.org/learn/marketing-management>
2. Exploratory Research of the Theater Marketing and Management - A Case Study of Taiwanese Opera- Chia-Hung Yang; Ching-Wen Lin; Kuang-Heng Shih- International Journal of Performance Measurement- Jun2021, Vol. 11 Issue 1, p17-36. 20p. Database: Business Source Elite
3. Introduction to Marketing- University of Pennsylvania, US, Basic foundations specialization - Coursera - <https://www.coursera.org/learn/wharton-marketing>
4. Research paper- Innovative Digital Marketing management in B2b markets-Kyung Hoon Kim; Hakil Moon, Industrial Marketing management; Vol95, May 2021: PP1-4
6. <https://nptel.ac.in/courses/110/106/110106135/>
7. <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	2	1	1	3	3	2	1	1
CO2	3	3	1	1	1	1	3	2	2	1	3
CO3	3	3	1	1	2	1	3	3	3	1	1
CO4	3	3	2	1	1	1	2	2	2	3	3
CO5	3	3	1	3	3	2	2	2	1	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BUSINESS RESEARCH METHODS
Term/Semester	I
Course ID	21MBA214
Credits	3

Introduction:

Business Research Methods – this course is a core course that offers an insight into research process for business studies. These courses provides an understanding of the research methods to be adopted while enquiring any of the business issues, these knowledge set will provide the development in the data analytics area covers, Currently corporates do use research findings and insights for varied business decisions, as such decisions have proved to be outcome oriented. Additionally, the course studies, research design, and methods of data collection, data analysis and report writing. This course is relevant to the students who are studying commerce and management, further they can take up research projects. Studying business research methods provides more professional and employment opportunity. Graduates with business research methods, find employment in research and development institutes, production, marketing, human resource management, finance departments etc., as a business analyst, market research analyst, financial research analyst, international market research analyst etc.,

COURSE OUTCOMES (CO):

On successful completion of this course the students will have demonstrated the ability to:

- CO1** Understand and appreciate research, objectives and type for both qualitative and quantitative research.
- CO2** Formulate research problem and develop coherent research design
- CO3** Use appropriate data collection method, sampling techniques, measurement scale and develop appropriate research instruments.
- CO4** Demonstrate analytical skills and interpretation abilities.
- CO5** Demonstrate report writing and data presentation skills for informed decision making.

COURSE CONTENT AND STRUCTURE –

(36 Hours)

MODULE 1: Introduction to research, types of research, design and defining research problem

(5 Hours)

- What is Research
- Objectives & motivations for research
- Types of Research- Introduction to Qualitative Research, Quantitative Research
- Defining Business Problem- Problem Formulation, Techniques involved in defining a problem
- Introduction to Research Process
- Steps in Research Process

MODULE 2: Research process & research design**(8 Hours)**

- Introduction to Research Process
- Steps in Research Process
- Introduction to Research Design
- Types of Research Design: Exploratory, Descriptive and Causal Research
- Hypothesis Types of Hypotheses, Hypothesis Development

MODULE 3: Data collection methods and sampling**(8 Hours)**

- Definition and purpose of observation
- Four key dimensions that characterize the type of observation
- Types of questionnaires, Guidelines for questionnaire design
- International dimensions of surveys.
- Multimethod of data collection,
- Sampling Technique- Population, Sampling Frame, Sample, Bias
- Sampling Distribution, Types of Samples; Probability & Non-Probability Sampling

MODULE 4: Data analysis and Report writing**(5 Hours)**

- Getting the data ready for analysis, Getting a feel for the data, descriptive statistics
- Testing the goodness of measures Three important steps in qualitative data analysis
- Reliability and validity in qualitative research, Methods of gathering and analysing qualitative data
- Contents of the research report. Oral presentation.

MODULE 5: Practical Lab Session**(10 Hours)**

- Introduction and use of Excel for data analysis
- Developing questionnaire on various web-based research platform format.
- Practice session for data analysis -on SPSS.
- Effective Presentation results of the study.

Pedagogy

- a) Class Lectures
- b) Lab based Practice session.
- c) Expert Video Lecture
- d) Use of Templates and Software for practice sessions.
- e) Case Studies/Simulations.
- f) Lab based teaching

Teaching Learning Resources

Essential Readings

1. Donald and Cooper (2014), Business Research Methods, The McGraw-Hill, New York.
2. Shashi Gupta and Rangi Praneet (2015), Business Research Methods, Kalyani Publishers, Bengaluru.
3. Usha Devi N. and Santhosh Kumar (2016), Business Research Methods, Himalaya Publishing House, New Delhi.
4. William G. Sigmund (2017), Business Research Methods, South-Western, Cengage Learning, Boston.

References:

1. Karunakaran D. (2019), Business Research Methods Text and Cases, Himalaya Publishing House, New Delhi.
2. Kothari C. R. and Gaurav Garg (2019), Research Methodology: Methods and Techniques, New Age International Publishers, New Delhi.
3. Sachdeva J. K. (2016), Business Research Methods, Himalaya Publishing House, New Delhi.
4. Nuemen, WL 2011, Social Research Methods Qualitative and Quantitative approaches 7th Edition, Person.

Supplementary Resources

- <https://study.com/academy/lesson/selecting-a-problem-to-research.html#quiz-course-links>
- https://youtu.be/jMV7X3W_beg Video to show to use searches for research secondary data.
- <https://youtu.be/s-fVRJyEvS0> Video on Variables
- https://youtu.be/p-R_-GQUqs Video on Null Hypothesis
- <https://youtu.be/0EZj39SbUWo> Video on Hypothesis Testing
- <https://youtu.be/4NQHeI8GD54> Video on reliability
- <https://www.slideshare.net/sladner/sampling-methods-in-qualitative-and-quantitative-research-presentation> Video on Sampling
- <https://youtu.be/l5e7kVzMIfs> Video to understand Qualitative and Mixed Methods Research
- <https://youtu.be/IvkOSDrD4DM> (12 week course in SWAYAM)
<https://www.coursera.org/learn/quantitative-methods> (Coursera 30 Hrs.)
- Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
- Jgate: <https://jgateplus.com/home/resources/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO 10	PO11
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CO2	3	3	2	2	3	1	3	3	1	2	2
CO3	3	3	2	3	3	1	3	3	2	3	3
CO4	3	3	1	3	3	1	3	3	2	3	3
CO5	3	3	2	3	3	3	2	2	1	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	IT SKILLS
Term/Semester	I
Course ID	21MBA711
Credits	2

Introduction:

This course aims to increase student’s computer knowledge and skills so as to develop attributes that enhance an individual’s interactions and job performance. The objective of the course is to inculcate potential skills in the student’s to prepare them to deal with the external world in a collaborative manner, take initiative, solve problems, and demonstrate a sound IT skills so as to hold a good impression and positive impact

Course Outcomes (COs):

After successful completion the course the students will be able to:

CO1: Understand and apply various tools and techniques embedded in MS-Word

CO2: Understand and apply various tools and techniques embedded in MS-excel

CO3: Understand and apply various tools and techniques embedded in PowerPoint

CO4: Understand and apply various online tools for information exchange, collaborative working environment and other presentation tools.

Course content and Structure:

(24 hours)

Module 1: Building basic proficiency in MS Word

(6 Hours)

- Getting Started With Word: Navigate in Microsoft Word; Create and Save Word Documents; Manage Your Workspace; Edit Documents; Preview and Print Documents
- Formatting Text and Paragraphs: Apply Character Formatting; Control Paragraph Layout; Align Text Using Tabs; Display Text in Bulleted or Numbered Lists; Apply Borders and Shading
- Managing Lists: Sort a List; Format a List
- Adding Tables: Insert a Table; Modify a Table; Format a Table; Convert Text to a Table
- Inserting Graphic Objects: Insert Symbols and Special Characters; Add Images to a Document.
- Controlling Page Appearance: Apply a Page Border and Color; Add Headers and Footers; Control Page Layout; Add a Watermark
- Preparing To Publish a Document: Check Spelling, Grammar, and Readability; Use Research Tools; Check Accessibility; Save a Document to Other Formats

Module 2: Building basic proficiency in MS-Excel

(6 Hours)

- Getting started with Excel: The Ribbon; The Work Surface; Navigation; Formatting; Basic Math
- Understanding Formulas: Formula Anatomy; Cell Referencing; Math Functions(SUM, ROUND and SUBTOTAL); Basic Statistics (COUNT, COUNTA, AVERAGE, MAX, MIN, MEDIAN and MODE); Logic Functions; Text Functions; Understanding Dates and time

- Intermediate Formula Knowledge: Conditional Math (SUMIF and COUNTIF); External Links; Lookup
- Data Analysis: Creating PivotTables; Formatting PivotTables
- Presenting and Reporting: Cell Formatting; Outlining; Custom Number Formats; Conditional Formats; Building Charts.

Module 3: Building basic proficiency in PowerPoint (6 Hours)

- Modifying the PowerPoint Environment: Customize the User Interface; Set PowerPoint Options
- Customizing Design Templates: Modify Slide Masters and Slide Layouts; Add Headers and Footers; Modify the Notes Master and the Handout Master
- Adding SmartArt and Math Equations to a Presentation: Create SmartArt; Modify SmartArt; Write Math Equations
- Working With Media and Animations: Add Audio to a Presentation; Add Video to a Presentation; Customize Animations and Transitions
- Collaborating on a Presentation: Review a Presentation; Store and Share Presentations on the Web
- Customizing a Slide Show: Annotate a Presentation; Set Up a Slide Show; Create a Custom Slide Show; Add Hyperlinks and Action Buttons; Record a Presentation

Module 4: Building basic proficiency in using Social media, E-mail and other online tools (6 Hours)

- Creating and updating profiles on various social media platforms (Facebook, LinkedIn, Instagram, YouTube and Twitter); etiquettes to be followed.
- Email etiquettes.
- Online Tools: Google: Drive, Scholar, Classrooms, Current, Slides, Calendar, Groups, Forms, Keeps; Zoom; Microsoft teams etc.
- Prezi: Interactive power point slide
- Canva- Creating Brochure, Logos, Business Card, Business Presentation, Info graphs.

Pedagogy:

- 1) Practice Based Teaching
- 2) Lab Based teaching
- 3) Classroom Discussion
- 4) Project based teaching

Teaching Learning Resources:

Essential readings-

1. Paul Mc Fedries, "My Office 2016", Pearson education. ISBN: 9789332582781
2. Learn Microsoft Office 2019: Comprehensive Guide to Getting Started with Word, PowerPoint, Excel, Access, and Outlook, By Linda Foulkes. 2020
3. Learning Computer Fundamentals, MS Office and Internet & Web Tech. By Dinesh Maidasani · 2005. ISBN:9788170087809

References-

1. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington.

2. Excel 2016 Bible”, John Walkenbach
3. Cel 2016 Power Programming with VBA”, Dick Kusleika and Michael Alexander
4. “Advanced Excel Essentials”, Jordan Goldmeier

Supplementary resources

1. https://onlinecourses.swayam2.ac.in/cec20_mg14/preview
2. Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
3. EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
4. Jgate: <https://jgateplus.com/home/resources/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	3	1	2	3	2	3	1	1
CO2	2	3	1	3	2	2	3	3	3	1	1
CO3	1	3	1	3	1	2	3	2	3	1	1
CO4	2	3	1	3	1	2	3	2	3	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted
1	Semester end Lab Exam	Individual	50 Execution/ Presentation 30 Viva-Voce 10 Lab Journal 10
2	Attendance and Class participation	Individual	10
3	Project on MS-Word	Group	10
	Project on MS-Excel	Group	10
4	Project on MS-PowerPoint	Group	10
5	Project on online tools	Group	10

Course Title	SKILL ENHANCEMENT COURSES- SOFT SKILLS
Term/Semester	I
Course ID	21MBA712
Credits	2

Introduction:

Soft skill -is part of the skill development course. The course will provide the students of MBA programme to learn on the skills beyond academic courses. This course will equip them to work efficiently and deliver at their work place. Soft skill courses give all the new skills defined necessary by the World Economic Forum to address the skill gap as the 4.0 Industry is adopted.

Course Outcomes (COs):

On completion of the course the student will be able:

CO1: Demonstrate effective communication skills and proficiency in English.

CO2: Demonstrate interpersonal skills

CO3: Demonstrate Life skills

CO4: Demonstrate traits of a good personality

CO5: Demonstrate proficiency to crack aptitude tests.

Course content and Structure:

(24 hours)

MODULE-01: English skills-spoken and written skills

8 Hours

- **Communication: Spoken English-** Verbal (Oral and written) and Non-Verbal Communication (Body language, signs or symbols)
- **Verbal Communication-**Speaking, Listening, Reading.
- **Non-Verbal Communication-** Body Language, Gestures, Facial Expressions, Pictures and Signs
- **Speaking-**Dialogue, Monologue, Group Discussion and Public Speech, Pronunciation, Enunciation, Vocabulary, Fluency, Common Errors
- **Reading and Understanding-**Passage, Close Reading, Paraphrasing, Techniques of effective reading, gathering ideas and information from a given text, evaluating these ideas and information, Interpret the text
- **Writing-**Documenting, Note Making, Report Writing and Letter Writing
- **Listening-**Art of Listening, Empathetic Listening, answering questions after listening to simple paragraph. Techniques of effective listening, Listening and comprehension, probing questions, Barriers to listening
- **Business Etiquette-** Telephonic Etiquettes, Dinning Etiquettes, Office Etiquettes, Meeting Etiquettes, Netiquettes, Skills to use Official social media pages. Skills to use Smart work apps.

03 Hours

MODULE-02 Interpersonal skills

- **Emotional Intelligence:** Empathy for others, Encouraging and inspiring people to do their best, Social skills for better understanding others, Self-awareness to assess one's potential and Motivation to achieve better milestones.
- Networking and building relationships, Socializing skill, Attitude, Time Management

- **Negotiation skills:** Setting agenda for the negotiation, Communication with difficult people, how to handle difficult people, how to recognize and prioritize emotions of other people, Are you competitive or Collaborative during negotiation, Interpersonal negotiation work -situations.

03 Hours

MODULE-03: LIFE SKILLS

- Resilience, People skills, Positive attitude to workplace, Empathy, Creative Thinking,
- Interpersonal Relationship, building relation at work place.
- **Agility at Job:** Job orientation, working to a plan, Contribute and deliver in a team, prioritizing Job with role clarity, Perseverance to stay focused at work.

(Outbound Training Camps-For developing agility at work place.)

05 Hours

MODULE 04- PERSONALITY DEVELOPMENT:

- Building Positive Attitude –Factors affecting attitudes, Work place attitude, Attitude Formation, Engaging with positive attitude at work place
- Self Confidence, Building self-confidence, Techniques of self-assertiveness. Techniques to break the clutter.
- Stress Management: Work life Balance, Build time management skills, Time management tools. Overcome procrastination. Habits to work according to a plan.
- Productive at work place, being a Team player, contribute and Collaborate in work place. Forming and norming in a Team.
- Listening skills for better engagement at work, Benefits of being a patience listener, Art of opening conversations and continuing conversations.
- Body language for positive communication, Appropriate body language at work place and formal gathering and Techniques to engage audience in public speaking,

05 Hours

MODULE-05: APTITUDE TRAINING-(Problem Solving on the following topics)

- Ratio and proportion-Concept and Basic Problems, Ratio and Proportion - advance level Problem
 - Blood Relation- Concept and Basic Problems, Blood Relation- advance level Problem
 - Direction - Concept and Basic Problems, Direction advance level Problem
 - Ages - Concept and Basic Problems, Problems on Ages - advance level Problem
 - Percentages - Concept and Basic Problems, Percentages - advance level Problem
 - Profit and Loss - Concept and Basic Problems, Profit and Loss- advance level Problem
 - Coding Decoding - Concept and Basic Problems, Coding Decoding- advance level Problem
 - Partnership - Concept and Basic Problems, Partnership- advance level Problem
 - Time and work - Concept and Basic Problems, Time and work- advance level Problem
-

Pedagogy:

- Practice -Based Teaching and Training.
- Activity based teaching and training
- Role-play, Theater.
- Interaction with professional trainers.
- Out-bound Training.
- Class room Discussions

Teaching Learning Resources:**Essential readings**

- Development of Life Skills and Professional Practice, 2014, Vikas Publication, Shalini Verma
- Amos, Julie-Ann. Handling Tough Job Interviews. Mumbai: Jaico Publishing, 2004.
- Bonet, Diana. The Business of Listening: Third Edition. New Delhi: Viva Books, 2004.
- CORRECTLY SPEAKING...: A Self Learning Guide To Self-Spoken ENGLISH, Aaradhana Rana,

References

- Daniel Kahneman, Thinking, Fast and Slow Paperback – Farrar, Straus and Giroux; 1st edition (April 2, 2013).
- Ajmani, J. C. Good English: Getting it Right. New Delhi: Rupa Publications, 2012.
- Carnegie, Dale. The Quick and Easy Way to Effective Speaking. New York: Pocket Books, 1977
- Collins, Patrick. Speak with Power and Confidence. New York: Sterling, 2009.
- Fitikides, T. J. Common Mistakes in English. London: Orient Longman, 1984.
- Hughes, Shirley. Professional Presentations: A Practical Guide to the Preparation and Performance of Successful Business Presentations. Sydney: McGraw-Hill, 1990
- Lesikar, Raymond V and Marie E. Flatley. Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002
- Pease, Allan. Body Language. Delhi: Sudha Publications, 1998.

Supplementary Resources:**Weblinks and E-Resources**

- <http://www.bbc.co.uk/worldservice/learningenglish/radio/specials/15>
- <http://www.colostate.edu/Depts/Speech/rccs/theory44.html>

Suggested Apps:

- Thinking about your life, Pocket, Trello.
- One Day Out Door Training in Association with Eagle Unbound, Bangalore.
- <https://www.mooc4dev.org/lifeskills1> (IIT Kanpur)
- <https://youtu.be/KxxKrei5evM> (Swayam12 week)
- <https://nptel.ac.in/noc/courses/noc18/SEM1/noc18-hs18/>

CO PO's mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	1	2	1	3	3	1	3	3
CO2	3	3	2	0	0	0	1	3	0	2	2
CO3	3	3	3	0	2	0	1	3	0	3	3
CO4	3	3	3	0	2	1	1	3	0	3	3
CO5	3	3	3	0	3	0	2	3	0	3	3

LEVEL: 3- Substantial, 2- Moderate, 1-Slight, 0-No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Semester -End Examination	Individual	50	At the end of the semester
2	Attendance and Class participation	Individual	05	At the end of the semester
3	Mid-term test	Individual	20	
EVALUATION FOR EACH MODULE FOR SKILL ACQUIRED REVIEW BY INTERNAL PANEL				
1	Communication Skill Reading and Speaking Skill-review by internal panel	Individual	05	Assessment End of Module - 01
2	Negotiation Skill –Team and Collaborative Skills. - Internal Expert Review on	Individual	05	Assessment End of Module - 02
3	Life Skill -Internal Expert Review - In a Stress Interview session Showing Agility and Stress Management skills	Individual	05	Assessment End of Module- 03
4	Personality and Etiquette-Internal Review on appropriate behaviour and etiquette of the candidate for every given work place situation	Individual	05	Assessment At the End of Module-04
5	Aptitude- Test	Individual	05	Assessment At the End of Module-05

Course Title	PRINCIPLES OF MANAGEMENT AND TEAM BUILDING- EXPERIENTIAL LEARNING
Term/Semester	I
Course ID	21MBA811
Credits	1

Introduction:

Principles of Management and Team Building subject is an outdoor, activity-based, experiential learning and team building program. This program will facilitate students by providing opportunities to explore managerial skills, leadership skills, problem-solving, critical thinking, communication, social change, organizational behavior, group development, and the environment using adventure education practices and outdoor recreation principles. No matter what students' career aspirations may be, the skills and experience gained during this period will be powerful and highly valued in all areas of their life, personal or professional.

Course Outcomes (CO):

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

- CO1** Understand the importance of principles of management and being a Team Player and Demonstrate effective leadership and team management skills

Course Content:

12 Hrs.

- Nature of Management – Managerial levels and skills; Managerial Roles; Management: Science, Art or Profession **4 Hrs.**
- Managerial Functions – Planning, Organizing, Staffing, Directing, Coordinating, leading and Controlling **4 Hrs.**
- Team building- Importance, Individual responsibility, Qualities of a good team player and Leadership skills **4 Hrs.**

Guidelines:

- This course will provide each student with a hands-on and interactive learning experience that build tangible life skills and promote personal growth.
- The subject will be delivered by taking students to an out-bound programme.
- The outbound programme aims at adventures, leadership and team building activities for the students.
- Every activity starts with briefing and ends with de-briefing.
- It is compulsory for all the students to participate and gain a certificate at the end of outbound programme.
- Post outbound training, students are expected to submit a report to the concerned faculty coordinator.

Guidelines for report writing:

- The report should consist of learning experience from outbound training.
- A report structure should be as follows:
 - Introduction
 - Importance of Leadership and Team Management
 - Activity wise learning
 - Overall learning experience
 - Feedback or suggestion
- Writing details:
 - Twelve-point font is the generally accepted font size.
 - Choose the Times New Roman font for your report.
 - The body of the document must be spaced with 1.5.
 - Alignment of text should be consistent (including justified alignment).
- The report should not exceed 10 pages.

Pedagogy:

- Group discussion
- Activity based teaching
- Experiential learning
- Outbound training

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	FRENCH
Term/Semester	I
Course ID	21MBA812
Credits	2

Course outcomes:

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

CO1: Demonstrate basic level proficiency in French language communication

Course Duration: **(24 Hours)**

SL No	Chapter Name	Topics Covered
1	Mes cinq sens en action (My five senses in action) 6 Hrs.	<ul style="list-style-type: none"> • Talking about currency and nationality • Introducing yourself • Learning verbs to call, to spell, to buy etc. • Yes or no question and answer • Basic communication in the class room • Learning alphabets • Learning helping verbs to be, to called, to have • Understanding definite article • Learning my name is..., I am..., I have, her name is..., his name is..., She is..., He is..., etc. • Learning numbers 0-9 • Learning French Greetings • French wishes • Learning You and your (Pronoun and Possessive article)
2	S'ouvrir aux autres (Open up to others) 6 Hrs.	<ul style="list-style-type: none"> • Talking about first name, last name, nationalities, age, profession • How to talk politely to others • Learning numbers • Learning prepositions • Learning verbs

		<ul style="list-style-type: none"> • Understanding negative article and definite article • WH Questions
3	Partager son lieu de vie (Share your place of life) 6 Hrs.	<ul style="list-style-type: none"> • Talking about family and family related words • Talking about movies, films, drama etc. • Suggest to someone about things • Learning demonstrative adjectives • Learning verb “finish and go out” and sentence creation
4	Goûter à la campagne (Taste the countryside) 6 Hrs.	<ul style="list-style-type: none"> • Accept and decline an invitation • Give instructions to others • Ask the price in the shop, supermarket • Go shopping and discuss • Negative form no...more, no...never • Learning verbs buy, eat, pay etc.

Teaching Learning Resources:

Essential readings-

Saison 1

Author: Jean Giraudoux

Publisher: Didier

References

Alter Ego+1-A1

Author: Véronique M Kizirian, Emmanuelle Daill, Annie Berthet, Catherine Hugot

Publisher: Hachette

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3

LEVEL

3-Substantial

2-Moderate

1-Slight

- No Co-relation

Evaluation criteria

End Term Exam - 100 Marks

Passing Percentage - 40 %

Skills evaluated -Speaking, Reading, Writing, And Listening

Mode of Exam - Online exam (Institute portal will be used to conduct exams) for Reading, Writing & Listening Modules, Speaking skills assessed by one to one discussion with trainer.

Certification - Co-branded Certificate of institute & College can be issued to students.

Course Evaluation Plan:

Sl. No.		Evaluation Item	Marks Allotted
1	Internal Marks (50)	<ul style="list-style-type: none">• Attendance and class participation• Submission of assignments• Viva-Voce	20 20 10
2	External Marks (50)	End-Term Exam	50

COURSE MATRIX – SECOND SEMESTER

Sl.NO	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	21MBA221	Macro Economics	3	36	50	50
2	21MBA421	Application of Operations Research in Business	3	36	50	50
3	21MBA521	Introduction to Business Analytics	3	36	50	50
4	21MBA621	Human Resource Management	3	36	50	50
5	21MBA321	Financial Management	3	36	50	50
6	21MBA222	Entrepreneurship and Start Up Management	3	36	50	50
7	21MBA121	Digital Marketing	3	36	50	50
SE 3	21MBA721	Employability skills	2	24	50	50
SE 4	21MBA722	Advanced IT Skills	2	24	50	50
IP 1	21MBA821	Business Immersion	3	-	50	50
OE 1	21MBA822	Open Elective I [MOOC] 6-12 weeks	2	-	50	50
LE 2	21MBA823	Health & Wellness	2	24	50	50
		TOTAL	29+3=32	324	600	600

Course Title	MACRO ECONOMICS
Term/Semester	II
Course ID	21MBA221
Credits	3

Introduction:

In today's dynamic economic environment, the macroeconomic scenario directly influences the sustainability of business. The effective decision making requires timely and efficient use of information and response to the changes in the macro environment. The purpose of this course is to equip the students with a basic understanding of the macro economic theories and analytical tools that can be used in decision making. The design of government policy measures in regulating and planning for the economy will be discussed as part of this course.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Analyse the functioning of the economy by understanding the macroeconomic concepts and models

CO2: Understand and appreciate the various concepts of National Income and the methods of computing National Income

CO3: Understand and appreciate the Keynesian approach and evaluate the macroeconomic policies to stabilize the economy by controlling inflation and unemployment

CO4: Understand and evaluate the impact of monetary policy on the economy

CO5: Analyse inter- relationships between various economic parameters and its implications for business

Course content and Structure: (36 hours)

Module 1: Introduction to Macroeconomics: (06 Hours)

- Why study macroeconomics?
- Introduction to macroeconomics, nature and scope of macroeconomics,
- Macroeconomics Vs. Microeconomics,
- Circular flow of income- Two-sector, Three-sector and Four- Sector flows

Module 2: National Income Accounting: (10 Hours)

- Definition of National Income, Concepts of National Income,
- Measurement of National Income using different methods like Income Method, Expenditure Method and Value Added Method.

Module 3: Keynesian Approach: (08 Hours)

- Meaning of consumption function: Keynes' Psychological Law of Consumption
- Aggregate Investment, Multiplier concepts:
- Money and Interest Rate- IS-LM Analysis,
- Aggregate Supply and Price Level,

- Inflation: Causes of rising inflation; Social Costs of Inflation; Strategies to reduce inflation
- Unemployment: Related terms; Costs of unemployment; Types of unemployment; Policies/strategies to reduce natural rate of unemployment

Module 4: Money and Banking & Business Cycles: (08 Hours)

- Money :Functions and importance; demand for money
- Monetary system, Money Supply
- Commercial banks; Functions of commercial banks
- Central Bank : Functions of Central Bank
- Monetary Policy- Quantitative and Qualitative tools
- Business Cycles: Phases of Business Cycles, Salient features,
- Interaction of multiplier and accelerator as an explanation to business cycles

Module 5: Contemporary macroeconomic policies in India: (04 Hours)

- Fiscal Policy and its implication on the functioning of economy
- Exim Policy and its impact on trade balance
- Union Budget
- Global Macroeconomic policies

Pedagogy:

- 1) Activity Based Teaching
- 2) Project based teaching
- 3) Discussion method
- 4) Class room discussion
- 5) Industry Interaction Series
- 6) Simulation
- 7) Case discussion method

Teaching Learning Resources:

Essential readings

1. Deepashree and Vanitha Agarwal, 'Macroeconomics', Ane's Books Pvt Ltd
2. Raghbendra Jha, 'Contemporary Macroeconomic Theory and Policy', New Age International Publishers
3. Paul Samuelson- Macro Economic Theory

References

1. N Gregory Mankiw, 'Macro economics'. Worth Publishers
2. Rudiger Dornbusch, Stanley Fisher and Richard Startt, 'Macroeconomics', McGraw Hill
3. G S Gupta, ' Macroeconomics: Theory and Applications', Mc Graw Hill Publishers
4. D N Dwivedi, ' Macroeconomics: Theory and Policy', Tata Mc Graw Hill Publishers
5. William J Baumol and Alan S Blinder, 'Macroeconomics: Principles and Policy', South Western Cengage Learning

Supplementary Resources

- Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard/>
- EBSCO : <https://www.ebsco.com/search?search=supplychainmodel/>
- Jgate: <https://jgateplus.com/home/resources/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	1	-	2	-	1	2	1	-
CO2	3	3	-	-	-	2	-	3	1	-	1
CO3	3	3	-	3	-	-	2	-	1	1	2
CO4	2	3	-	2	-	3	-	-	1	-	2
CO5	2	3	-	2	-	3	-	-	1	-	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	APPLICATION OF OPERATIONS RESEARCH IN BUSINESS
Term/Semester	II
Course ID	21MBA421
Credits	3

Introduction:

Operations research (OR) is a discipline that deals with the application of advanced analytical methods to help make better decisions. Operations research arrives at optimal or near-optimal solutions to complex decision-making problems. Operations Research takes tools from different discipline such as mathematics, statistics, economics, psychology, engineering etc. and combines these tools to make a new set of knowledge for decision making. O.R. is a professional discipline which deals with the application of scientific methods for making decision, and especially to the allocation of scarce resources. The main purpose of O.R. is to provide a rational basis for decisions making in the absence of complete information, because the systems composed of human, machine, and procedures may not have complete information. This course helps students to understand the various OR tools and their importance in Organizational decision making process.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: Understand Operational Research (OR) approach to decision making.

CO2: Formulate and solve mathematical model (linear programming problem) for a physical situation like production, distribution of goods and economics, Transportation and assignment models

CO3: Demonstrate the best strategy using decision making methods under uncertainty using game theory.

CO4: Understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools.

CO5: Apply CPM and PERT techniques, to plan, schedule, and control project activities.

Course content and Structure:

(36 hours)

MODULE 1: Linear Programming Problem (LPP)

(8 Hrs.)

- Importance; scope; techniques and characteristics of OR
- Different types of models in OR
- Linear programming problem; Formulation and solution; Simplex method (standard maximization) – problems
- Formulation of Duality

MODULE 2: Transportation and Assignment models

(8 Hrs.)

- Meaning and importance of Transportation model
- Methods to determine Initial basic feasible solution: North west corner rule(NWCR); Least cost method (LCM); Vogel's approximation method (VAM)
- Optimal solution using Modified distribution (MODI) method

- Maximization Problems
- Characteristics and importance of Assignment; Maximization and minimization methods; Travelling salesman; crew assignment problems

MODULE 3: Sequencing and Replacement problems (8 Hrs.)

- Sequencing; Terminology and notations
- Types of sequencing problems: Processing n jobs through 2 machines; Processing n jobs through 3 machines; Processing N jobs in M Machine;
- Assumptions of replacement theory; Replacement of items which deteriorates with time; Replacement of items that fail completely including group replacement

MODULE 4: Theory of Games and Queuing Theory (6 Hrs.)

- Types of gaming strategies
- Principle of Dominance
- Operating characteristics of queuing system; Single server/single queue model

MODULE 5: Network Analysis and Simulation (6 Hrs.)

- Networking Concepts; Rules for drawing network diagram; Finding Critical path and different Floats
- PERT Computations: Probability of meeting the scheduled dates; Difference between PERT and CPM
- Monte Carlo simulation using Random numbers

Pedagogy:

- Class room discussion
- TORA lab session
- Project based learning
- Experiential learning
- Workshop from practioners
- Case based teaching

Teaching Learning Resources:

Recommended Books

1. K.K Chawla, Vijay Gupta and Bhushan K Sharma, "OPERATIONS RESEARCH and Quantitative Analysis for Management, Kalyani Publishers.
2. N.D. Vohra (2012), "Quantitative techniques in management", Tata McGraw-Hill Publications, 4th Edition.
3. P.C Tulsian and Vishal Pandey (2012), quantitative techniques. Pearson Practice series.
4. J.K. Sharma, Quantitative methods and operation research, Excel publication, 2012

Reference Books

1. David M. Lenine (2012), quantitative techniques for management. Pearson publication.

2. Fedric S Hiller and Gerald J Lieberman (2012), introduction to operation research. 8th edition.
3. Er. Prem Kumar Guptha and Dr. D.S. Hira (2014), operation research. S. Chand publications.
4. Anand Sharma (2014), quantitative techniques for decision making. Himalaya Publishing House.
5. S. Kalavathi (2013), operation Research. Vikas Publications. 4th edition.
6. Hamdy A Taha (2013), operation research. Pearson publication. 9th edition.

Supplementary reading:

- <https://www.udemy.com/course/operations-research>
- <https://orc.mit.edu/impact/moocs>
- <https://www.edx.org/course/operations-research-an-active-approach>
- Pearson e – library; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
- Jgate: <https://jgateplus.com/home/resources/>
- www.capitaline.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	-	-	2	3	-	3	-	-
CO2	-	3	1	-	1	-	3	3	3	1	-
CO3	2	3	1	-	-	-	3	1	3	1	-
CO4	-	3	-	-	-	3	3	1	3	1	1
CO5	1	3	2	-	-	1	3	1	3	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	INTRODUCTION TO BUSINESS ANALYTICS
Term/Semester	II
Course ID	21MBA521
Credits	3

Introduction:

Business Analytics usually has four pillars (namely conceptual framework, software environment, coding and interpretation of output). This course will enable learners to understand the conceptual framework and enable them to interpret the outcome. This course would ideally work as a foundation for business analytics in entirety.

It has been observed that non-engineering students find it difficult to cope with predictive analytics and big data analytics. This course would bridge the gap between statistics knowledge and application of statistics in various business problems. On completion of this course learners would be able to concentrate on software and coding in a seamless manner.

COURSE OUTCOMES (CO):

At the successful completion of this course, the students should be able to;

- CO1** Learners would be able to understand applied statistics for business problem
- CO2** Learners would be able to differentiate between models with robustness criteria
- CO3** Learners would be able to determine the tool to be chosen for a practical business problem
- CO4** Learners would be able to interpret the outcome for the same
- CO5** Learners would be able to take a complete business decision

Course content and Structure: (36 hours)

Module 1: Introduction to Business Analytics (8 Hours)

- Business Analytics (BA) fundamentals in an overview
- Online Analytical Processing (OLAP); Online Transaction Processing (OLTP);
- Business Intelligence (BI) Life Cycle at a glance
- Data Warehousing at a glance
- Big Data fundamentals and predictive modelling basics.

Module 2 Introduction to Descriptive Analytics (8 Hours)

- Descriptive Statistics
- Mean
- Standard Deviation
- Skewness and Kurtosis,
- Box Plots
- Pivot Table
- Heat Map
- Correlation Statistics
- ANOVA.

Module 3 Introduction to Predictive Analytics (8 Hours)

- Predictive Analytics Basics: Simple Linear Regression
- Multiple Regression
- Time Series.

Module 4 Introduction to Prescriptive Analytics (8 Hours)

- Predictive Analytics Basics: Simulation Models
- Monte Carlo
- Random Number Generation
- Mixed Integer Models
- Non Linear Models

Module 5 Applications of Business Analytics (4 Hours)

- Use Cases on Marketing, Human Resource, Finance, Supply Chain.

Pedagogy:

- 1) Classroom Discussions
- 2) Activity Based Learning
- 3) Practice Based Learning
- 4) Project Based Learning
- 5) Experiential Learning
- 6) Software Based Learning
- 7) Hackathons

Teaching Learning Resources:

Essential Readings:

1. Business Analytics, Global Edition, 2nd Edition, James Evans, Pearson, ISBN-13 978-1292095448
2. Albright Winston “Business Analytics, Data Analysis and Decision Making” 5th edition, Cengage Publication
3. U Dinesh Kumar “Business Analytics: The Science of Data - Driven Decision Making” by Wiley Publications

Reference Books:

1. Jeffrey D Camm “Essentials of Business” by South Western Publishing. ISBN-13-978-8131527658 by R N Prasad, Seema Acharya, Fundamentals of Business Analytics, 2 Edition, Wiley publishing
2. Prescriptive Analytics: The Final Frontier for Evidence-Based Management and Optimal Decision Making by Dursun Delen , Pearson FT Press publishing
3. Prescriptive Analytics, Second Edition, by Gerard Blokdijk, ISBN-13 : 978-1978232211
4. Jeffrey S. Strickland, Simulation Educators (2014) Predictive Analytics using R

Supplementary Resources:

NPTel Course: https://onlinecourses.nptel.ac.in/noc21_cs70/preview
Coursera Course: <https://www.coursera.org/specializations/business-statistics-analysis> <https://www.coursera.org/specializations/business-analytics>
Data Sources: Kaggle: <https://www.kaggle.com/>
Data world: <https://data.world/>,
Data.gov.in: <https://data.gov.in/>
Databases: EBSCO: <https://www.ebsco.com/academic-libraries>,
JGATE: <https://jgateplus.com>
Pearson E library: <https://elibrary.in.pearson.com>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	2	1	1	-	1	2	2	2	1	-
CO2	-	2	1	1	1	2	2	2	2	-	1
CO3	-	2	-	-	-	2	2	1	1	-	-
CO4	-	2	-	-	-	1	2	1	1	-	-
CO5	-	2	-	-	-	1	2	2	2	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	HUMAN RESOURCE MANAGEMENT
Term/Semester	II
Course ID	21MBA621
Credits	3

Introduction:

The Main objective of the course is to help the students to understand about various functions of Human Resource Management and to facilitate the students to implement recruitment, training and development and performance appraisal methods based on the needs of an organization. The course also aims to help the students to understand about compensation management and contemporary trends in human resource management.

Course Outcomes (COs):

After the completion of the course, students will be able to:

CO1: Understand and apply various functions of HRM in an organization

CO2: Implement Human Resource Planning based on organizational needs and to design Job Description and Job Specification for various job profiles in an organization.

CO3: Execute Recruitment, Selection and Career planning functions effectively in an organization.

CO4: Implement Training and Development methods and Performance Appraisal Methods depending on the organizational context

CO5: To discuss contemporary trends in HRM and to apply those contemporary trends in an organization on need basis.

Course content and Structure: (36 hours)

Module 1: Introduction to Human Resource Management (6 Hours)

- Changing nature of Work and Scope of HRM
- Qualities of HR Manager; Line and Staff Relationships
- Traditional HR vs. Strategic HR
- Gig Economy
- HR Analytics

Module 2: Job Analysis and Human Resource Planning (8 Hours)

- Job Analysis and Methods of collecting Job Analysis Data
- Job Description – Job Specification
- Human Resource Planning; Importance of Human Resource Planning; Methods of Forecasting Demand for and Supply of Human Resources

Module 3: Recruitment, Selection and Career Planning (6 Hours)

- Recruitment and Internal and External Sources of Recruitment; Alternatives to Recruitment
- Process of Selection; Types of Tests for Selection; Methods of Selection Interview

- Career planning; Stages in Career Planning; Career Anchors; Succession Planning

Module 4: Training and Development, Performance Appraisal and Compensation Administration (8 Hours)

- Training and Methods of Training- On-the Job Training and Off-the Job Training
- Process of Performance Appraisal; Errors in Performance Appraisal
- Compensation Administration: Components of Compensation, Factors influencing compensation

Module 5: Contemporary Trends in HRM - Overview (8 Hours)

- E-Recruitment using AI and Social Media; AI and Biases
- Virtual On boarding; Virtual Employee Experience; Gamification; Augmented Reality and Virtual Reality
- Coworking and Coworking Spaces; Home as New office
- Organizational Justice and Fairness
- Managing Diversity and Inclusion

Pedagogy

- 1) Classroom Discussion
- 2) Activity based Teaching
- 3) Theatre based Teaching (Role Play, Skit)
- 4) Case Based Teaching (Text Case, Multimedia Case Discussion)
- 5) Project Based Teaching
- 6) Experiential Learning
- 7) Industry-Institute Interface (III)
- 8) Webinar/Seminars/Student Development Programmes
- 9) Simulations

Teaching Learning Resources:

Essential Readings

1. Gary Dessler, BijuVarkkey, Human Resource Management, 16th Edition, Pearson Education.
2. V S P Rao, “Human Resource Management”, Second Edition, Excel Books- New Delhi
3. Ashwatappa K, Human Resource Management: Text and Cases, Tata McGraw-Hill.

References

1. Dr.S.S.Khanka, Human Resource Management, Seventh Edition, S.Chand Publishing
2. P G Aquinas, Human Resource Management, Third Edition, Vikas Publishing House
3. George W. Bchlander, Scott A. Snell, Principles of Human Resource Management, Cengage Learning.
4. Denisi, Griffin, Sarkar, Human Resource Management, Cengage Learning.
5. R S Dwivedi, Human Resource Management, Third Edition, Vikas Publishing House

Supplementary Resources

- Venkata, S. 2016. Recruitment and Selection Practices in Corporate Retail Stores. International Journal of Research in Organizational Behavior and Human Resource Management, 4(1), 57-67.
- Niculae, M. 2017. Employee's Career Planning and Development in Regional Rural Banks with Reference to Apgvb. Journal of Advance Management Research, 5(5), 162-177.
- Sinha, S., & Sorum, M. 2018. Role of Human Resource Management Approaches in Life Insurance Corporation, Arunachal Pradesh. International Journal of Management Studies, V (2), 103-119.
- Shipra, M., Aneet, & K, A. S. 2017. Training Significance and its Impact on other HR Functions in Select Textile and Apparel Industries of India. Intercontinental Journal of Human Resource Research Review, 5(7)
- Mukeshbhai, P. R., & Pathak, A. 2021. A Study on Performance Appraisal of Employees at Maruti Suzuki Kataria Automobile. IOSR Journal of Business and Management, 23(4), 18-27.
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=148510307&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=7308260&site=ehost-live>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	3	3	2	2	3	2	1	3
CO2	3	3	3	2	3	3	2	3	2	2	3
CO3	3	3	3	2	3	3	3	3	1	2	3
CO4	3	3	3	2	3	2	3	3	2	2	3
CO5	3	3	1	3	2	3	3	3	1	1	2
	LEVEL		3-Substantial		2-Moderate		1-Slight		"- " No relation		

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	FINANCIAL MANAGEMENT
Term/Semester	II
Course ID	21MBA321
Credits	3

Introduction:

“Beware of little expenses. A small leak will sink a great ship”- By Benjamin Franklin
The subject helps the students to understand the basics concepts of financial management such as Time value of money, cost of capital, Capital Budgeting, Working capital and so on. This course aims at equipping a potential manager with the tools and techniques that help make financial decisions of the business and thereby lead to achieving the goal of business – ‘wealth maximization.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Apply the time value concepts for basic financial decision making.

CO2: Calculate the cost of capital for a business or a project.

CO3: Evaluate projects using capital budgeting techniques.

CO4: Analyse the impact of different kinds of dividends on shareholder wealth and the optimum capital structure for a business.

CO5: Evaluate working capital effectiveness of a firm

Course content and Structure: (36 hours)

Module 1: Overview and Time Value of Money (8 Hours)

- **Introduction:** Objectives of Financial Management, Profit Maximization v/s Wealth Maximisation and Three Decisions in Finance.
- Time value of money, Future Values - Compounding Process, Present Values - Discounting Process, Single Cash Flow, Annuity, Perpetuity, Uneven Cash Flows, Multi-Periods in Compounding and Discounting, Loan Amortisation, Nominal v/s Effective Annual Rates.

Module 2: Cost of Capital (6 Hours)

- **Cost of Capital:** Cost of Debt, Post-Tax Cost of Debt, Cost of Equity: DDM (Dividend Discount Model), CAPM (Capital Assets Pricing Model) and Weighted Average Cost of Capital (WACC).

Module 3: Investment Decision (10 Hours)

- Estimation of Project Cash flows: Initial Cash flow & Subsequent Cash flow
- Evaluation of Investment Decisions: Traditional and Modern Methods: Payback Period, Average Rate of Return, Net Present Value NPV, Internal Rate of Return, Modified Internal Rate of Return and Discounted Payback Period.

Module 4: Capital Structure and Dividend Policy (6 Hours)

- **Introduction,** Planning the Capital Structure, Capital Structure Theory (in brief), Factors Affecting Capital Structure Decisions.

- **Dividend Policies:** Dividend policy in Practice Dividend theories – relevance and irrelevance: Walter, Gordon and Modigliani-Miller Hypothesis (including problems).

Module 5: Working Capital Management

(6 Hours)

- Estimation of Working Capital: Current Assets and Current Liabilities, Concept of Working Capital Management, Operating Cycle, Cash Cycle, Cost of Trade Credit. (Problems on Estimation of Working Capital)

Pedagogy:

- 1) Classroom Discussion
- 2) Financial modelling using Spreadsheet- Time value of Money, Investment Decisions
- 3) Application based teaching (Time value of Money Mobile Applications)
- 4) Project Based teaching- Listed companies for Cost of capital
- 5) Industry Interaction with the Practitioner

Teaching Learning Resources:

Essential Readings

1. Prasanna Chandra, “Financial Management”, McGraw Hill Education
2. Brigham and Houston (2015), Fundamentals of Financial Management, Cengage (15th edition)
3. Brealey, R. A. (2007). Principles of Corporate Finance, Tata McGraw-Hill Education
4. Van, Horne James, C. (2002), Financial Management & Policy, Pearson Education India, (12th edition)

References

1. Bahal, Mohit, “Practical Aspects of Financial Management”, Suchita Prakashan
2. Sharma, Dhiraj, “Working Capital Management – A conceptual Approach”, Himalaya Publishing House
3. Bhalla, V.K., “Financial Markets and Institutions”, S. Chand and Co
4. Hampton, John, “Financial Decision Making – Concepts, Problems and Cases”, Prentice Hall of India
5. Khan, M.Y; “Indian Financial System”, The McGraw Hill Companies

Supplementary Resources

- MOOC on Financial Management – Illinois University (Coursera)
- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	-	1	1	2	2	2	-	1
CO2	3	1	-	1	2	2	1	3	2	1	2
CO3	3	2	1	2	1	2	1	3	1	1	1
CO4	3	1	-	1	-	2	1	2	2	1	2
CO5	3	1	-	1	1	-	1	2	1	-	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	ENTREPRENEURSHIP AND START-UP MANAGEMENT
Term / Semester	II
Course ID	21MBA222
Credits	3

Introduction:

Entrepreneurship is the act of being an entrepreneur or “one who undertakes innovations, finance and business acumen in an effort to transform innovations into economic goods”. This may result in new organizations or may be part of revitalizing mature organizations in response to a perceived opportunity. The most obvious form of entrepreneurship is that of starting new businesses (referred as a start-up company); however, in recent years, the term has been extended to include social and political forms of entrepreneurial activity. When entrepreneurship is describing activities within a firm or large organization it is referred to as intra-preneurship and may include corporate venturing, when large entities spin-off organizations. What leads a person to strike out on his own and start a business? Sometimes it is a proactive response to a negative situation. Perhaps a person has been laid off once or more. Sometimes a person is frustrated with his or her current job and doesn't see any better career prospects on the horizon. Sometimes a person realizes that his or her job is in jeopardy. A firm may be contemplating cutbacks that could end a job or limit career or salary prospects. Perhaps a person already has been passed over for promotion. Perhaps a person sees no opportunities in existing businesses for someone with his or her interests and skills. Some people are actually repulsed by the idea of working for someone else. They object to a system where reward is often based on seniority rather than accomplishment, or where they have to conform to a corporate culture. Other people decide to become entrepreneurs because they are disillusioned by the bureaucracy or politics involved in getting ahead in an established business or profession. Some are tired of trying to promote a product, service, or way of doing business that is outside the mainstream operations of a large company.

This course will make students familiar to the Start-ups which are part of the entrepreneurial environment. This course will outline the changes the new thinking and systems adopted in the entrepreneurial/start-up set today. Some of the topics will be managing and growing a start-up, Funding for Stat up, Managing a Career at Start-up.

Course Outcomes:

After learning the course, the students should be able to

CO1: Develop idea generation using creative and innovative skills

CO2: Recognise different opportunities and learn for success and failure stories

CO3: Apply the dynamics to design business plans by considering all dimensions of business.

CO4: Evaluate entrepreneurial process in case studies and find exceptions to the model of entrepreneurship.

CO5: Create a small enterprise or a start-up, with a small capital within a short period and experience the science and art of doing business.

Course Content and Structure: (36 hours)

Module 1: Entrepreneurship and Innovation (04 Hours)

- Introduction- Entrepreneurial Process; Setting, Preparation, Management, Survival and Growth, Transition; Entrepreneurial behaviour and skills; Entrepreneurial structure. Need and contribution of entrepreneurship in India
- Entrepreneurship types, Characteristics and traits of an entrepreneur, Stages of entrepreneur.
- Innovation in entrepreneurship, means of developing innovation, innovation process.

Module 2: Entrepreneurial Stages- Idea Generation, Prototyping and feasibility Testing (10 Hours)

- Idea generation stages, Various methods of idea generation -Effectuation Theory; Problem Mapping; Design thinking;
- Idea testing and Prototyping - Product Diamond testing; Prototyping; IPR-importance; process and. Entrepreneurship in Action- Creativity and Innovation.
- Identification of Business Opportunities; Evaluation of Business Opportunities, RAMP Model, Mullins 7 Domain Framework. Feasibility Analysis- Market Entry Strategies; Marketing Feasibility; Financial Feasibilities; Political Feasibilities; Economic Feasibility; Social and Legal Feasibilities;
- Technical Feasibilities; Managerial Feasibility, Location and Other Utilities Feasibilities.

Module 3: Entrepreneurial Planning (08 Hours)

- Business model – Meaning, designing, analysing and improvising;
- Business Plan – Meaning; Scope and Need; Financial; Marketing; Human Resource; and Production/Service Plan. Content of Business Plan, Business plan Formats- Project report preparation and presentation; Common pitfalls of Business Plan;
- Idea pitching, Prospecting funding.

Module 4: Eco- System Supporting Growth and Funding of Entrepreneurship / Startup (08 Hours)

- Sources of Finance, Central government institutions and agencies: SIDBI, NABARD, NSIC, SISI, EDI, etc. State government institutions and agencies: DIC, CEDOK, KIADB, KSFC, etc. 2018 - 19 Page 31 Other supporting agencies RUDSETI,
- Incubation centers, VCs, Maker's labs, TBIs, etc. Specific initiatives to promote entrepreneurship: Start-up India, Stand up India and MUDRA, Make in India, etc. initiatives.
- Start-ups – role of accelerators, Managing Funding and internal finance.
- Managing risk and negotiating deals.
- Managing start-ups transition and growth.

Module 5: Contemporary Development in Entrepreneurship

(06 Hours)

- Entrepreneurship in Different Context and Forms- Rural Entrepreneurship; Group Entrepreneurship; Social Entrepreneurship; Corporate Entrepreneurship; Indigenous Entrepreneurship; Women Entrepreneurship; Serial Entrepreneurs
- Entrepreneurship in backward regions;
- International Entrepreneurship; Entrepreneurial Ethics.
- Corporate Governance in Start Ups, Investor's -Stakeholder's role. Exit and Divestment procedure.
- Building a Career in Start-up.
- Crowd Funding and Innovative ways of Funding a Start Up.

Pedagogy

1. Idea Lab
2. Classroom Learning
3. Experiential Learning
4. Andragogy (Self Learning – Video Profiling)
5. Case Based Teaching (Success and Failure Stories)

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	2	1	1	1	1	3	1	3	2
CO2	2	3	1	1	1	3	1	3	2
CO3	2	3	3	1	3	3	3	3	3
CO4	3	3	3	1	1	3	1	3	2
CO5	3	1	3	1	1	3	1	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

RECOMMENDED BOOKS (Latest Editions)

1. Entrepreneurship and Small Business Management, Mariotti and Glackin, 2nd edition, Pearson Publication,
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Groves beek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry. A. timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
6. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
7. 'Effectuation'- Saras Saraswathi
8. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications
9. Bruce R. Barringer, R.Duane Ireland, Entrepreneurship successfully, launching new ventures. Pearson, 2019.

10. Managing Start-ups for Success, Entrepreneurship in Difficult Times, By Rajat Kanti Baisya, 1st Edition, Copyright Year 2021, Rout ledge.
11. Venture Capital Investing by David Gladstone, FT Press; 1 edition (2003-08-23), 1956.
12. Be a Startup Superstar: Ignite Your Career Working at a Tech Startup, Jaby Steven Kahan, Wiley.

REFERENCE BOOKS (Latest Editions)

1. Reddy, “Entrepreneurship: Text & Cases”, Cengage Learning
2. David H. Holt , “Entrepreneurship: New Venture Creation”, Prentice-Hall of India
3. K Ram Chandran, “Entrepreneurship Development: Indian cases on Change Agents” Tata McGraw Hill
4. Brigitte Berger , “The Culture of Entrepreneurship”, ICS Press
5. Vasant Desai, “Entrepreneurial Development and Management”, Himalaya Publication

Supplementary Resources:

1. Entrepreneurship: Do your venture;
https://onlinecourses.swayam2.ac.in/imb19_mg03/preview
2. Identifying entrepreneurial Opportunities;
<https://www.classcentral.com/course/edx-identifying-entrepreneurial-opportunities-12828>
3. Start-up: How to build a successful business?
<https://www.coursera.org/learn/startup-english>.
4. Journal of small Business : <https://www.tandfonline.com/>
5. JEB- Journal of Entrepreneurship and Business: <https://jeb.umk.edu.my/>
6. <https://elibrary.in.pearson.com/login>
7. <https://jgateplus.com/home/>
8. <https://capitaline.com/>
9. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	DIGITAL MARKETING
Term/Semester	II
Course ID	21MBA121
Credits	3

Introduction:

The focus of Digital Marketing is on the evolution of marketing in the context of today's rapidly changing digital business environment. It examines how digital technologies, from traditional marketing to today's plethora of Web applications have changed the face of contemporary marketing theory and practice. The course goes on to consider how the cutting-edge technologies of digitally-enabled marketing tools have built the relationship between 'Content and Brand.' The course specifically draws upon real cases and examples and is designed to give students a practical appreciation of cutting-edge digital-age competitive practice.

Course Outcomes (COs):

- CO1:** To understand the digital marketing practices.
- CO2:** To be able to understand various social media marketing tools.
- CO3:** To develop an understanding of Search Engine Optimization.
- CO4:** To provide insights to digital marketing analytics.
- CO5:** To develop understanding about digital innovation and trends.

Course content and Structure: (36 hours)

Module 1: Introduction to Digital Marketing (8 hours)

- Meaning and definition of digital marketing
- Traditional Vs. Digital marketing
- Digital marketing strategy-The consumer decision Journey; P-O-E-M Framework; Segmenting and customizing messages; Digital Landscape
- Digital Advertising Market in India

Module 2: Social Media Marketing (10 hours)

- Introduction to social media marketing- Meaning and definition
- Overview of social media marketing Tools- Facebook, LinkedIn, Twitter, Instagram and Snap chat, YouTube, Mobile marketing

Module 3: Search Engine Marketing (6 hours)

- Search Engine Marketing-Paid advertising and SEO, SEM platforms, types of SEM keywords-broad, phrase, exact and negative, Google Ad words
- Concept of SEO; SEO Phases-Website audit and content
- On page optimization- Technical elements, HTML tags, Keywords- Long tail and Short tail, RSS Feeds
- Off page optimization – Authority and Hubs; Backlink; Blog post; Press Release; Forums; Unnatural links ; SEO Tactics

Module 4: Digital marketing Analytics**(6 hours)**

- Web analytics- Key metrics: Behavioural analysis, Outcome analysis, Experience analysis; Making web analytics actionable
- Google analytics- Introduction to Google analytics

Module 5: Digital Innovation and Trends**(6 hours)**

- AI, Machine learning
- Chatbot
- Personalization
- Influencer marketing.
- Wearables
- Programmatic advertising
- Conversational marketing
- Online communities and co-creation

Pedagogy:

- 1) Classroom Discussion
- 2) Expert talk
- 2) Practice based learning

Teaching Learning Resources**Essential readings**

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
3. David Whiteley; E-Commerce: Strategy, Technologies and Applications, McGraw Hill Education.

Reference Books

1. Seema Gupta; Digital Marketing, McGraw Hill Education
2. Menon, Arpita; Media Planning and Buying; McGraw Hill (1st Edition, 2010)
3. Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing Problems; McGraw-Hill Education; (5th edition, 2008)
4. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the
5. Digital generation; Kogan Page (3rd Edition, 2014).
6. Rajendra Nargundkar and Romi Sainy; Digital Marketing - Cases from India; Notion Press, Inc
7. Philip Kotler; Marketing 4.0: Moving from Traditional to Digital, Publisher Wiley
8. Punit Singh Bhatia; Fundamentals of Digital Marketing, Pearson

Supplementary resources

1. <https://yourstory.com/2021/08/artificial-intelligence-ml-infrastructure-digital-marketing/amp>
2. <https://www.retailwire.com/discussion/did-the-pandemic-change-digital-marketing-for-good/>
3. <https://huddle.today/digital-marketing-specialist-email-marketing-and-website-content-management-cao-atlantic-limited/>
4. <https://www.forbesindia.com/blog/digital-navigator/basics-of-marketing-to-the-gen-z-digital-consumer/>
5. <https://rismedia.com/2021/10/01/digital-marketing-strategy-relevant/>
6. <https://www.thenewsminute.com/article/memes-reels-and-spaces-how-south-movies-are-embracing-digital-marketing-155525>
7. <https://learndigital.withgoogle.com/digitalgarage/course/digital-marketing>
8. Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
9. EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
10. Jgate: <https://jgateplus.com/home/resources/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	1	-	2	1	1	2	3	-	-	-
CO2	3	2	-	2	1	2	3	3	1	-	-
CO3	3	2	-	2	1	-	3	3	1	-	-
CO4	3	2	-	2	1	-	3	3	-	-	-
CO5	2	1	-	1	-	1	1	3	2	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	EMPLOYABILITY SKILLS
Term/Semester	II
Course ID	21MBA721
Credits	2

Introduction:

Employability Skills can be defined as the transferable skills needed by an individual to make them 'employable'. Along with good technical understanding and subject knowledge, employers often outline a set of skills that they want from an employee. These skills are what corporates believe will equip the employee to carry out their role to the best of their ability. Employability depends on individual's knowledge, skills and attitudes, how they use these assets, and how you present them to employers

Course Outcomes (COs):

On completion of the course the student will be able:

- CO1:** Understand and appreciate career planning and developing a career path
- CO2:** Demonstrate good resume writing skills,
- CO3:** Demonstrate interviews skills
- CO4:** Demonstrate skills for Group discussion.
- CO5:** Demonstrate proficiency in cracking aptitude test.

Course content and Structure:

(24 hours)

MODULE 01- CAREER PLANNING:

(03 Hrs)

- Goal Setting, Career exploration, Matching careers, Proactive career management,
- Practical skills for job search, the tools and methods that will enable to find the right career path in line with vision and goals, and to help identify ideal job. Knowing yourself - personal characteristics, Knowledge about the world of work, requirements of jobs including self-employment, Sources of career information, preparing for a career based on their potentials and availability of opportunities
- Current Affairs: To cover day to day the current affairs topics, motivate students to read newspapers every day.

MODULE 02- RESUME BUILDING

(03 Hrs)

- Resume Skills: Preparation and Presentation Introduction of resume and its importance, Difference between a CV, Resume and Bio data, Essential components of a good resume. Video Resume - Creating Video Resume. Importance of Video Resume.
- Resume skills: Common errors: Common errors people generally make in preparing their resume, prepare a good resume of her/his considering all essential components

MODULE 03- INTERVIEW SKILLS and MOCK INTERVIEW

(04 Hrs)

- Interview Skills: Preparation and Presentation: Meaning and types of interviews (F2F, telephonic, video, etc.), Dress Code, Background Research, Do's and Don'ts, Situation, Task, Approach and Response (STAR Approach) for facing an interview.

- Interview procedure (Opening, listening skills, closure, etc.), Important questions generally asked in a job interview (open and closed ended questions)
- Interview Skills: Simulation: Observation of exemplary interviews, Comment critically on simulated interviews
- Interview Skills: Common Errors: Discuss the common errors generally candidates make in interview, Demonstrate an ideal interview
- Communication skills and Articulation skills in English speaking and reading

MODULE 04- GROUP DISCUSSION SKILLS

(04 Hrs)

- Meaning and methods of Group Discussion Procedure of Group Discussion
- Group Discussion - Simulation
- Group Discussion - Common Errors
- Emerging Technology Skills: Adapt to use data and analytics. Know and Build knowledge on application of Emerging technology and its application areas in management.

(10 Hrs)

MODULE 05- APTITUDE TRAINING (Problem Solving on the following topics).

- Pipes and Cisterns - Concept and Basic Problems
- Pipes and Cisterns- advance level Problem
- Syllogism - Concept and Basic Problems
- Syllogism- advance level Problem
- HCF LCM - Concept and Basic Problems
- Logarithms - Concept and Basic Problems
- Calendars - Concept and Basic Problems
- Calendars -advance level Problem
- Permutation and combination - advance level Problem
- Basics of averages
- Averages advance level problems
- Data Sufficiency - advance level Problem
- Reading comprehension
- Synonyms and Antonyms
- Subject verb agreement
- Tenses and prepositions
- Probability - Introduction
- Probability- advance level
- Vedic Maths Basics
- Number and letter series

Pedagogy:

- Practice -Based Teaching and Training.
- Activity based teaching and training
- Role-play, Theater.

- Interaction with professional trainers.
- Out-bound Training.
- Class room Discussion.

Teaching Learning Resources:

Essential readings-

- Designing Your Life by Bill Burnett and Dave Evans, Knopf, Illustrated edition, 2016.
- Development of Life Skills and Professional Practice, 2014, Vikas Publication, Shalini Verma
- Amos, Julie-Ann. Handling Tough Job Interviews. Mumbai: Jaico Publishing, 2004.
- Bonet, Diana. The Business of Listening: Third Edition. New Delhi: Viva Books, 2004.
- Implementing New Technologies: Innovation and the Management of Technology, Wiley-Blackwell; 2nd edition 1994

References

- Amy Cuddy- Presence., Little, Brown Spark; Illustrated edition, 2018.
- Daniel Kahneman, Thinking, Fast and Slow Paperback – Farrar, Straus and Giroux; 1st edition (April 2, 2013).
- Ajmani, J. C. Good English: Getting it Right. New Delhi: Rupa Publications, 2012.
- Carnegie, Dale. The Quick and Easy Way to Effective Speaking. New York: Pocket Books, 1977
- Collins, Patrick. Speak with Power and Confidence. New York: Sterling, 2009.
- Fitikides, T. J. Common Mistakes in English. London: Orient Longman, 1984.
- Hughes, Shirley. Professional Presentations: A Practical Guide to the Preparation and Performance of Successful Business Presentations. Sydney: McGraw-Hill, 1990
- Lesikar, Raymond V and Marie E. Flatley. Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002
- Pease, Allan. Body Language. Delhi: Sudha Publications, 1998.
- The Interview, James Innes, Book e Pub eBook, Pearson, 3rd Edition.

Weblinks and E-Resources

- <http://www.bbc.co.uk/worldservice/learningenglish/radio/specials/15>
- <http://www.colostate.edu/Depts/Speech/rccs/theory44.html>

Suggested Apps: Thinking about your life, Pocket, Trello.

- One Day Out Door Training in Association with Eagle Unbound, Bangalore.

MOOC's Suggested:

- <https://www.mooc4dev.org/lifeskills1> (IIT Kanpur)
- <https://youtu.be/KxxKrei5evM> (Swayam12 week)
- <https://nptel.ac.in/noc/courses/noc18/SEM1/noc18-hs18/>

CO PO's mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	3	2	1	3	3	1	3	3
CO2	3	3	2	2	2	1	1	3	-	2	2
CO3	3	3	3	3	2	1	1	3	-	3	3
CO4	3	3	3	3	2	1	1	3	-	3	3
CO5	3	3	3	3	3	3	2	3	-	3	3

LEVEL: 3- Substantial, 2- Moderate, 1-Slight, 0-No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	ADVANCED IT SKILLS
Term/Semester	II
Course ID	21MBA722
Credits	2

Introduction:

Technology has brought a greater convenience, improved access to information, and revolutionized how we work today. Although we are familiar using technology in our daily lives but many are not skilled to use advanced IT that is demanded by the industry today. Gaining advanced IT skills like advanced MS-Excel, Power BI and R programming will make students more self-assured when applying to certain industries and facilitate better business decisions. Additionally, technical expertise makes one's multi-tasking, giving the confidence to take on increasingly challenging and complex roles for growing career.

This course is designed to improve the professional and job skills of students that will help them to get exponential growth in career. This course will not only help to build the future skills required to succeed in education but also those advanced IT skills that are directly relevant to industries and careers of the future.

Course Outcomes (COs):

After successful completion of the course students will be able to:

CO1: Understand and apply various advanced functional tools and techniques embedded in MS-Excel

CO2: Understand and apply various advanced analytical tools and techniques embedded in MS-Excel

CO3: Understand and apply various analytical and visualization tools and techniques embedded in Power BI

CO4: Understand and apply various analytical tools and techniques embedded in R Programming

Course content and Structure: (24 hours)

Module 1: Excel skills for Business Specialization (6 Hours)

- **Tables and charts:** Revision of some basic elements of Excel; Conditional formatting; Logic and nested functions; Charts advanced formatting; If statements
- **Organizing data:** Advanced table formatting; Worksheets management; Sort and Filters tools; Subtotal
- **Analyzing data:** Analyze data with Pivot tables; Create and manage Scenarios and Summaries; Define and use cells names; Other What-if analysis tools
- **Functions:** Date and time functions; Text functions; Financial functions; Create custom number formats
- **Sharing spreadsheets:** Lookup and reference functions; Data validation; Auditing tools; Security and protection options
- **Data gathering and automations:** Importing and linking data; Advanced copy and paste options; Automation with Macros; Reviewing tools

Module 2: MS-Excel in Functional areas of Business

(6 Hours)

- Applied Financial Analysis and Forecasting Financial Statements, Mathematical & Statistical Tools for Financial Analysis
- Pivot Table Case Study; Performance Ratings of Employees
- Microsoft Excel, HR Dashboard & Analytics; Attendance Register using Microsoft Excel VBA, Restaurant Billing System using Microsoft Excel VBA
- Understand inventory coverage calculations
- Multiple Excel techniques to prepare sales reports and perform analytics
- SUMIFS and VLOOKUP for Slabs; Date Formulas for After Sales Service
- Understand & develop the supply chain conceptual model
- Develop a monthly bucket supply chain model in Microsoft Excel
- **Advanced statistical tools:** Descriptive Statistics, Histogram, Correlation, Rank and Percentile, Regression.

Module 3: Data analytics Visualization using Power BI

(6 Hours)

- **Power BI Components:** Components of PowerBI suite including PowerBI for Desktop, PowerBI mobile app, Server, Gateway
- **Business Transformation:** How PowerBI will transform your data and business
- **Feature to manage & utilize data:** Power BI desktop features and managing and utilizing data with it to get Data from many sources
- **Power Query Usage:** ETL process using Power Query such as Transforming, Cleaning, Merging, Custom Visuals & Native Visuals
- **Creating Customized Data:** How to custom and create data visualizations and style reports for lucid data representation
- **Data Modeling Relationships** Data Modeling Relationship concepts like Star Schema and Snowflake Schema and Natural Query language
- : Connecting data from different sources and data modeling with PowerBI to enhance your business
- **Power BI functions** Dax Functions like Filter Functions, Time Intelligence Functions, Aggregate Functions, Measures etc.
- **Reports embedding with DAX:** Embedding Reports with DAX Functions and learn how to share and collaborate data using Power BI

Module 4: Introduction to Data Analysis using R

(6 Hours)

- **Introduction to R programming:** What is R; Installing R and R Studio; R Studio Overview; Working in the Console; Arithmetic Operators; Logical Operations; Using Functions; Getting Help in R and Quitting R studio
- **Installing and loading packages:** Setting up your working directory; Downloading and importing data; Working with missing data; Extracting a subset of a data frame; Writing R scripts; Adding comments and documentation; Creating reports;
- **Data structures, variables, and data types:** Creating Variables; Numeric; Character and Logical Data; Vectors; Data Frames; Factors; Sorting Numeric; Character; and Factor Vectors; Special Values
- **Descriptive statistics in R:** Measures of central tendency; Measures of variability; Skewness and kurtosis; Summary functions; describe functions; and descriptive statistics by group; Correlations

Pedagogy:

1. Lab based learning/teaching
2. Software linked Practice based Teaching
3. Project based learning
4. Interaction with experts
5. Case based teaching
6. Class room discussion

Teaching Learning Resources:**Essential readings**

1. Excel 2016 Bible”, John Walkenbach
2. “Excel 2016 Power Programming with VBA”, Dick Kusleika and Michael Alexander
3. “Advanced Excel Essentials”, Jordan Goldmeier
4. ”Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence, Brett Powell
5. Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life, Devin Knight, Brian Knight, Mitchell Pearson, Manuel Quintana
6. “R Cookbook”, Paul Teetor
7. “R for Data Science”, Garrett Golemund and Hadley Wickham
8. “Hands-On Programming with R”, Garrett Golemund

References

1. Linda Foulkes- Learn Microsoft Office 2019: A comprehensive guide to getting started with Word, PowerPoint, Excel, Access, and Outlook (Packt Publishing Limited)
2. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington
3. Exam Ref 70-778 Analysing and Visualizing Data by Using Microsoft Power BI 1st Edition, Daniil Maslyuk
4. The Definitive Guide to DAX: Business Intelligence for Microsoft Power BI, SQL Server Analysis Services, and Excel Second Edition (Business Skills) 2nd Edition, Marco Russo , Alberto Ferrari Data Visualization with R 100 Examples by Thomas Rahlf, Springer
5. Using R for Introductory Statistics, By John Verzani, CRC Press
6. Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis 1st Edition [Kindle Version]. Retrieved from <http://www.amazon.in>

Supplementary Resources

1. <https://docs.microsoft.com/en-us/power-bi/guided-learning/>
2. <https://microsoftlearning.github.io/DA-100-Analyzing-Data-with-Power-BI/>
3. <https://www.kaggle.com>
4. <https://www.github.com>
5. <https://www.myonlinetraininghub.com/microsoft-excel-online-training-syllabus>

6. <https://excelexposure.com/>
7. <https://corporatefinanceinstitute.com/resources/excel/study/basic-excel-formulas-beginners/>
8. <https://www.rstudio.com/online-learning/>
9. <https://hackr.io/tutorials/learn-r>
10. <https://www.statmethods.net/r-tutorial/index.html>
11. <https://www.tutorialspoint.com/r/index.htm>
12. [Pearson E- Books](#)

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	3	1	2	3	2	3	1	1
CO2	2	3	1	3	2	2	3	3	3	1	1
CO3	2	3	1	3	1	2	3	2	3	1	1
CO4	1	3	1	3	1	2	3	2	3	1	1

LEVEL: **3- Substantial,** **2- Moderate,** **1-Slight,** **0-No Co-relation**

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Semester end Lab Exam	Individual	Lab Journal - 10 Each 3 exercises - 30 Viva Voice - 10 Total - 50	At the end of the semester
2	Attendance and Class participation	Individual	5	At the end of the semester
3	Cap-Stone project using Advanced MS-Excel	Each group of 3 Students (max)	Report - 5 Presentation - 5 Viva Voice - 5 Total - 15	At the end of the semester
4	Cap-Stone project-2 Power BI	Each group of 3 Students (max)	Report - 5 Presentation - 5 Viva Voice - 5 Total - 15	At the end of the semester
5	Cap-Stone project-3 using R	Each group of 3 Students (max)	Report - 5 Presentation - 5 Viva Voice - 5 Total - 15	At the end of the semester

Course Title	BUSINESS IMMERSION
Term/Semester	II
Course ID	21MBA821
Credits	3

INTRODUCTION

Each student should undertake the Business Immersion Programme-I work immediately after the first semester examination and submit a hard bound copy of the report before commencement of second semester. The time duration for this Immersion Programme is six weeks. This Immersion Programme, under the guidance of internal faculty of the institution and external guide of the company. The study has to be on studying a live management problem/issue concerning the organization. The purpose of Business Immersion Programme-I is to develop required skills and competencies to emerge as a good business leader and thinker. This could involve a desk study / data analysis /organization study/ extension work or exploration of an idea or its implementation. Students are required to follow the guidelines indicated below;

Couse outcomes

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

CO1: Conduct independent academic research to successfully support and present their own perspectives of key business and cultural issues

GUIDELINES

1. Under this program every student is required to undertake a Business Immersion for a period of six weeks between I and II semester. It would be carried under the guidance of an identified internal faculty and an external mentor from the organization.
2. Students should find the organization before the completion first semester and finalize the scope of the study.
3. Students are allotted to respective internal guides based on the area of interest.
4. In case any changes regarding the specialization or Immersion title then respective guide should approach Business Immersion committee with proper reason and the proposed new topic for approval.
5. The Business Immersion work must be a study on live management problem or an issue. This could be in the nature of desk study or a field study or extension work or preparation of detailed study report of an idea or exploration of a solution to the problem or implementation of an idea or a project or organizational study or a case study of any other which reflects the spirit of the regulations. The immersion may not necessarily include research work.
6. The word organization includes the following
 - a. Micro, Small, Medium or Large Business Organization in any sector
 - b. Educational Institution
 - c. Government Department
 - d. NGO/ CSO/ Voluntary Organization
 - e. Research Body or Development Agency

- f. Panchayat Raj Institution/s
 - g. Local Municipal Body, Legislature, Court, Etc.
7. On the completion of Business Immersion work the student is required to submit a report to faculty guide and external mentor or company within the specified timeline.
 8. Satisfactory completion of Business Immersion work and obtaining 50% of the marks allotted is an essential requirement for completing Immersion Programme.
 9. Any full time faculty with a minimum of Three years teaching experience at management Institutions and Part Time or Guest Faculty with minimum of Five years teaching experience at Management Institutions or practitioner with minimum One year (full time) of Industry/Business/NGO/Govt./ Research Experience are eligible to guide the Business Immersion work as faculty guide. Head of the institution has to certify the eligibility of such faculty guides.
 10. Every faculty guide will be allotted the maximum of fifteen (15) students.
 11. The Business Immersion report has to be as per report guidelines
 12. One hard and one soft copy (in CD) have to be submitted to their respective guides.
 13. The evaluation of Business Immersion will be done as follows;
Internal 50 Marks and External 50 Marks

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Evaluation Plan

Internal Marks					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Quality of the Work	5 marks	1	Each Chapter 5 marks (5 Chapter * 5 Marks)	25 Marks
2	Punctuality &Discipline	5 marks	2	Punctuality &Discipline	5 marks
3	Enthusiasm shown	5 marks	3	Discussion with Mentor	5 marks
	Total Marks from External mentor	15 Marks	4	Total Marks from Internal mentor	35 Marks
	Total Marks from External mentor				15 Marks
	Total Marks from Internal mentor				35 Marks
	TOTAL INTERNAL MARKS				50 Marks

External Marks					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Quality of Presentation	5 marks	3	Quality of Outcome & Recognition by the Company	5 Marks
2	Viva-Voce	10 marks	4	Overall Quality of Immersion work and Report	30 marks
TOTAL EXTERNAL MARKS					50 Marks

Course Title	OPEN ELECTIVES I
Term/Semester	II
Course ID	21MBA822
Credits	2

Course Outcome:

After the successful completion of the course, students will be able to:

CO1: Understand and articulate the nuances in the selected course

Guidelines:

The open electives are offered to the students with the purpose of giving them a wide opportunity to enhance their knowledge. The students are given an opportunity to choose from a wide range (4500) of MOOCs offered by Coursera, NPTEL, SWAYAM etc., and enroll themselves.

Open elective 1: Students have to complete 1 MOOC during the II Semester based on their interest and submit the certificate. The duration of the course should be for 6-8 weeks. In the beginning of the II semester, students have to register for a MOOC and update the information to the designated faculty mentor. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Evaluation Plan:

Students are required to complete the course and take-up the assessment at the end of the course.

Sl. No.		Evaluation Item	Marks Allotted
1	Internal Marks (50)	Weekly presentation and submission of reports to the mentor	20
2		Presentation on the learnings from the course	30
3	External Marks (50)	Final course assessment score and submission of certificate to the mentor	50

Course Title	HEALTH AND WELLNESS
Term/Semester	II
Course ID	21MBA823
Credits	2

Introduction:

Health and Wellness is a matter of concern at times and routine most of the times. This curriculum is designed to promote better living and fitness among students and focus on understanding the scientific knowledge for enhanced benefits. Comprehensive health and fitness plan prepares individuals for their future roles as working professionals, parents and citizens.

Food intake is the source of nutrients for growth and maintenance of a healthy body. Sound nutritional knowledge is needed to allow individuals to make wise food choices. The curriculum encourages students to adopt a self-monitored continuous learning through use of Massive Open Online Courses (MOOCs).

Strong mind and body are a prerequisite for a healthy living. This course emphasizes physical fitness practice through workouts and exercises, yoga, sports and games. Attendance and participation are a pre requisite for completion of the course. A student has to mandatorily opt any one of the MOOC courses and should complete the same and submit a certificate copy to designated staff in charge along with Practice Report Card (PRC). PRC is a documentation procedure to monitor attendance and progress in Yoga camp, Sports Clinics, Sporting events, Gym workouts, sports and fitness competitions and any related events as notified through circulars. All practice shall follow Covid 19 preventive methods by adopting covid appropriate behaviors.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Understand and appreciate the nutrient compositions to make their food choices and Gain deeper understanding related to all types of substance abuse.

CO2: Develop attitude, attribute and skills that foster effective responsibility and maintain personal health (Physical, mental, social and Spiritual) and overall wellbeing and Understand and appreciate the therapeutic benefits of Yoga, Gym based workouts, etc.

CO3: Understand and appreciate the overall benefits of playing Sports and making it part of one's lifestyle and First Aid

Course content and Structure: (24 hours)

Module 1: Food and Nutrition and Substance Abuse (4 Hours)

- **Introduction:** Classify food on the basis of nutrient content, Functions of major nutrients
- **Eating Behavior:** Eating habits. Planning a Balanced Diet, Diet Routine for different age groups, wholesome vs. Junk foods.
- **Food hygiene:** Cleanliness and food hygiene, food toxicity, food grading, food combinations and food preparation
- **Substance Abuse:** All types of substance abuse and food toxicity and their effect.

Module 2: Personal health and Overall wellbeing (12 Hours)

- **Introduction to Human Anatomy:** Gross Human structure, brief about all the systems of human body (As per Medical science and ancient Indian scriptures)
- **Yoga:** Yogic way of living as per our scriptures, Practice of Common Yoga Protocol (Sookshma Vyayama, Yogasanas, Kriyas, Pranayama and Meditation) developed by Ministry of Ayush, Yogic diet, Dos and Don'ts in YOGIC way of life
- **Other Exercise regimes:** Walking, Jogging, gym based workouts, Aerobics, Weight training, etc. (Pros and Cons)

Module 3: Sports (8 Hours)

- Practice of Indoor and Outdoor sports
- Making sports as part of our life style
- First Aid in Practice

Pedagogy:

- 1) Participative Learning through Clinics
- 2) Discussion based on online Ted Lessons
- 3) Activity based Learning
- 4) Practice based learning
- 5) Workshops and seminars

Teaching Learning Resources:

Essential readings-

1. Common Yoga Protocol, Ministry of AYUSH, GOI
2. RVIM Handbook for Health and Wellness, 2021
3. Patanjali Yoga Sutra
4. Hathayoga Pradeepika

MOOCs: YOGA- MOOCs Course offered by Ayur Yoga Life, Indian Yoga association, BBAU, MDNIY, etc.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	-	-	-	-	-	-	-	-	-
CO2	-	1	-	-	-	-	-	-	-	-	1
CO3	-	1	2	1	2	-	-	-	-	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	EvaluationItem	Unit of Evaluation	Marks Allotted	Timeline
Internal Evaluation				
1	Attendance and Participation in regular yoga sessions	Individual Practice Report Card	40	At the end of the semester
2	Participation in Sports (events and competitions)	Individual	10	During the course
External Evaluation				
3	Completion of MOOC Course on YOGA	Individual	30	At the end of the semester
4	Workshop on Substance Abuse and Nutrition	Individual	10	During the course
5	First aid training	Individual	10	During the Course in small batches

COURSE MATRIX OF THIRD SEMESTER

Sl.NO	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	21MBA431	Operations and Supply Chain Management	3	36	50	50
2	21MBA231	Business, Government & Society	2	24	50	50
3	21MBA232	Values, Ethics and Social Responsibility in Business	2	24	50	50
SE 5	21MBA731	Domain Specific Skills	AC	-	-	-
IP 2	21MBA831	Social Immersion [Rural / Urban / NGO / Government] Two Weeks after II Semester or	1	-	50	50
IP 3	21MBA832	International Immersion [Socio- Cultural Context] (Two Weeks after II Semester)				
EC 2	21MBA833	Design Thinking and Creativity for Business	2	24	50	50
OE 2	21MBA834	Open Elective II [MOOC] 6-12 weeks	2	-	50	50
		Specialisation subjects (3 Major & 2 Minor) <ul style="list-style-type: none"> • Marketing • Entrepreneurship and Family Enterprise Management • Finance • Operations and Supply Chain Management • Business Analytics • Human Resource Management 	15	180	250	250
		TOTAL	27 + 1 AC	288	550	550

SPECILISATION WISE SUBJECTS

MARKETING		
SL NO	SUBJECT CODE	SUBJECT NAME
1	21MBA131	Applications of Digital Marketing
2	21MBA132	Sales and Distribution Management
3	21MBA133	Service and Retail Marketing
4	21MBA134	Neuromarketing and Consumer Behaviour
5	21MBA135	Product and Brand Management
6	21MBA136	Customer Experience Management
ENTREPRENEURSHIP AND FAMILY ENTERPRISE MANAGEMENT		
1	21MBA235	Business Model Canvas and Business Plan development
2	21MBA233	Social Entrepreneurship and Innovation
3	21MBA236	Entrepreneurship in Action – I (Practice based course)
4	21MBA234	Entrepreneurial Leadership
5	21MBA237	Technology for Startups and Family Businesses
6	21MBA238	Corporate Entrepreneurship
FINANCE		
1	21MBA332	Investment Analysis and Portfolio Management
2	21MBA333	Business Valuation & Financial Modeling
3	21MBA331	Direct Tax
4	21MBA334	Indirect Tax
5	21MBA335	Banking Financial Services and Insurance
6	21MBA336	Behavioural Finance
OPERATIONS AND SUPPLY CHAIN MANAGEMENT		
1	21MBA432	Supply chain designing, Sourcing and Optimization
2	21MBA433	Logistics Management
3	21MBA435	Business Process Modeling and ERP

4	21MBA434	Lean Management
5	21MBA437	SCM for E-Commerce
6	21MBA436	Business Dynamics Modeling and Simulation
BUSINESS ANALYTICS		
1	21MBA531	Predictive Analytics using R
2	21MBA532	Big Data Analytics
3	21MBA533	Descriptive Analytics and Data Visualization
4	21MBA534	Analytics Applications in Functional Areas
5	21MBA536	Data Warehousing and Data Mining
6	21MBA535	Business Intelligence
HUMAN RESORCE MANAGEMENT		
1	21MBA632	Performance Management and Competency Mapping
2	21MBA631	Talent Management and Employee Engagement
3	21MBA633	Industrial Relations and Employment Laws
4	21MBA634	Learning and Development
5	21MBA636	Compensation and Reward Management
6	21MBA635	Leadership and Change Management

Course Title	OPERATIONS AND SUPPLY CHAIN MANAGEMENT
Term/Semester	III
Course ID	21MBA431
Credits	3

Introduction:

With the growing manufacturing and service enterprises in recent years, supply chain management has gained popularity in India. The current course facilitates the students on how to build different supply chain management strategies and methods of forecasting demand, aggregate planning and network design for companies. The course aims at recognizing the role of Operations management among various business functions and its role in the organizations' strategic planning and gaining competitive advantage. It provides adequate knowledge of a range of operations management systems/models in decision making.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: Understand the concept and scope of operations management in a business context

CO2: Distinguish the role of location planning and capacity planning for enhancing operations capability

CO3: Demonstrate knowledge of the functions of logistics and supply chain management

CO4: Design and Develop the supply chain network

CO5: Understand and apply the quality management tools in business context

Course content and Structure:

(36 hours)

Module 1: Production and Operations management functions (6 Hrs.)

- Introduction to operation; Operation management function; Classification of production systems
- Productivity; factors affecting productivity; The decision process; Characteristics of operations decisions; Decision making environments;
- Time study; methods
- Work study: Methods
- Method study: Methods
- Motion study: Methods
- Calculation of lead time and cycle time

Module 2: Capacity and Location planning (8 Hrs.)

- Importance of capacity decisions; Defining and measuring capacity; Determinants of effective capacity; Determining capacity requirement; Developing capacity alternatives- Evaluating alternatives
- Need for location decisions; Nature of locations decisions; General procedure for making locations decisions; Evaluating locations decisions;

- Facilities layout; need for layout decisions
- Types of processing

Module 3: Supply chain management and Logistics (8 Hrs.)

- Basic concepts & philosophy of SCM; Decision phases in SCM; Supply chain framework
- Key issues in SCM and benefits
- Logistics of part of SCM –
- Logistics costs; Inbound and out bound logistics; Bullwhip effects in logistics;
- Distribution and warehousing management
- Demand Management

Module 4: Designing the supply chain network (8 Hrs.)

- Designing the distribution network; Role of distribution; Factors influencing distribution
- Design options; Distribution networks in practice
- Network design in the supply chain; Factors affecting the network design decisions - Designing and Planning
- Transportation Networks; Role of transportation; Modes of transportation

Module 5: Introduction to Quality Management (6 Hrs.)

- Dimensions of quality; Cost of quality and quality cost audit
- Statistical process control; control charts
- Total quality management (TQM)
- Six sigma
- ISO 9000 and other ISO series
- Lean and Just in Time production system

Pedagogy:

- Class room discussion
- Project based learning
- Workshop from practioners
- Case based teaching
- Experiential learning

Teaching Learning Resources:

Recommended Books

1. Supply chain management, Chopra Sunil and Peter Meindl - 3rd edition, Pearson, 2007.
2. “Operation Management, Author- Joseph G Monks McGrew Hill Publication, International Edition-1987.
3. “Production and Operation Management”, -Pannerselvam R. PHI publications, 2nd edition

Reference Books

1. "Production and Operation Management" Chary S. N. Tata McGraw Hill 3rd edition.
2. "Production and Operations Management", Everett E. Adams, Ronald J. Ebert, Prentice Hall of India Publications, Fourth Edition.
3. Modern Production/Operations Management, Buffia, Wiley India Ltd 4th Edition.
4. Supply Chain Management-A Managerial Approach, Amith Sinha, Herbert, 2nd edition, TMH.
5. A Text Book of Logistics and Supply chain management, Agarwal D.K. - 1st edition, Macmillan

Supplementary reading

- <https://www.coursera.org/specializations/supply-chain-management>
- <https://www.futurelearn.com/courses/supply-chain-innovation>
- <https://www.edx.org/course/operations-management>
- Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
- Jgate: <https://jgateplus.com/home/resources/>
- Capitaline: <https://www.capitaline.com/SiteFrame.aspx?id=1>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	-	--	2	3	-	3	-	--
CO2	-	3	1	-	1		3	3	3	1	2
CO3	2	3	1	-	-		3	1	3	1	2
CO4		3	-	-	-	3	3	1	3	1	1
CO5	1	3	2	-	-	1	3	1	3	-	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BUSINESS, GOVERNMENT AND SOCIETY
Term/Semester	III
Course ID	21MBA214
Credits	2

Introduction:

The Course is designed to provide an interdisciplinary subject that deals with the nature and scope of business and government relations. The emphasis of this course is on ethical and social issues affecting society's stakeholder groups (customers, owners, employees, communities, and environmentalists) and the challenges for business in the future. This course encourages comparative analysis of business ethics with the moral standards of the world community

Course Outcomes (COs):

After successful completion of this course, the student will be able to

CO1: Understand and appreciate the Indian Constitution, composition of Indian Constitution.

CO2: Describe the legal aspects of business and regulations for organizations

CO3: Develop the basic conceptual understanding of disasters and its different contextual aspects, impacts and public health consequences

CO4: Evaluate sustainability and inclusion issues and solutions using a holistic approach

Course content and Structure: (24 hours)

Module 1: Indian Constitution (4 Hours)

- Constitution, Features: Citizenship, Preamble, Fundamental Rights and Duties, Directive Principles of State Policy
- Union Legislature and Executive
 - President of India – Election and Powers.
 - Prime Minister and Council of Ministers.
 - Lok Sabha – Composition and Powers.
 - Rajya Sabha – Composition and Powers.
- State Legislature and Executive
 - Governor – Powers & Functions
 - Chief Minister and Council of Ministers
 - Legislative Assembly – Composition and powers
 - Legislative Council – Composition and powers
- Local Administration
 - 73rd and 74th amendments: Panchayats & Urban Local Bodies: Powers and functions;
- The Judiciary

- Features of judicial system in India
- Supreme Court –Structure and jurisdiction
- High Court – Structure and jurisdiction
- Subordinate Courts at District, Municipal and Village Level
- Election Commission
 - Role and Functioning
 - Chief Election Commissioner and Election Commissioners, State Election Commission: Role and Functioning

Module 2: Legal Business Environment

(10 Hours)

- Indian Contract Act: Agreement and Contract, Essential of a valid Contract, Classification of Contracts, Remedies for breach of Contract.
- Companies Act 2013 and 2017: Major principles, Duties and Liabilities of Directors, Winding up of Companies
- Labor Compliances in India – Laws on Wages, Social Security, Industrial Safety & Welfare and Industrial Relations, The Sexual Harassment of Women at Workplace Prevention, Prohibition and Redressal Act, 2013
- The Consumer Regulations Act 1986 and 2019 and RTI Act, 2005
- Intellectual Property Right: Trade Marks, Patents, Designs, Copyright, Trade Secrets, Geographical Indications
- Information Technology Act 2002, 2008 Amendment, Cyber Law in India, Salient features of IT Act, Digital Signature

Module 3: Integrated Disaster Management

(4 Hours)

- Definitions, Objectives, Importance and Effects of the Disasters (Economical effects, Social effects, Geographical effects.)
- Types of Disasters: Natural Disasters (Earthquake, Landslides, Flood, Drought, Tsunami, Cloud Bursting), Man – made Disasters (Industrial, Chemical, Nuclear Disasters, Forest fires, Deforestation).
- Factors responsible for Disasters: Environmental Factors - Climate change, Pollution (Air, Water, Soil), Geographical Factors – Geographical Distributions of Areas (Hill Areas, Sea Coastal Areas, Desert habitats).
- Biological Disasters: Pest Attacks, Viral infections, Bacterial Infections.
- Prevention Preparedness, Vulnerable Areas, Damage assessment, Rehabilitation & Reconstruction, Allocation of resources, Resource Implementation, Role of Govt. & non - governmental organizations, Contingency Plan & Case Studies
- Disaster Management Act, 2005: salient features

Module 4: Sustainable development and Inclusion

(6 Hours)

- Sustainability: Sustainability Pillars (Environmental, Social, Economic, Governance)
- Integrating Sustainability into Business: Value Chain perspective beyond Corporate Social Responsibility, Sustainability Strategy and Planning, Stakeholder Engagement

- Sustainability Management Approaches: Eco-business and Environmental Management, Lean Manufacturing, Social Sustainability Management, Triple Bottom Line
- Sustainable Development Goals Vision
- Environmental Protection Act 1986 – Salient features of the Act, Global Warming
- Environmental Management System [EMS]
- Carbon Footprints, Carbon Credits

Pedagogy:

- 1) Classroom Discussion
- 2) Workshop from Practitioners
- 3) Case based teaching
- 4) Experiential Learning
- 5) Project based learning
- 6) Mock Parliament
- 7) Field Visit

Teaching Learning Resources:

Essential readings-

- N. D Kapoor, elements of mercantile Law Sultan Chand and Company, India, 2006.
- Ashwatappa K, Essentials of Business Environment, Himalaya Publishing House
- Anderson J.E., (2006) Public Policy-Making: An Introduction, Boston, Houghton
- Dr. Rajesh Chakra borty and Kaushiki Sanyal, Public Policy in India Publisher: Oxford University Press

References-

- The Introduction To The Constitution Of India, by Dr. Durga Das Basu, LexisNexis
- B.D.Singh, “Labor Laws for Managers”, Excel Books
- Public Policy and Politics in India: How Institutions Matter, Kuldeep Mathur, Oxford University Press, 2013
- Disaster Management and Mitigation- by Prof R B Singh
- John M. Wallace and Peter V. Hobbs, Atmospheric Science: An Introductory Survey, Academic Press, New York, 1977.
- Bohle, H. G., Downing, T. E. and Watts, M. J. Climate change and social vulnerability: the sociology and geography of food insecurity, Global Environmental Change. No.4, pp. 37-48

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	3	2	3	3	3	-	-	-
CO2	3	3	3	3	2	2	2	3	2	2	2
CO3	2	2	3	3	1	2	1	3	2	2	2
CO4	2	2	3	3	1	1	2	2	2	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	VALUES, ETHICS AND SOCIAL RESPONSIBILITY IN BUSINESS
Term/Semester	III
Course ID	21MBA247
Credits	2

Introduction:

Ethics is the branch of philosophy concerned with the meaning of all aspects of human behaviour. Theoretical ethics, sometimes called normative ethics, is about delineating right from wrong. It is supremely intellectual and, as a branch of philosophy, rational in nature. It is the reflection on and definition of what is right, what is wrong, what is just, what is unjust, what is good, and what is bad in terms of human behaviour. It helps us develop the rules and principles (norms) by which we judge and guide meaningful decision-making.

Business ethics, also called corporate ethics, is a form of applied ethics or professional ethics that examines the ethical and moral principles and problems that arise in a business environment. It can also be defined as the written and unwritten codes of principles and values, determined by an organization's culture, that govern decisions and actions within that organization. It applies to all aspects of business conduct on behalf of both individuals and the entire company. In the most basic terms, a definition for business ethics boils down to knowing the difference between right and wrong and choosing to do what is right.

Social responsibility is an ethical theory in which individuals are accountable for fulfilling their civic duty, and the actions of an individual must benefit the whole of society. In this way, there must be a balance between economic growth and the welfare of society and the environment.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Understand and appreciate the importance of ethics in business

CO2: Demonstrate ethical practices for effective management

CO3: Evaluate the success of a Social responsibility initiative and its impact on organization.

CO4: Demonstrate the relevance of Corporate Governance in the context of present-day management

Course content and Structure: (24hours)

Module 1: Relevance of Values in Modern Management (6 Hours)

- Values for Managers
- Ethics, culture and values:
- Importance of culture in organizations;
- Indian ethos and value systems;
- Concepts of Dharma;
- Work ethos;
- Difference between western approach of Management and Indian Approach of Management, Concept of Knowledge.

Module 2: Business ethics: (6 hours)

- Importance of Business Ethics; Relevance of Ethics in Management; Characteristics of Business Ethics; Principles of Business Ethics.
- Holistic approach for managers in decision-making; Ethical Management; Role of organizational culture in ethics;
- Structure of ethics management; Ethics Committee and ethical code of conduct.
- Advantages of Managing Ethics in Workplace

Module 3: Ethical Concepts (6 hours)

- Ethics and Morality; Types of ethics; Theories of ethics: Teleological theory; Deontological theory; Virtue theory.
- Meaning and scope of business; Characteristics – Objectives of Business Ethics; Factors influencing business ethics; Arguments for and against business ethics; Different views of business ethics - The Separatist View, The Unitarian View, The Integration View,
- Ethical issues in global business.

Module 4: Social responsibility (6 hours)

- Understanding Social Responsibility
- Social Responsibility in Practice; Accountability; Triple Bottom line; Collective responsibility
- Inclusive business
- SA8000
- Shareholder primacy
- Social enterprise
- Social Audit.
- Social entrepreneurship
- Socially responsible investing

Pedagogy:

- 1) Classroom Discussion
- 2) Case Supplement
- 3) Scenario analysis and group discussions
- 4) Workshop

Teaching Learning Resources:

Essential readings

1. Velasques, (2003), "Business Ethics-Concept and Cases", 5th Ed. PHI, New Delhi
2. Chakraborty, S. K. (1998), "Foundations of Management Work – Contribution from Indian Thought" HPH, Delhi 2.
3. Drucker, P., (1983), "Management in Turbulent Times", Pan Books, London
4. Modh, Satish, Ethical Management: Text and Cases in Business Ethics and Corporate Governance. New Delhi: Macmillan Publishers India Ltd, 2005.
5. Manuel G. Velasquez, "Business Ethics", PHI Learning, New Delhi, 2010

References

1. S K Mandal Ethics in Business and Corporate Governance Tata McGraw Hill 2011 or Latest
2. Murthy C.S.V. Business Ethics and Corporate Governance Himalaya Publishing 2009 or Latest Edition
3. A.C. Fernando Business Ethics: An Indian Perspective Pearson Latest
4. Riya Rupani Business Ethics and Corporate Governance Himalaya Publishing Latest Edition
5. David J.Fritzsch Business Ethics; a Global and Managerial Perspective McGraw-Hill Irwin, Singapore Latest Edition
6. Andrew Crane & Dirk Matten Business Ethics : Managing Corporate Citizenship and Sustainability in the Age of Globalization Oxford University Press Latest Edition
7. Ashok K Nadhani Business Ethics and Business Communications Taxmann Latest Edition
8. Murthy C.S.V Business Ethics Himalaya Publishing Latest Edition
9. Daniel Albuquerque, "Business Ethics", Oxford University Press, New Delhi, 2010.
10. Jayasree Suresh, B.S. Ragavan, "Human Values in Professional Ethics", Sultan Chand, New Delhi, 2009.
11. Joseph W. Weiss, "Business Ethics", Cengage Learning, New Delhi, 2012.
12. Shekhar R.C, "Ethical Choices in Business", Sage Publishers, New Delhi, 2009

Supplementary resources

- <https://www.slideshare.net/saadiakh/business-ethics-and-corporate-governance-21431952>
- <https://www.icmrindia.org/courseware/Business%20Ethics%20&%20Corporate%20Governance>
- [Business%20Ethics-Suggested%20Case%20Studies.htm](#)
- <https://www.scu.edu/ethics/focus-areas/business-ethics/resources/cases/>
- <https://www.grin.com/document/336022>
- Journal of Human Values
- IBA Journal of Management & Leadership
- International Journal of Business Ethics in Developing Economies
- Journal of Business Law and ethics

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	1	2	2	3	1	2
CO2	2	2	1	-	1	-	2	2	2	1	1
CO3	2	1	1	2	1	1	1	3	3	2	2
CO4	2	2	1	1	1	1	2	1	2	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	DOMAIN SPECIFIC SKILL
Term/Semester	III
Course ID	21MBA731 (SE)
Credits	AC

Guidelines:

The domain specific certificate program is offered to the students with the purpose of giving them a wide opportunity to enhance their domain specific skill and competencies in the following areas:

- Personal Finance Management
- Banking /IBPS exam preparation
- Audit
- International Taxation And Training Course
- Ecommerce
- Digital Marketing
- Supply Chain Management
- Sales and Distribution Management Skills

Course outcomes:

Post Completion of this course students should be able to:

CO1: Develop Domain specific skills and competencies in the area of Interest

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	2	1	1	2	1	2	2	2	1	3
LEVEL	3-Substantial		2-Moderate		1-Slight		- No Co-relation				

Evaluation Plan:

In the beginning of third semester students have to register for TWO certificate course chosen from their area of specialization(from the list of certificate programs given above) The chosen course should be of a minimum duration of 20 hours.

Students need to inform and register their names for the course with Center for Training and Placement. After the completion of the certificate program students need to submit the certificate to the center. On gaining the TWO required certification the student will be eligible for the semester-end exam.

Course Title	SOCIAL IMMERSION PROGRAMME
Term/Semester	III
Course ID	21MBA831
Credits	1

INTRODUCTION

Each student should undertake the social immersion programme immediately after the second semester examination for the duration of two weeks and submit a hard bound copy of the report before commencement of 3rd semester. The immersion programme will be under the guidance of internal faculty of the institution.

The main objective of the Social Immersion project is to sensitize students on civic and community issues, to enhance their interpersonal skills and to understand the problems of Rural/Urban/NGOs/Government or any other social issues of the society and enhance their status through capacity building. Social Immersion Programme also helps students to be better citizens by knowing, understanding and finding sustainable solutions for pressing community needs. They also learn and practice their management skills for building a better community.

The student has to work for two weeks in an NGO/ Government Organisation/ Government Agencies/ Panchayat Raj Institutions on different issues or undertake a freelancing study based on their interest. This could involve a desk study / data analysis / extension work / field work or exploration of an idea or its implementation.

I. SOCIAL IMMERSION PROGRAMME FRAMEWORK

1. Phase 1: Pre Departure Preparation
 - a. Introduction to Social Immersion Programme [SIP]
 - b. Sensitization towards social problems
 - c. Identification of immersion organization

2. Phase 2: Field Immersion
 - a. Two Week Field immersion in collaboration with social-sector organizations across India
 - b. Mentor - Student Meeting
 - c. Student review meetings

3. Phase 3: Post-Immersion Reflections
 - a. Presentation to partner organizations
 - b. Interim report submission to partner organizations

4. Phase 4: Report Submission & Evaluations

- a. Submission of field report
- b. Maintenance of diaries

Course Outcomes:

After successful completion of this course, the student will be able to

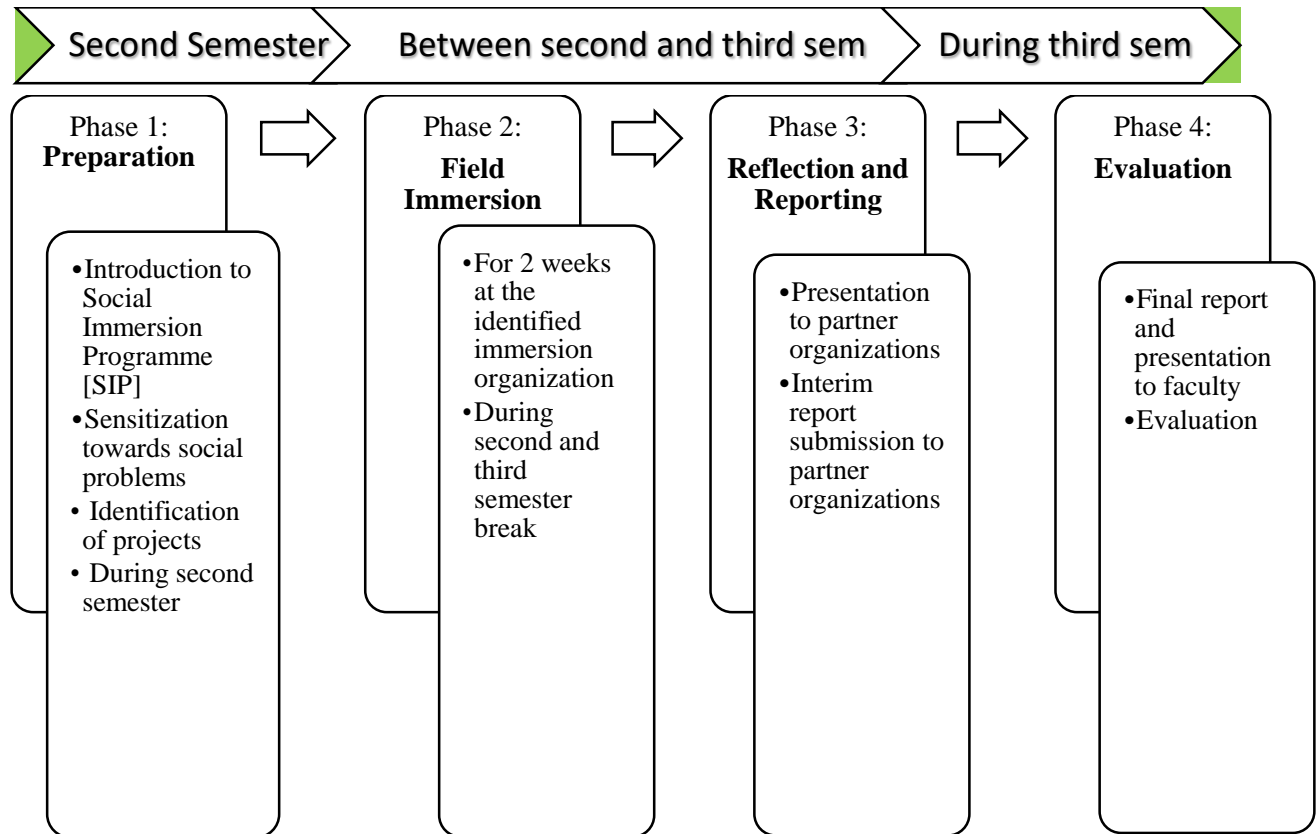
CO1: Develop better citizenship by knowing, understanding and finding creative and sustainable solutions for pressing problems and issues faced by NGOs/Community/Society

CO2: Build interpersonal development, particularly the ability to work well with others, and build leadership and communication skills.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	-	1	2	1	3	-	2	2	3	2
CO2	3	-	3	1	-	3	-	-	2	3	2
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Timeline



IMMERSION METHODOLOGY

Primary method used for collecting sociological data will be ethnographic field research, of which field diaries are an important component. The base line survey, field survey, observation of the process, interaction with community members can be adopted for data collection.

Students are required to follow the guidelines indicated below;

GUIDELINES

1. Under this program, the student is required to undertake a Social Immersion individually for a period of two weeks between II and III semester. It would be carried under the guidance of internal faculty member from the Institution and external mentor.
2. Students should identify the place of study (organization) before the completion of II semester and finalize the scope of the study in consultation with the Institute Guide.
3. Students are allotted to respective Internal Faculty Guide based on the area of interest.
4. The Social Immersion program must be a study on live social problem or social issues and work on solving a problem. This could be in the nature of desk study or a field study or extension work or preparation of detailed report of a problem or exploration of a solution to the problem or implementation of an idea or a project or of any other study which reflects the spirit of the regulations. The immersion may include research work or a case study.
5. The word organization includes the following
 - a. Educational Institutions in rural areas
 - b. Government Department
 - c. NGO/ CSO/ Voluntary Organization/CSR department of an Organization
 - d. Research Body or Development Agency
 - e. Panchayat Raj Institution/s
 - f. Local Municipal Body, Legislature, Court, Etc.
6. On the completion of Social Immersion Program, the student is required to submit a report to faculty guide and external mentor or company within the specified timeline.
7. Satisfactory completion of Social Immersion Program and obtaining 50% of the marks allotted is an essential requirement for completing Immersion Programme.
8. Any interested faculty, Part Time or Guest Faculty or Social Activist are eligible to guide the immersion programme. Head of the institution has to certify the eligibility of such guides.
9. Every guide will be allotted the maximum of fifteen (15) students.
10. The Social Immersion report has to be as per report guidelines
11. One hard and one soft copy (in CD) have to be submitted to their respective guides.

Uniformity and Size of Type

- ◆ The body of the text must be prepared from a clear and readable font style at the same size throughout the document.
- ◆ Twelve-point font is the generally accepted font size.

- ◆ However, different point sizes can be used for tables, figures, or captions, as long as usage is consistent and conforms to the appropriate style manual.
- ◆ Choose the font carefully depending on your final distribution plans. Serif fonts (e.g. Times New Roman) are easier to read on paper.
- ◆ The use of bold, italic, capitalization, or any other writing convention should be consistent throughout the document and should follow the appropriate style manual.
- ◆ Alignment of text should be consistent (including no justified alignment).
- ◆ The body of the document must be spaced with 1.5”
- ◆ All page numbers must appear centered or right side in the bottom margin

Course Evaluation plan					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Report & Viva-voce by External Examiner	20 marks	1	Quality of the immersion work	20 Marks
2	Quality of the Work	10 marks	2	Presentation of the report	10 marks
3	Punctuality, Discipline & Code of Conduct	10 marks	3	Immersion Diary	10 marks
4	Certificate of Appreciation	10 marks	4	Internal Interactions Mentor	10 marks
	Total Marks from External mentor	50 Marks		Total Marks from Internal mentor	50 Marks

Course Title	INTERNATIONAL IMMERSION
Term/Semester	III Semester
Course ID	21MBA832
Credits	1

Introduction:

To highlight the quality education and value addition being imparted at our institute, RVIM Centre for International Collaborations proposes to have an international immersion programme in “Innovation and Productivity” / Design Thinking/ International Business, etc. offered by our partnering institutions/ Universities.

The programme shall highlight the need and relevance of international exposure and certification along with MBA degree in the present days. It emphasizes on the benefits of a globally relevant certification. This will enable us to compete with the best of B-Schools on aspects of teaching-learning resources, international collaborations, and industry academia connect.

Course Outcomes:

On completion of the international immersion program, students will be able to-

CO1 Understand and appreciate the working culture of different countries/ universities.

CO2 Gain proficiency in the chosen area of certification

CO3 Understand and appreciate international travel etiquettes, food and behavioural etiquettes.

CO4 Contribute to collaborative research, Making the students industry-ready, brand building, international projects & placement opportunities.

Course content and Structure:

The 2 week immersion programme will include the following:

- ✓ class room sessions for 4 days per week on the chosen area of study with the partnering institution leading to certification
- ✓ Industrial visits : 3- 4 to facilitate project work
- ✓ Cultural visits : Local sightseeing & places of cultural importance

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3
CO2	2	1	3	1	3	2	2	1	1	1	3
CO3	2	1	3	1	3	2	2	1	1	2	3
CO4	2	1	3	1	3	2	1	1	1	2	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Evaluation Plan: The total evaluation will be for 100 marks which will include 3 components:

1. Presentation:

To prepare a presentation of 15-20 slides including the broad areas like- prior preparations done, their experiences, learnings, takeaways from industrial visits, takeaways from cultural visits, students' impression about the country visited and challenges faced.

2. Project report:

The report has to be prepared based on the industrial visits and overall international experience. This will be evaluated for 30 marks

3. Feedback of the Internal mentor on preparations made and conduct during the immersion: 20 marks

The students have to score a minimum of 50% marks to be eligible for successful completion of the Program

The timeline for the immersion program is between the II & III SEM MBA.

Course Evaluation Plan:

	Evaluation Item	Marks Allotted
Internal Marks (50)	Class Participation	30
	Feedback of Mentor	20
External Marks (50)	Project report	30
	Viva-Voce	20
	TOTAL	100

Course Title	DESIGN THINKING AND CREATIVITY FOR BUSINESS
Term/Semester	III
Course ID	21MBA833
Credits	2

Introduction:

Design thinking is a critical problem-solving approach for building creative and innovative solution. Design thinking is a process that relies on understanding users’ needs and experiences as they continue to evolve. It is a solution-focused mindset that is critical to developing new ideas that can uncover potential opportunities, challenge assumptions and lead to product and service innovations. Through analysis and imagination, design thinking empowers organizations to identify and implement human-centered and action-oriented solutions to complex business problems.

Gaining deeper insight into the target users’ needs and expectations in turn leads to more value creation. This is the core of design thinking, and it leads to improved products, services and internal processes. This course will develop a user-centric designs for all issues and evolve a solution that will address a customers’ pain points and meet their business goals.

COURSE OUTCOMES (CO):

On completion of the course students will be able to:

- CO1** Understand and appreciate the design thinking frame work and develop an empathy map
- CO2** Understand and appreciate the importance of problem defining – in the design thinking frame work.
- CO3** Demonstrate ability to identify an idea based on design thinking process.
- CO4** Demonstrate the ability to develop prototype which offers real world solutions
- CO5** Apply these new strategies to create new innovative solutions

COURSE CONTENT AND STRUCTURE

(24 hours)

MODULE 1: INTRODUCTION TO DESIGN THINKING & EMPATHY MAPPING (04 HOURS)

- Introduction to design thinking approach,
- Identify the customer journey.
- Map the customer journey to understand customers' experiences with product/service
- Develop persona(s) of your target customers (CPM).

MODULE 2: PROBLEM MAPPING

(05 HOURS)

- Problem statement or underlying issue and possible solution options
- Define customer profile and needs by using ethnographic research methods (interviews and observations)
- Pinpoint target users and design interview questionnaires to understand customer pain points

MODULE 3: IDEATE AND SYNTHESISE SOLUTION (05 HOURS)

- Brainstorm ideas to explore solutions that will help customers meet their needs
- Identify desirable features of solutions and cluster ideas, select high-quality solution ideas that can be prototyped
- Discussion of Indian companies using design thinking.

MODULE 4: PROTOTYPE AND EXPERIMENT (05 HOURS)

- Design a prototype for the selected idea to enable a conversation with the stakeholders
- Derive insights from user-prototype interactions with all stakeholder feedback. Rectify flaws, address constraints and enhance strengths.
- Discuss the importance of accepting of failing quickly and cheaply. Improvise and restart.

MODULE 5: VALIDATE AND REFINE (05 HOURS)

- Refine prototype and solutions based on feedback from target users to better fit with user needs
- Test and refine point of view (POV)
- Describe the applications of complementary tools of innovation: Value Proposition Designer, Business Model Canvas

PEDAGOGY

- MOOC driven learning
- Workshop by Experts
- Experiential Learning
- Expert Video Lecture
- Use of Templates to learn Concepts and Models
- Case Studies/Simulations

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	1	2	3	3	3	3	2	3	3
CO2	3	3	-	2	3	3	3	3	1	3	3
CO3	3	3	-	2	3	3	3	3	1	3	3
CO4	3	3	1	2	3	3	3	3	1	3	3
CO5	3	3	1	2	3	3	3	3	1	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

RECOMMENDED BOOKS

- 1) Design: Creation of Artifacts in Society by Prof. Karl Ulrich, U. Penn Change by Design by Tim Brown.

- 2) The Design of Everyday Things: Revised and Expanded, Norman, Don. Edition. United States, Basic Books, 2013.
- 3) Design Thinking: Understanding How Designers Think and Work, 1st edition, Pearson
- 4) Handbook on Design Thinking –Eli Woolery, Free book.
- 5) Design Thinking for Startups, Jimmy Jain, Notion Press, 2018.
- 6) Design Thinking for Small Business Putting the Power of Design to work., Beverly Rudkin Ingle, Apress, Oct-2013.

REFERENCE BOOKS:

1. Elements of User Experience: User-Centered Design for the Web and Beyond, Second Edition Jesse James Garrett
2. 8 Steps to Innovation –T. Krishnan Rishikesh, Harper Collins Publishers India.
3. Design thinking in Class room, David Lee, Ulysses Press, 2018.

SUPPLEMENTARY RESOURCE:

1. <https://www.ibedo.org/>
2. <https://blog.hypeinnovation.com/>
3. Coursera: Design Thinking for Innovation by University of Virginia. By Jeanne M Liedtka
4. Coursera: Design Thinking for the Greater Good: Innovation in the Social Sector (by Jeanne M Liedtka).
5. Swayam: Design thinking -A Primer. By IIT-Madras. (4 weeks).
6. <https://elibrary.in.pearson.com/login>
7. <https://jgateplus.com/home/>
8. <https://capitaline.com/>
9. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	Performance in MOOCs based on Design Thinking for Innovation by University of Virginia. By Jeanne M Liedtka (SEE)	Individual	50	At the end of the semester
2	Attendance and class participation	Individual	10	At the end of the semester
3	Project on ideation and synthesizing solution	Individual	10	Full semester
4	Project on Empathy mapping and problem mapping	Individual	10	Full semester
5	Project on development of prototyping and Experimentation	Individual	10	Full semester
6	Project on validation and refreshment	Individual	10	Full semester

Course Title	OPEN ELECTIVE II
Term/Semester	III
Course ID	21MBA834
Credits	2

Guidelines:

The open electives are offered to the students with the purpose of giving them a wide opportunity to enhance their knowledge. The students are given an opportunity to choose from a wide range of MOOCs- 4500 + courses offered by Coursera/NPTEL /SWAYAM /eDEX etc. and enroll themselves.

Course Outcome:

After the successful completion of the course, students will be able to:

CO1: Understand and articulate the nuances in the selected course

Open elective 2: Students have to complete 1 MOOC in their area of specialization during the III Sem and submit the certificate. The duration of the course should be for at least 6-8 weeks.

In the beginning of the semester, students have to register for a MOOC in their chosen area of specialization, preferably in their major specialization and update the information to the designated faculty member. This will enable the faculty to monitor the progress. After completion of the course, students have to submit the completion certificate. This will ensure eligibility for the students to complete the semester successfully.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Evaluation Plan:

Students are required to complete the course and take-up the assessment at the end of the course.

Sl. No.		Evaluation Item	Marks Allotted
1	Internal Marks (50)	Weekly presentation and submission of reports to the mentor	20
2		Presentation on the learnings from the course	30
3	External Marks (50)	Final course assessment score and submission of certificate to the mentor	50
		TOTAL	100

MARKETING SPECILISATION SUBJECTS

Course Title	APPLICATION OF DIGITAL MARKETING
Term/Semester	III
Course ID	21MBA131
Credits	3

Introduction:

Digital marketing is now spreading like a virus because of the extraordinary results that it offers. It is now the most popular field of marketing. Digital marketing is a vast concept which includes online blogging, SEO marketing, online marketing and online campaigns. With the internet penetrating in our life, digital marketing has made itself the most affordable means of reaching a larger number of customers at the national, global and regional level. This popularity of the marketing tool has made the subject challenging and imperative for every student to learn the digital marketing skills. The course will help the students to learn the key skills required for digital marketing.

Course Outcomes (COs):

After the completion of the course, the students will be able to:

CO1: To plan and create a website.

CO2: To be able to apply e-mail marketing tools.

CO3: To understand and apply mobile marketing.

CO4: To create and develop social media identity using social media tools.

CO5: To provide an understanding about content marketing.

Course content and Structure: (36 hours)

Module 1: Planning and creating Website (6 hours)

- Brand awareness, credibility, and delivery among consumers
- Practical demonstration on how to create a website
- How to incorporate design and other elements into the website

Module 2: E-Mail Marketing (6 hours)

- Importance of Email Marketing
- Email Marketing Platforms
- Creating & Tracking e-mailers
- Open Rates & CTR of e-Mailers
- Create Forms Create Opt-in Lists

Module 3: Mobile Marketing (6 hours)

- Mobile Advertising overview; Mobile Advertising Models; Mobile Marketing features- Location based services; Social marketing on mobile
- QR Codes; Tracking mobile campaigns- Mobile Analytics,
- Building Mobile Apps

Module 4: Creating and developing Social Media Identity (12 hours)

- Using Facebook for running an advertising campaign; creating page, boosting campaign, tracking and monitoring
- LinkedIn Marketing; Using LinkedIn for professional networking; Creating professional LinkedIn profile; Identifying job or part-time opportunities
- Instagram Marketing- How to become an influencer; Post and hashtag strategy; Using Instagram for business opportunities
- Twitter Marketing; Overview of Twitter; Composing a Tweet; Using Hashtag; Pinning & sharing tweet; Creating followers
- YouTube- Creating a channel on YouTube; Increasing impression & reach; How to increase followers

Module 5: Content marketing (6 hours)

- Blogging
- Article Marketing
- CTC via Content
- Guest Blogging
- Content Marketing Tools

Pedagogy:

- Classroom Discussion
- Expert talk
- Practice based teaching
- Project Based learning
- Case based teaching
- Research based teaching

Teaching Learning Resources:**Essential readings**

1. Digital Marketing Seema Gupta McGraw Hill Education 2017
2. Marketing 4.0: Moving from Traditional to Digital Philip Kotler, Hermawan Kartajaya, Iwan Setiawan Wiley 2017.
3. Fundamentals of Digital Marketing Puneet Bhatia Pearson Second Edition
4. Deepak Bansal, A Complete Guide to Search Engine Optimization, B.R Publishing Corporation, 1st Edition, 2009
5. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
6. Ramsey, Seven Guidelines for Achieving ROI from Social Media, eMarketer, 2010
7. Digital Marketing Swaminathan T N, Karthik Kumar Cengage Learning India Pvt. Ltd 2019

Reference Books

1. Social Media Marketing Tracy L Tuten, Michael R Solomon SAGE Second Edition.
2. Digital Marketing Ian Dodson Wiley 2016.
3. Strauss.J and Frost. R, “E- Marketing”, Pearson Education, 5th Edition, 2009

Supplementary readings

1. <https://www.financialexpress.com/brandwagon/how-b2c-brands-are-re-aligning-their-digital-marketing-strategy-for-e-commerce/2342291/>

2. <https://yourstory.com/2021/10/digital-agency-reimagining-marketing-creating-inspirational-stories/amp>
3. <https://ceoworld.biz/2021/09/27/5-emerging-digital-marketing-strategies-to-try-in-2022/>
4. <https://www.indiatoday.in/education-today/jobs-and-careers/story/career-in-digital-marketing-skills-needed-job-roles-and-other-details-1854788-2021-09-20>
5. <https://www.hospitalitynet.org/news/4106776.html>
6. <https://www.coursera.org/specializations/digital-marketing>
7. <https://www.simplilearn.com/advanced-digital-marketing-certification-training-course>
8. <https://www.udemy.com/courses/marketing/digital-marketing/>
9. Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
10. EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
11. Jgate: <https://jgateplus.com/home/resources/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	2	-	1	-	-	1	1	2	-	-
CO2	2	3	-	2	-	-	3	3	1	-	-
CO3	2	3	-	2	-	-	3	3	1	-	-
CO4	2	3	-	2	-	-	3	3	1	-	-
CO5	1	3	-	2	-	-	3	3	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	SALES AND DISTRIBUTION MANAGEMENT
Term/Semester	III
Course ID	21MBA132
Credits	3

Introduction:

The objective of this course is to help students to understand the Sales & Distribution functions as integral part of marketing functions in a business firm. Globalization; increased competition; rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important. This course will make students appreciate the role of sales managers in the context of Indian economy with particular reference to essential consumer and industrial goods and services.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: Understand and appreciate the importance of Sales & Distribution as integral part of marketing function in a business firm.

CO2: Apply techniques and approaches required for effective decision making in the areas of Sales and Distribution.

CO3: Develop understanding of the various aspects encompassing sales management; logistics and distribution management.

CO4: Analyze the problems involved in distribution management and suggest measures to overcome these problems.

CO5: To develop skills critical for generating; evaluating and selecting sales and distribution strategies.

Course content and Structure: (36 hours)

Module 1: Introduction to Sales Management (8 Hours)

- Nature and scope of sales management
- Types of sales management positions
- Objectives and Process of personal selling
- Transactional and Relationship selling
- Theories of personal selling; personal selling strategies
- Sales forecasting and budgeting decisions
- Emerging trends in selling

Module 2: Sales Force Management (8 Hours)

- Designing Sales Territories; sales quotas and sales organization structures;
- Sales Force Management: Recruitment and selection of sales force; Training; motivating and compensating the Salesforce; controlling the Salesforce

Module 3: Introduction to Distribution Management (8 Hours)

- Introduction; need and scope of distribution management;
- Marketing channels strategy; levels of channels

- Channel Integration - VMS; HMS; Channel Management; and Marketing channel Policies & legal issue
- Institutions for channels- wholesaling and retailing;
- Designing channel systems; channel management;

Module 4: Market logistics and supply chain management (8 Hours)

- Definition & scope of logistics;
- Components of logistics; inventory & warehouse management; transportation;
- Channel information systems;
- Distribution management in international markets;
- Indian Distribution Scenario at Present

Module 5: Emerging Trends in Sales and Distribution Management (4 Hours)

- IT Enabling the logistics function in e-commerce; Efficient consumer Response; Category management; Quick Response Logistics
- Technology in Logistics: EDI; Bar Coding; RFID
- Pricing in GST Environment

Pedagogy:

The course will use the following pedagogical tools:

- Class room teaching
- Case based teaching
- Project based teaching
- Experiential learning
- Interactions with the experts in sales and distribution management
- Role Plays

Teaching Learning Resources:

Essential readings:

- Krishna K. Havaldar; Vasant M. Cavale Sales & Distribution Management Tata McGraw-Hill Latest Edition
- Richard R. Still; Edward W. Cundiff; Norman A.P. Govoni Sales Management Decisions; Strategies & Cases Pearson Latest Edition \
- Johnson F.M.; Kurtz D.L.; Scheuing E.E. Sales Management: Concepts; Practice; and Cases Tata McGraw Hill Latest Edition

References:

- David Jobber; Geoffrey Lancaster Selling & Sales Management Pearson Latest Edition
- Tanner; Honeycutt; Erffmeyer Sales Management Pearson Latest Edition
- Mark W. Johnston; Greg W. Marshall Sales Force Management Tata McGraw Hill Latest Edition
- William L. Cron; Thomas E. DeCarlo Sales Management Wiley Latest Edition
- Dr. S. L. Gupta; Sales & Distribution Management Excel Latest Edition

- Panda Tapan K.; Sahadev Sunil Sales & Distribution Management Oxford Latest Edition

Supplementary Resources:

- <https://jgateplus.com/search/login/>
- <https://www.ebsco.com/products/research-databases/hbr-ascend>
- <http://elibrary.in.pearson.com/>
- <https://onlinecourses.nptel.ac.in/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	1	3	-	2	-	-	2	-	-
CO2	-	-	1	-	1	-	-	3	-	1	-
CO3	3	-	-	-	-	-	-	1	-	1	-
CO4	-	1	-	1	-	3	2	1	1	3	1
CO5	1	1	-	1	-	1	3	1	-	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	SERVICE AND RETAIL MARKETING
Term/Semester	III
Course ID	21MBA133
Credits	3

Introduction:

This course emphasizes on gaining competitive advantage in the retail and services marketplace by providing in-depth understanding of the competitive implications affecting marketing strategies. It covers the factors that govern the decision to enter retail markets and analyzes planning; organizing; and managing marketing strategy. Organizations are becoming increasingly aware of the importance of understanding what their customers want and therefore the necessity to develop products and services that meet their needs and aspirations. Organizations which place the customers at the forefront of all decision-making and take a marketing-led approach are able to create competitive advantage and build brand loyalty. The subject will introduce students to Services Marketing and Retailing Management.

Course Outcomes:

Having successfully completed this course; student will be able to:

CO1: Understand and appreciate the opportunities and challenges in Management of retail business and Services in the Indian context

CO2: Sharpen their problem solving skills and enhance their sales practice in Services and retail markets.

CO3: Understand and appreciate the services domain from a marketing perspective.

CO4: Explore retailing as a business and have a comprehensive view of store management functions.

CO5: Learn the essential components of a service and retailing business

Course content and Structure:

(36 hours)

Module 1: Foundations of services marketing

(8 Hours)

- The services concept; Service Industry; Nature of Services;
- Distinctive Characteristics of Services;
- Classification of Services; Importance of Services Marketing
- The Growth in Services; Global & Indian Scenarios;
- Opportunities and challenges in Management of Services in the Indian context
- Extended Services Marketing Mix -7 Ps of Services Marketing.
- Service gaps framework; perceived service quality; models of service marketing.

Module 2: STP Strategy for Services and new service development (8 hours)

- Service Segmentation: Meaning and elements;
- Service Targeting: meaning and elements;
- Service Positioning: meaning and elements;
- Service Strategy: Meaning of strategy and its elements; Strategic process;
- Differentiation
- Process of new service development;
- Service Quality Measurement and Service Mapping;
- Service Failure and Recovery.

Module 3: Introduction to Retailing (8 Hours)

- Types of retailers and Retail formats
- Segmenting and targeting in retail
- Consumer shopping behavior and decision making process;
- The concept of franchising;
- Retail mix;
- Measuring performance in retail;
- Retail strategy

Module 4: Key elements of store operations and IMC in retailing (8 Hours)

- Key elements of store operations and managing touch points;
- Role of a store manager
- Retail location selection;
- Store design and layouts;
- Visual Merchandising
- Merchandise Management
- Introduction to private labels.
- Integrated marketing Communications in retailing;

Module 5: E-Retailing (4 Hours)

- Introduction, Types of Technology in Retailing, Role of IT in Business;
- Influencing Parameters for use of IT in Retailing-barcode, RFID
- Effective Management of Online catalogues; Direct Retailing Methods
- Database Management; Data warehousing;
- Critical Analysis of E-Retailing Strategies;
- AI and Retailing

Pedagogy:

The course will use the following pedagogical tools:

- Class room teaching
- Case based teaching
- Project based teaching
- Experiential learning through Retail visit
- Interactions with the experts in service marketing and retailing

Teaching Learning Resources:

Essential readings:

1. Valarie A Zeithml; Mary Jo Bitner and Ajay Pandit; Services Marketing – Integrating customer focus across the firm; McGraw hill – Irwin Publication; 6th Edition; 2-12.
2. Swapna Pradhan; “Retailing Management Text and Cases”; Tata McGraw Hill Education; 4th edition; 2-12.
3. Michael Levy; Barton Weitz and Ajay Pandit; Retailing Management; McGraw Hill Education; 8th edition; 2-12.
4. Sinha, Uniyal- Managing Retailing, Oxford University Press, Delhi

REFERENCES:

Students can also refer to other books to supplement their study:

- A. Paco Underhill; Why we buy – The Science of Shopping; Simon & Schuster; Updated and revised edition; 2--8.
- B. G P Sudakar; Integrated Retail Communication; Prentice Hall of India Private Ltd; 2-12.
- C. Sriram B Iyer; Retail Store Operations; Tata McGraw Hill Education Private Ltd. 2-11.
- D. Rosemary Varley and Routledge; Retail Product Management: Buying and Merchandising; Routledge Publication 2nd Edition; 2--5.

Supplementary Reading:

- <https://jgateplus.com/search/login/>
- <https://www.ebsco.com/products/research-databases/hbr-ascend>
- <http://elibrary.in.pearson.com/>
- <https://onlinecourses.nptel.ac.in/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	1	3	-	2	-	-	2	-	-
CO2	-	-	1	-	1	-	-	3	-	1	-
CO3	3	-	-	-	-	-	-	1	-	1	-
CO4	-	1	-	1	-	3	2	1	1	3	1
CO5	1	1	-	1	-	1	3	1	-	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	NEUROMARKETING & CONSUMER BEHAVIOUR
Term/Semester	III
Course ID	21MBA134
Credits	3

Introduction:

A diverse and fascinating range of internal and external factors influences even the simplest buying decisions. An understanding of the driving forces behind why customers buy can empower a marketer to reach key consumers. This course equips the students to understand how do we make decisions as consumers? What do we pay attention to, and how do our initial responses predict our final choices? To what extent are these processes unconscious and cannot be reflected in overt reports? This course will provide students with an introduction to some of the most basic methods in the emerging fields of consumer behaviour. The course will also help the students to learn about brain mechanism that influence consumer choice and it will give an overview of the current and future uses of neuroscience in business.

Course Outcomes (COs)

Having successfully completed this course; student will be able to:

CO1: To demonstrate an understanding of consumer behavior study and its application.

CO2: To analyze the individual factors such as need, motivation, goals influencing Consumer behavior.

CO3: To analyze social and cultural factors that affect consumer behaviour and its decision making.

CO4: To understand & appreciate about neuromarketing study.

CO5: To understand and appreciate what neuromarketing measures & ethics in neuromarketing.

Course content and Structure: **(36 hours)**

Module 1: Introduction **(4 hours)**

- Definition and scope of CB
- Development of consumer behavior
- Consumer research
- Characteristics of Indian Consumers
- Application of consumer behaviour study in marketing

Module 2: Consumer as an individual **(12 hours)**

- Consumer needs and motivation; Needs, goals and Motivation-positive and negative motivation; rational versus emotional motives; the dynamic nature of motivation
- Frustration; defense mechanism, multiplicity of needs, need and goals vary among individual
- Arousal of motives; physiological, emotional, cognitive, environmental
- Personality theories; Meaning, Freudian theory, Jungian, Neo-Freudian and Trait theory
- Self and self-image; one and multiple selves, the makeup of self-image, extended self, altering self

- Perception; elements, absolute and differential threshold, subliminal and supraliminal perception, Gestalt Principles, dynamics of perception
- Consumer learning theories; elements, classical conditioning theory, Instrumental conditioning theory, cognitive learning theory, observational learning theory.
- Attitudes; Tri-component model, sources of forming attitude and strategies to change attitude

MODULE 3: Consumer in their social and cultural settings & consumers decision making process (9 hours)

- Consumer relevant reference groups, opinion leaders
- Family life cycle; functions of family
- Meaning and influence of culture on consumer behavior; Consumer decision making process
- Levels of consumer decision making
- Four views of consumer decision making
- Models of consumer decision process; Nicosia- Howard Sheth and Engel-Kollat- model

MODULE 4: Introduction to neuromarketing (6 hours)

- An overview of neuroscience and neuromarketing; key concepts
- Key methods and reasons for employing neuroscience to study consumers and communication effects
- Interdisciplinary nature of Neuromarketing
- Neuromarketing versus traditional methods - key benefits and issues
- Techniques used in neuromarketing.

MODULE 5: What neuromarketing measures & ethics in neuromarketing (5 hours)

- The core consumer responses: attention, emotion, learning & memory
- Decision making and consumer choice
- Judgment heuristics and consumer choice: Framing, loss aversion, anchoring
- Neuroethics and Consumer Aberrations

Pedagogy:

- Classroom Discussion
- Expert talk
- Practice based learning
- Case based teaching
- Research based teaching
- Experimental learning

Teaching Learning Resources:

Essential readings-

1. Schiffman LG, Wisenblit J and Kumar R S Consumer Behaviour, 12th Edition Pearsons (2019)
2. Sethna R, Blythe J Consumer Behavior 4 e , Sage Publications (2019)
3. Sangeetha Sahwney .Consumer Behaviour , Oxford University Press
4. Dutta T, and Mandal M K Neuromarketing in India, Routledge (2018)
5. Ramsoy T Z; Introduction to Neuromarketing & Consumer Neuroscience.
6. Steidl. Neuromarketing for Dummies. John Wiley & Sons, 2013. ISBN-10: 1118518586, ISBN-13: 978-1118518588.

- Bridger, Darren. Decoding the Irrational Consumer: How to Commission, Run and Generate Insights from Neuromarketing Research. Kogan Page Publishers, 2015. ISBN-10: 0749473843, ISBN-13: 978-0749473846.

Reference Books

- Solomon, Consumer Behavior 13 th Edition Pearson's (2019)
- Bijapurkar R, Never Before World, Penguin (2014)
- Kable, Joseph W. (2011), "The Cognitive Neuroscience Toolkit for the Neuro economist: A Functional Overview," Journal of Neuroscience, Psychology and Economics, 4 (2), 63- 84.
- Smidts, Ale, Ming Hsu, Alan G. Sanfey, Maarten A.S. Boksem, Richard B. Ebstein, Scott A. Huettel, et al. (2014), "Advancing Consumer Neuroscience," Marketing Letters, 25 (3), 257-67.

Supplementary readings

- <https://hbr.org/2019/01/neuromarketing-what-you-need-to-know>
- <https://www.neurosciencemarketing.com/blog/articles/what-is-neuromarketing.htm>
- Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
- Jgate: <https://jgateplus.com/home/resources/>
- <https://www.coursera.org/learn/neuromarketing>
- <https://nptel.ac.in/courses/110/105/110105074/>
- <https://nptel.ac.in/courses/110/105/110105054/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	2	-	1	-	-	1	1	2	-	-
CO2	2	3	-	2	-	-	3	3	1	-	-
CO3	2	3	-	2	-	-	3	3	1	-	-
CO4	2	3	-	2	-	-	3	3	1	-	-
CO5	1	3	-	2	-	-	3	3	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	PRODUCT AND BRAND MANAGEMENT
Term/Semester	III
Course ID	21MBA135
Credits	3

Introduction:

This course as part of the marketing electives will provide students/learner's an understanding on product and brand management principles and practices as per the current business necessities. The course will provide product development knowledge – product ideation to product validation and go -to -market strategies, techniques of building customer experience. Building and Managing Brands – Process of building a brand, Method of monitoring the growth of a brand, measuring the brand equity for a brand.

Course Outcomes (COs):

On completion of the students will be able to:

CO1: To understand and appreciate the importance of developing new product for every type of business.

CO2: Develop the ideation process and marketing strategies to ensure product delivery.

CO3: Apply branding strategies while assessing the customer experience.

CO4: Analyze and propose Brand equity building models and measurement tools.

CO5: Integrate product and branding know -how to effectively manage a successful brand.

Course content and Structure: (36 hours)

Module 1: Product Concept, Ideation and Validation (05 Hours)

- Product Concepts: What is a product, Classification and levels of Product,
- Product Mix concepts: Product Line, Product Length, Product Depth, and Product Breadth. Product mix decisions: Line extension and stretching strategies.
- Product Ideation and Validation: Idea generation. Feasibility and Validation of idea.
- Product Market Fit: Personas. User Stories, User Journey Maps. Introduction to user experience.

Module 2: Market analysis, Market identification and Go-to Market Strategies

(07Hours)

- Market analysis: methods and tools - qualitative and quantitative. Competitor analysis: Assessing Competitors: analysis of competitive set, Right segmentation criteria and define potential markets Market models: Value proposition design, Risk return analysis.

- Market Identification and Planning: Category Attractive Analysis.
- Product Strategies, Life Cycle Based Strategy. Identifying and Prioritizing Customer Experience Journey.

Module 3: Introduction to Branding

(6Hours)

- Branding: Importance of Branding, element of a brand, Brand Identity Prism Model.
- Brand Personality: Building Brand personality – David Aaker’s Model.
- Positioning in branding, various positioning strategies: Point of Parity and Point of Difference. Tool for positioning decision-Perceptual Maps.
- Introduction to Brand Knowledge: Awareness & images, Brand Images in terms of attributes & benefits.

Module 4: Meaning of Brand Equity-Building and Measuring Brand Equity

(9 Hours)

- Meaning of Brand Equity -Building brand equity. Brand value
- Customer Based Brand Equity (CBBE) model: Awareness, Brand Image, Brand Knowledge, Brand Attention, Brand Resonance.
- Measurement of Brand Equity: Inter brand organization. Brand Audit, Brand Audit report.

Module 5: Contemporary Developments in Product and Brand Management

(9 Hours)

- Product management in: Lean management and Agile management.
- Product development and monetization in startups
- Introduction to User experience and defining touch points roles.
- Product Marketing Metrics and Tools: HEART framework, Agile Framework.
- Digital Marketing Framework: Salience, Authority, Engagement, Advocacy.

Pedagogy:

- Class Discussion
- Expert Workshops and Seminars
- Expert’s Video lecture Class
- Case Discussions
- Simulations
- Activity -Based Teaching
- Project -Based Learning.

Teaching and Learning Resources:

Recommended Books

- Product Management-Donald R Lehmann, Russell S. Winer, Mc Graw Hill Publication, 4th Edition,2017,
- Product and Brand Management -Tapan K.Panda, Oxford University Press, First Edition,016,

- Product Management Case Study Approach Devesh Verma, Amazon Asia Pacific Holding, First Edition, 2020.
- Strategic Brand Management, Kevin Lane Keller, Pearson India Pvt. Ltd, 4E. (2013)
- Brand positioning: strategies for competitive advantage. Sengupta, S. (2005). Tata McGraw-Hill Education.

Reference Books:

- Richard Elliott, Percy & Pervan, Strategic Brand Management, 2E. Oxford University
- Brand positioning: strategies for competitive advantage. Sengupta, S. Tata McGraw-Hill Education, First Edition, 2005.
- Product management in India. Majumdar, R. (2007). PHI Learning Pvt. Ltd.
- Product Management, Gupta, S.L, Wisdom Publications.
- Product and Brand management ,2009, U C Mathur, Excel Books New Delhi

Supplementary Resources

- <https://www.coursera.org/learn/brand-management> (By IE business school, Madrid).
- https://onlinecourses.swayam2.ac.in/imb19_mg04/preview (By Swayam-IIMB).
- EBSCO: <https://www.ebsco.com/academic-libraries/products/ebooks>
- <http://www.mhhe.com/lehmann05>
- <https://interbrand.com/thinking/best-global-brands-2020-download/>
- Online Cases: <https://www.marketingsherpa.com/article/case-study/branding-8-lessons-most-effective-brand-decisions-every-day#.YJhJRAOwCL8.gmail>
- www.afaq.com Branding information
- <https://www.futurebrand.com/our-work/cheerios>
- WARC Journal: <https://www.warc.com/>
- J-Gate: Journal of Product and Brand Management , [Journal of Brand Management](http://www.journalofbrandmanagement.com)
- <https://elibrary.in.pearson.com/bookshelfDashboard>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	2	2	3	2	3	3	1	1
CO2	3	2	3	3	2	3	2	3	2	2	2
CO3	3	3	3	3	1	3	2	3	2	1	1
CO4	3	3	3	3	1	3	3	3	1	1	-
CO5	3	3	1	3	1	3	3	3	1	1	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	CUSTOMER EXPERIENCE MANAGEMENT
Term/Semester	III
Course ID	21MBA136
Credits	3

Introduction:

Customers play an active role in interactions with companies and taking part in value creation. Customer engagement in value creation process creates new frontiers for the companies and gives them a wide range of advantages because customers can bring new knowledge and experience that have not been available with the organizations. Digital transformation is the integration of digital technology into all areas of a business, resulting in fundamental changes in how a business operates and the value they deliver to their customers. Companies should establish new engagement platforms and environments of experiences that facilitate customer interactions with a company's products, processes, employees, as well as customer communities. In the course the students will discover the phenomena of customer experience and consider theoretical background of customer experience management. Secondly Customer Experience concepts and building experience journey are highlighted. Thirdly CEM and Total customer experience management is addressed.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: Understand the concepts of experiential marketing, value creation and challenges of creating memorable customer experiences

CO2: Apply skills in designing and building excellent customer experiences through rigorous research into customer needs and creating a customer journey map.

CO3: Create an experiential platform with Customer inter-face design and manage total customer Experience (TCE)

CO4: Build Customer Experience Management framework contributing towards sustainable business development.

CO5: Design CEM for different customer segments and analyze best practices in CEM across the sectors.

Course content and Structure:

(36 hours)

Module1: Introduction to Customer Experience

(6 Hours)

- New twist in economy development: Experience Economy
- Traditional marketing vs. experiential marketing
- Key characteristics of experiential marketing
- Customer, Types of general customers, changing role of customers
- Customer value concept: economic and marketing viewpoints
- Transformation of the value creation process.
- Value co-creation: definition, analysis of stakeholders involved

- Aligning employee behavior with customer-focused culture

Module 2: Customer Experience Concept – Building Customer Journey

(12Hours)

- Customer experience: physical and emotional aspects
- CX construct: cognitive, affective, social and physical components
- Customer Experience Pyramid; Customer experience and brand experience
- Types of CX: product experience, shopping, service experience, consumption experience
- Conceptual model of CX creation; Customer experience mapping
- Identifying the customer's life-long experience for different customer segments
- Customer decision-making cycles & Customer buying cycles
- Customer lifecycles and the customer journey
- Tracking customer experience along touch points
- Research techniques and empirical results of customer experience tracking
- Measuring CX using Customer experience analytics
- CX audit; Customer experience index; Impact of CX on customer satisfaction.

Module 3: Customer Experience Management

(8 Hours)

- From CRM to CEM; Basic principles of Customer Experience Management
- Analysing the experiential world of the customer
- Building the experiential platform
- Customer inter-face design
- Managing total customer experience (TCE); Models of TCE-static and dynamic
- Organizational requirements for CEM and Employee experience
- Constant improvement of CX and Outcomes of improved CX

Module 4: CEM Implementation and Measurement

(5 Hours)

- Making a start with CEM implementation
- 360° CEM framework; developing an holistic- organization wide approach
- CEM and customer data management and analysis
- IT alignment; Multi-channel alignment
- Organisational and Management alignment
- CEM measurement and developing customer-centric KPIs

Module 5: Customer Experience Transformation

(5 Hours)

- Developing customer experience management strategy for various industries;
- Outcomes; customer loyalty, retention and advocacy
- CEM design for different customer segments
- Analyzing contemporary CEM
- Best practices across sectors
- Future CEM, trends and implications for CEM

Pedagogy:

- Class Room Discussion
- Activity Based Teaching
- Project Based Learning
- Workshop & Seminar from Industry practitioners
- Role play and Simulations
- Field visits to Customer centric firms
- Case Based Teaching- Text & Multimedia cases

Teaching Learning Resources:**Recommended Books**

1. B. Joseph Pine II, & James H. Gilmore. (2019)- The Experience Economy, With a New Preface by the Authors: Competing for Customer Time, Attention, and Money. [N.P.]: Harvard Business Review Press.
2. Batat, W. (2019). Experiential Marketing: Consumer Behavior, Customer Experience and the 7Es. Abingdon, Oxon: Routledge.
3. Prahalad, C. K., & Ramaswamy, V. (2004). The Future of Competition: Co-Creating Unique Value with Customers (Vol. [Academic Subscription]). Boston, Massachusetts: Harvard Business Review Press.
4. Bernd H. Schmitt -Customer Experience Management: A Revolutionary Approach to connecting with Your Customers by (2003-01-31) Hardcover – January 1, 1802

Reference Books

1. Hamed AL-Rubaiee, Khalid Alomar, Renxi Qiu, & Dayou Li. (2018). Tuning of Customer Relationship Management (CRM) via Customer Experience Management (CEM) using Sentiment Analysis on Aspects Level.
2. Daffy, C. (2019). Creating Customer Loyalty: Build Lasting Loyalty Using Customer Experience Management. London: Kogan Page. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&site=eds-live&db=edsebk&AN=20920>
3. Understanding Customer Experience Throughout the customer Journey (2016)- Journal of Marketing , 80(6)-96.

Supplementary Resources

- <https://nptel.ac.in/courses/110/106/110106135/>
- <https://elibrary.in.pearson.com/login>
- Udemy-Manas Filippou 2021-Customer Experience Management (CX): Master class 2021. <https://www.udemy.com/course/customer-experience-management-course-client-service-success-strategy/#instructor-1>
- Udemy- Janne Ohtonen – Customer Experience Management blueprint:

- <https://www.udemy.com/course/customer-experience-management-blueprint/>
- Coursera course- Customer Service Fundamentals- by Keith Gibson
<https://www.coursera.org/learn/customer-service-fundamentals>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	1	1	1	1	2	3	2	1	1
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CO3	3	2	3	1	3	2	2	3	2	1	2
CO4	3	2	2	1	3	2	2	3	2	1	3
CO5	3	3	2	1	3	2	2	3	2	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

ENTREPRENEURSHIP AND FAMILY ENTERPRISE MANAGEMENT

Course Title	BUSINESS MODEL CANVAS & BUSINESS PLAN DEVELOPMENT
Term / Semester	III
Course ID	21MBA235
Credits	3

Introduction:

In this project centered course, the students will use the Business Model Canvas innovation tool to approach either a personal or corporate challenge or opportunity. They will learn to identify and communicate the nine key elements of a business model: Customer Segments, Value Proposition, Channels, Customer Relationships, Key Resources, Key Activities, Key Partners, Revenue Streams, and Cost Structure. Their completed project will be a polished Business Model Canvas that outlines the business case for a new product or service to address the selected challenge or opportunity. They will present their case in both a one-page document and a 10-minute video presentation. In this course, students will also learn how to create a business plan, including what material to include and how to develop a compelling presentation that will engage readers and win their approval. They will have the opportunity to learn strategies and best practices.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Understand and appreciate the basics of business model and apply BMC in creating a Business Model.

CO2: Understand and deploy the business planning process and its scope and pitfalls.

CO3: Create a comprehensive business plan

CO4: Relate to different business plans and ideas.

CO5: Identify the changing trends and processes in contemporary Business planning.

Course Content and Structure:

(36 hours)

Module 1: Business Model

(06 hours)

- Introduction and Overview of BMC; the structure and format; Sample BMCs
- Different types of BMC; Disruptive BM, Subscription BM, Freemium BM, Brick and Click, Razor Blade, Product to Service, Crowd Sourcing, One for One, Franchise, Ecommerce BMCs
- The Cost side; Key partners; Key activities; Key resources
- Setting up the unique value propositions
- The Revenue side; Customer Relationships; Channels; Customer Segments
- Cost structure and Revenues streams
- Discussion of Sample BMCs

Module 2: Introduction to Business Planning (06 Hours)

- Business Plan; Objectives; Business Planning Process; Benefits of Business Planning; Types of Business Plans; Failures in Business planning
- Segments in a Business Plan, Part A; Introduction, Marketing and Operational Plan, Part B; HR Plan, Financial Plan and Annexures.
- Dos and Don'ts in Business Planning

Module 3: Preparing a Business Plan Part A (Introduction, Marketing and Operational Plan) (10 Hours)

- Executive Summary; About the Business; About the Ownership; Funding requirements.
- Marketing Plan; Market Research; Demography; Marketing Mix
- Operational Plan; Plant and location; Plant Layout; Material Requirement; Inventory management; Quality Control;

Module 4: Preparing a Business Plan Part B (HR Plan, Financial Plan And Annexures) (10 Hours)

- HR Plan; Organisation Plan; Manpower Planning; Management; Legal aspects of labour
- Financial Plan; Projected Sales; Projected Income and Expenditure; Projected BEP; Projected P& L statement and Balance Sheet, Projected cash flows; Important Financial Ratios.
- Critical Risks
- Exit Strategies
- Registration, Licences and declarations

Module 5: Emerging trends and Support process for Business planning (4 Hours)

- Networking
- Trade Processes.
- Decision Support processes
- Integration Processes
- Usage of IT and data analytics and data visualization tools and techniques in Business Planning

Pedagogy

1. Classroom Discussion
2. Interaction with the experts
3. Experiential Learning
4. Practice Based teaching
5. Activity based teaching
6. Case study based teaching
7. Inquiry based teaching

RECOMMENDED BOOKS (Latest Editions)

1. Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffrey.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
6. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
7. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt, "Entrepreneurship: New Venture Creation", Prentice-Hall of India
3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger , "The Culture of Entrepreneurship", ICS Press
5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

- Entrepreneurship (Specialization), created by Wharton School of the University of Pennsylvania,
<https://www.coursera.org/specializations/whartonentrepreneurship#creators>
 - Journal of Innovation and Entrepreneurship; <https://innovation-entrepreneurship.springeropen.com>
 - <https://elibrary.in.pearson.com/login>
 - <https://jgateplus.com/home>
 - <https://capitaline.com>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	SOCIAL ENTREPRENEURSHIP AND INNOVATION
Term / Semester	III
Course ID	21MBA233
Credits	3

Introduction:

Social entrepreneurs use their business model to make a social impact on the world and to ignite social change. Startups, for example, can pursue solutions to pain points caused by environmental change or to social problems across the globe. Successful social entrepreneurs blend the idea of profit and business success with adding to the health and wellbeing of societies that host their organizations. The degree to which social entrepreneurs pursue social impact as opposed to profitability vary, but in all cases financial sustainability is fundamental. One approach is to create business models revolving around low-cost products and services to resolve social problems.

This Course is to create societal impact through Social Entrepreneurship. It will introduce the students to examples of Social Entrepreneurship and guide them through the process of establishing a venture to address a social or environment problem. It will equip one with frameworks identifying opportunities, support their team, and outlining their idea.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Examine the concepts underpinning social entrepreneurship to gain a comprehensive understanding of the opportunities

CO2: Investigate the best practices, successes and failures, of social entrepreneurship.

CO3: Critically assess the range of strategic and operational issues faced by those who create and manage social enterprises.

CO4: Investigate and evaluate the role, requirements and challenges facing a “Social Entrepreneur”.

CO5: Create a sustainable business model for a social enterprise.

Course Content and Structure:

(36 hrs.)

Module 1: Introduction to Social Entrepreneurship

(06 Hours)

- Introduction to Social Enterprise and basic framework, Definition of Social Entrepreneurship
- Four distinctions of Social Entrepreneurship, Social Entrepreneurship from Indian Perspective
- Social Problem, Identifying the Social Problem, Describing the Social problem.

Module 2: Forms of Social Entrepreneurship

(04 Hours)

- Segmentation of Social Entrepreneurship, Understanding the Beneficiary, Screen In and Screen Out Criteria, Profit and non-profit Proprietorships; Partnership Company, Non-Governmental organisation, Society, Trust and Company (Sec. 25), Factors determining selection of forms of registration.

Module 3: Social Entrepreneurship Tools and Approaches (12 Hours)

- Recognising and Assessing New Opportunities, Root Cause Analysis, Opportunity Recognition and Study, Discovery of Social Opportunities, Financial Opportunity Attributes, Modelling the Social Venturing Process-, Idea Articulation, Idea Ownership, and Stakeholder Mobilization.
- Introduction to Social Innovation, Innovation Approaches, New business models; Global Impact and Innovation; Challenges in Innovation.
- Sustainability- Definition and Concept of Sustainable Development, Silent Spring, Kyoto Protocol, Dimensions of Sustainable development, Rationale of MDGs, Concept of Frugal Innovation.
- Institutions supporting Social Entrepreneurship
- Social Incubators; Deshpande Foundation, Khosla Labs, Marico Innovation Foundation, Villigro Foundation, Unlimited India, Upaya Social Ventures.

Module 4: Impact Measurement (08 Hours)

- Social Impact Assessment, Concept of SIA and PPP, Need and relevance
- SIA Tools- Survey, Impact rating; impact scored card, SROI, Stakeholder/beneficiary outcome assessment, IRIS (Impact Reporting and investment standards).

Module 5: Fund Raising for Social Initiatives (06 Hours)

- Understanding Fundraising, Need and Importance, Factors impacting the success of Fundraising, Approaches and Sources of Fundraising, For Profit, Not for profit, personal and community networks, grants, venture capital, commercial streams, Philanthropy, foundations.
- Fundraising Process- Fundraising strategy, Fundraising Plan, budgeting.
- Managing the Fundraising- Conceptualizing, Planning; Prospecting, Cultivating, Soliciting, Promoting and Retaining, Proposal writing for grants, donations and sponsorships.

Pedagogy

1. Social Innovation Challenge
2. Classroom Discussion
3. Experiential Learning
4. Project Based Learning
5. Activity Based Learning
6. Interaction with the Social Entrepreneurs
7. Case Study (Success and Failure Stories)

RECOMMENDED BOOKS (Latest Editions)

1. Social Entrepreneurship and Social Business, Volkmann, Christine K., Tokarski, Kim Oliver, Ernst, Kati (Eds.), Springer 2012
2. How Social Enterprises Deal with Antagonistic Assets | Hockerts 2014
3. Social Entrepreneurship in Rural India: A Small Step Towards Institutional Change | Ganly & Mair 2009
4. How opportunities develop in social entrepreneurship. Entrepreneurship theory and practice | Corner & Ho 2010

5. Building Social Business Models: Lessons from the Grameen Experience | Yunus, Moingeon & Lehmann-Ortega 2010
6. Business Models as Models | Baden-Fuller & Morgan 2010

REFERENCE BOOKS

1. Social Entrepreneurship: A Modern Approach to Social Value Creation, Arthur C. Brooks, 2009, Pearson Publications.
2. Introduction to Social Entrepreneurship, Teresa Chahine, CRC Press
3. Social Entrepreneurship and Social Business, An Introduction and Discussion with Case Studies, Volkmann, Christine K., Tokarski, Kim Oliver, Ernst, Kati (Eds.), Springer Publications.

Supplementary Resources:

1. Social Enterprise (Program), created by Middlesex University Business School, platform:FutureLearn;<https://www.futurelearn.com/programs/socialenterprise>
2. Journal of Social Entrepreneurship;
<https://www.tandfonline.com/toc/rjse20/current>
3. <https://elibrary.in.pearson.com/login>
4. <https://jgateplus.com/home/>
5. <https://capitaline.com/>
6. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	ENTREPRENEURSHIP IN ACTION PART I
Term / Semester	III
Course ID	21MBA236
Credits	3

Introduction:

Growing a small business takes work and vision. It takes innovation, brainstorming, iteration, and advice. In this course we introduce the concept of design thinking and a tool called the Business Model Canvas to help aspiring student entrepreneurs to accelerate their business. Students will learn the nine components of the Business Model Canvas as well as how to identify the most relevant components to iterate through brainstorming with a variety of stakeholders in your business—current customers, potential customers, and advisors of your choosing. Working through their own Business Model Canvas and presenting their acceleration plan at the end of this course. This course is introduced by a venture capital investor with decades of experience working with entrepreneurs and is taught by someone who has written business plans and taught entrepreneurs business planning at several universities.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Identify and assess their personal Interests, attitude and aptitude towards Entrepreneurship, and Business Ideas.

CO2: Develop and implement a market research plan to consolidate their business idea.

CO3: Understand and utilize the Business Model Canvas to develop their real time business.

CO4: Test and evaluate their business model with the potential customers.

CO5: Measure the desirability and demand for their business outputs through comprehensive feasibility analysis.

Course Content and Structure:

(36 hrs.)

Module 1: Entrepreneurial aptitude and skill

06 Hours

- Assess Entrepreneurial Skills, attitude Aptitude (TAT, HSGL, Psychometric tests), EDII Tool to map the traits of the Entrepreneur.
- Set personal goals; (Achievement Motivational Training), Creation of Motivational Profile.
- Allocate advisory group and Mentor
- Develop a Customer Persona
- Networking and associations
- Identification and Evaluation of Business Ideas
- Introduction to the Business Model Canvas

Module 2: Building the Business Model

08 Hours

- Understand and utilize the Business Model Canvas; Build their Business Model
- State the business idea grounded in the categories of their business regarding how best to grow; test the business idea/opportunity with advisors, peers, and potential and existing customers.
- Reiterate and present the Business model among the network in different forums.

Module 3: Market Sizing**08 Hours**

- Create an initial market research plan; Competitor Analysis and Competitors Matrix
- Brainstorm the market research Plan with the Advisory and mentor
- Conduct the research; discuss the results with the Advisory and Mentor
- Refine and size of market based on the BMC; identify and deliberate on the Competitive Advantage of the Business.
- Customer Validation & Market Validation

Module 4: Feasibility Analysis**08 Hours**

- Product/ Service Feasibility
- Industry/Market Feasibility
- Organisational Feasibility
- Financial Feasibility

Module 5: Acceleration Plan**06 Hours**

- Presentation and Review of Final Business Model, Market Size Plan, Feasibility Analysis Report.
- Brainstorm with advisory group and in the network.
- Preparation of final Acceleration Plan and presentation to the experts.

Pedagogy

1. Classroom Discussion
2. Interaction with the Advisory
3. Experiential Learning
4. Research Based Learning
5. Practice Based teaching
6. Interaction with customers and other stakeholders
7. Activity based learning

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
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CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3

LEVEL: 3-Substantial 2-Moderate 1-Slight - No Co-relation

RECOMMENDED BOOKS (Latest Editions)

1. Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd

3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
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6. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
7. '8 steps to innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

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2. David H. Holt, “Entrepreneurship: New Venture Creation”, Prentice-Hall of India
3. K Ram Chandran, “Entrepreneurship Development: Indian cases on Change Agents” Tata McGraw Hill
4. Brigitte Berger , “The Culture of Entrepreneurship”, ICS Press
5. Vasant Desai, “Entrepreneurial Development and Management”, Himalaya Publication

Supplementary Resources:

1. Business Principles and Entrepreneurial Thought (X Series), created by Babson College, platform: edX
<https://www.edx.org/xseries/business-principles-entrepreneurial>
2. IAR Journal of Entrepreneurship, Innovation & Design Thinking;
<https://www.iarconsortium.org/journal-info/IARJEIDT>.
3. <https://elibrary.in.pearson.com/login>
4. <https://jgateplus.com/home/>
5. <https://capitaline.com/>
6. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

Course Evaluation Plan

External			Internal		
1	Business model submission	25 Marks	1	Attendance and class participation	10 Marks
2	Pitching of Business model and Viva - Voce	25 Marks	2	Business model presentation	10 Marks
			3	Customer Validation and market validation	10 Marks
			4	Feasibility Reports	10 Marks
			5	Acceleration Plan	10 Marks
	Total	50 Marks		Total	50 Marks

Course Title	ENTREPRENEURIAL LEADERSHIP
Term / Semester	III
Course ID	21MBA234
Credits	3

Introduction:

Entrepreneurship is a challenging, rewarding endeavor rooted in creativity and realized through practical decisions and strategies. This Course will provide advanced knowledge in the wide-ranging aspects of entrepreneurial success: organizational behaviour, large-scale entrepreneurship, marketing, accounting, corporate finance, and more. The students will learn from accomplished business experts how to expand or transform your organization and manage your entrepreneurial ideas. Course concepts will be applied to real-world situations through teamwork and hands-on projects.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Develop their own approach to entrepreneurial leadership and industrial management.

CO2: Critically examine different entrepreneurial leadership approaches and practices, focusing on ventures with technological and business model innovations

CO3: Develop judgment for when and how to use hard versus soft leadership approaches

CO4: Understand how to build a culture of empowered leaders in the venture

CO5: Relate to the role of entrepreneurial leadership and scientific innovation in today's economy

Course Content and Structure:

(36 hrs.)

Module 1: The Start-up Leadership a new way of thinking

06 hours

- Introduction to Entrepreneurial Leadership
- Cognitive Ambidexterity
- Creation Logic in the Model; from active learning to expertise
- Predictive Logic; Analytics for entrepreneurial thinking

Module 2: New worldview for an Entrepreneur

08 Hours

- Defining SEERS; Social – Environmental – Economic Responsibility and Sustainability
- Sustainability Matrix
- Financial Challenge; Reconciling Social value & environmental value with stakeholder value

Module 3: Self and Social Awareness

08 Hours

- Learning and leveraging self-awareness;
- Building and engaging social networks using Social Media
- Working with Emotional Intelligence; Develop and use the 4 key emotional skills of leadership
- Levels of Leadership (Jim Collins Model)

Module 4: Entrepreneurial Leader

08 Hours

- Setting the Foundations of the Startup Venture

- Leadership Versatility in Startups
- Leading People in Startups (and Choosing Business Partners)
- Developing Organizational Culture in Startups
- Profiles of Entrepreneurial Leaders

Module 5: Failure Management

06 Hours

- Why Startups Break Down
- Early Stage Failure; Good Idea, Bad Bedfellows; False Starts; False Positives
- Late-Stage Failure; Speed Trap; Cascading Miracles.

Pedagogy

1. Shadowing of Entrepreneurial Leaders
2. Classroom Discussion
3. Project Based Learning
4. Experiential Learning
5. Practice Based teaching
6. Activity Based Teaching
7. Inquiry based Teaching

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3
LEVEL	3-Substantial			2-Moderate		1-Slight		- No Co-relation			

RECOMMENDED BOOKS (Latest Editions)

1. The New Entrepreneurial Leader, Developing Leaders Who Shape Social and Economic Opportunity, Danna Greenberg Kate McKone-Sweet H. James Wilson, First Edition, Berrett-Koehler Publications
2. Disrupt: Think the Unthinkable to Spark Transformation in Your Business, 2nd Edition, Luke Williams, Pearson Publications.
3. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd.
4. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.
5. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
6. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)

7. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA.
8. '8 steps to innovation' – Rishiksha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt , "Entrepreneurship: New Venture Creation", Prentice-Hall of India
3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger, "The Culture of Entrepreneurship", ICS Press
5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

1. Entrepreneurial Strategic Management, by University of New Mexico, platform: Coursera.<https://www.coursera.org/learn/entrepreneurial-strategic-management/>.
2. <https://www.udemy.com/course/think-like-a-leader-with-brian-tracy/>.
3. Entrepreneur Research (Journal of Small Business)
4. The Journal of entrepreneurship: <https://journals.sagepub.com/home/joe>.
5. <https://elibrary.in.pearson.com/login>.
6. <https://jgateplus.com/home/>.
7. <https://capitaline.com/>
8. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	TECHNOLOGY FOR STARTUPS AND FAMILY BUSINESSES
Term / Semester	III
Course ID	21MBA237
Credits	3

Introduction:

This subject is introduced keeping in mind the growing role of technology in the present dynamic world. The VUCA world of today is heavily reliant on technology and anything and everything is driven by technology including business. The literacy paradigm has shifted from not just traditional education but has expanded to technical knowhow. Many of the businesses have shifted to virtual platform either partially or completely. Hence it is always wise for the budding entrepreneur to have a full hand understanding of the virtual platforms, business transactions and various related tools and techniques. The subject will dab a little bit of everything as it is the need for the hour in the uncertain environment.

Course Outcomes:

After successful completion of this course, the students should be able to:

CO1: Recognise the importance and role of technology in entrepreneurship.

CO2: Understand and appreciate the various uses, abuses, and opportunities through usage of technology available for entrepreneurs in present scenario.

CO3: Acquire hands on knowledge of different technological tools for starting up their venture.

CO4: Apply strategies for business competition with technological techniques.

CO5: Build a sustainable business venture through the effective usage of technology.

Course Content and Structure:

(36 hrs.)

Module 1: Technology for Startups & Family Businesses

06 Hours

- Importance of technology for an Entrepreneur, Role of Technology in starting a New Venture
- Benefits of using technology for Startups & Family Business
- Technologies that drive Family Businesses, trends and success stories
- Cloud native technologies, CRM tools and techniques, Automation Tools and techniques.

Module 2: Digital Ecosystems for Growth

08 Hours

- Digital Ecosystem for Business, Digital Management of Core Business Functions; Evolution of Value Chains and Business Models.
- Digital Platforms, Website Development; SEO, Affiliate Marketing, Social Media Marketing, Email Marketing.
- Digital Promotion and Engagement, Optimizing Content, Social Media Engagement, Usage of various tools for tracking Digital Marketing initiatives.

Module 3: Data Science for Data - Driven Decisions**10 Hours**

- Enterprise Big Data, Characteristics of Big Data, Four Forms of Pattern Identification,
- Types of Analytics and purpose, Data Types, Raw; Processed and Cooked. Business Intelligence for Decision Making - Data Pipeline, Properties of Data Pipeline; Evolution of Data Pipelines.
- Data Pipeline Process – Setting the Environment, Publishing Events, Storing Events.
- Data Flow through Google Cloud Platform. Data Metrics – tracking the health of start-ups through KPIs. Data Reporting – Google Data Studio, Tableau, Custom Tooling.

Module 4: Leveraging AI, VR, and AR for Business Success**08 Hours**

- Introduction to AI, VR and AR. How businesses use AI, Cross Referencing Data, Consumer Behaviour Tracking and forecasting, Fraud detection.
- Personalization of marketing Communication, Chatbots, VR/AR applications to Business, Managing Workforce, Customer Experience Management, Online Shopping,
- Scope and opportunities of using VR/AR in different sectors in India.

Module 5: Application of IOT for Successful Automation**04 Hours**

- Introduction to IOT, Computing Devices; Digital Machines; UIDs.
- Networks and Interactions, Human to Human; Human to Computer.
- Usage of Sensors & Processors,
- Automation Processes – Customer transactions, HR Costs, SCM, Logistics Operations.
- Business decisions using IOT, Contemporary Smart Business Models.

Pedagogical tools

1. Class Room Discussions
2. Interaction with experts
3. Case Based Teaching
4. Simulations
5. Practice Based teaching using specific IT tools.
6. Mobile App Based Learning
7. Project based learning

RECOMMENDED BOOKS (Latest Editions)

1. Technology Strategy for Managers and Entrepreneurs, Scott A. Shane, Case Western University, Pearson Publications.
2. Ray Rothrock, Richard A. Clarke, Digital Resilience: Is Your Company Ready for the Next Cyber Threat, 2018.

3. Ajay Agrawal, Joshua Gans, Avi Goldfarb, Prediction Machines: The Simple Economics of Artificial Intelligence, Harvard Business Review Press.
4. George Gilder, “Life after Google: The Fall of Big Data and Rise of the Block chain Economy, Financial Times Book, 2018

REFERENCE BOOKS (Latest Editions)

1. Thomas M Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, Rosetta Books , 20192020 - 21 Page 4
2. Kenneth C. Laudon and Jane P. Laudon, “Information Systems”, Pearson Publication.2013. Dorling Kindersley (India) Pvt.Ltd.
3. O’Brien, Management, Info Systems, Tata McGraw-Hill, Latest
4. Giridhar Joshi, Management Information Systems, Oxford University Press, 2013

Supplementary Resources:

1. Technology Entrepreneurship Lab to Market;
<https://www.edx.org/course/technology-entrepreneurship-lab-to-market>
2. Technology Leadership and Entrepreneurship
<https://www.coursera.org/learn/technology-entrepreneurship>
3. International Journal of Technoentrepreneurship;
<https://www.inderscience.com/jhome.php?jcode=ijte>
4. **Ebsco:** [Entrepreneurship & Regional Development](#)
5. <https://elibrary.in.pearson.com/login>
6. <https://jgateplus.com/home/>
7. <https://capitaline.com/>
8. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	3	1
CO2	2	3	1	1	1	3	1	3	2	3	1
CO3	2	3	3	1	3	3	3	3	3	2	1
CO4	3	3	3	1	1	3	1	3	2	3	1
CO5	3	1	3	1	1	3	1	3	3	3	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	CORPORATE ENTREPRENEURSHIP
Term / Semester	III
Course ID	21MBA238
Credits	3

Introduction:

Corporate entrepreneurship and venture creation is the practice of employing entrepreneurial skills and approaches within an organization. To achieve and sustain a true competitive advantage in today's global business environment, companies must be faster, more creative, nimble, flexible and innovative. Resource availability may be limited or non-existent to support new innovations and initiatives. In other words, organizations must be more entrepreneurial in approach. For this reason, entrepreneurial skills are valued in companies and organizations that base their growth and competitive advantage on innovation.

It is increasingly common for entrepreneurial projects to be deployed within an established organization, which is known as intra-entrepreneurship or corporate entrepreneurship. Expand your knowledge on this topic with this online course.

The purpose of this course is to explain to participants the main concepts of corporate entrepreneurship and introduce topics of "Entrepreneurial Culture" aimed at developing competencies for the organic growth of the company or the development of the organization.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Understand & appreciate Corporate Entrepreneurship, its origin and growth in modern times

CO2: Apply the entrepreneurial process to the operations of a department or functional area within an established organisation

CO3: Formulate corporate objectives and strategies that support entrepreneurial behaviour.

CO4: Evaluate the ethical dimensions of corporate entrepreneurial behaviour.

CO5: Implement and build viable and sustainable business models within an established organisation.

Course Content and Structure:

(36 hours)

Module 1: Introduction to Corporate Entrepreneurship

06 Hours

- Introduction to Corporate entrepreneurship; Forms and history of corporate entrepreneurship.
- Entrepreneurial orientation and architecture; building entrepreneurial architecture; corporate entrepreneurship strategy.
- Corporate entrepreneurship Vs. Role of Manager.
- Entrepreneurship V/S Intrapreneurship

Module 2: Building Organisation

06 Hours

- Introduction to Building an organisation
- Types of Entrepreneurship organisational structures

- Robert Michael's Model of Corporate Entrepreneurship; Opportunist, Enabler, Advocate, Producer.
- Building supportive organisational cultures; Vision, Mission, Aligning Vision & Mission with Objectives.

Module 3: Entrepreneurial Leadership

10 Hours

- Introduction to Entrepreneurial leadership; Qualities of Entrepreneurial control systems.
- Obstacles to and risk of corporate entrepreneurship
- Eco system plan.
- Traits of Corporate Entrepreneur; Decentralization, Risk Taking, Innovation, Formal Process, Open Communication.

Module 4: International Corporate Entrepreneurship

08 Hours

- International corporate entrepreneurship
- ICE and organisational learning; Setting goals and Strategies
- Selected international entrepreneurial best practices and Case Studies.

Module 5: Corporate Culture and Organisational Structure

06 Hours

- Corporate culture- Values, Norms; Expectations
- Ethical & Compliances in Corporate Entrepreneurship; shared resources; Mentoring opportunities.
- Examples of Corporate Entrepreneurship; 3M, Google, Grameen Bank, ITC, HUL, E&Y

Pedagogy

1. Classroom Discussion
2. Interaction with the corporate Entrepreneurs
3. Industrial Visit
4. Experiential Learning
5. Activity Based teaching
6. Project Based Learning
7. Case Study (Success and Failure Stories)

RECOMMENDED BOOKS (Latest Editions)

1. Corporate Innovation & Entrepreneurship: Entrepreneurial development with Organisations – Kuratko, D F; Morris, M H; & Cavin, J G.
2. Corporate Entrepreneurship: Innovation and Strategy in Large Organisations – Burns, P.
3. Corporate Entrepreneurship: How to create a thriving entrepreneurial spirit throughout your company – Hisrich, R D and Kearney C.
4. Corporate Entrepreneurship – Jerome A Katz and Dean A Shepherd
5. Corporate Entrepreneurship & Innovation – Morris M H, Kuratko D. F and Covin J C.

REFERENCE BOOKS

1. Corporate Entrepreneurship, Vijay Sathe, Cambridge University press, 2003.
2. Corporate Innovation & Entrepreneurship, 3E, International Edition, Cengage Learning, 2011.
3. Corporate Entrepreneurship and Growth, Volume 1, Shaker A. Zahra, Publisher Edward Elgar, 2005

Supplementary Resources:

1. Intrapreneurship – **Make your Business great again, by Biz MOOC project team, platform: mooc.house**
<https://mooc.house/courses/bizmooc2018>
2. **Developing the Opportunity for Corporate Entrepreneurs, by University of Maryland, platform: Coursera**
<https://www.class-central.com/course/coursera-developing-the-opportunity-for-corporate-entrepreneurs-7180>
3. **Ebsco: International Journal of Innovation and Applied Studies**
4. <https://elibrary.in.pearson.com/login>
5. <https://jgateplus.com/home/>
6. <https://capitaline.com/>
7. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

FINANCE SPECILISATION SUBJECTS

Course Title	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
Term/Semester	III
Course ID	21MBA332
Credits	3

Introduction:

"An investment in knowledge pays the best interest." — Benjamin Franklin

The average turnover of the cash segment in India is Rs. 0.54 Lakhs Crore, and Stock Future of Rs. 1.20 Lakhs Crore and market's turnover is gradually rising - the average daily turnover. The stock market plays the role of bridge between the company and investors. This course attempts to develop a conceptual and analytical understanding of evaluating financial instruments & markets and inculcates investment intelligence in students. Students are exposed to the framework of modern portfolio theory and investment analysis. They can critically evaluate alternatives to investing in financial securities and constructing portfolios with the desired risk-return characteristics.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Understand and appreciates the framework of the securities market and its functions

CO2: Understand and appreciates the framework of Risk and Return and calculate Risks and Returns of selected securities.

CO3: Understand and evaluate securities such as Bond and Equity to check whether they are underpriced or Overpriced

CO4: Evaluate financial statements for fundamental analysis (valuation of companies) and Technical Analysis (Charts)

CO5: Create optimum portfolios of different securities and evaluate the portfolio.

Course content and Structure:

(36 hours)

Module 1: The Investment Background and Financial Markets 5 Hours

- Investment Avenues: Attributes, Investor V/s speculator, Features of a Good Investment, Investment Process.
- Financial Instruments: Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market: Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges (only Theory).

Module 2: Risk and Returns 6 Hours

- Return and Risk Concepts: Concept of return, individual security returns, rate of return, Concept of Risk, Causes of Risk, Types of Risk.
- Systematic risk Market Price Risk, Interest Rate Risk, Purchasing Power Risk,
- Unsystematic Risk: Business risk; Financial Risk, Insolvency Risk, Risk-Return Relationship,
- Calculation of Return and Risk of Individual Security (Theory & Problems)

Module 3: Valuation of Securities**8 Hours**

- Valuation by comparable- Intrinsic Value versus Market price- Dividend discount models, Constant growth and multistage growth model -Price Earnings Ratio and other comparative valuation ratios-Free Cash flow valuation approaches- Comparing valuation models- Analysis of growth companies; Valuation of Alternative Investments.
- Valuation of Bond: Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond Duration.

Module 4: Fundamental & Technical analysis**8 Hours**

- Macro-Economic and Industry Analysis: - Fundamental analysis EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis- Financial Statement Analysis.
- Market Efficiency: Efficient Market Hypothesis, Forms of Market Efficiency, Empirical test for different forms of market efficiency.
- Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts- Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence (MACD), Relative Strength Index (RSI), Bollinger Band.

Module 5: Portfolio Theory and Practice**9 Hours**

- Markowitz Model Diversification, Portfolio Return, Portfolio Risk, Efficient Frontier. Sharpe Single Index Model, Introduction to Robert F Engle Model and Black-Litterman Model
- Capital Asset Pricing Model: Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML V/s SML.
- Sharpe Optimum Portfolio Construction.
- Arbitrage Pricing Theory: Equation, Assumption, CAPM V/s APT (Theory & Problems)
- **Mutual Funds:** Concept of Mutual Funds, Participants in Mutual Funds, Advantages of Investment in Mutual Funds, Measure of Mutual Fund Performance. Portfolio performance Evaluation: Measures of portfolio performance (Theory & Problems).

Pedagogy:

- 1) Classroom Discussion
- 2) Practice-based teaching using excel other application tools/software
- 3) Project Based teaching
- 4) Case study based teaching
- 5) Fund Manager as practitioner-based teaching
- 6) Capstone Project

Teaching Learning Resources:**Essential Readings**

1. Chandra, Prasanna. (2008). Investment analysis and portfolio management. New Delhi: Tata McGraw – Hill Publications.
2. Bodie, Kane, Marcus and Mohanty. Investments (10th ed.). Tata McGraw Hill Publications.

3. Reilly. & Brown. (2012). Analysis of Investments & Management of Portfolios (12th Ed.). CENGAGE Learning.

References

1. Bhalla, V. K., Investment management, S. Chand & Co Publications.
2. Kevin S. (2008). Security Analysis & Portfolio Management, New Delhi: PHI Learning Pvt Ltd Publications.
3. Brealey, & Myers, Principles of corporate finance (7th Ed.). Tata McGraw Hill Publications

Supplementary Resources

- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>
- MOOC on Investment and Portfolio Management by RICE University
- Assets Allocation: Management style and performance measurement by William F Sharpe's Seminal Paper
- "Capital Asset Prices with and without Negative Holdings," by William F Sharpe's Seminal Paper
- Capital Asset Prices: A Theory Of Market Equilibrium Under Conditions Of Risk, by William F Sharpe's Seminal Paper

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	1	2	2	3	1	2
CO2	3	2	2	-	1	-	2	2	2	1	1
CO3	2	2	-	2	1	1	1	3	3	2	2
CO4	2	2	1	1	-	1	2	1	2	1	-
CO5	3	3	1	2	-	1	2	2	2	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BUSINESS VALUATION & FINANCIAL MODELING
Term/Semester	III
Course ID	21MBA333
Credits	3

Introduction:

“Managers and investors alike must understand that accounting numbers are the beginning, not the end, of business valuation”- **Warren Buffett**

As per industry statistics-United States, the average business valuation in the US is \$3700 market as of 2021. The common objective for business managers is to add value to their business. Also, determining the valuation of a business is necessary for many purposes, including security analysis, mergers and acquisitions, and a wide variety of other situations. The course covers all major topics for the valuation of businesses with different methods and practical applications both for transactions and business management. This course facilitates the students to be oriented about valuation, value drivers and the strategies that can help reach the goals – both organic and inorganic of the business. This course, “Corporate Valuation and Financial Modelling”, aims to orient finance professionals about the essential components of value-based management.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Develop the analytical skills to compute different business valuation techniques

CO2: Understand and appreciate the business restructure methods and their importance

CO3: Compute and evaluate the value of the business for M&A decision

CO4: Develop the analytical skills to apply to compute valuation methods as financial modelling

CO5: Understand the types of takeovers / acquisitions

Course content and Structure:

(36 hours)

Module 1: Business Valuation Overview

6 Hours

- Approaches to Valuation: Features of the valuation process: Enterprise DCF Model-Analysing historical performance.
- Estimating the Cost of Capital: Forecasting performance, Estimating the continuing value; Calculating and interpreting the results.
- Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model, Applicability and Limitations of DCF analysis (Theory and problems)

Module 2: Valuation Method & Financial Modelling

8 Hours

- Valuation Models: Asset-Based Approach, Earnings Based Approach (Earnings-Capitalisation Method, P/E Ratio).
- Relative Valuation, DCF Approach of Two and Three stage model, Equity DCF Model: Dividend discount model, Free Cash Flow to Equity (FCFE) model,
- Adjusted Present Value (APV) model, Economic Value Added (EVA) method and
- Valuation of Bond, Valuation of Equity shares.

- FINANCIAL MODELING Preparation of spreadsheet: Cash Flow and Free Cash Flow Computation, Cash Flow Estimation, Estimate Cost of Equity, Debt and Capital, Stock Valuation using discounting of Dividends (Dividend discount model - DDM), (b) Free Cash Flow to Firm (FCFF) and (c) Free Cash Flow to Equity (FCFE) (practice-based Lab session)

Module 3: Business Restructuring

8 Hours

- Mergers and Acquisition (M & A)- Types and theories of mergers,
- Concept of synergy, M & A impact on stakeholders
- Due diligence in M&A
- Business restructuring: Significance, Forms of Restructuring;
- M & A – A strategic perspective: BCG matrix and SWOT Analysis

Module 4: Financial Evaluation of M & A

9 Hours

- Merger as capital budgeting decision: DCF Approach, Adjusted Present Value Approach (APV), Exchange Ratio (Swap Ratio)
- Methods of determining exchange rate and determining stakeholders gain or loss for M&A decisions. (Conn & Nilson Model)

Module 5: Takeover

5 Hours

- Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)- Anti-takeover strategies-Anti-takeover amendments(Case study: HDFC taking over Centurion bank of Punjab)
- Legal aspect of M&A, Combination and Competition Act, 2002

Pedagogy:

- 1) Classroom Discussion
- 2) Practice-based teaching using advance excel and other application tools/software
- 3) Project Based teaching -Valuation of the listed companies
- 4) Case study based teaching - M&A
- 5) Industry Interaction with the Practitioner

Teaching Learning Resources:

Essential readings

1. Bender, Ruth and Ward, Keith, “Corporate Financial Strategy”, 2nd edition, Butterworth Heinemann. ISBN: 0750648996.
2. Damodaran, Aswath, “Damodaran on Valuation”, John Wiley. ISSN: 978-0-471-75121-2
3. Damodaran, Aswath, “The Dark Side of Valuation”, John Wiley.
4. Chandra, Prasanna, “Corporate Valuation and Value Creation”, Mc Graw Hill, ISBN: 9780071078221
5. Sundaram, Sudi “Creating Value from Mergers and Acquisitions: The Challenges” 2nd edition, Pearson Publication.

References

1. Allen, David, “An Introduction to Strategic Financial Management – The Key to Long Term Profitability”, The Chartered Institute of Management Accountants, Kogan Page.

2. Allen, David, “Financial Decisions – A Guide to the Evaluation and Monitoring of Business Strategy”, The Chartered Institute of Management Accountants, Kogan Page.
3. Hampton, John, “Financial Decision Making – Concepts, Problems and Cases”, Prentice Hall of India.
4. Penman, H Stephen, “Financial Statement Analysis and Security Valuation”, Tata McGraw-Hill Publishing Company Limited.
5. Grinblatt, Mark and Titaman, Sheridan, “Financial Markets and Corporate Strategy”, Tata McGraw Hill.
6. Chandra, Prasanna, “Financial Management”, Tata McGraw Hill Publishing Limited.

Supplementary Resources

- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>
- Advanced Valuation and Strategy - M&A, Private Equity, and Venture Capital- Erasmus School of Economics

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	1	2	2	3	1	2
CO2	3	2	2	-	1	-	2	2	2	1	1
CO3	2	2	-	2	1	1	1	3	3	2	2
CO4	2	2	1	1	-	1	2	1	2	1	-
CO5	2	2	-	2	1	1	1	3	3	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	DIRECT TAX
Term/Semester	III
Course ID	21MBA331
Credits	3

Introduction:

“Taxation is the price which civilized communities pay for the opportunity of remaining civilized” - By Albert Bushnell Hart

An income tax is a tax that governments impose on income generated by businesses and individuals within their jurisdiction. By law, taxpayers must file an income tax return annually to determine their tax obligations. Unless a finance manager can analyze and think from tax perspective, no decision is complete and accurate. It is highly essential to understand the various taxes that have an impact on business, procedures to be followed and adopted for meeting tax regulatory requirements, and the system that governs them. Hence, this Course is introduced to orient a prospective finance manager regarding the tax matters that influences business and train them on making decisions considering such influence.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Understand corporate taxation system in India

CO2: Understand the basic concepts of Income tax and apply the same on real world situation

CO3: Understand and Computation of taxable Income under different heads

CO4: Understand and apply the deductions available while computing Income Tax

CO5: Evaluate Indian Company and Foreign company tax liability in Indian context

Course content and Structure:

(36 hours)

Module 1: Overview Income Tax

7 Hours

- Income Tax Act, 1961, Basic Concepts and definitions,
- Capital and revenue – receipts, expenditures,
- Residential Status and Incidence of Tax,
- Incomes which do not form part of Total Income (Sec.10),
- Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual and company).

Module 2: Individual Taxation

7 Hours

- Introduction to Five Heads of income,
- Income from Salary: Meaning of Salary, Allowances (Theory Only).
- Income from House Property: Meaning and deductions u/s 24 (Theory Only).
- Income from Business or Profession: Deductions & basic problems (Theory Only)
- Income from Capital Gain: Introduction, Deductions & basic problems (Theory& problems)
- Income from Other Sources: Introduction and concepts (Theory Only).

Module 3: Income from Business or Professions **10 Hours**

- Income under the head Profit and Gains of Business or Professions and its computation- basic method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books.
- Depreciation. (Problems on computation of income from business/ profession of Individual assessee and Depreciation).

Module 4: Income under capital gain **5 Hours**

- Income under capital gain: basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains.
- Over all Deduction u/s 80C to 80U

Module 5: Computation of taxable income of a company **7 Hours**

- Introduction to Corporate tax, Residential Status and Incidence of Tax, Computation of taxable income of a company with special reference to MAT. (Problems on MAT)
- Introduction to Direct tax in the partnership firm

Pedagogy:

- 1) Practice based teaching using excel other application tools/software
- 2) Project Based teaching
- 3) Case study based teaching- Articles on Tax Management, Planning and, Evasion
- 4) Interaction with Tax practitioners and tax officers

Teaching Learning Resources:

Essential Readings

1. Vinod Singhania and Kapil Singhania, "Direct Taxes Law and practice" Taxman Publications, 2020 Edition
2. Students Guide to Income Tax Vinod Singhania and Kapil Singhani, Taxman Publications, 2020 Edition
3. T N Manoharan, "Students Handbook on Taxation" Snow White Publications Pvt. Ltd, Jan 2020 Edition
4. H.C. Mehrotra & S.P.Goyal "Income Tax", Sahithya Bhavan Publications, 60 e/2020
5. Ahuja, Girish and Gupta, Ravi, "Direct Taxes – Law and Practice", Bharat Publications.

Supplementary Resources:

- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	1	2	2	3	1	1
CO2	3	2	1	-	1	-	2	2	2	1	-
CO3	2	2	-	1	1	1	1	3	3	2	1
CO4	2	2	1	1	-	1	2	1	2	1	-
CO5	3	3	-	1	-	1	2	2	2	2	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	INDIRECT TAXES
Term/Semester	III
Course ID	21MBA334
Credits	3

Introduction:

Oliver Wendell Holmes, former Justice of the United States Supreme Court, said, "Taxes are what we pay for a civilized society." There are a number of Indirect taxes applied by the government of India. Taxes are levied on manufacture, sale, import and even purchases of goods and services. These laws aren't also well-defined in terms of Acts from the government, rather orders, circulars and notifications are given out by relevant government bodies to this end. As such, it can be cumbersome trying to understand every feature of indirect taxes in India. Indirect taxes are touted to be streamlined following the introduction of the uniform Goods and Services Tax (GST).

This course will provide basic understanding about the GST, Customs Duty and will also help students understand the concept of Input Tax Credit.

Course Outcomes:

After the Course completion, Students will be able to:

CO1: Understand and appreciate the basic concepts related to GST.

CO2: Associate levy and collection of GST in India and apply the same.

CO3: Evaluate the concepts related to Supply under GST

CO4: Assess regulations and computation of Input Tax Credit under GST.

CO5: Compute the Customs Duty on various applicable transactions.

Course content and Structure: (36 hours)

Module 1: Introduction, Overview and Evolution of GST 10 hours

- Indirect tax structure in India
- Goods and Services Tax Act & Rules; Need for GST in India.
- Dual GST Model- Central Goods and Services Tax Act, 2017 (CGST) State Goods and Services Tax Act, 2017 (SGST) Union Territory Goods and Services Tax Act, 2017 (UTGST) Integrated Goods and Services Tax Act, 2017 (IGST)
- Goods and Services Tax Network (GSTN), GST Council Guiding principle and Functions of the GST Council. (Theory).

Module 2: Levy and Collection of Tax 8 Hours

- Scope of Supply, Composite and Mixed Supplies. (Theory)
- Levy and Collection, Composition Levy (Theory and Problems)
- Exemptions - Person Liable to pay GST, Exemption from tax. (Simple problems on calculation of value of taxable supply and GST Levy). (Theory and Problems).

Module 3: Time and Value of supply 5 Hours

- Time of Supply
- Change in Rate of Tax in respect of Supply of Goods or Services. (Theory and Problems)
- Place of Supply and Value of Supply. (Simple problems on Time of supply,

place of supply and value of supply) (Theory and Problems).

Module 4: Input Tax Credit

5 HOURS

- Introduction and Eligibility to avail Input Tax Credit (ITC). (Simple problems on ITC)
- Registration under GST: Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration.
- Returns under GST: Furnishing of Returns, First Return, Revision of Returns and Penalty/Late Fee. (Theory).

Module 5: Customs Duty, Securities Transaction Tax and Stamp Duty 8 Hours

- Introduction to Customs Duty
- Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty.
- Valuation under customs: Valuation of Imported Goods and Valuation of Export Goods. (Problems on Valuation of Imported Goods). (Theory and Problems).
- Import and Export Procedure under Customs: Introduction to Baggage and General Free Allowance. (Basic Problems)
- Provisional Assessment of Duty, Due Dates for Payment of Duty ,
- Penalties under Customs, Seizure of Goods, Confiscation of Goods. (Theory).
- Introduction to and Levy of Securities Transaction Tax.
- Introduction to and Levy of Stamp Duty, Commodity Transaction Tax.

Pedagogy:

1. Class room discussions
2. Case Study based Teaching.
3. Enquiry Based Teaching.
4. Webinars and SDPs.
5. Multimedia Cases and Illustrations.
6. Student Teacher Interactive Learning with the use of Karvy App, CBEC-GST App, Tally- ERP, Excel
7. MOOCs on International IDT.
8. Workshops on IDT by Institute of Cost and Management Accountants.

Teaching Learning Resources:

Essential Readings

1. Principles of GST & Customs Law, V.S. Datey and Dr. Krishnan Sachdeva, Taxmann. ISBN: 9789387957800
2. Goods & Services Tax (GST) in India, B. Viswanathan New Century Publications, ISBN: 978-8177084290.
3. Comprehensive Guide to IDT Laws, Dr. Vandana Bangar, Dr.Yogendra Bangar, Aadhya Prakashan, ISBN: 978-8190502931
4. ICAI IDT Study Material- https://www.icai.org/post.html?post_id=14121.

References

1. Indirect Taxes Law and practices, V S Datey, Taxmann. ISBN: 9789389546842
2. GST & Customs Law (University Edition), K.M Bansal, Taxmann. ISBN: 978-9390585373

Supplementary Resources

1. <https://www.cbic.gov.in/htdocs-cbec/gst/gst-training>
2. <http://gstcouncil.gov.in/>
3. <https://iimskills.com/free-gst-certification-course-online/>
4. <https://www.udemy.com/course/basics-of-indian-customs-act-a-complete-study/>
5. <https://jgateplus.com/home/>
6. <https://capitaline.com/>
7. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
8. <https://elibrary.in.pearson.com/login>
9. <https://indiankanoon.org/search/?formInput=indirect%20tax%20cases%20>
10. <https://www.taxmann.com/post/blog/4796/top-20-judgements-of-year-2020-under-the-indirect-tax-laws/>
11. https://www.youtube.com/watch?v=aCjJcbtr2ro&ab_channel=H%26RBlockIndia
12. https://www.youtube.com/watch?v=gRJ6AOwYfyE&ab_channel=SunMargEducationalSeriesSunMargEducationalSeries
13. https://www.youtube.com/watch?v=-oLWs6Z9W30&ab_channel=KhanGSResearchCentreKhanGSResearchCentre
14. https://www.youtube.com/watch?v=76UUB7Vv8s8&ab_channel=CARachanaPhadkeRanade
15. https://www.youtube.com/watch?v=auPWG6yyP24&ab_channel=CAGouravJashnaniCAGouravJashnani
16. (http://www.wbnsou.ac.in/NSOU-MOOC/mooc_goods_and_services_tax.shtml)
(<https://www.udemy.com/course/gst-in-india/>)-

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	1	1	1	2	2	3	1	1
CO2	3	2	1	-	1	-	2	2	2	1	-
CO3	2	2	-	1	1	1	1	3	3	2	1
CO4	2	2	1	1	-	1	2	1	2	1	-
CO5	3	3	-	1	-	1	2	2	2	2	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BANKING FINANCIAL SERVICES AND INSURANCE
Term/Semester	III
Course ID	21MBA335
Credits	3

Introduction:

According to Sir Warren Buffett, “Risk comes from not knowing what you are doing.” This course has been designed in order to help students understand various financial services and institutions providing the same. Banking, Financial Services and Insurance (BFSI) is set to grow exponentially in India due to the rising per capita income, introduction of new products, innovation in technology, expanding distribution, networking and increasing customer awareness of financial products. BFSI Industry has seen bold reforms in the last few years and will continue to be a top priority focus industry for India’s economic development based on inclusive growth.

This course will provide basic understanding about the Banking, Insurance and other financial services and will also help students understand the concept of risk management in respect to the above two industries.

Course Outcomes

After the Course completion, Students will be able to:

CO1: Understand and Appreciate the Indian Financial System.

CO2: Exemplify the Principles and Practice of Banking.

CO3: Infer the Principles and Practice of Insurance in Business and Management.

CO4: Associate with various financial services for decision making.

CO5: Analyze the current and changing scenario of Indian Banking, Insurance and financial service sector.

Course content and Structure:

(36 hours)

Module 1: Financial System

5 hours

- Introduction to and Functions of a Financial system
- Indian Financial System, Markets and Regulators
- SEBI: Role and functions of SEBI, Recent Financial sector reforms of SEBI
- Reserve Bank of India: Functions of RBI. Recent Policy Developments in the Indian Financial system.
- Money Market in India: Organized and Unorganized Market, Money market structure.

Module 2: Banking System and Structure in India

10 Hours

- Introduction to Banking- Retail banking; Wholesale banking and International banking; Universal banking, Banker and customer Relationship; RBI’s Constitution and objectives; Role and function of RBI.
- Payment and collection of Cheques and other Negotiable Instruments.
- Banking Technology- Core banking, Payment system and Electronic banking.
- Fundamentals of Investment Banking Fund based and fee based services.
- Differences between International Banking and Indian Banking;
- Components of Liabilities and Components of Assets; Significance of Asset

Liability management; Assets and Liabilities Committee (ALCO); Activities of ALCO.

- Introduction to NPAs and its management, Classification of NPAs and recovery strategy.
- Recent development in Indian banking sector- ATM; Mobile Banking; IMPS; NEFT; RUPAY; E- Banking; Credit and Debit Card; UPI; Block-chain; Fintech; AI Robots; Digitization; Chatbots; Cloud Banking; Biometrics, Payment Banks; FWH for Bankers (Pandemic Effect).

Module 3: Insurance

7 Hours

- Introduction to Insurance and Insurance Laws in India
- Insurable Interest, Insurable Risk, Requirements of an insurable risk.
- Types of Insurance- Life, Fire, Marine, Crop/Agriculture insurance, different Insurance Covers, ULIPs, Endowment Policies
- Significance of insurance to business
- Insurance Premium.
- Actuarial Service Scope.
- Agent Qualifications.
- Recent developments in the Indian Insurance Sector- Insurance Covers for Pandemics; Customer Focused Solutions; Digitization; Enhanced Claim settling processes; Increased Insurance and Rider options.

Module 4: Financial Services in India

9 Hours

- Factoring & Forfeiting – Definition, Functions, Types and Services offered.
- Credit rating: Meaning, process of credit rating, rating methodology, rating agencies and symbols.
- Securitization: Meaning, process, Types of securitisable assets, Benefits of securitization.
- Depository system: objectives, activities, NSDL& CDSL; The process of clearing and settlement.
- Leasing and Hire Purchase

Module 5: Financial Institutions

5 Hours

- Functions and Instruments; Call Money Market; Treasury Bills Market; Commercial Bills Market; Markets for Commercial Paper and Certificate of Deposit, Differences between CDs and CBs, Diff between Bond and Debentures.
- Special Purpose Institutions –NABARD, SIDBI Inclusive Banking Trade Finance, REC Bonds.

Pedagogy:

1. Class room discussions.
2. Enquiry Based Teaching.
3. Webinars, MOOCs, SDPs.
4. Multimedia Cases and Illustrations.
5. Student Teacher Interactive Learning.

Teaching Learning Resources:

Essential Readings

1. Principles and Practices of Banking - IIBF, 2/e, Macmillan, New Delhi. ISBN: 9789350597293, 9789350597293
2. Management of Banking and Financial Services, Fourth Edition, By Pearson. ISBN13:9789352861873.
3. Financial services – Khan M Y, 6/e, McGraw Hill. ISBN: 0070585857, 9780070585850.

References

1. Banking Theory and Practice, K.C. Shekhar and Lekshmy Shekhar, Vikas Publishing House, 2011. ISBN: 9789325969056
2. Banking and Insurance, O.P Agarwal, Himalaya Publishing House. ISBN: 978-8184884883.
3. Elements of Banking and Insurance, Jyotsna Sethi, Nishwan Bhatia, PHI Learning, ISBN: ISBN: 9788120346574, 9788120346574
4. Essentials of Banking and Insurance, Sunil Kumar, JSR Publishing House LLP. ISBN: 978-9387684614

Supplementary Resources

1. https://www.rbi.org.in/Scripts/BS_ViewSpeeches.aspx
2. <https://nptel.ac.in/courses/110/106/110106040/>
3. <https://nptel.ac.in/courses/110/105/110105121/>
4. <https://www.coursera.org/learn/fintech-transformation-financial-services>
5. <https://www.coursera.org/lecture/financial-markets-global/insurance-fundamentals-X6HV1>
6. (https://onlinecourses.swayam2.ac.in/cec20_mg08/preview)-
7. <https://www.edx.org/school/state-bank-of-india>
8. <https://www.coursera.org/lecture/financial-markets-global/insurance-fundamentals-X6HV1>
9. https://www.youtube.com/watch?v=Ce3A8l7LHM&ab_channel=HitBullsEyeHitBullsEyeVerified

10. https://www.youtube.com/watch?v=uPqNNshSA9I&ab_channel=CARachanaPhadkeRanade CARachanaPhadkeRanadeVerified

11. https://www.youtube.com/watch?v=YyWOnt15CYE&ab_channel=TheLogicalLearning TheLogicalLearning

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	P10	P11
CO1	-	-	-	2	-	-	-	-	-	-	-
CO2	3	2	-	3	2	2	2	3	1	1	-
CO3	3	2	1	3	2	2	2	3	1	1	-
CO4	3	2	1	3	2	2	2	3	1	1	2
CO5	3	3	2	3	3	1	3	2	2	2	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BEHAVIORAL FINANCE
Term/Semester	III
Course ID	21MBA336
Credits	3

Introduction:

Too frequently, investors—amateurs and professionals alike—unknowingly fall prey to their best investing intentions. Most often, their disappointment stems from a wide array of well-documented behavioral influences. We know that they are harmful to our financial health, yet we persist in them. Why are behavioral dilemmas so sticky to overcome? Behavioral finance has blossomed—and justly so. It is a key to the justification for active portfolio management. If investors were perfectly rational and always acted in their enlightened self-interest, active management would still have a role because different investors have different goals and preferences and may require different portfolios. Roger Ibbotson, with three colleagues, demonstrated in *Popularity: A Bridge between Classical and Behavioral Finance* that an investment may be popular (and thus offer inferior prospective returns) for perfectly rational reasons—for example, because it offers liquidity or tax savings. And it may be unpopular (and thus offer superior prospective returns) for precisely opposite reasons. But active management based on investor irrationality—that is, on behavioral finance—is much more interesting and likely to be much more rewarding. It turns the students into detectives, hunting down parts of the market where euphoria, despair, ignorance, greed, fear, and a litany of other Behavioral Finance faults reign and prices depart from their fair value. It is in these situations where active managers can add the most value.

Course Outcomes (COs):

At the successful completion of this course the students should be able to;

- CO1:** Define “Normal Investors” and understand “what Investors really want”
- CO2:** Examine and Analyze “Efficient Market Hypothesis”
- CO3:** Apply “Prospect theory and asset pricing models in different situations”
- CO4:** Evaluate “Heuristics and Behavioral Biases of Investors with empirical evidence”.
- CO5:** Applying Behavioral Finance theories and overcoming Investor Biases

Course content and Structure: (36 hours)

Module 1: Introduction to Behavioral Finance 6 Hours

- Rational Markets Hypothesis, Intellectual Underpinnings, The Rise of the Rational Markets Hypothesis, Impact on Wall Street and the Corporates, The Challenge of Behavioralists, Synthesis and Future Horizons
- Psychology and market people – Understanding investor psychology and their types.
- Investors, portfolio managers, analysts: are they rational?
- Bounded rationality in real market conditions.
- Decision-making process by an investor and behavioral biases.

Module 2: Efficient market hypothesis & Failing EMH 8 Hours

- Theoretical Foundations of the EMH.
- Empirical Support for the EMH.

- Theoretical Challenges to the EMH.
- Empirical Challenges to the EMH.
- An Assessment of EMH

Module 3: Behavioral Aspects of Investing

8 Hours

- Investor Behaviour- Portrait of an Individual Investor, What the Heuristics and Biases Mean for Financial Decision Making, Implications of Overconfidence for Decision Making, Influence of Emotions, Implications of Mental Accounting, Behavioral Portfolio Theory, Knowing Yourself: Psychographic Models, Basic Ingredients of a Sound Investment Philosophy, Guidelines for Overcoming Psychological Biases.
- Market Outcomes, Size Effect and Seasonality, Momentum and Reversal, Post-Earnings Announcement Drift, The Value Premium, The Equity Premium Puzzle, Excessive Volatility, Bubbles, Behavioral Asset Pricing Model.
- Value Investing, Central Tenets of Value Investing, Evidence and Prospects of Value Investing, Strategies of Some Well-Known Value Investors, Academic Research on Value Investing.

Module 4: Behavioral Corporate Finance

8 Hours

- Behavioral Corporate Finance, Rational Managers with Irrational Investors Approach, Valuation, Capital Budgeting, Capital Structure, Dividend Policy, Mergers and Acquisitions (M&A), Agency Conflicts and Corporate Governance.
- Building a Smart Organisation, Challenges in Building a Psychologically Smart Organisation: Accounting, Financial Planning, Incentives, Information Sharing, Group Processes, Improving Organizational Decision-Making Process

Module 5: Contemporary Issues

6 Hours

- Methods to overcome behavioral biases – Anchoring effect, Bandwagon bias, Confirmation bias and Halo Effect and Company Performance.
- Wisdom of Crowds, Fooled by Randomness, Power Laws, Noise and Performance in Stock Market, Stock Market as a Complex Adaptive Systems, Evolutionary Analogy, Animal Spirits, From Homo Economics to Homo Sapiens, Flaws of Finance, The Clash of Cultures

Pedagogy:

- 1) Classroom Discussions
- 2) Intense Case study analysis
- 3) Running Simulations
- 4) Modelling to evaluate investor psychology
- 5) Expert Talk / Guest Lectures
- 6) Empirical Evidence based Research paper Writing

Teaching Learning Resources:

Essential readings

1. Behavioral Finance, Prasanna Chandra, McGraw Hill Education, ISBN: 978-9385965555.
2. Buy Psychology of Investing, Pearson Publication.

Supplementary Resources

1. Misbehaving- The making of behavioral economics, Richard Thaler, Penguin Press.
2. Nudge, Richard Thaler, Penguin Press.
3. Baker, Malcolm, and Jeffrey Wurgler, 2000, –The equity share in new issues and aggregate stock returns, Journal of Finance 55(5), 2219-2257.
4. <https://jgateplus.com/home/>
5. <https://capitaline.com/>
6. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
7. <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
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CO2	3	2	-	1	-	-	-	3	1	2	2
CO3	2	2	-	2	-	-	2	3	2	-	-
CO4	3	3	2	-	2	-	3	3	3	1	3
CO5	3	3	3	1	1	-	3	3	3	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Course Title	SUPPLY CHAIN DESIGNING, SOURCING AND OPTIMIZATION
Term/Semester	III
Course ID	21MBA432
Credits	3

Introduction:

Supply chain design is the process by which a company structures and manages the supply chain in order to identify the right balance between inventory, transportation, and manufacturing cost. The process of sourcing products or services is the first step in the supply chain. It's about finding the balance between the quality of products, raw materials and the affordability. This course will provide the student with a thorough understanding of Resource Optimization by explaining how and why optimization modelling is used. Learn to explain the modelling process and be able to apply it in a variety of different business situations

Course Outcomes (COs):

Having successfully completed this course student will be able to:

- CO1** –Understand and appreciate the need for advanced supply chain network design
- CO2** - Apply the appropriate tools and techniques to source the suppliers
- CO3** – Formulate various strategies to achieve Continuous Service Improvement
- CO4** - Apply appropriate techniques to evaluate the project efficiency
- CO5** – Develop and deploy the Business contingency plan for the organisation

Course content and Structure:

36 hours

Module 1- Overview of Supply Chain Design

(6 Hrs.)

- Introduction to Network Flow models
- Supply Chain Network Design: Facility Location and Network Design problems
- Advanced Supply Chain Network Design; Modeling multiple products; multiple echelons; multiple time periods.

Module 2: Supply chain Sourcing

(8 Hrs.)

- Supply chain sourcing; Concept; Types; Levels of sourcing; Best practices in sourcing Purchasing; Types; Make or buy decisions; Insourcing and Outsourcing
- Procurement; Procure to pay system
- Supplier selection process
- Supplier evaluation system

Module 3: Resource Planning and Optimization in Operations (10 hrs.)

- Resource; Concepts and Classification; Factors affecting utilization of resources
- Resource Optimization; Time, Money, Product, Space, Human
- Overview of Resource Allocation; Problems on Resource Allocation; Product Mix
- Optimization approach of Resource Allocation
- Continuous Service Improvement.

Module 4: Contingency Planning and Risk management in SCM (6 Hrs.)

- Contingency Planning; Technical Risk; Schedule Risk; Cost Risk; Funding Risk; Environmental Risk
- Business Continuity Plan; Disaster Recovery; Opportunity Management
- Contingency Funding and Time Buffers; Budget Reserves, Management Reserves, Time Buffers; Risk Response Control; Change Control Management.

Module 5: Resource Optimization in Project Management (6 Hrs.)

- Resource planning; Resource levelling and Resource smoothing
- Quality Function Deployment in Project Management (Industry Standard)
- Sensitivity Analysis; Overview; Methods and Techniques; Interpretation of solution.

Pedagogy:

- Class room discussion
- Project based learning
- Workshop from practioners
- Case based teaching
- Experiential learning
- Inquiry based teaching
- Simulation

Teaching Learning Resources:

Recommended Books

1. Supply chain design - Mark J. Schniederjans, Stephen B. LeGrand, Arthur V. Hill, Pearson, 2013
2. Gerardus Blokdyk, "Resource Optimization - A Complete Guide - 2020 Edition", 5starcooks Publication.
3. Manoj Kumar, "Resource Optimisation through Environmental Leadership", K W Publishers Pvt Ltd.
4. Supply Chain Network Design: Understanding the Optimization behind Supply Chain Design Projects – Michael Watson et al – TMH – 2019

Reference Books

1. Barnali Roy Choudhury, "Resource optimization", UNESCO 2015.

- Anand J. Kulkarni, Suresh Chandra Satpathy, "Optimization in Machine Learning and Applications", Springer.
- Project Management Institute's Project Management Body of Knowledge (PMBOK) ©
- Clifford F. Grey, Erik W. Larson, Gautam V. Desai, "Project Management – The Managerial Process", Tata McGraw Hill Publication.

Supplementary reading

- <https://www.edx.org/course/supply-chain-design>
- <https://www.coursera.org/learn/sourcing#syllabus>
- <https://ocw.mit.edu/courses/sloan-school-of-management/15-763j-manufacturing-system-and-supply-chain-design-spring-2005/>
- <https://blog.leancor.com/supply-chain-design>
- Steven A. Melnyk, Ram Narasimhan & Hugo A. De Campos (2014) Supply chain design: issues, challenges, frameworks and solutions, International Journal of Production Research, 52:7, 1887-1896, DOI: 10.1080/00207543.2013.787175
- Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO : <https://www.ebsco.com/search?search=supplychaindesign>
- Jgate: <https://jgateplus.com/home/resources/>
- www.capitaline.com

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	2	-	--	2	3	-	3	-	--
CO2	-	3	2	-	1	-	3	3	3	1	2
CO3	2	3	2	-	-	-	3	1	3	1	2
CO4	-	3	2	-	1	-	3	3	3	1	2
CO5	-	3	2	-	1	-	3	3	3	1	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	LOGISTICS MANAGEMENT
Term/Semester	III
Course ID	21MBA433
Credits	3

Introduction:

Logistics is the set of activities involved in the flow of materials and products through an organization and through the supply chain to the market. More specifically, business logistics is the subject that manages efficient, effective flow and storage goods, services, and related information in a supply chain. The key elements of business logistics covered in this course include logistics planning and strategy, customer service, procurement, transport, inventory, warehousing, and handling. This course addresses questions about logistics planning, transport modes selection, vehicle routing, inventory policies, purchasing quantity and timing, and storage selection.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: Analyze how logistical decisions (e.g., facilities, inventory, and transportation) impact the performance of the firm as well as the entire supply chain.

CO2: Compare and contrast the various types of information management systems in Logistics and SCM

CO3: Deploy appropriate strategies for order management and customer service

CO4: Understand the importance of Inventory management system in SCM and Logistics

CO5: Analyze the strengths and weaknesses of various transportation modes and perform cost analysis.

Course content and Structure:

36 hours

Module 1: Overview of Logistics

(6 Hrs.)

- Introduction to physical distribution –
- Logistics management and its elements
- Modern Concepts in Logistics
- Role of logistics in strategy; The Systems and Total Cost Approaches to Logistics; Logistical Relationships within the Firm

Module 2: Logistics and Information Technology

(8 Hrs.)

- Types of Information Management Systems
- Office Automation Systems Communication Systems; Transaction Processing Systems (TPS); Management Information Systems (MIS) and Executive Information Systems (EIS); Decision Support Systems (DSS); Logistics Management system (LMS); Enterprise Systems
- The Internet's Influence on Logistics and IoT ; GPS, Geofencing

Module 3: Elements of Logistics Systems (8 Hrs.)

- **Demand Management** - Demand Forecasting Models; Demand Forecasting Issues;
- **Order Management** - Order Transmittal; Order Processing; Order Picking and Assembly Order Delivery
- **Customer Service** - Time; Dependability; Communication; Convenience; Managing Customer Service; Establishing Customer Service Objectives; Measuring Customer Service; Customer Profitability Analysis; Service Failure and Recovery
-

Module 4: Inventory and Warehousing Management (8 Hrs.)

- Inventory Classifications
- Inventory Costs
- The Role of Warehousing in a Logistics system; Public Warehousing; Private Warehousing; Contract Warehousing; Multiclient Warehousing
- Design Considerations in Warehousing; General Considerations; Trade-offs; Fixed versus Variable Slot Locations for Merchandise; Degree of Warehouse Automation
- Warehousing Operations; Safety Considerations; Warehousing Security; Cleanliness and Sanitation Issues

Module 5: Transportation Management (6 Hrs.)

- Transportation Modes; Airfreight; Motor Carrier; Pipeline; Railroads; Water; Intermodal Transportation; Tailored Transportation-
- Transportation Specialists
- Transportation Regulation; Environmental Regulation; Safety Regulation; Economic Regulation
- Transportation Management systems ; Simulation models on TMS
- Legal Classification of Carriers

Pedagogy:

- Class room discussion
- Project based learning
- Workshop from practioners
- Case based teaching
- Experiential learning
- Inquiry based teaching
- Simulation

Teaching Learning Resources:

Recommended Books

1. Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited.
2. David B. Grant, Chee Yew Wong, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management, Kindle Edition

3. Contemporary Logistics, Paul R. Murphy Jr.; A. Michael Knemeyer, Pearson, 12e
4. Fundamentals of Logistics Management (The Irwin/McGraw-Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M. Ellram, McGraw-Hill/Irwin, First Edition, 1998.

References

1. David J. Bloomberg, Stephen Le May &: Logistics, Prentice-Hall of India Pvt Joe B. Hanna Ltd., New Delhi, 2003.
2. Donald J. Bowersox & David J. Closs: Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004
3. Satish C. Aliabad & Rakesh Singh: Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
4. Donald Waters: Logistics. Palgrave Macmillan, New York, 2004
5. Fundamentals of Logistics Management, David Grant, Douglas M. Lambert, James R. Stock, Lisa M. Ellram, McGraw Hill Higher Education, 1997.
6. Logistics Management, Ismail Reji, Excel Book, First Edition, 2008.

Supplementary reading

- <https://www.edx.org/course/master-control-in-supply-chain-management-and-logi>
- <https://www.coursera.org/specializations/supply-chain-management>
- <https://nasroo.com/topic/business/logistics-and-supply-chain/>
- <https://locus.sh/resources/ebooks/?locale=en>
- Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
- Jgate: <https://jgateplus.com/home/resources/>
- Capitaline: <https://www.capitaline.com/SiteFrame.aspx?id=1>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	-	--	2	3	-	3	-	--
CO2	-	3	1	-	1	-	3	3	3	1	2
CO3	2	3	1	-	-	-	3	1	3	1	2
CO4	-	3	-	-	-	3	3	1	3	1	1
CO5	1	3	2	-	-	1	3	1	3	-	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BUSINESS PROCESS MODELING (BPM) AND ENTERPRISE RESOURCE PLANNING (ERP)
Semester	III
Course ID	21MBA435
Credits	3

Introduction:

This course serves as an introduction to the world of Enterprise Resource Planning and also provides foundation for many disciplines in common business modern information systems. Students will examine how and why an ERP system is implemented and how it is integrated with existing business processes. Students will get to know what the impact of ERP on the organization is and how change can be managed. For demonstration an ERP system such as SAP will be used to experience several business processes.

This course also looks at ways in which business processes can be analyzed, redesigned, and improved. Business process management (BPM) is concerned with the concepts, methods, and techniques that support the design, administration, configuration, enactment, and analysis of business processes. By taking this course student will be able to understand business process from a general management perspective, and learn tools, analytical frameworks and general principles for managing business processes.

Course Outcomes (COs):

After successfully completing the course the students will be able to:

CO1: Understand and appreciate the concepts of Business Process Modeling.

CO2: Apply different methods for business process modeling in all stages of organization.

CO3: Compare and contrast various models of ERP and its role in integrating business functions

CO4: Analyze the strategic options for ERP identification and adoption.

CO5: Apply and evaluate the ERP implementation strategies in E-Commerce industry.

Course content and Structure:

(36 hours)

Module 1: Introduction to Business Process Modeling

(5 Hours)

- Business processes: What is BPM; The evolution of BPM
- Business process; Process discovery; Process scoping
- Business process modeling as a basis for BPM
- Business process modelling methods and tools: an overview of BPMN and EPC

Module 2: Business Process Modeling Process

(8 Hours)

- Business process modelling, business rules and ERP systems implementation
- Simulation modelling and business process analysis
- Setting-up a process support organization & Change management
- Process improvement methods – overview
- The role of organizational culture in BPM
- Process Benchmarking

- Process Reengineering

Module 3: Introduction to Enterprise Resource Planning (5 Hours)

- Introduction to Enterprise Resource Planning, Benefits of ERP
- Conceptual Model of ERP
- The Evolution of ERP
- The Structure of ERP
- Reasons for the Growth of ERP
- Scenario and Justification of ERP in India
- Evaluation of ERP
- Various Modules of ERP

Module 4: Understanding ERP (9 Hours)

- Overview of Enterprise
- Integrated Management Information System
- Business Modelling
- ERP for Small Businesses
- ERP for Make to Order Companies.
- Business Process Mapping: Business Process Mapping in ERP; ERP Implementation Process
- ERP and Related Technologies: Business Process Re-engineering, Management Information System, Executive Information System (EIS); Decision Support Systems (DSS); Supply Chain Management.

Module 5: ERP and E-commerce: (9 Hours)

- Future Directives in ERP
- ERP and Internet
- Critical Factors Guiding Selection and Evaluation of ERP
- Strategies for Successful ERP Implementation
- Critical Success Factors in ERP Implementation
- Failure Factors in ERP Implementation
- Integrating ERP into Organisation.
- ERP Software and Tools,
- Case Study: SAPR/3 at Tata Steel, Pantaloons, RSST.

Pedagogy:

- 1) Classroom discussion
- 2) Case based teaching
- 3) Interaction with experts
- 4) Experiential learning
- 5) Inquiry based teaching
- 6) Project based learning
- 7) Simulation based teaching

Teaching Learning Resources:

Recommended Books

1. Enterprise Systems for Management, Luvai F. Motiwalla and Jeff Thompson, second edition, Published by PEARSON: ISBN-13: 978-0-13-214576-3.
2. Essential Business Process Modeling. Michael Havey, First Edition, Published by O'Reilly ISBN: 20099780596555153
3. Vinod Kumar Garg and Venkitakrishnan N K, "Enterprise Resource Planning Concepts and Practice", second edition published by PHI. ISBN: 9788120322547
4. Joseph A Brady, Ellen F Monk, Bret Wagner, "Concepts in Enterprise Resource Planning", second Edition published by Thompson Course Technology. ISBN: 9780619216634

Reference Books

1. Alexis Leon, "ERP Demystified", Second edition published by Tata McGraw Hill. ISBN: 9780070656642
2. Rahul V. Altekar "Enterprise Resource Planning Theory and Practice", eighth edition published by Tata McGraw Hill,
3. Essentials of Business Processes and Information Systems Simha Magal and Jeffrey Word. ISBN-13: 978-0-470-23059-6

Supplementary readings:

1. <https://www.coursera.org/learn/enterprise-systems>
2. www.elibrary.in.pearson.com
3. <https://jgateplus.com>
4. <https://search.ebscohost.com>
5. <https://www.capitalline.com/SiteFrame.aspx?id=1>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	3	3	3	3	1	3	1	-	2
CO2	3	2	3	3	3	3	1	3	1	-	2
CO3	2	3	1	2	2	3	3	2	1	-	2
CO4	2	3	1	2	2	3	3	2	1	-	2
CO5	3	3	2	2	2	3	3	3	1	-	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	LEAN MANAGEMENT
Term/Semester	III
Course ID	21MBA434
Credits	3

Introduction:

The organization requirements vary industry to industry and Lean Manufacturing has always been challenge. Every business function needs Lean Management -FMCG to Industrial products which involves raw materials to produce a finished product. This means every stage of Manufacturing – required to understand and analyzing production planning and control tools for efficient production systems. Lean Management helps in decision making and helps to eliminate waste in the production Process problems. The purpose of this course is to prepare the students to understand the tools and techniques involved in Lean Management. Moreover, enable them to execute a Lean project to achieve specific goals that will benefit the organisations and society.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

- CO1** – Compare and contrast the various elements of Lean Management
- CO2** – Apply Lean Tools and Techniques to eliminate waste in the production Process
- CO3** – Develop and deploy Lean system for better productivity
- CO4** – Apply Appropriate Lean tools for project selection and management
- CO5** – Implement and review the Lean projects

Course content and Structure: 36 hours

Module 1- Introduction to Lean Management and Lean Elements (6 Hrs.)

- Introduction to seven waste and their narration
- Evolution of lean; Global competition
- Lean Manufacturing; Value flow and Muda, Muri and Mura; Need for LM; Meeting the stake holders’ requirement; Elements of LM.

Module 2: Lean Tools and Techniques (8 Hrs.)

- Various tools of LM
- Fundamental blocks of Lean
- Impact of Seiri, Seiton, Seiso, Seiketsu and Shitsuke (5S)
- Need for Total Productive Maintenance (TPM); Pillars of TPM; Implementation of TPM
- Overall Equipment Effectiveness (OEE) and its computation.
- Six Sigma
- Standardization Vs. Customization

Module 3: Lean System (8 Hrs.)

- Lean systems
- Features of manufacturing and services; Work flow; Small lot sizes; Pull Method; Kanban; A3 problem solving; Just in Time , Kaizen, Quality circles

Module 4: Project Selection for Lean (8 Hrs.)

- Resource and project selection; components of project selection; Selecting projects; Process mapping; Current and future; value stream mapping
- Project suitable for lean initiatives

Module 5: Lean Management And Implementation (6 Hrs.)

- Standardized work; Continuous improvement
- Lean projects; Selecting the members; Training; preparing project plan; Implementation; Review
- Productivity Improvement tools - Process- Machinery Operator and equipment.

Pedagogy:

- Class room discussion
- Project based learning
- Workshop from practioners
- Case based teaching
- Experiential learning
- Inquiry based teaching
- Simulation

Teaching Learning Resources:

Recommended Books

1. Lean Sustainable Supply Chain: How to Create a Green Infrastructure with Lean Technologies, Robert Palevich, Pearson, 2012
2. Harold J. Steudel and Paul Desruelle, "Manufacturing in the nineties – how to become a lean, world - class competitor", Van nor strand Reinhold, New York, 1992
3. John Nicholas, "Competitive manufacturing management - continuous improvement, lean production, and customer-focused qualities", McGraw Hill International Edition, 1998
4. Ronald G. Askin & Jeffrey B. Goldberg, "Design and analysis of lean production systems", John Wiley & Sons, 2003
5. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.

References

1. Feld, W. M. (2000). Lean manufacturing: tools, techniques, and how to use them. CRC press.
2. Forrest W. Breyfogle III, Implementing Six Sigma: Smarter solutions Using Statistical Methods, 1999.
3. James P. Womack, Daniel T. Jones, Lean Thinking, Free press business, 2003.
4. Liker, J. K. (1997). Becoming lean: Inside stories of US manufacturers. CRC Press.
5. Mann, D. (2009). The missing link: Lean leadership. Frontiers of health services management, 26(1), 15-26.
6. Michael L. George, Lean Six Sigma, McGraw-Hill, 2002.
7. N. Goplakrishnan, Simplified Lean Manufacture, PHI, 2010

8. Michael L. George, Lean Six SIGMA: Combining Six SIGMA Quality with Lean Production Speed, McGraw Hill, 2002.
9. Taiichi Ohno, Toyota Production System: Beyond Large-Scale Production, Taylor & Francis, Inc., 1988.
10. Jeffrey Liker, The Toyota Way, Tata McGraw-Hill, 2004

Supplementary reading

1. <https://locus.sh/resources/ebooks/?locale=en>
2. <https://www.simplilearn.com/quality-management/lean-management-training>
3. <https://www.edx.org/new/course/lean-production>
4. Capitaline: <https://www.capitaline.com/SiteFrame.aspx?id=1>
5. Emiliani, M. L. (2006). Origins of lean management in America: the role of Connecticut businesses. Journal of management History, 12(2), 167-184
6. Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
7. EBSCO : <https://www.ebsco.com/search?search=Lean>
8. Jgate: <https://jgateplus.com/home/resources/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	2	-	-	2	3	-	3	-	-
CO2	-	3	2	-	1	-	3	3	3	1	2
CO3	2	3	2	-	-	-	3	1	3	1	2
CO4	1	3	2	-	-	2	3	-	3	-	-
CO5	-	3	2	-	1	-	3	3	3	1	2
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	SCM FOR E -COMMERCE
Term/Semester	III
Course ID	21MBA437
Credits	3

Introduction:

Recent developments and breakthroughs in E-commerce have radically changed the business world. Competition has become just a few clicks away with 24-7 accessibility enabled by Internet technology. In many industries, it has become virtually impossible to have a sustainable business without a proper management of the Internet and information processes and service outcomes associated with product design, sourcing, production, order fulfillment, logistics, and delivery. In this context, the relationships with suppliers and customers, coupled with supply chain management—the planning, operation, and control of material, information, and financial flows across individual firms in the extended enterprise— have become crucial for companies’ success. In this course, students will learn to strategically think about integrated supply-chain, procurement, and service management strategies for organizations that rely on E-commerce to transact with suppliers and end consumers

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: Understand and appreciate the opportunities and challenges that E-commerce brings to supply chain management

CO2: Develop and deploy e business models in SCM

CO3: Analyse the role that the Internet and information plays in supply chain synchronization and in the development of relationships with suppliers and customers.

CO4: Apply supply chain management concepts to the design, analysis, and improvement of e-business.

CO5: Compare and contrast the e-SCM Technology architecture

Course content and Structure:

36 hours

Module 1: E- Supply Chain management

(6 Hrs.)

- Defining e-SCM
- Characteristics of e-SCM
- Web enabled network of channel partners
- Supply chain synchronization(SCS)
- Avenues for e- SCS; Understanding the Internet Business Environment; e-Business principles
- e-supply chain business trends

Module 2: E – Business Models

(8 Hrs.)

- Enterprise system foundation
- Internet commerce; Electronic data interchange (EDI); I – Marketing; e – business market places; e – collaboration market places; e-SCM business system model; e- business integration framework
- Collaborative planning, Forecasting and Replenishment (CPFR) mod

- **Module 3: E – SCM strategies and CRM** **(8 Hrs.)**
- Changing views of Enterprise strategy
- Value chains
- Barriers to e –SCM
- e –SCM Strategy development; Business value proposition; Value portfolio; Scope of Collaboration; Effective resource management; Pursuing growth management;
- CRM as a strategic tool
- Applying technology to CRM
- Sales force automation (SFA)
- e – CRM Marketing; Electronic Bill Presentment and Payment (EBPP)

Module 4: Supplier Relationship Management (SRM): Integrating the supplier to e-value chain **(6 Hrs.)**

- Defining SRM; Components of SRM
- Internet driven SRM environment; e-SRM services function; e – SRM processing; e – SRM technology service; e – SRM Marketplace Exchange Environment
- Implementing e- SRM; Performance measurement

Module 5: Architecting the e- SCM Environment **(8 Hrs.)**

- Foundations of e- SCM technology architecture
- Enterprise business architecture (EBA); Inter Enterprise business architecture (IEBA); Inter Enterprise Technology architecture (IETA)
- Future of e –SCM; Changing face of Information Management
- New generation of Business Applications; Application Service providers (ASP); Wireless; Transforming the organisation to e –SCM environment; Supply chain efficiency; e- SCM integration; Collaborative convergence; Remote sensing and GPS enabled e -tracking

Pedagogy:

- Class room discussion
- Project based learning
- Workshop from practioners
- Case based teaching
- Experiential learning
- Inquiry based teaching

Teaching Learning Resources:

Recommended Books

1. Introduction to e-Supply Chain Management: Engaging Technology to Build Market-Winning Business Partnerships, David F Ross, CRC Press, 1st Edition, 2012
2. Modeling and Property Analysis of E-Commerce Logistics Super network, Intelligent Decision Technologies, Chuanmin Mi, Yinchuan Wang, Yetian Chen 2016
3. E-Supply Chain: Using the Internet to Revolt ionize Your Business: How Market Leaders Focus Their Entire Organization to Driving Value to Customers, Charles C Poirier, Berrett-Koehler Publishers, 2000

Reference Books

1. Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra and Peter Meindl, 2nd Edition, Prentice Hall.
2. Designing and Managing the Supply Chain by David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, 3rd Edition, McGraw Hill.
3. Internet Business Models and Strategies, by Afuah, A., and Tucci, C.L., 2nd Edition, McGraw Hill.
4. Creating and Capturing Value: Perspectives and Cases on Electronic Commerce" by Garth Saloner and A. Michael Spence. John Wiley & Sons, Inc

Supplementary reading

1. Supply chain brain.com: <http://www.supplychainbrain.com/>
2. Managing the Digital Enterprise: <http://digitalenterprise.org>
3. Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
4. EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
5. Jgate: <https://jgateplus.com/home/resources/>
6. Capitaline: <https://www.capitaline.com/SiteFrame.aspx?id=1>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	-	--	2	3	-	3	-	2
CO2	-	3	1	-	1	-	3	3	3	1	2
CO3	2	3	1	-	-	-	3	1	3	1	2
CO4	-	3	1	-	1	-	3	3	3	1	2
CO5	1	3	1	-	--	2	3	-	3	-	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid- term Examination	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BUSINESS DYNAMICS MODELING AND SIMULATION
Term/Semester	III
Course ID	21MBA436
Credits	3

Introduction:

The business environment is constantly changing and organizations need the ability to rehearse alternative futures. By mimicking the interlocking operations of firms and industries, modelling serves as a ‘dry run’ for testing ideas, anticipating consequences, avoiding strategic pitfalls and improving future performance. Strategic Modelling and Business Dynamics is an essential guide to credible models; helping to understand modelling as a creative process for distilling and communicating those factors that drive business success and sustainability. The course demonstrates a range of in-depth understanding on dynamics related to firm operations, strategy, public policy, and everyday life.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO 1 – Understand and appreciate the concept of systems thinking and its applications in Business dynamics

CO2 – Compare and contrast the various types of system models and its applications in problem solving

CO3 - Develop and deploy the simulation models to address the problems in Industries

CO4 – Understand and appreciate the dynamics of Model building

CO5 - Apply the techniques involved in validating the simulation models

Course content and Structure:

36 hours

Module 1- Introduction to Systems thinking

(6 Hrs.)

- System thinking; Meaning; Characteristics; Emerging properties
- Feedback Systems
- Thinking/Causal Loop Diagrams; Causality; Causal Chains; Causal Loop Diagrams
- Meaning of links and polarities on links; loop polarities

Module 2: System Simulation

(8 Hrs.)

- Systems and system environment; Components of a system; Discrete and Continuous systems;
- Systems approach to problem solving
- Types of system study; System analysis; system design;
- System modeling; Types of Models
- System simulation; Technique of simulation; Comparison of simulation and analytical methods
- Types of system simulation; Steps in simulation study; Monte Carlo simulation.

Module3: Simulation Modeling and Analysis of Manufacturing systems (8 Hrs.)

- Objectives
- Performance measures
- Issues in simulation of manufacturing systems
- Simulation software for manufacturing applications
- Simulation of job shop manufacturing systems
- Simulation modeling and analysis of single server and single queue systems

Module 4: Cyclical Dynamics and the Process of Model Building (8 Hrs.)

- An Overview of the Modelling Process
- Employment and Production Instability; Equation Formulations and Computations in Production Control
- Modelling Workforce Management and Factory Production Dynamics; Equation Formulations in Workforce Management; Chronic Cyclicity in Employment and Production
- Modelling for Learning and Soft Systems

Module 5: Verification and validation of Simulation Models (6 Hrs.)

- Verification of simulation models
- Calibration and validation of models; Face validity; Validation of model assumption; Validating input-output transformation; Input-output validation using historical input data.

Pedagogy:

- Class room discussion
- Project based learning
- Workshop from practioners
- Case based teaching
- Experiential learning
- Inquiry based teaching
- Simulation

Teaching Learning Resources:

Recommended Books

1. Banks, J., Carson, J. S., Nelson, B. L., and Nicol, D. M., "Discrete-event system simulation", Third Edition, Pearson Education, Inc., 2001
2. Strategic Modelling and Business Dynamics, 2ed: A Feedback Systems Approach, John D. Morecroft, Wiley India, 2015.
3. Business Dynamics: Systems Thinking and Modeling for a Complex World, John D. Sterman - Tata McGraw Hill: 2010.
4. Gordon G., "System simulation", Prentice Hall Ltd. 1991
5. Deo, N., "System simulation with digital computer", Prentice Hall of India, 1997
6. Askin R. G. and Standridge, C. R., "Modeling and analysis of manufacturing systems", John Wiley & Sons, 1993.

References

1. Ronald G Askin, "Modeling and Analysis of Manufacturing Systems", John Wiley and Sons, Inc, 1993
2. Viswanatham N and Narahari Y "Performance Modeling of Automated Manufacturing Systems", Prentice Hall Inc., 1992.
3. Mengchu Zhou, "Modeling, Simulation, and Control of Flexible Manufacturing Systems: A Petri Net Approach", World Scientific Publishing Company Pvt Ltd., 2000.
4. Jean Marie Proth and Xiaolan Xie, "Petri Nets: A Tool for Design and Management of Manufacturing Systems", John Wiley and Sons, New York, 1996.
5. Brandimarte P and Villa A, "Modeling Manufacturing Systems" Springer Verlag, Berlin, 1999.

Supplementary resources

- <https://www.edx.org/course/dynamics-and-control>
- <https://www.coursera.org/learn/modeling-simulation-natural-processes>
- Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO : <https://www.ebsco.com/search?search=simulation>
- Jgate: <https://jgateplus.com/home/resources/>
- Capitaline: <https://www.capitaline.com/SiteFrame.aspx?id=1>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	2	-	--	2	3	-	3	-	-
CO2	-	3	2	-	1	-	3	3	3	1	2
CO3	2	3	2	-	-	-	3	1	3	1	2
CO4	1	3	2	-	--	2	3	-	3	-	-
CO5	-	3	2	-	1	-	3	3	3	1	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

BUSINESS ANALYTICS

Course Title	PREDICTIVE ANALYTICS USING R
Term/Semester	III
Course ID	21MBA531
Credits	3

Introduction:

The amount of data in the world is increasing exponentially as time passes. It is estimated that the total amount of data produced in 2020 will be 20 zettabytes (Kotov, 2014), that is, 20 billion terabytes. Many businesses invest lots of money and efforts for collecting the data and most of it is not analysed fully and / or not analysed appropriately. The main reason to analyse the data is to predict the future i.e. to construct actionable knowledge. This course will help and allows the students to do data analysis and build models while learning various tools & techniques. The prerequisite of the course is students must have undergone basic courses on Statistical modelling.

Course Outcomes (COs):

At the successful completion of this course the students should be able to;

- CO1:** Understand the predictive analytics in present scenario and R Software
- CO2:** Examine the data for model fitness, ETL and discover the data visualization
- CO3:** Understand and evaluate the prediction by using time series analysis
- CO4:** Apply predictive analytics techniques in decision making process
- CO5:** Understand the concept of neural network using R programming

Course content and Structure:

(36 hours)

Module 1: Introduction to R Programming

3 Hours

- Introduction R Software, installation of R software, R studio and different basic packages
- Background of R programming languages and its importance.

Module 2: Data Cleaning & Data Visualization

10 Hours

- Organizing and processing of data with R,
- Generating of normal distribution data, Data Cleaning (Load data by specifying formats for different columns exclusively to help with formatting while loading data itself.)
- Missing values, Outlier treatment, Pre-processing and cleaning.
- Data visualization Basic high-level plots, Modifications of scatter plots, Modifications of histograms, parallel box plots.

Module 3: Time Series Data Analysis:

10 Hours

- Uni-variate Analysis, Scenarios for using OLS regression,
- Checking the basic eligibility for linear regression, ARMA model for forecasting, Introduction to ARIMA model for forecasting (expected only the introduction).
- Computing the significance of the coefficient, intercept and slope coefficient, obtaining the residuals, Correlation & R^2 ,

- Multiple Linear Regression in R, Model building.

Module 4: Predictive Analytics Techniques

8 Hours

- Introduction to Decision trees & its importance,
- Decision tree Vs. Logistic regression,
- Data pre-processing, Model building in R, Model comparison.
- Introduction to Logistic Regression: Interpreting the model parameters and assessing the impact of predictors on the probability of outcome and variable importance can be used to understand drivers of the predicted variable and limitations.
- K Nearest Neighbour Algorithm
- Naive Bayes Algorithm

Module 5: Introduction to Neural Networks

5 Hours

- Introduction, Structure of neural networks, Information flow, Types of layers, Training a neural network, Back propagation.
- Neural networks in R (expected only introduction and a visit to Tensor flow)

Pedagogy:

- 1) Classroom Discussions
- 2) Activity Based Learning
- 3) Practice Based Learning
- 4) Project Based Learning
- 5) Experiential Learning
- 6) Software Based Learning - Python
- 7) Hackathons

Teaching Learning Resources:

Essential readings-

1. Jeffrey S. Strickland, Simulation Educators (2014) Predictive Analytics using R
2. Evans, J. R. (2013). Business Analytics: Methods, Models, and Decisions
3. Robert Stine, Dean Foster, "Statistics for Business: Decision Making and Analysis", Pearson Education, 2nd edition, 2013.
4. Robert Kabacoff, Second Edition (2015), Manning publications: R in Action Data analysis and graphics with R
5. Dr. Umesh R. Hodeghatta and Umesha Nayak, A press publication : Business Analytics Using R - A Practical Approach
6. Subhashini Sharma Tripathi, Apress publication, Learn Business Analytics in Six Steps Using SAS and R
7. Wickham H., Grolemond G. (2016). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media.
8. Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis 1st Edition [Kindle Version]. Retrieved from <http://www.amazon.in>.
9. Knell, R. (2013) Introductory R: A Beginner's Guide to Data Visualisation, Statistical
10. Analysis and Programming in R. [Kindle Version]. Retrieved from <http://www.amazon.in>.
Murray, S. (2013) Learn R in a Day. [Kindle Version]. Retrieved from <http://www.amazon.in>.

Supplementary Readings:

NPTEL Course: https://onlinecourses.swayam2.ac.in/aic20_sp35

Coursera Course: <https://www.coursera.org/learn/jhu-getting-started-data-viz-r>
<https://www.coursera.org/specializations/data-science-foundations-r>

Data Sources: Kaggle: <https://www.kaggle.com/>

Data world: <https://data.world/>,

Data.gov.in: <https://data.gov.in/>

Databases: EBSCO: <https://www.ebsco.com/academic-libraries>,

JGATE: <https://jgateplus.com>

Pearson E library: <https://elibrary.in.pearson.com>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	2	1	2	3	3	2	1	2
CO2	2	3	1	2	1	1	2	3	2	1	2
CO3	2	2	1	1	-	1	2	3	2	1	2
CO4	2	3	1	2	1	1	2	3	2	1	2
CO5	2	3	1	2	1	1	2	3	2	1	2

LEVEL

3-Substantial

2-Moderate

1-Slight

- No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted
1	Semester end Lab Exam	Individual	50 Execution/ Presentation 30 Viva-Voce 10 Lab Journal 10
2	Attendance and Class participation	Individual	10
3	Capstone project	Group	25
4	Mini Project	Individual	15

Course Title	BIG DATA ANALYTICS
Term/Semester	III
Course ID	21MBA532
Credits	3

Introduction:

This course will help students to make a data driven decision which is more effective and efficient than human generated decisions. Big Data Analytics allows students to detect trends and spot patterns that can be used for future benefit. Big data analytics helps students harness data and use it to identify new opportunities. Students will gain exposure to SQL and RDBMS which will help in creating and extracting data from databases. This course will help students to learn the usage of Hadoop to store and process big data in a more effective manner. Students will also get a practical exposure to Pig and Hive during the course which will help in their future career prospects.

Course Outcomes (COs):

Post Completion of this course students should be able to:

CO1: Interpret and analyze the Big Data Platform

CO2: Understand and apply concepts of database management systems

CO3: Illustrate and apply the architectural concepts of Hadoop and HDFS

CO4: Understand and analyze Hadoop Ecosystem and Map reduce

CO5: Understand the contemporary developments in the field of Big Data Analytics.

Course content and Structure:

(36 hours)

Module 1: Introduction to Big Data

4 Hours

- Introduction to Big Data: Types of Digital Data; 5Vs; Characteristics of Data
- Challenges with Big Data
- Business Intelligence vs. Big Data-Structured and Unstructured Data
- Applications of Big Data Analytics in: Marketing and Sales, Finance Analytics- Human Resource- Healthcare
- Product Design
- Service Design
- Customer Service and Support
- SCM
- Government operations

Module 2: Database Management Systems

10 Hours

- Introduction: What is database system; purpose of database system; view of data; relational databases
- Database architecture
- Database design: ER Model overview; Constraints; Diagrams; ERD Issues
- Weak entity sets- Codd's rules
- Relational Schemas
- RDBMS: Introduction to UML Relational database model; Logical view of data keys; Integrity rules.
- Relational Database design: features of good relational database design
- Atomic domain and Normalization (1NF- 2NF- 3NF- BCNF)

- Applications of Database Systems
- Database for Finance
- Database for Healthcare
- Database for Marketing

Module 3: Hadoop and HDFS

6 Hours

- Hadoop: History of Hadoop; the Hadoop Distributed File System
- Components of Hadoop Analysing the Data with Hadoop
- HDFS: Design of HDFS
- The Design of HDFS; HDFS Concepts; Command Line Interface
- Hadoop file system interfaces
- Java interfaces to HDFS
- Analytics using Hadoop
- Application of Hadoop as a Management Technique.

Module 4: Hadoop Ecosystem and Map Reduce

12 Hours

- Map Reduce: Anatomy of a Map Reduce Job Run; Failures
- Job Scheduling
- Shuffle and Sort
- Task Execution
- Map Reduce Types and Formats
- Map Reduce Features
- Pig: Introduction to PIG
- Execution Modes of Pig
- Comparison of Pig with Databases; Grunt; Pig Latin
- User Defined Functions
- Data Processing operators
- Hive: Hive Shell; Hive Services; Hive Metastore
- Comparison with Traditional Databases
- Hive QL; Tables
- Querying Data and User Defined Functions
- Big Data Analytics using Hadoop

Module 5: Contemporary development

4 Hours

- Pyspark and Rspark: Illustrative code notebooks
- Spark Basics
- Architecture RDDs
- Building blocks of Spark
- Spark Terminologies Pyspark
- Kafka: Zookeeper; API; Clusters; Brokers
- Analytics for the Future of Management.

Pedagogy:

- 1) Classroom Discussions
- 2) Activity Based Learning
- 3) Practice Based Learning
- 4) Project Based Learning
- 5) Experiential Learning
- 6) Software Based Learning - MySQL Workbench and Cloudera/Horton works/Hue
- 7) Case Based Learning

Teaching Learning Resources:

Essential Readings

1. Big Data Simplified ,First Edition , Pearson 18 July 2019
2. Ralph Kimball and Margy Ross- “The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling”- (Third Edition). John Wiley and Sons.ISBN-10 : 1118530802,ISBN-13 : 978-1118530801
3. J. Han and M. Kamber- "Data Mining: Concepts and Techniques"- Morgan Kaufman- 3/E- 2011.ISBN-10 : 9780123814791,ISBN-13 : 978-9380931913
4. Vaisman- Alejandro; Zimanyi- Esteban- “Data Warehouse Systems”- Springer- 2014. ISBN-10 : 3642546544 ,ISBN-13 : 978-3642546549
5. by Sourabh Mukherjee (Author), Amit Kumar Das (Author), Sayan Goswami (Author) ISBN-10 : 9386263610,ISBN-13 : 978-9353435110

Reference

1. Kimball- Ralph- “The Data warehouse lifecycle toolkit: expert methods for designing- developing- and deploying data warehouses”- John Wiley & Sons- 1998.ISBN-10 : 0471255475, ISBN-13 : 978-0471255475
2. Alex Berson- Stephen J. Smith- "Data Warehousing- Data Mining- and OLAP"- MGH- 1998 ISBN-10 : 0070062722,ISBN-13 : 978-0070062726

Supplementary Readings:

NPTEL Course : <https://nptel.ac.in/courses/106/104/106104189/>

Coursera: <https://www.coursera.org/learn/hadoop> <https://www.coursera.org/learn/big-data-analysis>

Data Sources : Kaggle: <https://www.kaggle.com/> Data world: <https://data.world/> Data.gov.in: <https://data.gov.in/>

Databases: EBSCO: <https://www.ebsco.com/academic-libraries>,

JGATE: <https://jgateplus.com>

Pearson E library: <https://elibrary.in.pearson.com>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	2	1	1	-	1	2	2	2	1	-
CO2	-	2	1	1	1	2	2	2	2	-	1
CO3	-	2	-	-	-	2	2	1	1	-	-
CO4	-	2	-	-	-	1	2	1	1	-	-
CO5	-	2	-	-	-	1	2	2	2	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	DESCRIPTIVE ANALYTICS AND DATA VISUALIZATION
Term/Semester	III
Course ID	21MBA533
Credits	3

Introduction:

Tableau is a powerful and fast-growing data visualization tool. While Tableau is designed to be used by a range of business users and non-technical audiences, it also provides access to a deep computational ability for advanced data analytics. Tableau is flexible because it can deal with a lot of different data sources. Tableau is great because it's a single tool for problem framing, importing and cleaning data, analyzing and visualizing data; taking business decisions; and presenting insights. Organizations across the world and in various industries are using visualization and reporting through Tableau. Tableau alone has a market share of about 14.2% in the Business Intelligence category, making it the most popular BI tool among the others.

Course Outcomes (COs):

CO1: Understand the fundamental concepts and features of tableau.

CO2: Create data visualizations using tableau.

CO3: Analyse various features of modeling using tableau.

CO4: Create dashboards in tableau.

CO5: Construct stories in tableau.

Course content and Structure:

(36 hours)

Module 1: Getting Started with Tableau

8 Hours

- Introduction to tableau
- Data Connection: connecting to data; loading data
- Navigating in tableau: Menu Commands; File Menu; Data Menu; Worksheet Menu; Dashboard Menu; Story Menu; Analysis Menu; Map Menu; Format Menu
- Loading workbooks
- Dimensions and measures
- first visualization
- building and improving visualizations

Module 2: Building and Customizing Visualizations

10 hours

- Creating Basic Visualizations: Bar chart ; Line chart; pie chart; crosstab; scatter plot; bubble chart; histogram ; waterfall charts
- Filtering: basic filters; quick filters; context filters; condition filters; Hierarchical filters; Collaborative filters; top filters
- Sorting; through selection; excluding multiple fields
- filtering for null values
- Top filters on tableau
- Aggregation
- Calculated fields: introduction; creating calculated fields

Module 3: Analysis through tableau**8 hours**

- Mapping your data
- creating a symbol map
- working with dates
- visualizing dates in data: Drill down and roll up; date formatting options; date filters
- reference lines; Spread analysis using reference lines
- trend lines
- forecasting

Module 4: Presenting Your Data**6 hours**

- Best practices for formatting your visualization
- Using color purposefully and readable fonts
- Use tooltips and adjust access as necessary
- Creating dashboards
- Customizing dashboards: Add a tiled textbox; add floating images and buttons
- Creating stories
- Customising stories: tailor your caption; adjust layout

Module 5: Creating Stories in Tableau**4 hours**

- Concept: Introduction to Tableau Stories
- CXO level data story Vs Operational data story
- Demo: Creating a Data Story
- Demo: Formatting a Story
- Activity: What's the Story?

Pedagogy:

- 1) Software based teaching
- 2) Practice based learning
- 3) Activity based learning
- 4) classroom discussions
- 5) Project based learning

Teaching Learning Resources:**Essential Readings**

1. Daniel G. Murray, Tableau Your Data!: Fast and Easy Visual Analysis with Tableau Software 2nd Edition, WILEY publication. ISBN: 978-1-119-00119-5
2. Ryan Lindy, visual data storytelling with Tableau, Pearson Publication. ISBN-10 : 9353063590

Reference

1. Ryan Sleeper, Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master 1st Edition, O'REILLY publication. ISBN-13 978-1491977316
2. Joshua N. Milligan, Learning Tableau: Tools for Business Intelligence, data prep, and visual analytics, 3rd Edition, Packt publication. ISBN-13 : 978-1784391164
3. Jane A Crofts, Tableau Desktop: A Practical Guide for Business Users. ISBN-13 : 978-1518675157
4. Alexander Loth ,Visual Analytics with Tableau 1st Edition, WILEY publication ISBN:9781119560203

5. Learning Tableau by Joshua Milligan. Packt Publication. ISBN-13 : 978-1800200364
6. Communicating Data with Tableau by Ben Jones. OREILLY publication ISBN-13 : 978-1449372026

Supplementary resources-

1. <https://jgateplus.com/home/>
2. <https://search.ebscohost.com/>
3. <https://elearning.tableau.com/tableau-fundamentals>
4. <https://www.coursera.org/specializations/data-visualization>
5. <https://elibrary.in.pearson.com>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	3	1	-	3	3	1	-	-
CO2	-	2	-	2	1	-	3	3	1	-	-
CO3	-	3	-	1	1	-	3	3	1	-	-
CO4	-	3	1	3	2	1	3	3	2	-	2
CO5	-	2	-	1	1	2	3	3	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight "-" No Correlation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted
1	Semester end Lab Exam	Individual	50 Execution/ Presentation 30 Viva-Voce 10 Lab Journal 10
2	Attendance and Class participation	Individual	10
3	Capstone project	Group	25
4	Mini Project	Individual	15

Course Title	ANALYTICS APPLICATIONS IN FUNCTIONAL AREAS
Term/Semester	III
Course ID	21MBA534
Credits	3

Introduction:

This is a three-credit course offered to the students of Business Analytics. The course demonstrates how analytics as a horizontal can cut across many verticals called domains or functional areas. In this course, students get exposed to applications of analytics in business domains like marketing, finance, Human resources, Supply Chain/Operations and in other areas. This course also enables students well conversant with domain specific analytical concepts and hands on with data and tools. The objective of this course is to equip students with domain specific analytical skills and develop passion to solve business problems in various domains with the help of statistical models specific to domains. This course attempts to inculcate in the students the ability to conceptualize business problems in statistical terms and to enhance their understanding of statistical data analysis, so as to be able to create an ecosystem for its implementation, and use it for competitive advantage in business organizations.

Course Outcomes (COs):

At the successful completion of this course the students should be able to:

- CO1:** Ability to apply analytics (tools and algorithms) to solve problems in functional areas
- CO2:** Articulate the usage of business analytics in a variety of functional areas
- CO3:** Create a used case for analytics to solve business problems
- CO4:** Understand the importance of analytics in taking effective business decision
- CO5:** Analyse the used cases of Analytics in various functional areas

Course content and Structure: (36 hours)

Module 1: Analytics applications in Marketing 8 Hours

- A case study on Customer churn prediction
- A case study on Market Basket Analysis
- A case study on Sales forecasting
- A case study on Customer Sentiment Analysis
- A case study on Recency, Frequency, Monetary (RFM)

Module 2: Analytics applications in Finance 7 Hours

- A case study on Customer Life Time Value Analysis
- A case study on Real time case study of credit card fraud
- A case study on Stock Market Prediction
- A case study on Credit Appraisal Process and Repayment of loan in the Bank

Module 3: Analytics applications in Human Resource Management 7 Hours

- A case study on Employee Attrition and Employee Retention
- A case study on Employee Sentiment Analysis
- A case study on Performance appraisal

- A case study on Talent Acquisition and Resume screening; Talent Management.

Module 4: Analytics applications in Supply Chain and Operations **7 Hours**

- A case study on Real time analytics in Production optimization; and Quality assurance
- A case study of hospital optimal resource allocation
- A case study on Asset Performance Management
- A case study on Inventory Management Forecasting

Module 5: Analytics applications in other functional areas **7 Hours**

- A case study on The Trend of COVID-19 at Bengaluru: Prediction to Continue the Better Epidemic Management
- A case study on Travel and Tourism in India - Focus on Innovation and Customer Experience
- A study on Role of higher education in economic development of the country.
- Transition to LPG for cooking: A case study from two states of India

Pedagogy:

1. Class room discussion
2. Case based teaching (Text and Multimedia)
3. Project based learning
4. Software linked Practice based Teaching
5. Industry expert interaction

Teaching Learning Resources:

Essential readings

1. Tanushri Banerjee , Arindam Banerjee (2019), Business Analytics: Text and Cases, SAGE Publications, 1st Edition, ISBN: 978-9353287108
2. Winston, W.L. (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, First Edition, ISBN: 978-1118373439.
3. Fitz-enz, J. (2001). How to Measure Human Resource Management, McGraw-Hill; 3 edition, ISBN: 978-0071369985
4. FIN sights – Technology Insights for the Financial Services Industry – Analytics in Financial Services – Special Edition in collaboration with FICO by Infosys,
5. “Operations Management”, Jay Heizer and Barry Render, Pearson Publications, ISBN: 0132921146
6. “Supply Chain Analytics with SAP NetWeaver Business Warehouse”, Amol Palekar and Shreekant Shiralkar, ISBN: 9781259006081,
7. “Analytics in Operations/Supply Chain Management”, Muthu Mathirajan and Chandrasekharan Rajendran, ISBN: 9789384588946
8. Winston, W.L. (2014). Marketing Analytics: Data-driven Techniques with Microsoft S. Russell and P. Norvig, Artificial Intelligence A Modern Approach, 2nd Edition. Pearson Education, (2007), ISBN: 9781118373439

References

1. Grigsby, M. (2015), Marketing Analytics: A practical guide to real marketing science, Kogan Page Limited. Venkatesan, R., Farris, P., Wilcox, R.T. (2014),

Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, Pearson Education, ISBN: 978-0133552522

2. Tower Group Survey of Credit Card Issuers and Consumer Lenders: Connected Decision Making for Collections, Risk and Fraud Management in Turbulent Times, Theodore Iacobuzio, April 2008, page 17
3. Knapik, Jaroslaw “Using Technology to Combat Financial Crime in Retail Banking (Strategic Focus)”, Datamonitor, Dec 2008, ISBN: 0060161728
4. Bassi, L. (2011). Raging debates in HR analytics. People and Strategy, 34(2), 14, ISBN: 9035245105
5. GeradFeigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press, 2011, ASIN : B005QBF2ZQ
6. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. (1997). Forecasting methods and applications. John Wiley & Sons. Third Edition, ISBN: 978-0-471-53233-0

Supplementary Resources

- Students will use supplementary resources such as online videos, NPTEL videos, e-courses, Virtual Laboratory and Impartus – LCS
 1. <https://www.enginius.biz/index.php/instructors/case-studies/>
 2. <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/us-hc-enabling-business-results-with-hr-measures-that-matter.pdf>
 3. Loshin , David. “Customer Centricity, Master Data and the “360 Degree View”. A Datalux white paper.
 4. <https://jgateplus.com>
 5. <https://search.ebscohost.com>
 6. <https://capitaline.com/>
 7. <https://www.kaggle.com>
 8. <https://www.github.com>
 9. www.emeraldinsight.com (A renowned research journal database)
 10. www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource) and <https://www.12manage.com/>
 11. www.stattutorials.com (Statistics tutorials including worked examples using softwares like SPSS)
 12. <https://dmsretail.com/list-of-retail-articles-success-tips/>
 13. Coursera course on “ Case studies in business analytics with ACCENTURE” by “Nicolas Gladly” offered by the “ESSEC Business School”
 14. Coursera course on “Business Analytics Capstone” by Wharton Teaching Staff offered by the “Wharton School of the University of Pennsylvania”.
 15. <https://elibrary.in.pearson.com>

Cap-Stone project

Each group of 3 Students (max) assigned one case study for this; A report must be prepared outlining the following steps:

- a. Problem definition in the functional area
- b. Identify and use a standard dataset available for the problem
- c. Implement the tools and algorithms of choice.
- d. Interpret and visualize the results.

Lab Exercises

1. Market Basket Analysis
2. Customer Sentiment Analysis
3. Credit card fraud
4. Stock Market Prediction
5. Employee Attrition and Employee Retention
6. Performance appraisal
7. Real time analytics in Production optimization; and Quality assurance
8. hospital optimal resource allocation
9. The Trend of COVID-19 at Bengaluru: Prediction to Continue the Better Epidemic Management
10. Transition to LPG for cooking: A case study from two states of India

CO PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	1	3	1	2	3	3	3	1	1
CO2	2	2	1	2	1	2	3	3	3	1	1
CO3	3	3	1	2	1	2	3	3	3	1	1
CO4	3	3	1	2	1	2	3	3	3	1	1
CO5	3	3	1	2	1	2	3	3	3	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	DATA WAREHOUSING AND DATA MINING
Term/Semester	III
Course ID	21MBA536
Credits	3

Introduction:

Data mining is the computational process of discovering patterns from large data sets. This course discusses concepts and techniques of data warehousing and mining. Data mining is one of the most advanced tools used by IT industries. The topics covered include introduction to data warehousing, data pre-processing and foundational data mining techniques such as supervised learning including regression and classification, and unsupervised learning such as clustering and association rules. Students are introduced to design data warehouse and perform data mining tasks with neural networks, as well as exposed to open-source data mining software.

Course Outcomes (COs):

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

CO1: Design a Data warehouse system and perform business analysis with OLAP tools

CO2: Understand Architecture of a Data Mining System.

CO3: Apply frequent pattern and association rule mining techniques for data analysis

CO4: Apply appropriate classification and clustering techniques for data analysis

CO5: Understand the latest trends in Data warehousing and data mining

Course content and Structure:

(36 hours)

Module 1: Data Warehousing, Business Analysis and OLAP

12 Hours

- Basic Concepts: Data Warehousing Components; Building a Data Warehouse
- Database Architectures for Parallel Processing; DBMS Schemas for Decision Support
- Data Extraction; Cleanup and Transformation tools; Meta data; reporting
- Query tools and Applications
- Multidimensional Data Model
- Data Warehouse Schemas for Decision Support; Concept Hierarchies; Characteristics of OLAP Systems
- Typical OLAP Operations, OLAP and OLTP.
- Planning Data Warehouse and Key Issues
- Planning and Project Management in constructing Data warehouse
- Data Warehouse Project
- Data Warehouse Development Life Cycle, Kimball Lifecycle Diagram
- Requirements Gathering Approaches: Team organization; Roles; and Responsibilities
- Data Warehouse Architecture: MOLAP, ROLAP, HOLAP
- ETL Overview or Introduction to ETL: ETL requirements and Steps

Module 2: Introduction to WEKA and Applications

6 Hours

- Downloading and/or installation of WEKA data mining toolkit

- Understand the features of WEKA toolkit such as Explorer, Knowledge Flow interface, Experimenter, command-line interface.
- Navigate the options available in the WEKA (ex. Select attributes panel, Preprocess panel, Classify panel, Cluster panel, Associate panel and Visualize panel) Study the arff file format
- Explore the available data sets in WEKA.

Module 3: Introduction to Data Mining and Applications

4 Hours

- Introduction to Data Mining, Importance of Data Mining, Challenges in Data Mining, Data Mining functionalities
- Classification of Data mining systems, Data Mining architecture, Knowledge Discovery in Databases(KDD), CRISP- DM.
- Ethical issues in Data Mining and their Analysis; Global issues in Data Mining
- Data Mining Applications: Risk management and targeted marketing; Health Care Sector; Retail Sector; Financial Services and other sectors

Module 4: Data Mining Techniques: an Overview

10 Hours

- **Classification and Prediction:** Issues Regarding Classification and Prediction; Classification by Decision Tree Introduction; Bayesian Classification – Rule Based Classification; Classification by Back propagation; Support Vector Machines; Associative Classification; Lazy Learners; Other Classification Methods; Prediction; Accuracy and Error Measures; Evaluating the Accuracy of a Classifier or Predictor; Model Section.
- **Cluster Analysis:** - Types of Data in Cluster Analysis; A Categorization of Major Clustering Methods; Partitioning Methods; Hierarchical methods; Density-Based Methods; Grid-Based Methods; Model-Based Clustering Methods; Clustering High-Dimensional Data; Constraint-Based Cluster Analysis; Outlier Analysis.

Module 5: Emerging Trends

4 Hours

- Multimedia Data Mining
- Text Mining
- Web Mining
- Data Warehouse Services (e.g. Amazon Red Shift, Azure SQL Data Warehouse.).

Pedagogy:

- 1) Classroom discussion
- 2) Case based teaching (Text and Multimedia)
- 3) Project based teaching
- 4) Practice based learning
- 5) Software linked Practice based Teaching
- 6) Industry expert interaction

Teaching Learning Resources:

Essential readings-

1. M.H. Dunham, "Data Mining Introductory and Advanced Topics", Pearson Education, ISBN : 978-8177587852
2. Ralph Kimball and Margy Ross, "The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling", (Third Edition). John Wiley and Sons, ISBN : 978-1118530801
3. J. Han and M. Kamber, "Data Mining: Concepts and Techniques", Morgan Kaufman, 3/E, 2011, ISBN: 978-0-12-381479-1.

4. Vaisman, Alejandro; Zimanyi, Esteban, "Data Warehouse Systems", Springer, 2014, ISBN : 978-3-642-54655-6
5. Paulraj Ponniah, –Data Warehousing: Fundamentals for IT Professionals, Wiley India, ISBN : 0-471-41254-6
6. Han, Kamber, "Data Mining Concepts and Techniques", Morgan Kaufmann 3rd edition, ISBN : 978-0-12-381479-1
7. Reema Theraja –Data warehousing, Oxford University Press, ISBN : 978-0195699616
8. Introduction to data mining by Tan, Steinbach & Kumar, ISBN : 978-0133128901
9. Instant Weka : How to , Bostjan Kaluza, Packt Publishing Limited

References-

1. Vaisman, Alejandro; Zimanyi, Esteban, "Data Warehouse Systems", Springer, 2014, ISBN : 978-3-642-54655-6
2. Golfarelli, Matteo; Rizzi, Stefano, "Data Warehouse Design : modern principles and methodologies", McGraw Hill, 2009, ISBN : 978-0071610391
3. Jensen, Christian S; Pedersen, Torben Bach; Thomsen, Christian W, Morgan & Claypool, "Multidimensional Databases and Data warehousing", cop. 2010, ISBN : 9781608456017
4. Kimball, Ralph, "The Data warehouse lifecycle toolkit: expert methods for designing, developing, and deploying data warehouses", John Wiley & Sons, 1998, ISBN : 0471255475
5. Alex Berson, StephenJ. Smith, "Data Warehousing, Data Mining, and OLAP", MGH, 1998. ISBN : 0-201-177-676
6. Learn By Examples – A Quick Guide to Data Mining with RapidmIner and Weka, Eric Goh, SV Book Pte. Ltd.

Supplementary Resources

Students will use supplementary resources such as online videos, NPTEL videos, e-courses, Virtual Laboratory and Impartus – LCS

1. <https://nptel.ac.in/courses/106/105/106105174/>
2. Andrew Moore's Data Mining Tutorials (See tutorials on Decision Trees and Cross Validation
3. Decision Trees (Source: Tan, MSU) Tom Mitchell's book slides (See slides on Concept Learning and Decision Trees)
4. <https://www.cs.waikato.ac.nz>
5. <https://jgateplus.com>
6. <https://search.ebscohost.com>
7. <https://www.guru99.com>
8. <https://www.javapoint.com>
9. <https://www.kaggle.com>
10. <https://www.github.com>
11. Coursera course on "Data Warehousing for Business Intelligence Specialization" by Michael Mannino and Jahangir Karimi offered by the University of Colorado System
12. Coursera course on "Data Mining" by John C. Hart offered by the University of Illinois at Urbana-Champaign
13. <https://elibrary.in.pearson.com>

Capstone project:

Each group of 3 Students (max) assigned one topic for this; A Data Warehouse and Data Mining report must be prepared outlining the following steps:

- Problem definition, identifying which Data Warehouse and data mining task is needed.
- Identify and use a standard data mining dataset available for the problem
- Interpret and visualize the results.
- Provide clearly the Data Mining decision that is to be taken as a result of mining.

Lab Exercises

- Explore and compare various data mining tools
- Preparing data sets for WEKA.
- Application of pre-processing methods on data sets using WEKA
- Preprocessing on real and synthetic datasets.
- Apply filters on the customer dataset using WEKA.
- To predict with the smallest total error using rules based on One attribute
- Apply classification technique to find association rules.
- Demonstration of various classification algorithms.
- Performance measurement of various classification algorithms
- Demonstration of Clustering methods

Mapping of Course Outcomes to Program Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	1	2	1	2	3	2	3	1	1
CO2	1	2	1	2	1	1	2	2	2	1	1
CO3	2	3	1	2	1	2	3	2	2	1	1
CO4	2	3	1	3	1	3	3	3	3	1	1
CO5	2	3	1	2	1	2	3	2	2	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BUSINESS INTELLIGENCE
Term/Semester	III
Course ID	21MBA535
Credits	3

Introduction:

In the age of technological progression, digital advancements have completely revolutionized our everyday lives and the business world has been impacted to a maximum extent. It is prudent on the part of the companies to develop and invest in technologies, applications, strategies and practices to collect, analyze, integrate and present pertinent business information. The entire purpose of Business Intelligence is to support and facilitate better business decisions. Hence, it is essential for business management students to have knowledge on the process of business intelligence. This course entitled - Business Intelligence is introduced to orient a business professional regarding access to information, analyze and draw insights that is critical to the success of an enterprise.

Course Outcomes (COs):

- CO1:** Understand and describe the fundamentals of business intelligence
- CO2:** Implement the process of business intelligence to make better business decisions.
- CO3:** Explain the issues and challenges associated with business intelligence
- CO4:** Understand the nuances in implementing the Business Intelligence tools
- CO5:** Analyze the emerging trends in Business Intelligence

Course content and Structure: (36 hours)

Module 1: Business Intelligence: an Introduction 10 Hours

- Introduction; Definition; History and Evolution
- Business Intelligence Segments; Difference between Information and Intelligence
- Defining Business Intelligence Value Chain; Factors of Business Intelligence System
- Real time Business Intelligence; Business Intelligence Applications
- ETL Overview or Introduction to ETL: ETL requirements and Steps
- Creating Business Intelligence Environment
- Business Intelligence Landscape, Types of Business Intelligence
- Business Intelligence Platform, Dynamic roles in Business Intelligence
- Roles of Business Intelligence in Modern Business- Challenges of BI
- Business Intelligence Lifecycle: Enterprise Performance Life Cycle ;(EPLC) Framework Elements; Life Cycle Phases. Business Intelligence Architecture
- Human Factors in BI Implementation
- BI Strategy, Objectives and Deliverables
- Transformation Roadmap; Building a transformation roadmap
- BI Development Stages and Steps; Parallel Development Tracks; BI Framework

Module 2: Introduction to Power BI and Its applications 6 Hours

- Introduction to Power BI

- Power BI query Editor
- Data Modelling
- DAX measures
- Data Visualization and Dashboards

Module 3: Business Intelligence Issues and Challenges **10 Hours**

- Critical Challenges for Business Intelligence success
- Cross-Organizational Partnership, Business Sponsors
- Dedicated Business Representation; Availability of Skilled Team Members
- Business Intelligence Application Development methodology
- Planning the BI Projects
- Business Analysis and Data Standardization; effect of Dirty Data on Business profitability
- Importance of Meta-Data; Silver Bullet Syndrome; Customer Pain Points,
- Creating Cost Effective Enterprise friendly BI solution

Module 4: Implementing Business Intelligence **6 Hours**

- Business Intelligence Platform; Business Intelligence Platform Capability Matrix
- BI Target Databases; Data Mart, BI Products and Vendor
- The Big Four Business Intelligence vendors

Module 5: Emerging Trends in Business Intelligence **4 Hours**

- Artificial Intelligence.
- Data Security.
- Data Discovery/Visualization.
- SaaS BI.
- Predictive and Prescriptive Analytics Tools.
- Real-time Data and Analytics.
- Collaborative Business Intelligence.
- Mobile BI

Pedagogy:

- 1) Class room discussion
- 2) Case based teaching (Text and Multimedia)
- 3) Project based teaching
- 4) Practice based learning
- 5) Software linked Practice based Teaching
- 6) Industry expert interaction

Teaching Learning Resources:

Essential readings-

1. Business Intelligence and Analytics by Efraim Turban, Ramesh Sharda and Dursun Delen by Pearson Publications, ISBN: 978-0-13-305090-5
2. Business Intelligence (Data Mining & Optimization for Decision Making) by Carlo Vercellin by Wiley Publications, ISBN: 78-0-470-51138-1
3. "Mastering Microsoft Power BI: Expert techniques for effective data Analytics and business intelligence, Brett Powel.
4. Business Intelligence – Grundlagen und praktische Anwendungen: Eine Einführung in die IT" by Hans-Georg Kemper and Henning Baars, ISBN: 78-3-8348-9727-5

5. David Loshin Morgan, Kaufman, “Business Intelligence: The Savvy Manager’s Guide”, Second Edition, 2012, ISBN: 978-1-55860-916-7
6. Larissa T. Moss, S. Atre, “Business Intelligence Roadmap: The Complete Project Lifecycle of Decision Making”, Addison Wesley, 2003, ISBN: 9780201784206
7. Carlo Vercellis, “Business Intelligence: Data Mining and Optimization for Decision Making”, Wiley Publications, 2009, ISBN: 978-0-470-51138-1

References-

1. Business Intelligence for Dummies, Swain Scheps, Wiley Publication, ISBN: 978-1-118-05141-2
2. Successful Business Intelligence by Cindi Howson, McGraw Hill, ISBN: 978-0071809184
3. Business Intelligence by David Leshin, Elsevier, second edition, ISBN: 978-0123858900
4. Data mining for Business Intelligence, GalitShmueli, Nitin R Patel & Peter C Bruce, Wiley Publication, ISBN:0-978-0470-08485-4
5. Business Intelligence, Practices, Technologies and Management, Rajiv Sabherwal, Irma Becerra-Fernandes, Wiley Publication, ISBN: 9780470461709
6. Business Intelligence Guide book, Rick Sherman, Elsevier, ISBN: 9780124114616
7. Business Intelligence Strategy & Big data analytics, Steve Williams, Elsevier, ISBN: 978-0128091982
8. Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life, Devin Knight, Brian Knight, Mitchell Pearson, Manuel Quintana

Supplementary Resources

Students will use supplementary resources such as online videos, NPTEL videos, e-courses, Virtual Laboratory and Impartus – LCS

1. <https://docs.microsoft.com/en-us/learn/powerplatform/power-bi>
2. <https://www.edx.org/course/introduction-data-analysis-using-excel-microsoftdat205x-2>
3. <https://jgateplus.com>
4. [Pearson e-books](#)
5. <https://www.kaggle.com>
6. <https://www.github.com>
7. <https://search.ebscohost.com>
8. <https://nptel.ac.in/courses/110/104/110104086/>
9. <https://www.talend.com/resources/what-is-business-intelligence/>
10. [Coursera course on “ Business intelligence and data analytics: Generate insights” by David Pitt offered by the Macquarie University](#)
11. [Coursera course on “ Business Intelligence Concepts, Tools, and Applications” by Jahangir Karimi offered by the “University of Colorado System”](#)
12. <https://elibrary.in.pearson.com>

Cap-Stone project

Each group of 3 Students (max) assigned one case study for this; A Power BI report must be prepared outlining the following steps:

- a) Problem definition, identifying which data mining task is needed.

- b) Identify and use a standard data mining dataset available for the problem
- c) Implement the Knowledge discovery algorithm of choice.
- d) Interpret and visualize the results.
- e) Provide clearly the BI decision that is to be taken as a result of mining

Lab Exercises

1. Demonstration of Exploring Excel Modelling capabilities to solve business problems
2. Introduction to BI tools, their pros and cons and limitations.
3. Demonstration of BI techniques ETL on Application Financial Analysis.
4. Demonstration of BI techniques ETL on Application Student result pattern and ranking analysis
5. Demonstration of Performance Dashboard: Measuring, Monitoring and management of Business
6. Demonstration of KPIs and Enterprise dashboard, design of enterprise dashboards using Power BI tool.
7. Demonstration of BI techniques ETL on Application HR Analysis
8. Demonstration of BI techniques ETL on Application Operations Analysis
9. Demonstration of BI techniques ETL on Application Finance Analysis
10. Demonstration of BI techniques ETL on Application Marketing Analysis

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	1	1	2	1	2	2	1	1	1	1
CO2	2	3	1	2	1	2	3	2	2	1	1
CO3	3	3	1	2	1	2	3	2	2	1	1
CO4	2	2	1	2	1	2	3	2	2	1	1
CO5	3	3	1	2	1	2	3	2	2	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

HUMAN RESOURCE MANAGEMENT

Course Title	PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING
Term/Semester	III
Course ID	21MBA632
Credits	3

Introduction:

The Main objective of the course is to help the students to understand about various Determinants of Job Performance and to facilitate the students to implement different methods of performance appraisal depending upon the organizational needs. The course also aims to help the students to understand about different methods of competency mapping and to build and lead high performance teams in an organization.

Course Outcomes (COs):

After the completion of the course, students will be able to:

CO1: To analyze various determinants of Job Performance

CO2: To apply Competency Based Performance Management System in an organization

CO3: To apply Past Oriented and Future Oriented Methods of Performance Appraisal in an organization based on the needs of an organization

CO4: To analyze relationship between Competency Mapping and its linkage to Performance Planning and to effectively manage High Performance Teams in the organizational environment

CO5: To understand contemporary trends in Performance Management and to apply those contemporary trends on need basis in an organization

Course content and Structure:

(36 hours)

Module 1: Introduction to Performance Management

8 Hours

- Introduction - Linkage of Performance Management with other HR Sub-Systems
- Pre-requisites of Performance Management
- Determinants of Job Performance
- Personality and Job Performance
- The Five Factor Model
- Benefits of Performance Management
- Elements of Effective Performance Management

Module 2: Performance Management System

10 Hours

- Characteristics of an Ideal Performance Management System
- Responsibilities in Performance Management System - Organization; Manager

- and Employee;
- Dangers of poorly implemented performance Management Systems
- Conditions required for successful implementation of Performance Management system
- Competency Based Performance Management System
- Electronic Performance Management

Module 3: Performance Appraisal

6 Hours

- Process of Performance Appraisal
- Past Oriented and Future Oriented Methods of Performance Appraisal
- Advantages and Disadvantages of Performance Appraisal
- Common Rating Errors in Performance Appraisal
- Elements of a Good Performance Appraisal System

Module 4: Competency Mapping and High Performance Teams

8 Hours

- Methods of Competency Mapping
- Competency Mapping and its linkage to Performance Planning
- Design of Competency Mapping
- Concept of High-Performance Teams
- Characteristics of High-Performance Teams
- Concept to Non-Performance Teams
- Characteristics of Non-Performance Teams
- Building and leading High-Performance Teams

Module 5: Contemporary Trends in Performance Management System – Overview
4 Hours

- Remote Working and Performance Management
- Visual Dashboards for Performance Measurement
- Gig Economy and Performance Management
- SaaS and Mobile Management for Performance
- Mental Health and Wellness for Better Productivity
- Happiness Index and Performance

Pedagogy:

1. Classroom Discussion
2. Activity based Teaching
3. Theatre based Teaching (Role Play, Skit)
4. Case Based Teaching (Text Case, Multimedia Case Discussion)
5. Project Based Teaching
6. Experiential Learning
7. Industry-Institute Interface (III)
8. Webinar/Seminars/Student Development Programmes
9. Simulations

Teaching Learning Resources:

Essential readings

1. Herman Aguinis, Performance Management, Pearson Education.
2. B D Singh, Performance Management System, Excel Books
3. A S Kohli, T. Deb, Performance Management, Oxford University Press
4. Dipak kumar Bhattacharyya, Performance Management Systems and Strategies, Pearson Education

References

1. Robert L Cardy, Performance Management, Prentice Hall of India.
2. T V Rao, Appraising and Developing Managerial Performance, Excel Books
3. Dewakar Goel, Performance Appraisal and Compensation Management, Prentice Hall of India.
4. Armstrong Michael, Performance Management, Kogan Page.

Supplementary Resources

- Harrell, L. 2016. Performance Related Pay (prp)-A Case Based Analysis of Auto Electric ltd. NAIRJC: A Journal of Multidisciplinary, 2(4), 01-11.
- Calvo, N. 2012. Performance Appraisal System in Technology Start-Ups: Strategic Implications for HR Managers. China-USA Business Review, 11(7), 969-980.
- Selden, S., & Sowa, J. E. 2011. Performance Management and Appraisal in Human Service Organizations: Management and Staff Perspectives. Public Personnel Management, 40(3), 251-264.
- L, R. 2020. Mapping Competencies of Managers- a Gap Analysis to Propose Training and Development Strategies. IOSR Journal of Business and Management, 22(10), 20-26.
- Tayko, P. R. M. 2015. Human Information Processing Skills Set (HIPSS): A Leveraging Component for the Development of High Performing Team in the Software Industry. ABAC Journal, 35(1), 59-69.
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=133164297&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=59754938&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=trh&AN=145085189&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=149327130&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=116228127&site=ehost-live>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	1	2	2	1	2	3	2	1	2
CO2	3	3	2	1	3	3	2	3	2	1	3
CO3	3	3	2	2	3	3	1	2	2	1	3
CO4	3	2	3	2	2	1	2	3	1	2	3
CO5	3	2	2	1	2	1	3	3	2	2	2
LEVEL	3-Substantial			2-Moderate			1-Slight		"-" No relation		

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT
Term/Semester	III
Course ID	21MBA631
Credits	3

Introduction:

Talent Management is not solely meant for enhancing and retaining the talent of a few special people within the organization. It is about maximizing everyone's strengths, championing diversity, and encouraging creativity and innovation. It aims at creating a work environment where the organization resounds with energy, drive, and passion of befitting employees. Talent or skills are not a constant variable; rather, they are continuously nurtured, upgraded, and retained. Hence, there is a need for coaching and training to keep a viable talent culture across the organization

Keeping employees engaged is one of the biggest challenges faced by organizations nowadays. It is also a huge opportunity to gain long-term commitment and mandatory effort from a team. This effort will ultimately lead to higher sales and fewer mistakes in an organization. From the day an employee joins an organization, his or her positive engagement or fruitful involvement in organizational work becomes a tough responsibility of the management. Before allotting duties and responsibilities to newly appointed employees, the organization clarifies itself about its goals and places the employee at the right place to materialize the goals. It decides and understands what and how of the goals. Hence, it is an important HR function to define and plan an employee engagement strategy that aligns with the organization's goals.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Understand and appreciate the focus on attraction, acquisition, and retention of talent in organizations.

CO2: Identify and analyse the alignment of talent management process with business strategy, with culture, and with people.

CO3: Comprehend how organizations are using employee engagement surveys to understand the drivers of their employees' satisfiers and dissatisfiers and apply

CO4: Identify and develop strategies for improving employee engagement at the team and enterprise level.

CO5: Formulate a link between employee engagement, customer value and financial performance

Course content and Structure:

(36 hours)

Module 1: Introduction to Talent Management

(07 Hours)

- Key Process of Talent Management,
- Sources of Talent Management,
- Elements of Talent Friendly Organisations,
- Talent Value Chain,

- Effective Talent Management System, Modern Practices in Talent Attraction, Engagement and Retention,
- Talent Management Framework.
- Role of Talent Management in building sustainable competitive advantage to a firm
- Key Processes of Talent Management
- Human Resource Planning, Recruitment, Selection in the context of Talent management
- Performance monitoring, Retention
- Talent vs. knowledge people
- Consequences of Failure in Managing Talent
- Some suggestive tools for Managing Talent.

Module 2: Talent Planning

(12 Hours)

- Talent Planning and Development
- Talent Strategies & Future of Work & Changing Paradigm,
- Succession Planning, Integrating Succession Planning and Career Planning,
- Designing Succession Planning Program,
- Workforce Management
- Job Analysis
- Talent Mapping
- Talent Planning and Development: Concept of Talent Planning,
- Strategic Accountability Approach in Developing the Workforce
- Contingency Plan for Talent, Compensation Management within the context of Talent Management
- Developing and Retaining Talent: Potential Identification and Development, Coaching for Sustained & Desired Change

Module 3: Developing & Retaining Talent

(08 Hours)

- Potential Identification and Development,
- Coaching for Sustained & Desired Change,
- Integrating Coaching, Training and Development with Talent Management,
- Employee Retention - Motivation and Engagement,
- Return on Investment on Talent,
- Developing Talent Management Information System.
- Creating Business Value through Information Technology
- Information Strategy, HR Analytics for TM Processes

Module 4: Employee Engagement

(05 Hours)

- Concept of Employee Engagement,
- Success Factors to Employee Engagement,
- Assessing the Levels of Engagement,
- Managing and Implementing Change in Employee Engagement Practices,
- War of Talent and Imperatives,
- Engaging and Building Employee –
- Employer Partnership in the Digital Age,
- Workplace Challenges and Strategies for Effective Engagement.

Module 5: IT and Effective Talent Management

(04 Hours)

- Role of Information Technology in Effective Talent Management Systems –
- Introduction, Role of Information Technology in Talent Management Systems,
- Creating Business Value through Information Technology,
- HR Analytics for TM Processes,
- Design Development through Rapid prototyping and Scaling, Implementation and Maintenance, Audit and Update.

Pedagogy:

- 1) Experiential Learning
- 2) Activity Based Teaching
- 3) Case based Teaching
- 4) Project Based Teaching
- 5) Class room discussions
- 6) Industry Institute Interaction Series
- 7) Webinars

Teaching Learning Resources:

ESSENTIAL READINGS

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata Mc Graw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International

REFERENCES

1. William H.Macey, Benjamin Schneide, Karen M. Barbera, Scott A. Young, Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage, Wiley-Blackwell.
2. Simon L.Albrecht, Handbook of Employee Engagement: Perspectives, Issues, Research and Practices; Edward
3. SonalMinocha and Dean Hristov: Global Talent Management an integrated approach, Sage Publication.

Supplementary Resources

1. EBSCO: <https://www.ebsco.com/academic-libraries>,
2. JGATE : <https://jgateplus.com>
3. Pearson E library : <https://elibrary.in.pearson.com>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	1	3	2	-	1	2	1	3
CO2	3	3	-	-	2	2	-	3	1	-	1
CO3	3	3	-	3	-	-	2	-	1	1	2
CO4	2	3	-	2	2	3	-	-	1	-	2
CO5	2	3	-	2	3	3	-	-	1	-	3

LEVEL 3-Substantial 2-Moderate 1-Slight "-" No relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	INDUSTRIAL RELATIONS AND EMPLOYMENT LAWS
Term/Semester	III
Course ID	21MBA633
Credits	3

Introduction:

Industrial relations are the relationships between employees and employers within the organizational settings. The field of industrial relations looks at the relationship between management and workers, particularly groups of workers represented by a union. Industrial relations are basically the interactions between employers, employees and the government, and the institutions and associations through which such interactions are mediated.

The scope of Industrial Relations includes -Labour relations, i.e., relations between labour union and management; Employer-employee relations i.e. relations between management and employees; The role of various parties' viz., employers, employees, and state in maintaining industrial relations and the mechanism of handling conflicts between employers and employees, in case conflicts arise. The management and effective and efficient deployment of the resources of the organisation is the factor which decides the profitability and viability of any organisation. Labour is one of the basic resources of any industry and has an important bearing on the performance and goals of the organisation. In India we have a plethora of Laws which deals with issues concerning Labour administration, labour welfare, regulation of industrial relations between the management and the workers. For the effective and efficient management of labour in an industry or an organisation it is necessary to have a complete knowledge of the Laws, bye laws, regulations and ordinances applicable to the industry in general and to the company or organisation specifically. This course provides a brief insight into the Laws, bye laws, Regulations, notifications applicable to labour and labour issues.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Understand and appreciate the concept of Industrial Relations.

CO2: Illustrate the role of trade union in the industrial setup.

CO3: Outline the important causes & impact of industrial disputes.

CO4: Elaborate and apply Industrial Dispute settlement procedures.

CO5: Summarize the important provisions of Wage Legislations, welfare legislations and social security legislations

Course content and Structure:

(36 hours)

Module 1: Introduction to Industrial Relations

(07 Hours)

- Background of Industrial Relations – Definition, scope
- objectives, factors affecting IR, participants of IR, importance of IR
- Approaches to Industrial relations, system of IR in India : Historical perspective & post-independence period
- Code of Discipline and historical initiatives for harmonious IR

Module 2: Collective Bargaining & Negotiation**(10 Hours)**

- Definition, Meaning, Nature, essential conditions for the success of collective bargaining
- Functions of collective bargaining, importance of Collective Bargaining
- Collective bargaining process
- Prerequisites for collective bargaining
- Implementation and administration of agreements
- **Negotiations**-Types of Negotiations
- Techniques of negotiation, negotiation process,
- Essential skills for negotiation, Workers Participation in Management
- **Trade Unions:** Meaning, trade union movement in India,
- Objective, role and functions of the Trade Unions in Modern Industrial Society of India
- Procedure for registration of Trade Unions, union structure, Rights and responsibilities of TUs, Problems of trade unions

Module 3: Employment Laws**(12 Hours)**

- Importance and relevance of Employment Laws
- Government policies relating to labour
- ILO and its influence on Legal enactments in India.
- Labour codes- 4 labour codes including implementation of POSH Act

Module 4: Grievance procedure and Discipline management:**(04 Hours)**

- **Grievance** - Meaning and forms, sources of grievance
- Approaches to grievance machinery
- Grievance procedures, model grievance procedure
- Disciplinary procedures, approaches to manage discipline in Industry
- Exit interview methods, process, need, output of it.

Module 5: Emerging Trends**(03 Hours)**

- Addressing contemporary issues and global challenges in industrial relations
- Disputes in virtual teams, grievance handling, and, National Pension Scheme
- Voluntary standards as substitute to law

Pedagogy:

- 1) Experiential Learning
- 2) Activity Based Teaching
- 3) Case based Teaching
- 4) Project Based Teaching
- 5) Class room discussions
- 6) Industry Institute Interaction Series
- 7) Webinars

Teaching Learning Resources:

Essential Readings

1. Industrial Relations and Labour Laws, 7/E by S.C. Srivastava, Vikas Publishing House
2. Industrial Relations and Labour Laws, - A M Sarma
3. Labour and Industrial Laws – Dr. Sunil Yadav, Central Law Publications

References

- a. Labour and Industrial Laws 27th Edition -S N Mishra- Central Law Publications
- b. Simon L.Albrecht , Handbook of Employee Engagement: Perspectives,Issues,Research and Practices; Edward
- c. Sonal Minocha and Dean Hristov: Global Talent Management an integrated approach, Sage Publication.

Supplementary Resources

- Pearson E library : <https://elibrary.in.pearson.com>
- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	1	3	2	-	1	2	1	3
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CO3	3	3	-	3	-	-	2	-	1	1	2
CO4	2	3	-	2	2	3	-	-	1	-	2
CO5	2	3	-	2	3	3	-	-	1	-	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	LEARNING AND DEVELOPMENT
Term/Semester	III
Course ID	21MBA634
Credits	3

Introduction:

The Main objective of the course is to help the students to understand about the process of Training and Development and effective administration of various training programmes in an organization. The course will facilitate the students to effectively analyze the training needs of employees and to implement different methods of training depending upon the needs of the organization. The course also aims to help the students to evaluate the effectiveness of training programmes and to understand the contemporary trends in Learning and Development.

Course Outcomes (COs):

After the completion of the course, students will be able to:

CO1: Distinguish between training, learning and development and to apply the process of training and development in an organization

CO2: Analyze the training needs of employees in an organization and to effectively organize various training programmes in an organization

CO3: Implement different methods of training based on the needs of the organization

CO4: Understand the purpose of training evaluation and to evaluate various training programmes implemented in the organization

CO5: To discuss contemporary trends in learning and development and to apply those contemporary trends in an organization on need basis

Course content and Structure:

(36 hours)

Module 1: Introduction to Training and Development

6 Hours

- Difference between Training and Development
- Difference between Training, Learning and Development
- Advantages of Training to Organizations
- Process of training and development
- Training Administration Procedure
- Importance of Training Administration

Module 2: Training Need Analysis and Organization of Training Programme and Methods of Training

8 Hours

- Training Need Analysis and Importance of Training Need Analysis
- Different Types of Training Needs
- Components/Levels of Training Needs Analysis
- Techniques of Training Needs Assessment
- Skill Competency Mapping

- Organization of Training Programme: Selection of Trainees; Trainee Readiness; Trainee Motivation to learn; Preparedness of Trainer; Duration of Training Programme; Training Environment;
- On-the-Job Training Methods
- Off-the-Job Training Methods
- Management Development Methods

Module 3: Learning and Career Development

10 Hours

- Principles of Andragogy in Training/Learning
- Overview of E-Learning Methods
- MOOCs; YouTube; Skype; Podcasts; Webinars; Edublog; HBS Online; LinkedIn Learning; Playlists; Blogs;
- Continuous Learning
- Up-skilling and Re-skilling
- Learning Pyramid
- Different Types of Learning Styles
- Kolb's Experiential learning Cycle
- Learning Management System (LMS)
- Purpose of Learning Management System
- E-learning – Characteristics of Instructional Design
- The ADDIE Model of Instructional Design
- Process of Outward Bound Learning : Framing, Implementation, Debriefing, Risks
- Safety and Ethical issues in OBL
- Career Development
- Stages of Career
- Types of Career Anchors
- Process of Career Planning
- Career Planning: Advantages to Employees and to Organization
- Horizontal and Lateral Career Development

Module 4: Training Evaluation

8 Hours

- Training Evaluation
- Purpose of Training Evaluation
- Principles of Evaluation; Formative Evaluation; Summative Evaluation
- Models of Training Evaluation
- Kirkpatrick's Four Level Model
- Kaufman's Five Level Model
- The CIRO Approach
- The Philip's Five Level Model
- Approaches to ROI on Training
- Guidelines for Training Effectiveness
- Net Effectiveness Score as a tool for Training Feedback

Module 5: Contemporary Trends in Learning and Development - Overview

4 Hours

- Simulations Training
- AI in Training

- Augmented Reality and Virtual Reality in Training
- The Gamification of Training
- Micro-learning
- Mobile Learning Apps

Pedagogy:

1. Classroom Discussion
2. Activity based Teaching
3. Theatre based Teaching (Role Play, Skit)
4. Case Based Teaching (Text Case, Multimedia Case Discussion)
5. Project Based Teaching
6. Experiential Learning
7. Industry-Institute Interface (III)
8. Webinar/Seminars/Student Development Programmes
9. Simulations

Teaching Learning Resources:

Essential readings

1. Noe Raymond, (2016), Employee Training and Development, 7th Edition, McGraw Hill.
2. Stephen Robbins, Phillip Hunsaker, Training in Interpersonal Skills, 6th Edition, Pearson
3. G Pandu Naik, –Training And developmentl, Excel Books Publications
4. Dr.B.Janakiram, –Training and Developmentl, Biztantra Publications

References

1. Lynton Rolf, Pareek Udai, (2011), Training for Development, 3rd edition, Sage Publications, New Delhi
2. Rishipal, Training and Development Methods, S.Chand, 2011.
3. Goldstein Irwin L, –Training In Organizations - Needs Assessment, Development &Evaluation, Wordsworth Publication
4. Deepak Kumar Bhattacharyya, Training and Development: Theories and Applications: Theory and Applications, Sage Publications
5. Donald Kirkpatrick and James D. Kirkpatrick, Evaluating Training Programs: The Four Levels, Berret-Koehler Publishers, NC
6. Karl M. Kapp, The Gamification of Learning and Instruction: Game-based Methods and Strategies for Training and Education

Supplementary Resources:

- M, R. A. S. 2021. Examining the Impact of Training and Development on Employee Engagement in Bangladesh Pharmaceutical Sector. IOSR Journal of Business and Management, 23(1), 32-42.
- Sai kumar, K., D, P., & Rajesh, B. 2021. A Study on Training and Development with Reference to Bhel – Hpvp. Ltd, Visakhapatnam. International Journal of Innovative Research and Practices, 9(1), 09-15.

- Rahmana, A., & Sukaya, Y. 2020. Training Needs Analysis: Suggested Framework for Identifying Training Need. International Journal of Psychosocial Rehabilitation, 24(2), 3861-3868.
- Panigrahy, A. K. 2017. Training Need Analysis for the Executives of Hindalco. International Journal on Research and Development - A Management Review, 6(3)
- Nayak, S. 2018. Impact of Learning and Development Strategy on Organisational Performance. International Journal of Business Management and Research, 8(1), 19-26.
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=137656238&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=11870970&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=134170403&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=6652656&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=145973397&site=ehost-live>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
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CO2	3	3	2	1	2	1	2	3	3	1	3
CO3	3	2	3	1	3	2	3	3	1	2	3
CO4	3	3	1	1	-	-	1	3	1	1	1
CO5	3	3	1	2	2	1	2	2	1	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight "-" No relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	COMPENSATION AND REWARD MANAGEMENT
Term/Semester	III
Course ID	21MBA636
Credits	3

Introduction:

The Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation and Reward Management. It enables students to understand and develop the salary structure with various components as per industry trends. It also serves to develop and strengthen overall analytical skills of students related to various HR Functions.

Course Outcomes (COs):

After successful completion of this course, the student will be able to

CO1: Appreciate the basic compensation concepts and the context of compensation practices

CO2: Design a compensation system to meet the requirements of individuals (in terms of internal equity and external equity), the organization (in terms of meeting strategic goals and containing labor costs), and society (in terms of fairness and justice).

CO3: Recognize the variables of cost to the Company and statutory provisions of taxation.

CO4: Develop reward strategy and implement recognition decisions that help the organization achieve a competitive advantage

CO5: Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations

Course content and Structure: (36 hours)

Module 1: Fundamentals of Compensation Management (6 Hours)

- Meaning, Definition and Importance
- Types of compensation; Components in Compensation
- Conceptual framework of compensation management
- Theories of compensation management
- Criteria of compensation fixation; Institutional and cultural factors on compensation practices
- Compensation system design issues; Compensations Philosophies, compensation approaches

Module 2: Job Evaluation, Compensation Structures and Incentive Schemes (8 Hours)

- Job evaluation and methods
- Process and Problems involved in Job Evaluation
- Competency based Compensation (Broad pay bands and 360 degree feedback)
- Performance Based and Pay Based Structures, Designing Pay Structures

- Comparison & Evaluation of Different Types of Pay Structures,
- Incentive Schemes: Types of Incentive Schemes, Wage Incentive Plans, Merits and Demerits of Incentives
- Pre-requisites of Effective Incentive Schemes

Module 3: Cost to Company and Taxation on Salary and Benefits (10 Hours)

- Payroll - Components
- **Cost to Company (CTC) Method:** Meaning and significance, advantages and limitations
- Gross salary and Net salary, Components of CTC Monthly, quarterly, annual and one time component. Advance components and deferred components. Attendance linked components, seniority linked components, and performance linked components.
- Paid leave and holidays, conveyance, leave travel concession, food coupons, housing, Benefits, perquisites and statutory components.
- Calculation of Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages; Fixation of Tax Liability
- Tax deduction at source - Deductions and Tax Rebates
- Form -16 and Filing Returns
- Statutory Policies governing taxes
- Responsibilities of employer and employee in complying with taxation law.

Module 4: Reward and Recognition Management (7 Hours)

- Essentials of reward Management: The Reward System, Total Rewards, Strategic Reward, International Reward
- Recognition schemes Definition, Principles, Types, Designing a recognition scheme
- Performance management and reward, Engagement and Reward, Financial Reward, Non-Financial Reward, Contingent Pay Schemes, Bonus Schemes, Team Rewards
- The Practice of Reward Management: Developing of Reward System, Managing Reward System, Evaluating Reward Management, Responsibility for Reward Management
- Future trends in Reward Management

Module 5: Compensation Systems for Startups (5 Hours)

- Three heads of compensation [Salary, Benefits and Equity]
- Payroll Structure and Compensation for Startups
- Startup compensation strategy

Pedagogy:

- 1) Classroom Discussion
- 2) Workshop from Practitioners
- 3) Case based teaching
- 4) Experiential Learning
- 5) Project based learning
- 6) Simulation
- 7) Inquiry based teaching

Teaching Learning Resources:

Essential Readings

1. Compensation Packages That Actually Drive Performance Principles for designing executive pay by Boris Groysberg, Sarah Abbott, Michael R. Marino, and Metin Aksoy From the Magazine (January–February 2021)
2. A New Framework for Executive Compensation by Seymour Burchman February 26, 2020
3. What You Need to Know About Stock Options by Brian J. Hall From the Magazine (March–April 2000)
4. Research: A Little Recognition Can Provide a Big Morale Boost by Shibeal O'Flaherty, Michael T. Sanders, and Ashley Whillans March 29, 2021

References

1. Compensation & Reward Management, BD Singh, 2nd edition, Excel books
2. A Handbook of Employee Reward Management and Practice, Michael Armstrong, 2nd Edition, Kogan Page Publishers.
3. Employee Reward, Michael Armstrong, 3rd Edition, CIPD
4. Compensation Management, Mousumi S Bhattacharya and Nilanjan Sengupta, First Edition, Excel Books
5. The Compensation Handbook, A State-of-the-art guide to Compensation Strategy and Design, Lance A. Berger, Dorothy R. Berger, Fifth Edition, McGraw-Hill Education

Supplementary Readings

- Total Compensation Management: Reward Management Strategies for the 1990s. Review by Smith, I.G. International Journal of Human Resource Management. Dec1992, Vol. 3 Issue 3, p632-633
- Compensation Packages That Actually Drive Performance, Boris Groysberg, Sarah L. Abbott, Michael Marino, Metin Aksoy Jan 2021
- Six Considerations for Designing a Total Rewards Program
- Journal of Human Resource Management
- Journal of Business and Management

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	2	1	2	-	3	-	3	1	-	2
CO2	3	3	3	2	-	3	-	3	2	3	2
CO3	3	3	3	2	2	2	2	3	2	2	2
CO4	2	2	2	2	2	2	2	3	2	1	1
CO5	3	3	1	3	2	2	2	3	2	1	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	LEADERSHIP AND CHANGE MANAGEMENT
Term/Semester	III
Course ID	21MBA635
Credits	3

Introduction:

In today's highly competitive and dynamic business environment, it is more important than ever for managers of all disciplines to be able to effectively deal with the wide range of organizational challenges with which they are presented. This course touches upon the full spectrum of organization change and methods which can be utilized to increase organization effectiveness. Students will gain an understanding of all aspects of OD including definitions and process models, leading change, elements of discovery and diagnosis, interventions for individuals, groups and organizations, and organization transformation. While theories are discussed to provide a foundation for learning, the emphasis of this course is to provide students with highly practical problem solving tools which they can quickly take back to any work environment and apply to real-world challenges and opportunities for growth.

Course Outcomes (COs):

At the end of the course, students will be able to-

CO1: Describe the organizational development process.

CO2: Understand and appreciate the process of Change Management.

CO3: Understand and apply the change management models.

CO4: Demonstrate skills needed to develop an action plan for the organizational development process.

CO5: Analyse the causes for change resistance and develop the ability to handle the resistance.

Course content and Structure: (36 hours)

Module 1: Introduction to Leadership and Leadership theories (10 Hours)

- Definition; Meaning; Approaches
- Leadership responsibilities
- Various styles of leadership
- Leadership framework
- Leadership ethics
- **Leadership Theories:**
- Great Man Theory of Leadership
- Trait Theory of Leadership
- Behavioral Theory of Leadership; Managerial Grid Model; Role Theory
- Contingency theory of Leadership; Fiedler's Contingency Theory; Hersey-Blanchard Situational Leadership Theory; Path-Goal Theory; Cognitive Resource Theory; Strategic Contingencies Theory

- Contemporary theories of Leadership; Transactional leadership Theories (Leader-member Exchange); Transformational Leadership Theories
- Changing trends in leadership development

Module 2: Change Management (10 Hours)

- Concept and Significance; Managing Change
- Concept of Analyzing the Environment
- Perspectives on Change: Contingency; Resource Dependence; Population Ecology;
- Implications of Change.
- **Organisational Change**- Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change
- Participative Change and Directive Change
- Change Levels
- Levels of Change: Knowledge changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.
- Agile Management; Functional Transformation

Module 3: Implementing Change (5 Hours)

- Steps involved in assembling a Change
- Models of change: Kurt Lewin's 3 step model; Kotter's 8 step model; Nadler's Model & Mc Kinsey's model
- Management in Establishing a new Direction for the Organization;
- Setting up of Change Teams;
- Aligning Structure, Systems and Resources;
- Removing road Blocks;
- Absorbing Changes into Organization

Module 4: Planned Change (6 Hours)

- Theories of planned change, a general model of planned change,
- Different types of planned change and critique of planned change.
- OD practitioner role, competencies and professional ethics
- **OD process**: Initiating OD relationship, contracting and diagnosing the problem
- Diagnosing models, open systems, individual-level group level and organizational level diagnosis;
- collection and analysis for diagnostic information, feeding back the diagnosed information

Module 5: Organisation Change interventions (5 Hours)

- Human process interventions: coaching, training and development, process consultation, third party intervention, and team building.
- Organization confrontation meeting, intergroup relations intervention, and large group intervention,

- Techno structural interventions: Structural design, downsizing, reengineering, employee involvement, work design, socio-technical systems approach.

Pedagogy

- 1) Experiential Learning
- 2) Activity Based Teaching
- 3) Case based Teaching
- 4) Project Based Teaching
- 5) Class room discussions
- 6) Industry Institute Interaction Series
- 7) Webinars

Teaching Learning Resources

Essential Readings

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi.
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass

References:

1. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York.
2. Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, New York.
3. Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass
4. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi.
5. Morgan, Gareth, Imagination, Response Books, New Delhi.
6. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi.
7. Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi.
8. Venkataratnam C.S., Verma, Anil (Ed): Challenge of Change: Industrial Relations in Indian Industry: Allied Pub. Ltd., New Delhi.
9. Kavitha Singh Organisational change and Development , Excel Books New Delhi,2010

Supplementary Resources

1. <https://www.coursera.org/learn/removing-barriers-to-change> offered by University of Pennsylvania
2. <https://www.coursera.org/projects/change-gap-analysis> - Guided Project
3. EBSCO: <https://www.ebsco.com/academic-libraries>,
4. JGATE : <https://jgateplus.com>

5. Pearson E library : <https://elibrary.in.pearson.com>

CO-PO Mapping:

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CO4	2	3	-	2	2	3	-	-	1	-	2
CO5	2	3	-	2	3	3	-	-	1	-	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

COURSE MATRIX OF FOURTH SEMESTER

Sl.NO	Subject Code	NAME OF THE SUBJECT	CREDITS	CONTACT HOURS	IA MARKS	SEE MARKS
1	21MBA241	International Business	3	36	50	50
2	21MBA242	Strategic Management & Corporate Governance	3	36	50	50
IP 4	21MBA841	Managerial Research Skills Lab (MRSL)	2	-	50	50
IP 5	21MBA842	Internship Project	3	-	50	50
		Specialization subjects (2 Major & 1 Minor)	9	108	150	150
		TOTAL	20	180	350	350

SPECILISATION WISE SUBJECTS

MARKETING		
SL NO	SUBJECT CODE	SUBJECT NAME
1	21MBA141	Integrated Marketing Communication
2	21MBA142	Business and Social Marketing
3	21MBA143	Business Analytics for Marketing
4	21MBA144	Rural and Green Marketing
ENTREPRENEURSHIP AND FAMILY ENTERPRISE MANAGEMENT		
1	21MBA243	Entrepreneurship Ecosystem in India
2	21MBA244	Entrepreneurship in Action - II (Practice based course)
3	21MBA245	Managing and Growing Family Enterprises
4	21MBA246	Financial Management for Entrepreneurs
FINANCE		
1	21MBA341	Financial Risk Management and Derivatives

2	21MBA342	International Finance
3	21MBA344	Cost Management
4	21MBA343	Financial Analytics
OPERATIONS AND SUPPLY CHAIN MANAGEMENT		
1	21MBA442	Business Process Improvement
2	21MBA444	Strategic Quality Management
3	21MBA441	World Class Manufacturing
4	21MBA443	Business Analytics for SCM
BUSINESS ANALYTICS		
1	21MBA541	Emerging technologies
2	21MBA542	Machine Learning using Python
3	21MBA544	Analytics for E-Commerce and Retail
4	21MBA543	IT Risk Management and Data Security
HUMAN RESORCE MANAGEMENT		
1	21MBA642	Managing Teams
2	21MBA644	Learning Organisations and Knowledge Management
3	21MBA641	International HRM
4	21MBA643	HR Analytics

Course Title	INTERNATIONAL BUSINESS
Term/Semester	IV
Course ID	21MBA241
Credits	3

Introduction:

International Business encompasses all those business activities that involve cross-border transactions of goods; services and resources between two or more nations. The transactions of economic resources include capital; skills; people; etc.; for the international production of physical goods and services such as finance; banking; insurance and construction. This course is a comprehensive outlook which includes latest development on the frontiers of knowledge providing the insights of International Business and its dimensions. The objective of the course is to expose the students to the concept; versatility and dynamics of International Business.

It aims at familiarizing the students with business environment at the International level including Institutions and agreements.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: Describe the relationships between international business and the political; economic; legal and social policies of countries; regions and international institutions.

CO2: Comprehends the complexities of international business both home country and host country.

CO3: Understand and appreciate the impact of functioning of international organizations and trading blocks in the global economy

CO4: Analyze the role and impact of international theories on International Business

CO5: Explore the various contemporary developments in the field of international Business.

Course content and Structure: (36 hours)

Module 1: Introduction to International Business 10 Hours

- Introduction to International Business;
- Elements of International Business; Globalization;
- International Business Environment - Economic Environment; Political Environment; Demographic environment; Legal Environment
- Culture in an International Business Organization.

Module 2: International Trade theories and their application: 04 Hours

- Introduction to International Trade theories
- Why do nations trade
- Theories of International trade- mercantilism; Absolute advantage; Comparative advantage; Heckscher- Ohlin; Product life cycle theory and Porter’s diamond model.

Module 3: Export Import Procedures and Ethics in IB **10 Hours**

- Documentation in international trade
- Export contract
- Export order processing
- Methods of payment in international trade
- Main Provisions of FEMA
- Procedure and documentation for availing export incentives.
- Ethics in International Business
- Code of conduct for MNCs

Module 4: Regional integration and Global trade institutions **08 Hours**

- Regional integration: Introduction
- Overview of Regional Integration
- Types of Integration
- Regional Trading Arrangements
- India and Trade Agreements
- Global trade institutions: Introduction
- World trade organization (WTO)
- International Labour Organization (ILO)
- International Monetary Fund (IMF) and
- World Bank

Module 5: Contemporary development in International Business **04 Hours**

- Foreign investments
- Crypto currency
- Bit coin
- Global Sourcing
- Technology transfers
- Global operations management
- International company structure
- Global pricing strategy

Pedagogy:

- Classroom discussion
- Case based teaching
- Project based teaching
- Experiential learning
- Interactions with the experts in IB

Teaching Learning Resources:

Essential readings-

1. Francis Cherunilam; International Business; Prentice Hall of India.
2. Charles Hill; International Business; McGraw-Hill-Irwin.
3. K Ashwatappa; International Business; Tata McGraw-Hill education
4. John D. Daniels; Lee Radebaugh and Daniel P. Sullivan; –International Business; Prentice Hall.

REFERENCES

1. Richard M Hodgetts and Fred Luthans; –International Management; McGraw-Hill;
2. Hill; C.W.L. and Jain; A.K.; International Business: Competing in the Global Marketplace; 6th Edition; Tata McGraw-Hill Education;
3. Paul; J.; International Business; 5th Edition; PHI Learning;
4. Ball; D.; Geringer; M.; Minor; M. and McNett; J.; International Business: The Challenge of Global Competition; Tata-McGraw-Hill Education;
5. Deresky; H; International Management: Managing Across Borders and Cultures; 6th Edition; Pearson.
6. Griffin; R.; International Business; 7th Edition; Pearson Education.
7. Anant K Sundaram & J Stewart Black; The International Business Environment; Prentice Hall Of India.
8. Tayeb; Monis H: The Global Business Environment – An Introduction; Sage Publication; New Delhi.
9. Francis Cherunilam; International Business Environment; Himalaya Publishing House.

Supplementary Reading:

- <https://jgateplus.com/search/login/>
- <https://www.ebsco.com/products/research-databases/hbr-ascend>
- <http://elibrary.in.pearson.com/>
- <https://onlinecourses.nptel.ac.in/>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	1	3	-	2	-	-	2	-	-
CO2	-	-	1	-	1	-	-	3	-	1	-
CO3	3	-	-	-	-	-	-	1	-	1	-
CO4	-	1	-	1	-	3	2	1	1	3	1
CO5	1	1	-	1	-	1	3	1	-	-	-
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	STRATEGIC MANAGEMENT & CORPORATE GOVERNANCE
Term/Semester	IV
Course ID	21MBA242
Credits	3

Introduction:

Strategic Management is an interdisciplinary course. It assumes a broad view of the business environment that includes buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and characterized by uncertainty. In studying strategy, the course draws together managerial skills and decision-making tools that will help build on all the types of business ideas. In any of these business students will be able to develop and deliver at all functional areas such as Accounting, Economics, Finance, Marketing, Organizational Behavior, and Statistics.

COURSE OUTCOMES (CO):

- CO1** To understand the importance of strategy, appropriate to business situation build and develop the business strategy,
- CO2** Describe the practical and integrative model of strategic management process
- CO3** Analyse the competitive situation and strategic dilemma in dealing with dynamic business factors both in domestic and global markets.
- CO4** Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences
- CO5** Application of the skills, tools and techniques to new business models- evaluate and plan new control systems that are outcome oriented to the new business.

Course content and Structure: (36 hours)

Module 1: STRATEGY AND PROCESS 03 HOURS

- Conceptual framework for strategic management,
- The concept of strategy and strategy formation process-
- Stakeholders in business - Vision, Mission and purpose-Business definition, Objectives and goals, Strategic Management - Perspective on corporates' Strategic Retreat.

Module 2: COMPETITIVE ADVANTAGE ASSESSMENT 07 HOURS

- External Environment – Assessment of external business environment with the use of QUEST, PESTEL Analysis, Porters five forces model, the competitive profile matrix.(CPM).
- Internal Environment , SWOT (TOWS), Resources, Capabilities and Distinctive competencies (RBV), VRIN Resources
- Generic Building Blocks of Competitive Advantage, avoiding failures and sustaining competitive advantage, Value chain analysis.
- Building Competitive advantage through Functional-Level Strategy, Internal Factor evaluation matrix., External Factor Evaluation Matrix

Module 3: FORMULATION OF STRATEGIC ACTIONS & AUDITING 10 HOURS

- Corporate Level Strategies – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy: Cost Differentiation, and Focus Strategies- Strategy in the Global Environment - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Environmental
- Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio, Globalization and industry structure
- Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card.

Module 4: IMPLEMENTATION AND EVALUATION OF STRATEGIC ACTIONS**10 HOURS**

- The implementation process, Resource allocation, Budgeting, Designing organizational structure - Designing Strategic Control Systems -, Matching Structure and Control to Strategy - Implementing Strategic Change, Techniques of strategic evaluation & control,
- Balanced Score Card, Leadership implications for strategy. Importance of Strategic leaders, Strategic leadership and style.
- Disruptive Revenue models, Managing Technology and Innovation Blue Ocean Strategy, managing in an economic crisis, new directions in strategic thinking, Strategic issues for Non-Profit organizations, Small Scale Industries, New Business Models and strategies for Internet Economy.

Module 5: CORPORATE GOVERNANCE**06 HOURS**

- Meaning; Importance; Definitions; Evolution of Corporate Governance; Objectives of Corporate Governance; Principles of Corporate Governance; Parties to corporate governance
- Major stakeholders of a Corporate Body; Internal stakeholders ,External stakeholders; Primary stakeholders; Secondary stakeholders; Direct stakeholders; Indirect stakeholders
- Models of Corporate Governance; Anglo-American Model; The German Model; The Japanese Model; Social Control Model; Indian Model.
- Regulatory Framework of Corporate Governance; The Companies Act, 2013; Securities and Exchange Board of India (SEBI) guidelines; Secretarial Audit; Scope of Secretarial Audit; Rating Agencies.
- Committee Reports; Role of Board of directors; role of audit committee; Sarbanes-Oxley (SOX) Act of 2002; Narayan Murthy Committee; Kumar Mangalam Birla Committee; Naresh Chandra committee on corporate governance.

Pedagogy:

1. Class Discussion
2. Expert Workshops and Seminars
3. Expert's Video lecture Class
4. Case Discussions

5. Gamification –Strategic Human League
6. Simulations
7. Activity -Based Teaching
8. Project -Based Learning.

RECOMMENDED BOOKS:

1. A. Thompson, John Gamble, A.K. Jain, Crafting and Executing Strategy, Mc Graw Hill, 21st Edition.
2. AzharKazmi, Strategic Management & Business Policy, Tata McGraw Hill, 3rd Edition.
3. Charles W.L.Hill& Gareth R. Jones, Strategic Management Theory, An Integrated approach, Cengage learning. 3rd Edition, 2008.
4. Fred.R.David, Strategic Management and cases, PHI Learning.2015, 15th Edition.
5. Hitt, Ireland, Hoskisson, Manikutty, Strategic management, Cengage, 2018, 9th Edition.
6. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education,2017,15th Edition.

REFERENCES BOOKS:

1. Competitive Strategy, Michael Porter, The Free Press publication, 1989, 16th Edition.
2. Adria HA berberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press. First Edition,2007
3. Anthony E Henry: Strategic Management, Oxford Publication,2nd Edition,2011
4. Gregory Dess and G.T. Lumpkin: Strategic Management Creating Competitive Advantage, Tata McGraw Hill.
5. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2nd edition, 2007
6. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
7. Mason A Carpenter, WM Gerard Sanders and Prashanth Salwan: Strategic Management, Pearson, 2011, Second Edition.
8. Nitish Sen Gupta and JS Chandran: Strategic Management, Vikas Publication, 2013, First Edition.
9. Upendra Hachru , Strategic Management concepts & cases , Excel Books ,2017,2nd

Supplementary Resources:

1. EBSCO: The Journal of Indian Management and Strategy, Academy of Strategic Management Journal.
2. <https://www.ibef.org/industry/gems-and-jewellery->
3. www.cengagebrain.com
4. www.mhhe.com/sie-thompson18e
5. Strategic Management and Innovation –
<https://www.coursera.org/specializations/strategic-management>
6. <https://jgateplus.com/home/>

7. <https://capitaline.com/>
8. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	3	2	1	3	3	2	3	3
CO2	3	3	2	2	2	1	3	3	1	2	2
CO3	3	3	3	3	2	1	3	3	2	3	3
CO4	3	3	3	3	2	1	3	3	2	3	3
CO5	3	3	3	3	3	3	2	2	1	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	MANAGERIAL RESEARCH SKILLS LAB
Term/Semester	IV
Course ID	21MBA841
Credits	3

Introduction:

The aim of this course is to provide research and innovation led academic program through student-centered research by creating an environment to develop research culture. Research-based MBA education will help to foster research environment to solve real-life problems. Research immersion course will aid in developing the critical, logical and analytical skills among students through systematic and methodologically designed curriculum.

Course outcomes:

After successful completion of Immersion, the student will be able to

CO1: Identify the research area of phenomena to study; define a research problem and develop research methodology based on systematic approach; tabulate and analyze the data using scientific method and share their research work in conference and publish research paper in reputed Journals

Course Contents

III SEMESTER	IV SEMESTER
<p>Part 1</p> <ol style="list-style-type: none"> 1.Profiling of the students & Identification of Specialization 2.Allocation of students to Faculty guide 3.Establishing contact between group & guide 4.Identification of research areas by group of students 5.Agreement on common research area and form submission 	<p>Part 3</p> <ol style="list-style-type: none"> 1.Data Collection 2.Data analysis, logical interpretation 3.Writing discussion and conclusion 4.Submission of Result analysis, Discussion & Conclusion (Draft)
<p>Part 2</p> <ol style="list-style-type: none"> 1.Fundamentals of research 2.Writing introduction 3.Objective formation, literature review 4.Research methodology, 5.Data collection instruments, hypothesis formation 6.Writing Citations 7. Questionnaire design, Interview schedule design etc. 8.Submission of Introduction, Objectives, Literature review, Research methodology (Draft) 	<p>Part 4</p> <ol style="list-style-type: none"> 1.Preparation of the manuscript 2.Plagiarism check training 3.Targeting apt conference & Journals for publication 4.Conference Presentation with guide & Journal Publications 5.Submission of details of Conference presentation & Journal Publication 6.Submission of Manuscript (Final copy)

Pedagogy:

- Discussion
- Practice based learning

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	-	1	1	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Teaching Learning Resources:**Essential readings-**

1. Research Methodology Methods and Techniques, C R Kothari, 3/e, 2014, New Age International Publishers Ltd
2. Business Research Methods, Donald R. Cooper, Pamela S. Schindler, JK Sharma, 11/e, 2013, McGraw-Hill Education India Pvt.Ltd
3. Marketing Research: An Applied Orientation, Naresh K. Malhotra, Satyabhushan Dash, 6/e, 2010, Pearson Education India
4. Marketing Research Text and Cases, Rajendra Nargundkar, 3/e, 2008, McGraw-Hill Education India Pvt.Ltd
5. Research Methodology concept S1 cases, 21e, 2015, Vikas Publishing House Pvt. Ltd.,

References

1. Business Research Methods, Zikmund, Babin, Carr, Adhikari, Griffin,8/e, 2012,South Western
2. Business Research Methods, Christina Quinlan,1/e, 2011,Cengage Learning Emea

Supplementary resources

1. https://onlinecourses.swayam2.ac.in/cec20_mg14/preview
2. Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
3. EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
4. Jgate: <https://jgateplus.com/home/resources/>

Course Evaluation Plan:

Sl. No.		Evaluation Item	Marks Allotted
1	Internal Marks (50)	Submission of reports (15 marks for both III and IV Semester)	30
2		Internal Presentation	10
3		Meeting deadlines, Contacting guides, discussions held	10
4	External Marks (50)	Presentation in Conference/Seminar and publication in conference proceedings	25
5		Paper publication in UGC listed Journal	35
6		Publishing in newspaper/magazine/book chapter	35
7		Paper publication in Scopus indexed Journal / WOS	50

Course Title	INTERNSHIP PROJECT
Term/Semester	IV
Course ID	21MBA842
Credits	3

INTRODUCTION

Each student should undertake the project Business Immersion Programme-II immediately after the third semester examination and submit a hard bound copy of the report before commencement of fourth semester. The time duration for this Immersion Programme is six weeks. This Immersion Programme, under the guidance of internal faculty of the institution and external guide of the company. The study has to be on studying a live management problem/issue concerning the organization. The student can also undertake a freelancing study based on their interest.

The purpose of Business Immersion Programme-II is to develop required skills and competencies to emerge as a good business leader and thinker. This could involve a desk study / data analysis / extension work / exploration of an idea or its implementation.

Course outcomes:

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

CO1: Able to articulate and apply principles learned in and outside of the classroom to a specific internship site experience.

CO2: Develop work competencies for a specific profession or occupation

CO3: Gain self-understanding, self-confidence, and interpersonal skills.

GUIDELINES

1. Under this program every student is required to undertake a Business Immersion for a period of six weeks between III and IV semester. It would be carried under the guidance of an identified internal faculty and identify an external mentor from the organization.
2. Students should find the organization before the completion of III semester and finalize the scope of the study.
3. Students are allotted to respective internal guides based on the area of interest.
4. In case any changes regarding the specialization or Immersion title then respective guide should approach Business Immersion committee with proper reason and the proposed new topic for approval.
5. The Business Immersion work must be a study on live management problem or an issue. This could be in the nature of desk study or a field study or extension work or preparation of detailed study report of an idea or exploration of a solution to the problem or implementation of an idea or a project or of any other study which reflects the spirit of the regulations. The immersion may include research work or a case study.
6. The word organization includes the following

- a. Micro, Small, Medium or Large Business Organization in any sector
 - b. Educational Institution
 - c. Government Department
 - d. NGO/ CSO/ Voluntary Organization
 - e. Research Body or Development Agency
 - f. Panchayat Raj Institution/s
 - g. Local Municipal Body, Legislature, Court, Etc.
7. On the completion of Business Immersion work the student is required to submit a report to faculty guide and external mentor or company within the specified timeline.
 8. Satisfactory completion of Business Immersion work and obtaining 50% of the marks allotted is an essential requirement for completing Immersion Programme.
 9. Any full time faculty with a minimum of three years teaching experience at management Institutions and Part Time or Guest Faculty with minimum of five years teaching experience at Management Institutions or practitioner with minimum one year (full time) of Industry/Business/NGO/Govt./ Research Experience are eligible to guide the Business Immersion work as faculty guide. Head of the institution has to certify the eligibility of such faculty guides.
 10. Every faculty guide will be allotted the maximum of fifteen (15) students.
 11. The Business Immersion report has to be as per report guidelines
 12. One hard and one soft copy (in CD) have to be submitted to their respective guides.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	3	1	3	1	2	1	1	1	3
CO2	2	1	3	-	3	2	-	1	2	1	3
CO3	2	1	3	2	3	2	2	1	2	1	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Internal					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Quality of the Work	5 marks	1	Each Chapter 5 marks (5 Chapter * 5 Marks)	25 Marks
2	Punctuality & Discipline	5 marks	2	Punctuality & Discipline	5 marks
3	Enthusiasm shown	5 marks	3	Discussion with Mentor	5 marks
	Total Marks from External mentor	15 Marks		Total Marks from Internal mentor	35 Marks
	Total Marks from External mentor				15 Marks
	Total Marks from Internal mentor				35 Marks
	TOTAL INTERNAL MARKS				50 Marks
External					
Sl. No	Particulars	Marks	Sl. No	Particulars	Marks
1	Quality of Presentation	5 marks	3	Quality of Outcome & Recognition by the Company	5 Marks
2	Viva-Voce	10 marks	4	Overall Quality of Immersion work and Report	30 marks
	TOTAL EXTERNAL MARKS				50 Marks

MARKETING

Course Title	INTEGRATED MARKETING COMMUNICATION
Term/Semester	IV
Course ID	21MBA141
Credits	3

Introduction:

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme. At the end of the course, students will be able to understand, plan and implement campaign.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1: To understand & appreciate the key concepts used in integrated marketing communications.

CO2: To design creative strategy and media planning.

CO3: To develop objectives and budgeting for IMC.

CO4: To measure and evaluate an IMC performance.

CO5: To discuss the legal and ethical considerations in IMC.

Course content and Structure:

(36 hours)

Module 1: Introduction to IMC

6 hours

- An Introduction to Integrated marketing communications
- Introduction to IMC tools; Advertising, sales promotion, public relations and publicity, personal selling, direct marketing and event sponsorship, covert advertising, Transit advertising, internet and interactive media, mobile marketing
- IMC Planning Process
- Introduction to Ad agency; Types of Ad agencies

Module 2: Creative Strategy and Media Planning

13 hours

- Creative strategy; appeals and execution styles, advertising execution, creative tactics for print and Television.
- Media planning: Basic concepts-media planning, media objectives, media strategies, medium, media vehicle, reach, frequency, coverage, cost per thousand (CPM), cost per ratings point (CRPR)
- Print Media; Newspaper- types of newspaper advertising, buying newspaper spaces; Magazine- Classification of magazine, Buying magazine spaces; strength and weakness of print media
- Broadcast Media;
 - Television-Players in Television Industry, Buying Television time
 - Radio- Players in Radio Industry, Buying radio time
 - Strength and weakness of broadcast media.

- Out of Home Media; Type of outdoor media, transit media, buying outdoor media
- Developing Media Plan; Meaning and steps involved in media planning

Module 3: Setting Advertising Objectives and Budget

6 hours

- Setting communication objectives; sales vs communication objectives, DAGMAR approach for setting ad objectives
- Theoretical approach to budgeting; Marginal analysis and Sales response curve
- Factors influencing budget; Method to determine marcom budget

Module 4: Measuring IMC performance

6 hours

- Advertising testing process;
- Pre-testing tools and techniques
- concurrent testing tools and techniques
- Post-testing tools and techniques

Module 5: Legal and ethical environment of promotion

5 hours

- Legalization affecting advertising
- Self-regulatory codes of conduct in Advertising
- Legal and Ethical concepts and issues in advertising

Pedagogy:

1. Visual presentation & Demonstrations
2. Classroom discussion
3. Practice based teaching
4. Case based teaching (Text and Multimedia)
5. Experts from Industry sharing experience (Workshop/ Guest Lecture)
6. Project based teaching
7. Group discussion and Debates

Teaching Learning Resources:

Essential readings

1. Advertising and Promotion: An Integrated Marketing Communications Perspective; George Belch and Michael Belch; McGraw-Hill; 10th edition (January 16, 2014); Edition: 10th Edition; ISBN: 0078028973
2. Advertising & Promotions: An IMC Perspective; Kruti Shah and Alan D'Souza (2009). 4th Edition Tata McGraw-Hill Education Private Limited; ISBN-13:978-0-07-008031-7
3. Integrated Advertising, Promotion, and Marketing Communications: Kenneth E Clow, University of Louisiana at Monroe Donald E Baack, Pittsburg State University; Pearson 8th Edition.

Reference Books

1. Advertising and Promotion: An Integrated Marketing Communications Perspective, Michael Belch, Keyoor Purani, George E. Belch, 9/e, 2013, McGraw-Hill Education India Pvt.Ltd
2. Integrated Advertising, Promotion and Marketing Communications, Kenneth E. Clow, Donald E. Baack, 6/e, 2014, Pearson Education India

3. Foundations of Advertising - Theory and Practice, K.C. Sethia, S.A.Chunawalla, 7/e, 2011, Himalaya Publishing House Pvt Ltd
4. Advertising Management, David A. Aaker, John G. Myers, Rajeev Batra, 5/e, 2002, Pearson Education India
5. Advertising and Promotions: An Integrated Brand Approach, Thomas O' Guinn, Chris Allen, Richard J. Semenik, Hans Rudiger Kaufmann, 6/e, 2012, South Western
6. Integrated Communication in advertising and Promotion, Terence A. Shimp, 8/e, 2012, Cengage Learning India Pvt Ltd
7. Case Studies in Marketing – Indian Context by Srinivasan, PHI, 5th edition, 2012

Supplementary readings

1. Media Week www.mediaweek.com
2. Ad Age www.adage.com
3. Ad Week www.adweek.com
4. Brand Week www.brandweek.com
5. Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
6. EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
7. Jgate: <https://jgateplus.com/home/resources/>

CO-PO Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	1	2	2	-	3	3	2	2	1
CO2	3	3	1	3	2	-	3	3	3	3	1
CO3	3	3	-	3	3	-	3	3	2	2	2
CO4	3	3	-	3	1	1	3	3	3	2	1
CO5	3	3	-	3	2	1	3	3	3	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BUSINESS AND SOCIAL MARKETING
Term/Semester	IV
Course ID	21MBA142
Credits	3

Introduction:

Business marketing is the practice of individuals or organizations i.e. commercial businesses, governments, and institutions promoting and selling products and services to other organizations. Meeting the needs of Business organizations and Society are very important for marketing professionals. Both are crucial and at the same time both demands different skills to cater to their requirements. Often termed industrial marketing, business to business (B2B) marketing is a key part of the marketing spectra in the workplace. At the same time the use of marketing principles to develop social marketing strategies and programs to bring behavioral change for a social good is also important.

Social marketing “sells” a behavior or lifestyle that benefits society, in order to create the desired change. This benefit to the public is the primary focus. Instead of showing how a product is better than competing products, social marketing “competes” against undesirable thoughts, behaviors, or actions. It promotes Health and Safety, Environment causes, Social activism etc. This course will teach the students the basic institutional details and principles of business marketing and social marketing. It will give the students tools and frameworks to think strategically in a fast changing Industrial Marketing landscape and examine issues of social responsibility in business and how marketing may be used to promote more environmentally and socially conscious business practices.

Course Outcomes (COs):

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

CO1- Understand and appreciate the environment of B2B Marketing & managing relationships in Business Marketing

CO2 -Build business marketing strategy & analyse Customer Relationship Management practices to build B2B brand

CO3 - Demonstrate skills to formulate implementable marketing strategies in the area of pricing and Promotion of B2B products and services.

CO4 - Analyze the Social Marketing environment and evaluate various social marketing strategies approved by the Business firms

CO5 - Understand and appreciate the various Social Marketing Projects in India

Course content and structure:

(36 hours)

Module 1- Introduction to Business Marketing

(6 Hours)

- Nature and scope of Business Marketing (B2B)
- Differences between B2B and B2C marketing

- Underlying factors influencing the demand, Types of customers in Business Marketing
- Classification of products in business markets and strategic perspectives of business marketing
- Organizational Buying Behavior & process
- Different buying situations; Factors influencing organizational buying behavior
- Industrial buying behavior models- The Webster & Wind model of Organizational buying behavior, Sheth Model of organizational buying

Module 2- Segmenting the Business Markets and Product Management (10 Hours)

- Segmenting, Targeting and Positioning of Business Market: Value based segmentation
- Benefits of segmentation; bases for segmenting of business markets
- Selecting market segments and isolating market segment profitability
- Managing products and services for business markets; defining the product market
- Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products
- Customer Relationship Management; Patterns of buyer-seller relationships and strategy
- Customer profitability and managing strategies
- Customer value proposition, building B2B Brand
- Formulating Channel Strategy; Nature of Business Marketing channels; Intermediaries, Direct and Indirect Channels
- B2B e-marketplaces and supply chain management.

Module 3: Pricing and Promotion Techniques in Business Marketing (6 Hours)

- Price Determinants; Factors that Influence the Pricing Strategies
- Pricing Methods and strategies; Concept of learning curves Competitive Bidding and Leasing
- Promotional Strategies; Communication Objectives, Role of B-2-B Advertising
- Sales Promotion in Industrial Markets, Trade shows and Exhibitions
- Business Marketing Communications; Managing the Industrial Sales Force
- Dimensions of selection, training, compensation, motivation, sales quotas and sales territories

Module 4: Introduction to Social Marketing and Developing Social Marketing Strategies (8 Hours)

- Evolution of social marketing; The Marketing mix of Social Marketing; Criteria for social
 - Marketing programmes
- Stages of social marketing; Social Marketing Wheel; Challenges in social marketing
- Social marketing plan; Steps to develop a social marketing plan

- Product positioning; Creating a Product Platform and Branding
- Price; Determining Incentives and Disincentives; Setting prices for tangible Goods and Services
- Place; Making access convenient and pleasant, Develop place strategy, Social Franchising
- Promotion; Deciding on Messages and the Messengers, Creative strategies adopted by firms
- Selecting Communication Channels for Social Marketing

Module 5: Managing Social Marketing Programmes

(6 Hours)

- Social Marketing programmes; Budgets and Funding Sources
- Monitoring and Evaluation of Programmes; Implementation and sustaining plans
- Application of social marketing models in Health Care and Public Health Management
- Social marketing Programmes; Family planning programme, Malaria control, obesity prevention,
 - o Campaign, non- communicable diseases, HIV prevention, Oral health, National Tobacco control
 - o And Pulse Polio campaigns in India, Managing COVID pandemic.
- Trends in Social Marketing –Social Marketing Programmes by Private Organisations in India

Pedagogy:

- Class Room Discussion
- Activity Based Teaching
- Project Based Learning
- Workshop & Seminar from Industry practitioners
- Field visits to Socio-organisation/ NGO/ orphanages.
- Case Based Teaching- Text & Multimedia cases

Teaching Learning Resources:

Essential readings

1. Anderson, J. C., Narus, J. A., Narayandas, D. & D.V.R. Sheshadri (2016). Business market management: understanding creating and delivering value (3rded.)-Pearson Education.
2. Dwyer, R. F., & Tanner, J. F. (2015). Business marketing: Connecting strategy, relationships and learning (3rd.ed.).New Delhi: Tata Mc Graw Hill Education.
3. Robert R Reeder & Reeder; Industrial Marketing, 2nd Edition; Prentice Hall International Publication.
4. Krishna K Havaldar, Business Marketing, Tata McGraw Hill Publication.
5. Michael D Hutt, Thomas W Speh, Business Marketing Management, Cengage Learning Publication.
6. Sameer Deshpande, Nancy R. Lee; Social Marketing in India, First Edition, Sage Publications
7. Nancy R Lee & Philip Kotler; Social Marketing: Behaviour Change for Social Good, Sage Publications.

8. Hutt, M. D., Sharma, D. & Speh, W. T. (2015). B2B Marketing (11th Ed.). Cengage Learning

References Books:

1. Kotler, Ph., Lee, N. (2011). Social Marketing: Influencing Behaviors for Good- Sage Publications
2. Frank G Bingham Jr, Business Marketing, Tata McGraw Hill Publication.
3. Mukherjee H S, Industrial Marketing, Excel BOOKS Publication.
4. PK Ghosh, Industrial Marketing, Oxford University Press.
5. Evans, 2006 “How Social marketing works in Healthcare”, BMJ, BMJ Publishing Group Ltd.
6. Kotler, P. and Lee, N- Up and out of poverty: the social marketing solution, Pearson Education

Supplementary Resources

1. <https://nptel.ac.in/courses/110/106/110106135/>
2. <https://elibrary.in.pearson.com/login>
3. MOOC in Marketing Plan: Learn to Write a Winning Marketing plan- Writing marketing plan innovative approach for Winning marketing plan, By Ali Hyder in Udemy
4. <https://www.ebsco.com/products/research-databases/sales-marketing-source>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	2	3	3	2	1	2	2	3	2
CO2	3	2	3	2	3	2	1	3	3	2	2
CO3	2	2	1	3	2	2	1	2	1	1	3
CO4	2	2	2	3	2	1	-	3	2	3	1
CO5	2	-	-	2	2	2	-	1	1	3	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	RURAL AND GREEN MARKETING
Term/Semester	IV
Course ID	21MBA144
Credits	3

Introduction:

Rural markets represent a substantial portion of the Global Marketplace. Despite of huge potential; rural markets have been traditionally ignored by most multinationals from advanced countries; as well as by local large-scale manufacturers of packaged products. Rural markets are gaining importance in emerging economies and even India. A large number of businesses are involved in the marketing of various products in the rural areas of India and elsewhere. In the Indian context; understanding rural marketing is essential for every marketing student.

Green Marketing helps individuals to make informed decisions about choices that impact the environment. This insightful course provides a thorough introduction to the emerging field of green marketing, including a useful exploration of the integral relationships among marketing strategy and action, macroeconomic sectors, and the environment. In addition to providing a detailed look at many green strategies, from environmentally friendly supply chains to the environmental implications of product creation, the course reviews the evolution of marketing and devotes considerable attention to the conditions for potential consumers to act in an ecologically responsible manner.

Rural and Green marketing have emerged as distinct areas and provide a general understanding of the rural economy in India and its unique opportunities and challenges as a market. The course is designed to sensitize students on the nuances of rural marketing environment and Develop capabilities for clearly identifying; complex; real life rural and green marketing problems in a holistic perspective

Course Outcomes (COs):

Having successfully completed this course; student will be able to:

CO1: Explore the opportunities and challenges in rural and green marketing in Indian context

CO2: Identify and assess rural market potential for products and services

CO3: Evaluate different marketing strategies used in rural and green marketing

CO4: Develop interest towards rural and green marketing

CO5: Learn the concept of sustainability in Marketing

Course content and Structure:

(36 hours)

MODULE 1: INTRODUCTION TO RURAL MARKETING

8 HOURS

- Definition and Scope of Rural Marketing; Components of Rural Markets; Classification of Rural Markets; Rural vs. Urban Markets;
- Role of Bottom of pyramid in rural marketing

- The Rural Market Paradox; Composition of the Rural Market; Market Size; Influences in Rural Markets.
- Market Research in rural India including findings published reports like Thompson’s rural market index and similar ones
- Public-Private Partnership;
- E-Rural Marketing;
- Role of Government and NGOs in Rural Marketing.

MODULE 2: RURAL MARKETING STRATEGIES

10 HOURS

- Segmenting Rural Markets;
- Rural Marketing Mix Strategies
- Positioning in rural markets;
- Rural Product Strategies and Brand Management
- Rural Pricing Strategies
- Rural Distribution Strategies – Innovative Distribution Channels like ITC E-choupal; Godrej Adhar; HUL Shakti; Mahindra Samriddhi sand Godrej Sakhti.
- Rural Promotional Strategies; Challenges in Rural Communication; Rural Media-Mass Media; Non-Conventional Media; Personalized Media; Rural Media Typology.

MODULE 3: INTRODUCTION TO GREEN MARKETING

6 HOURS

- Green Marketing; Paths to Develop Sustainable Products;
- The Rules of Green Marketing;
- Green Marketing Segments; Ecotourism; The General Principles;
- Business Implications;
- Role of Consumers;
- Ecological Footprint and Carbon Footprint;
- Role of Business; Innovation;
- Advertising in Green Marketing

MODULE 4: SUSTAINABILITY

8 HOURS

- Sustainable Strategy; Sustainable Value Creation;
- Global Drivers of Sustainability; Ladder of Sustainability; Four System Conditions for Sustainability; Strategies for Action; Industrial Ecology; Systems Analysis; Tools for Sustainability; Environmental Management System;
- Total Quality Environmental Management;
- Green Procurement; Sustainable Supply Chains;
- Align the Green Supply Chain with Business Goals; Green Suppliers and Material Refurbishment;
- Ten Steps to Create a Sustainable Supply Chain; Logistics and Transportation

MODULE 5: CONTEMPORARY DEVELOPMENT IN RURAL AND GREEN MARKETING

4 HOURS

- Trends in Rural and Green Marketing;
- The Future of Rural & Green Marketing;

- Triple Bottom Line;
- International Organization for Standardization Standards; ISO 14--1; ISO 14-25; ISO 14-4-; ISO 14-64; ISO 26---;
- Corporate Social Responsibility.

Pedagogy:

The course will use the following pedagogical tools:

- Class room teaching
- Case based teaching
- Project based teaching
- Experiential learning through Rural immersion programme
- Interactions with the experts in Rural and green marketing
- Role Plays

Teaching Learning Resources:

Essential readings-

- Scott T. Young & Kanwalroop Kathy Dhanda (2-13); Sustainability: Essentials for Business; SAGE Publications.
- Pradeep Kashyap (2-12) ; Rural Marketing; Pearson 2nd edition;
- Balram Dogra & Karminder Ghuman; Rural Marketing: Concepts and Cases ;Tata McGraw Hill Education Pvt Ltd

References-

- Krishnamacharyulu and Lalitha Ramakrishnan (2-11); 2nd Edition; Rural Marketing: Texts and Cases; Pearson Education.
- Abhijit Roy (2-12); SAGE Brief Guide to Marketing Ethics; SAGE Publications.
- Ghosh (2-13) 1st Edition; India's Agricultural Marketing: Market Reforms and Emergence of New Channels; Springer India.
- Dr. Subhash Bhawe ; Agribusiness Management in India –Text & Cases
- www.rmai.in www.ruralyellow.in www.inc.com › encyclopedia › green-marketing

Supplementary Resources:

- <https://jgateplus.com/search/login/>
- <https://www.ebsco.com/products/research-databases/hbr-ascend>
- <http://elibrary.in.pearson.com/>
- <https://onlinecourses.nptel.ac.in/>
- www.ruralmarketingsolutions.com
- www.campaignindia.in
- <https://tradecaqk.web.app/swinderman20773kuno/thompson-rural-market-index-ppt-656.html>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	1	3	-	2	-	3	2	-	-
CO2	-	-	1	-	1	-	-	3	2	1	-
CO3	3	-	3	-	-	-	-	1	-	1	3
CO4	-	1	-	1	3	3	2	1	1	3	1
CO5	1	1	-	2	3	1	3	2	-	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BUSINESS ANALYTICS FOR MARKETING
Term/Semester	IV
Course ID	21MBA143
Credits	3

Introduction:

Data is critical for any organization and it also plays a vital role in helping managers take the right decision. Organizations have access to a variety of data related to their customers, channel partners, vendors, and others. After gathering and collecting data, converting the same into meaningful information and then deriving the correct interpretation is critical for organizations to grow and sustain in the present competitive environment. Organizations today use analytics to generate actionable insights which are required for effective and impactful decision making. This course will help to understand the essentials of marketing analytics and learn the techniques to address fundamental marketing challenges.

Course Outcomes (COs):

Having successfully completed this course, the student will be able to:

CO1: Understand and appreciate the concepts and application of Business analytics in managing Marketing functions

CO2: Apply quantitative and qualitative analysis to understand trends and indicators in Marketing data

CO3: Understand and appreciate Applications of Big Data Analytics in Marketing

CO4: Apply web based analytical tools to various Marketing functions

CO5: Demonstrate how to connect Marketing results to business results by Dashboards

Course content and Structure:

36 hours

Module 1: Overview of Marketing Analytics (4 Hours)

- Overview of Marketing Analytics: Evolution of Marketing analytics; Meaning of Marketing Analytics & its process; Skills Required for Marketing Analytics; Importance of Marketing Analytics;
- Introduction to Levels of Marketing Analytics: Operational Reporting; Advanced Reporting, Advanced analytics; Predictive analytics; Prescriptive Analytics
- Application of analytics in Sales Forecasting – qualitative and quantitative methods
- Application of analytics in Market Share Analysis- Tools and techniques
- Application of analytics in measuring Market Performance Indicators; Penetration; Usage; Brand Performance and Satisfaction

Module 2: Marketing Analytics with specific functions in Marketing (10 Hours)

- Marketing analytics in Segmentation, Targeting and Positioning (STP)
- Marketing analytics in Product portfolio analysis
- Marketing analytics in Sales and distribution

- Marketing analytics in Advertisement and Promotion
- Marketing analytics in New product development
- Marketing analytics in Pricing

(Note: Use the cases/practical execution to discuss Marketing analytics in above functions using R)

Module 3: Application of Data Analytics in Marketing (10 Hours)

- Application of Big Data Analytics in Marketing: Using unstructured & structured data
- Application of Big Data Analytics in various Marketing functions; Consumer Perception Mapping; Customer Choice Analysis; Customer Profitability Analysis; Customer Lifetime Value (CLV); Acquisition and Retention Costs and Rates; Sentimental analysis; Churn analysis; Market Basket Analysis(MBA); Cannibalization Analysis , Used cases

Module 4: Social Media Analytics (6 Hours)

- Application of Social Media Analytics in various Marketing functions and activities like Segmentation; Pricing; Consumer behavior; Sales Force Management; New Product Development; Promotions.

Module 5: Emerging Trends in Analytics (6 Hours)

- Retailers Dashboard to Analyze and report on Marketing KPIs;
- Augmented Analytics (AI); Automated Alerts and Reporting.
- Mobile & Web Analytics in Marketing
- Application of Block chain and AI in Marketing
- Future of Marketing Analytics

Pedagogy:

- Class room discussions
- Software linked practice based teaching
- Project based learning
- Interaction with Practitioners
- Case based teaching
- Practice based teaching using R and Tableau
- Research based teaching

Teaching Learning Resources:

Recommended Books

- Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques - Mike Grigsby -2nd Edition, Pearson
- Principles of Marketing Engineering, 2nd Edition, by Gary Lilien, Arvind Rangaswamy and Arnaud De Bruyn (Decision Pro, Inc. 2012), ISBN: 978-0985764807

- Database Marketing: Analyzing and Managing Customers, by Robert C. Blattberg, Byung -Do Kim, and Scott A. Neslin (Springer, 2009), ISBN: 978-1441903327

Reference Books

- Marketing Analytics: Strategic Models and Metrics –Stephan Sorger - Amazon Digital Services; 1st edition, ISBN-10: 1481900307
- Marketing Metrics, Paul W. Farris, Phillip E. Pfeifer et al, Pearson Education India; Third edition

Supplementary Resources

- <https://elibrary.in.pearson.com/bookshelfDashboard>
- <https://www.ebsco.com/search?search=supplychainmodel>
- <https://jgateplus.com/home/resources/>
- <https://www.edx.org/course/marketing-analytics>
- <https://www.coursera.org/learn/uva-darden-market-analytics>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
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CO3	1	3	-	2	3	3	3	2	-	-	-
CO4	3	3	-	2	1	2	3	2	1	-	-
CO5	2	3	1	3	2	3	3	3	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

ENTREPRENEURSHIP AND FAMILY ENTERPRISE MANAGEMENT

Course Title	ENTREPRENEURSHIP ECOSYSTEM IN INDIA
Term / Semester	IV
Course ID	21MBA243
Credits	3

Introduction:

Fostering entrepreneurship has become a core component of economic development in cities and countries around the world. The predominant metaphor for fostering entrepreneurship as an economic development strategy is the “entrepreneurship ecosystem.”

In recent years, startups have been receiving increased attention in many parts of the world. In India, the number of startups has increased fast and more support has become available in all dimensions. This Course analyses the current state of the Indian startup ecosystem and has three goals: to provide an understanding of the growth drivers and motivations of Indian startup founders; identify challenges facing these startups; and outline the pillars in place that support them. The analysis uses data collated from semi-structured interviews with startup founders, investors, and representatives of support organisations.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Understand & appreciate the importance of ecosystem for entrepreneurship growth and support

CO2: Identify the Key players in the ecosystem who foster and support the growth of entrepreneurship in a particular country.

CO3: Understand and appreciate the Indian ecosystem for entrepreneurship growth and development

CO4: Understand the support system that facilitates the start-ups in India

CO5: Understand the various institutions of India that supports Entrepreneurship

Course Content and Structure:

(36 hrs.)

Module 1: Introduction to Ecosystem

06 hours)

- What is ecosystem; role of ecosystem in fostering entrepreneurship in any country
- Dimensions of Ecosystem; Technical skills; Entrepreneurial Culture; regulatory Environment; Mentoring support; Availability of Capital; Visible success
- World Bank Report, EODB Score, State wise EODB ranking,

Module 2: Players in the Ecosystem

04 Hours

- Role of the Government (Central and State)
- Role of Investors, Mentors, Advisors and networks
- Role of other important bodies and associations

Module 3: Entrepreneurship Ecosystem in India**10 Hours**

- Central government institutions and agencies supporting entrepreneurship: SIDBI, NABARD, NSIC, SISI, EDI, CII, ASSOCHAM, etc.
- State government institutions and agencies: DIC, CEDOK, KIADB, KSFC, KASSIA, FKCCI, etc.
- Other supporting agencies; RUDSETI, TiE, NEN, etc.

Module 4: Elements of Startup Support**08 hours**

- Office space and Infrastructure
- Business Support and Mediation
- Funding and Assistance with Fundraising
- Incubation Centres, VCs, Makers labs, TBIs, etc.; National and International Platforms promoting entrepreneurship.
- Atal Incubation Centre.
- Angel Investing

Module 5: The State of the Indian Startup Ecosystem**08 hours**

- Evolution of the Indian Startup Ecosystem
- Geography of Startup Support
- Core Ecosystem Actors and their Provided Support
- Institutional Missions and Targeted Startups
- Specific initiatives to promote entrepreneurship: Startup India, Stand up India, MUDRA; Make in India; Atmanirbhar Bharath, etc.

Pedagogy

1. Classroom Discussion
2. Interaction with the experts
3. Activity based learning
4. Case study based teaching
5. Visiting various state and central government agencies, incubation Centres, makers' labs, etc.
6. Participating in various events and discussions.

RECOMMENDED BOOKS (Latest Editions)

1. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
2. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
3. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
4. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)
5. Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton mifflinco, USA
6. 'Effectuation'- Saras Saraswathi
7. '8 steps to innovation' – Rshiksha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

1. Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
2. David H. Holt, "Entrepreneurship: New Venture Creation", Prentice-Hall of India
3. K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
4. Brigitte Berger, "The Culture of Entrepreneurship", ICS Press
5. Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

1. Ecosystem Services; a method for sustainable development; <https://www.coursera.org/learn/ecosystem-services>.
2. Ecosystems; <https://www.springer.com/journal/10021>
3. Ebsco: Journal of Entrepreneurship Development.
4. <https://elibrary.in.pearson.com/login>
5. <https://jgateplus.com/home/>
6. <https://capitaline.com/>
7. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	2	3	1	1	1	3	1	3	2	1	2
CO5	2	3	3	1	3	3	3	3	3	3	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	ENTREPRENEURSHIP IN ACTION PART- II
Term / Semester	IV
Course ID	21MBA244
Credits	3

Introduction:

Growing a small business takes work and vision. It takes innovation, brainstorming, iteration, and advice. In this course we introduce the concept of design thinking and a tool called the Business Model Canvas to help aspiring student entrepreneurs to accelerate their business. Students will learn the nine components of the Business Model Canvas as well as how to identify the most relevant components to iterate through brainstorming with a variety of stakeholders in your business—current customers, potential customers, and advisors of your choosing. Working through their own Business Model Canvas and presenting their acceleration plan at the end of this course. This course is introduced by a venture capital investor with decades of experience working with entrepreneurs and is taught by someone who has written business plans and taught entrepreneurs business planning at several universities.

This course is a follow-on course from Entrepreneurship in Action Part - I. The student entrepreneurs will be diving even deeper into developing a plan to accelerate your business, doing some research to pull together facts and figures to develop a more complete acceleration plan to help you understand the more intricate details of how to iterate certain parts of your business model to grow your business.

Course Outcomes:

After the successful completion of this course, the students should be able to

CO1: Develop the Business Plan and Business Pitches for their business.

CO2: Build a core team and develop an organisation charter for the organisation. Identify and align the requirement for registration, licensing, IPR process and other incorporation requirements.

CO3: Structure and source the Preliminary Funding options and raise the funds.

CO4: Marshalling the required resources and running the business.

CO5: Develop the growth and expansion plan.

Course Content and Structure:

(36 hrs.)

Module 1: Business Planning, Presentation and Pitching

(08 hours)

- Preparing Business Plan
- Financial Plan: Develop a profit and loss statement with projections; Develop a form of cash flow statement; Define the Cash management tools and techniques to be used; Define the important Financial ratios; Review and refine after discussion with a Chartered Accountant
- Marketing Plan:
- Operations Plan:
- HR Plan
- Crafting Startup Pitches; Competition Pitch, Funding Pitch, Core team pitching, Sales Pitch, Investor Pitch, Elevator Pitch

Module 2: Core Team Formation

(08 Hours)

- Build an entrepreneurial team; create organisation charter (Objectives, mission,

- vision and values)
- Chart and Organisation Structure; create designations, assign job roles and compensations
- Conduct preliminary selection for in charge of functional areas
- Consult and create registration and incorporation plan with a Legal Advisor
- Conduct due diligence and initiate IPR process
- Identify and apply for the required Licences and schemes.

Module 3: Raising funds for the Business (06 Hours)

- Create funding plan based on the Cash Map and Cash Flow Cycle of the Business; Estimate the investment and return on that investment expected to execute on the acceleration plan.
- Identify ways to finance the business.
- Prospecting the investors and funding agencies to raise funds for the business

Module 4: Acquiring the required resources (08 Hours)

- Negotiating & Partnering with various potential resource providers
- Acquire resources; Financial; HR; Technological; Physical
- Building Strategic Alliances; Building Crazy Quilt; Building Collaborations R
- Start revenue generation process

Module 5: Business Growth and Expansion (06 Hours)

- Developing various strategies to grow and expand
- Implementation of the strategies to grow and expand
- Evaluation of the strategies
- Preparing a road map for future

Pedagogy

1. Participation in B-Plan competition and Pitch Desk Competition
2. Classroom Discussion
3. Interaction with the Advisory
4. Experiential Learning
5. Practice Based
6. Interaction with customers and other stakeholders

RECOMMENDED BOOKS (Latest Editions)

1. Preparing Effective Business Plans: An Entrepreneurial Approach, 2nd Edition, Bruce R. Barringer, Texas A&M University, Pearson Publications.
2. Entrepreneurship-11th edition, Robert D Hisrich, Michal P Peter, Dean A Shepherd, Tata MC Graw hill Education Pvt Ltd
3. New business ventures and the Entrepreneurs- 6th edition, Stevenson or Roberts or Grovesbeek, Irwin, Inc.mcrhall
4. New venture creation, entrepreneurship for the 21st century, 76th edition, Jeffry.A.timmous, Stephen spinelli, Tata McGraw hill, edition2018 - 19 Page 32
5. Entrepreneurship development small business enterprises Poornima, Charanti Matt edition 5th, Dorling Kindersley (India Pvt Ltd)

- Bangalore Business ethics, ethical decision making and cases 6th edition O.C Ferrell, Jhon paeel fraedrich, lindaferrel Houghton Mifflinco, USA
- '8 steps to Innovation' – Rishikesha T Krishnan and Vinay Dabholkar; Collins Publications

REFERENCE BOOKS (Latest Editions)

- Reddy, "Entrepreneurship: Text & Cases", Cengage Learning
- David H. Holt, "Entrepreneurship: New Venture Creation", Prentice-Hall of India
- K Ram Chandran, "Entrepreneurship Development: Indian cases on Change Agents" Tata McGraw Hill
- Brigitte Berger , "The Culture of Entrepreneurship", ICS Press
- Vasant Desai, "Entrepreneurial Development and Management", Himalaya Publication

Supplementary Resources:

- Design Thinking for Business Innovation, by University of Virginia, platform: Coursera <https://www.coursera.org/learn/uva-darden-design-thinking-innovation/>
- SMS Journal of Entrepreneurship & Innovation; <http://journals.smsvaranasi.com/index.php/smsjei>
- Ebsco: Academy of Entrepreneurship Journal
- <https://elibrary.in.pearson.com/login>
- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan

Internal			External		
1	Business Plan and Pitching with Viva- voce	25 Marks	1	Attendance and class participation	10 Marks
2	Funding plan and acquisition of resources with viva- voce	25 Marks	2	Business plan preparation and presentation	10 Marks
Total		50 Marks	3	Core team formation	10 Marks
			4	Funding plan	10 Marks
			5	Acquisition of resources	10 Marks
				Total	50 Marks

Course Title	MANAGING AND GROWING FAMILY BUSINESS
Term/Semester	IV
Course ID	21MBA245
Credits	3

Introduction: This course as part of the Entrepreneurship and Family Enterprise Management electives provides the students/learner's an understanding into the concepts of Family Enterprise, enable them to apply their family enterprise management ability to in nurturing, decision making and developing the scale and size of family enterprise operations.

This course engages the students in contributing to every type of family enterprises by ensuring performance-oriented growth for the enterprise.

Course Outcomes (COs):

On completion of the course students of the course will be able to:

CO1: Understand and appreciate the concept and dynamics of family enterprises, its importance and contribution.

CO2: Analyse and propose a relevant business idea, functional process that can be adopted for a family enterprise idea.

CO3: Appraise and suggest implementable business model, functional strategies, that allows scaling up of the family business operations.

CO4: Analyze and propose future plans and succession plan

CO5: Integrate and implement new advances in the family business.

Course content and Structure: (36 hours)

Module 1: Family Business Concept and theories. 08 Hours

- Defining Family Business: Distinction between Family and Non-Family Business., Defining Family Types, Family business theory Circle model of Family Influence. Family firm identity. Types of Family Business Models.
- Evolution of Family Business, Family Business models in India.
- Prevalence and Contribution of Family firms.
- Economic Contribution of Family Firms
- Institutional Setting and Prevalence of Family firms

Module 2: Governance in Family Business 05 Hours

- Strength and Weakness of Family Business
- Corporate Governance System in Family Business: The role and involvement of board of directors. The boards' involvement of strategy formulation. Family Governance: Family Constitution - Family charter, family assembly and council.
- Governance in Family Business: Typical governance system in Family Business: Untangling corporate, ownership, family and wealth governance.
- Ownership Governance: Family Governance: Family values and goals, family involvement in ownership, family involvement in new entrepreneurial activity.

Module 3: Strategic management in family business: Trans generational value creation **10 Hours**

- Strategic decision making in family business: Socioemotional wealth, Distinctiveness and Impact of Socioemotional wealth -A framework for strategic decision making.
- Conceptualizing the competitive advantage of family firms: The agency perspective Family members conflict with managers. The resource-based perspective: Family as resource provider. Turning families into business strategy. Generic strategy.
- Firm identity to corporate reputation. Corporate Responsibility in family firms. Branding in family firm: Family firm image drives financial performance.
- Transgenerational value creation: Upholding entrepreneurial change, creating family firm in changing environment. Focus on overall performance of family wealth.
- Evolution of Investment Management: Integrated business and Business management for large fortunes.

Module 4: Finance in Family Business and Succession Plan in family business **07 Hours**

- Financing for family business: Difference of financing for family business, Family equity as a distinct asset. Performance in family firms. Risk taking in family firms.
- Financing -Debt and Equity financing, Leveraging, Monitoring key financial indicators, Value management.
- Financial management systems: Growth vs. Liquidity, Profitability vs Security. Responsibility of shareholders in family firm. Role of CFO in family firm
- Succession options: Opportunity and challenges in succession options, Significance of succession options.
- Structuring the succession plan: Source of complexity in family business succession, Succession frame work: Clarifying goals and priority, Successor's willingness and ability, review firm's strategy,
- Planning the transition responsibility: Succession road map-entry path of successor. Valuing the firm: Combining varied valuation for a fuller perspective, from valuation to price. Defining legal and tax setup. Private equity, re-capitalization, leveraged buyout.

Module 5: Contemporary Developments in Family Business **06 Hours**

- E-commerce strategy adapting to family business.
- Trends in family Business: Professionalizing family business
- Internationalization of Family Business: Means to enter new markets.
- Disruptions in technology: take advantage by adopting digitalization and innovation.
- Career in Family Business.

Pedagogy:

- 1) Class Discussion
- 2) Expert Workshops and Seminars
- 3) Expert's Video lecture Class
- 4) Case Discussions

- 5) Simulations
- 6) Activity -Based Teaching
- 7) Project -Based Learning.

Recommended Books:

- Managing the Family Business: Theory and Practice by T. Zellweger, EE publishing, 2017, 1st Edition.
- Innovation, Growth, and Succession in Asian Family Enterprises, EE Publishing, 2021, 1st Edition.
- Understanding the Family Business (Entrepreneurship & Small Business Management Collection) by Keanon J. Alderson, March 15, 2011, Business Expert Press. 1st Edition.
- Family Enterprise: Understanding Families in Business and Families of Wealth, + Online Assessment Tool, The Family Firm Institute, Inc, 2013, 1st Edition. Wiley Publication.
- Family business: Methods and Essentials of Building Business Families by Mohan Krishnan Raman, 1st Edition, 2020, Notion Press.
- Management, Succession and Internationalization by Léo-Paul Dana Veland Ramadan, Springer International Publishing, 2017, 1st Edition.
- Ten Commandments of Family Business, Kavi Ramachandra, Sage Publishers.
- The 5'G's of Family Business –Walter Wye and Mitra Dixita, Sage Publishers.

Reference Books:

1. Family Business, By Carole Howorth, Nick Robinson, 2020, 1st edition, Published by Routledge.
2. Family Business by Poza, Cengage Learning, 4Th Edition, 2015.
3. Entrepreneurs in Family Business Dynasties by Laura Hougaz, Springer International Publishing, 2017, 1st Edition.
4. Entrepreneurs in Every Generation: How Successful Family Businesses Develop Their Next Leaders by Allan Cohen, Pramodita Sharma, 2016, 1st Edition, Berrett-Koehler Publishers.
5. Indian Family Business Mantras by Peter Leach, Tatwamasi Dixit, 2015, 1st edition, Rupa Publications India.

SUPPLEMENTARY RESOURCES:

1. <https://www.coursera.org/learn/leadership-in-the-family-business> (By Tecnológico de Monterrey).
2. EBSCO: Academic Journal 0894-4865, Family Business Review, Sage Publications.
3. Magazine -Family Business Advisor Family Business Institute.
4. Online Cases: https://www.iidmglobal.com/case_studies/case-study-categories/cs-personal-success/family_biz/id44463.html
5. <https://elibrary.in.pearson.com/login>
6. <https://jgateplus.com/home/>
7. <https://capitaline.com/>
8. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	3	3	2	2	3	2	3	3	3	2
CO2	3	2	3	3	2	3	2	3	2	2	2
CO3	3	3	3	3	3	3	2	3	2	1	3
CO4	3	3	3	3	3	3	3	3	3	2	3
CO5	3	2	3	3	3	3	3	3	3	3	3

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	FINANCIAL MANAGEMENT FOR ENTREPRENEURS
Term / Semester	IV
Course ID	21MBA246
Credits	3

Introduction:

Owning and operating one’s own business can be a dream come true, but every entrepreneur will have to stay firmly grounded in reality if you want to make a success of it.

After all, businesses need to make money, which means entrepreneurs need to know how to manage their finances effectively. No matter what kind of company the entrepreneur runs, control of their finances will help them to avoid losses and grow their business faster.

Thus, the course prepares the students to be competent in entrepreneurship and corporate finance management skills. The course focuses on specific financial planning and financial decision-making needs of entrepreneurial ventures, including start up and development phase financial and management problems.

Course Outcomes:

After the successful completion of this course, the students should be able to

- CO1:** Analyse the financial statements and interpret the financial ratios.
- CO2:** Decipher the financial health of the business with the help financial Analysis.
- CO3:** Evaluate and describe the financial status of the Startups.
- CO4:** Develop proforma statements and predict the future financial status.
- CO5:** Formulate decisions, both as entrepreneurs and venture capitalists.

Course Content and Structure: (36 hrs.)

Module 1: Introduction to Entrepreneurial Finance 06 Hours

- Introduction- Meaning; Definitions, Concepts, Importance & Applications to the Entrepreneurial Finance.
- Corporate Finance V/S. Entrepreneurship Finance, Sequence of New Venture financing
- Regulatory considerations, financial distress affecting financing choices.

Module 2: Business Evaluation and Valuation 08 Hours

- Introduction- Financial Plan Development, Checklist of Finance Information
- Business Plan Development Sources- Government Schemes
- Key factors of Valuation- Methods of Asset Valuation (Simple Problems).

Module 3: Venture Capital Financing of Startups 06 Hours

- Introduction to Venture Capital Industry
- Venture Capital Partnerships, Types of Funds

- Investment Characteristics, Credible Finance Proposals, Amount and Staging of Investment, Financial Projection, Investment Expectations.

Module 4: Financing Start-ups and Small Firms

08 Hours

- Introduction- Changing Landscape of Small Firm Finance, Time Series Perspective on Credit Availability and Cost; Start -up Financing, On Going Financing of Small Firms, Bank Consolidation and Small Firm Finance.

Module 5: Financial Analysis for Start-ups

08 Hours

- Financial Ratio Analysis-, Liquidity Ratio, Leverage Ratio, Efficiency Ratio, Profitability Ratio, Market Value Ratio
- Long term financial planning- Simple Financial Planning Model, Percentage of Sales Approach. Proforma Statements- Free Cash Flow, EFN and growth rate review, Proforma Income statement, proforma balance Sheets.

Pedagogical Tools

1. Classroom Discussion
2. Practice based teaching using Excel
3. Interaction with the Experts
4. Experiential Learning
5. Project Based Learning
6. Case Study (Success and Failure Stories)

RECOMMENDED BOOKS (Latest Editions)

1. The FT Essential Guide to Writing a Business Plan: How to win backing to start up or grow your business, 2nd Edition, Vaughan Evans, Pearson Publications
2. Rassoul Yazdipour: Advances in Entrepreneurial Finance, Springer Publication
3. Gary Gibbons: Entrepreneurial Finance: A Global Perspective, Sage Publication
4. Steven Rogers: Entrepreneurial Finance, McGraw Hill Publication

REFERENCE BOOKS

1. John B Vinturella & Suzanne Erikson; Raising Entrepreneurship Capital
2. Janet Kiholm Smith, Richard L. Smith, Richard T. Bliss: Entrepreneurial Finance, Stanford University Press
3. Luisa Alemany, Job J. Andreoli: Entrepreneurial Finance: The Art and Science of Growing Ventures, Cambridge University Press.

Supplementary Resources:

1. Entrepreneurship: Do your venture;
https://onlinecourses.swayam2.ac.in/imb19_mg03/preview
2. Identifying entrepreneurial Opportunities;
<https://www.classcentral.com/course/edx-identifying-entrepreneurial-opportunities-12828>

3. Start-up: How to build a successful business?
<https://www.coursera.org/learn/startup-english>.
4. Journal of Small Business;
https://www.tandfonline.com/toc/ujbm20/59/5?nav=tocList&utm_source=google&utm_medium=sem&utm_campaign=JQI23394&gclid=CjwKCAjw2P-KBhByEiwADBYWCv2I5x7mJfPINjBbhRLD4XjkkbAt7YY8_jnsRuuLrZuwcdQ0-t8HNhoC6Z0QAvD_BwE .
5. JEB- Journal of Entrepreneurship and Business: <https://jeb.umk.edu.my/>
6. <https://elibrary.in.pearson.com/login>
7. <https://jgateplus.com/home/>
8. <https://capitaline.com/>
9. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	1	1	1	3	1	3	2	1	2
CO2	2	3	1	1	1	3	1	3	2	1	2
CO3	2	3	3	1	3	3	3	3	3	3	2
CO4	3	3	3	1	1	3	1	3	2	3	3
CO5	3	1	3	1	1	3	1	3	3	3	3
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Course Evaluation Plan

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

FINANCE

Course Title	RISK MANAGEMENT AND DERIVATIVES
Term/Semester	IV
Course ID	21MBA341
Credits	3

Introduction:

This course covers one of the most exciting and important areas in finance: derivatives. Financial derivatives such as forwards, futures, swaps, and options allow a risk manager to mitigate or even eliminate unwanted risks their company is facing, thereby allowing the company to focus on its comparative advantage. For instance, a risk manager of a US based company may enter into a forward contract on the British Pound to lock in the exchange rate for future account receivables, the risk manager of an airline may enter into a futures contract on crude oil to hedge against future increases in jet fuel, or a bank may use credit default swaps to hedge the credit risk of a client. RII's use forwards and futures to mitigate their price risk and speculate. The main objective of this course is to help students gain the intuition and to provide the necessary skills for pricing and hedging of derivative securities, and for using them for investment, risk management, and prediction purposes. We discuss a wide range of applications and real-life cases, including the use of derivatives in asset management, the valuation of corporate securities such as stocks and corporate bonds, interest rate derivatives, credit derivatives, as well as crude oil derivatives and currency derivatives.

Course Outcomes (COs):

At the successful completion of this course the students should be able to;

CO1: Understand and appreciate the basics of derivative markets.

CO2: Examine trading and creating effective hedging strategies using futures contracts

CO3: Examine trading and creating effective hedging strategies using options

CO4: Evaluate Risks involved and create risk control systems.

CO5: Analyze how derivative exposures can lead to next world financial crisis as part of contemporary issues in derivatives. (Contemporary issues)

Course content and Structure:

(36 hours)

Module 1: Introduction to Derivatives

3 Hours

- Introduction; Meaning, Users and Importance
- Evolution of Derivative markets
- Pricing Forwards; cost-of-carry
- Defining futures; trading futures on the NSE and MCX; marking-to-market; margins; leverage.

Module 2: Principles of Trading and hedging with Futures

9 Hours

- Terminologies (futures)
- Contract specification for exchanges; tick size; orders and order types
- Trading strategies; Going long, Going short, Bull Calendar Spread, Bear Calendar Spread

- Hedging strategies; Hedging single stock position; Hedging a stock portfolio
- Margins and its types; initial, additional, maintenance and MTM
- Clearing and Settlement mechanisms
- Pricing of S&P 500 futures
- Commodity Futures- Introduction and Concepts.

Module 3: Principles of trading and Hedging Using Options

10 Hours

- Option terminologies
- Moneyness of an option; In the money, At the money, Out of money
- Option Strategies; Bullish, Bearish and Neutral
- Black Scholes Option pricing model.
- Greeks ; Delta, Gamma, Theta, Vega, Rho

Module 4: Risk Management Systems and Procedures

8 Hours

- Types of risks; Counterparty, Market, Price, Liquidity
- Risk identification and measurement; Standard Deviation, Beta
- Risk Control Methods; position limits, VaR, Margins
- Separation of Trading, Clearing and Settlement systems
- Internal Control and MIS.
- Regulatory and external controls.

Module 5: Contemporary Issues and Swaps

6 Hours

- Derivatives and Global Financial Crisis
- Swaps (Concept of Interest swap and Currency swap)

Pedagogy:

1. Classroom Discussions
2. Trading simulations
3. Real world currency trading on Trading Apps
4. Creating hedging models using Excel.
5. Case Study based teaching
6. Expert Talk / Guest Lectures / Workshops

Teaching Learning Resources:

Essential Readings

1. Futures and Option Markets, John C. Hull, Pearson Education
2. Derivatives Markets (3rd edition), by Robert L McDonald, Pearson Publication.
3. Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House.

References

1. Risk Management & Derivative, Rene M. Stulz, Cengage
2. Sheldon Natenberg, Option Volatility and Pricing: Advanced Trading Strategies and Techniques (2nd Edition).
3. Kerry Back, A Course in Derivative Securities: Introduction to Theory and Computation.

Supplementary Resources

1. <https://www.icmrindia.org/casestudies/catalogue/finance/Derivatives%20Trading%20in%20India%20Finance.htm>
2. https://www.richmondfed.org/~media/richmondfedorg/publications/research/economic_quarterly/1995/fall/pdf/kuprov.pdf
3. <https://core.ac.uk/display/6993593>
4. Financial Derivatives, NPTEL
5. <https://jgateplus.com/home/>
6. <https://capitaline.com/>
7. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
8. <https://elibrary.in.pearson.com/login>
9. NCFM Dealers Module in derivatives market

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	1	-	-	-	-	-	3	1	-	-
CO2	3	2	-	-	-	-	-	3	1	-	-
CO3	2	2	-	-	-	-	2	3	2	-	-
CO4	3	3	-	-	-	-	3	3	3	-	-
CO5	3	3	-	-	-	-	3	3	3	-	-
LEVEL	3-Substantial		2-Moderate			1-Slight		- No Co-relation			

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	INTERNATIONAL FINANCIAL MANAGEMENT
Term/Semester	IV
Course ID	21MBA342
Credits	3

Introduction:

“As for Foreign Exchange, it is almost as romantic as young love and quite as resistant to formulae”. H.L. Mencken

While tradition dictates that we continue to refer to the syllabus matter in this course as international financial management, the modifier “international” is becoming increasingly redundant: today, with fewer and fewer barriers to international trade and financial flows, and with communications technology directly linking every major financial center, all finance is becoming “international.” Indeed, not only are domestic financial markets increasingly internationally integrated, but the problems faced by companies and individuals in different lands are remarkably similar. Knowledge of international finance can help a financial manager decide how international events will affect a firm and what steps can be taken to exploit positive developments and insulate the firm from harmful ones. Among the events that affect the firm and that must be managed are changes in exchange rates as well as interest rates, inflation rates, and asset values. These different changes are themselves related. While we shall emphasize the managerial issues of international finance in this course, it is important to emphasize that the international flows of goods and capital that are the source of supply of and demand for currencies, and hence essential to the subject of international finance, are fundamental to our well-being.

Course Outcomes (COs):

At the successful completion of this course the students should be able to;

CO1: Understand and appreciate the fundamental theories of international finance and BOP

CO2: Examine exchange rate mechanisms

CO3: Evaluate the sources of risks in FOREX and sources of Arbitrage

CO4: Apply effective risk management strategies using currency derivatives.

CO5: Applying Swaps to real world problems for effective Hedging

Course content and Structure:

(36 hours)

Module 1: Introduction to International Finance

4 Hours

- Scope, Importance of International Finance- The Importance, Rewards & Risk of International Finance Goals of MNC- International Business Methods.
- Balance of Payments (Components and structure, Importance, Economic Relevance)
- Demand and Supply aspects of Currency Market.
- Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants
- Exchange Rate Regimes / Evolution (Gold Standard, Bretton Woods, Flexible Exchange)

Module 2: Exchange Rate Management & Arbitrage **8 Hours**

- Forecasting FOREX rates.
- Different kinds of forex Exposures.
- Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets.
- Foreign Bank note market (Meaning and mechanisms)
- Interbank Spot (Mechanisms)
- Spot and Forward Rates (Using Forward Schedule, Annualized Forward Margin)
- Quotations (Two way quotes, Direct Quote, Indirect Quote, Cross Rates).
- Geographical, Triangular and Interest rate Arbitrage (Covered and Uncovered interest Parity)

Module 3: Currency F&O **8 Hours**

- Currency Futures & Options Strategies
(Price Action, Trend trading, Counter trend trading, Breakout trading, Range trading, Position Trading)

Module 4: Currency Hedging (SWAPS) **8 Hours**

- Credit Default SWAPS (CDS)
- Currency Swaps-Interest Rate Swap- problems on both two way and three way swaps. (Theory & Problems)

Module 5: Contemporary Issues **8 Hours**

- Tax Heavens and Offshore Banking
- Euro Currency Markets including Depository Receipts (ADR's, GDR's and IDR's)
- Money Laundering and Anti Money Laundering / Compliance measures
- IFRS

Pedagogy:

1. Classroom Discussions
2. Currency trading simulations
3. Real world currency trading on Trading Apps
4. Creating hedging models using Excel.
5. Case Study Analysis
6. Expert Talk / Guest Lectures

Teaching Learning Resources:

Essential Readings

1. Jeff Madura, International Financial Management, South-Western College Publishing, ISBN: 9781133947837.
2. Krugman & Obsfeld. (2018). International Finance, Pearson Publication
3. Levi, M. (2020). International Finance, Taylor and Francis.
4. Daniel, K. (2018). Principles of International Finance, McGraw Hill.
5. Somanath, V. (2017). International Financial Management, I.K. Publication
6. Apte, Prakash, –International Finance – A Business Perspective, Tata McGraw Hill.
7. David B. Zenoff& Jack Zwick: International Financial Management.
8. Rita M. Rodriguez L. Bigame Carter: International Financial Management.

- V. A. Avadhani: International Finance- Theory and Practice, Himalaya Publishing House.

References

- Jain, Peyrard, and Yadav—International Financial Management, MacMillan
- J. Fred Weston, Bart: Guide to International Financial Management.
- Robery O. Edmister: Financial Institutions - markets and Management.
- A.V. Rajwade: Foreign Exchange International Finance and Risk Management, Prentice Hall.
- Apte P.G., International Financial Management, Tata McGraw Hill,
- Eun and Resnik, International Financial Management, Tata McGraw Hill
- Bekaert, Greet and Hodrick, Robert J., ‘International Financial Management’, Prentice Hall.
- Shapiro, Alan C., ‘Multinational Financial Management’, John Wiley.

Supplementary Resources:

- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	1	-	-	-	-	-	3	1	-	-
CO2	3	2	-	-	-	-	-	3	1	-	-
CO3	2	2	-	-	-	-	2	3	2	-	-
CO4	3	3	-	-	-	-	3	3	3	-	-
CO5	3	3	-	-	-	-	3	3	3	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	COST MANAGEMENT
Term/Semester	IV
Course ID	21MBA344
Credits	3

Introduction:

Good management is the lifeblood of a healthy corporate body. Getting rid of it to save cost is like losing weight by giving blood- *By Tom DeMarco*

This course facilitates students on how to extract and modify costs in order to make informed managerial decisions. Planning is covered by topics including activity-based costing, budgeting, flexible budgeting, cost-volume-profit analysis, and cost estimating, and outsourcing costs. Control is covered by topics including standard costing, variance analysis, responsibility accounting, and performance evaluation.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Understand and appreciate cost systems in modern business organizations and the process of arriving at the cost of a product or service.

CO2: Understand the concept of overheads and its implications on cost management

CO3: Apply the utility of the CVP model in managerial decision making

CO4: Critically evaluate various costing methods such as marginal costing, budgetary control, standard costing, etc.

CO5: Understand and appreciate the development in cost management in the present era

Course content and Structure:

(36 hours)

Module 1: Introduction to Cost Management

7 Hours

- Introduction and Meaning of cost: Cost accounting vs. Cost management
- Cost management: Concept of cost centers; profit centers and investment centers.
- Cost units classification of costs: cost analysis for management decision making.
- Determining product cost: allocation and absorption of factory overheads; job order costing and process costing (only theory).
- Activity-Based Costing and Strategic importance of cost management
- Preparation of cost sheet (problems on cost sheet).

Module 2: Overheads

6 Hours

- Classification of overheads: Cost allocation and cost apportionment;
- Primary and secondary distribution of overheads (Basic problems).
- Absorption of Overheads: Under and over absorption of overheads (Basic problems).

Module 3: Marginal Costing**10 Hours**

- Marginal Costing: Meaning; advantages and disadvantages of Marginal costing; Marginal cost techniques; Break-Even Point (including graphical analysis);
- P/V Ratio and Margin of Safety: Applications of marginal costing technique (All types of problems)
- Utility of Cost Volume Profit (CVP) Model in Management Decision Making

Module 4: Standard Costing and Budgetary Control**10 Hours**

- Standard Costing: Meaning of standard costing and variance analysis; Need for setting standards;
- Variance analysis: Material; Labour and Overhead variances (problems only on Material and Labour Variance)
- Cost control and cost reduction: Tools and techniques of cost control and cost reduction (Only theory).
- Budgetary control: Meaning and objectives of budgetary control;
- Types of budgets; Problems on Sales Budget, Production Budget, Cash Budget and Material Budget.

Module 5: Contemporary Developments in Cost Management**3 Hours**

- Life Cycle costing (Only Theory)
- Target costing (Only Theory)
- Kaizen Costing (Only Theory)
- Value Analysis and Value Engineering (Only Theory)
- Socio-Economic Costing (Only Theory)

Pedagogy:

- 1) Classroom Discussion
- 2) Practice-based teaching using excel other application tools/software
- 3) Project Based teaching- Company's Financial Statement
- 4) Case study based teaching- Research paper
- 5) Industry Interaction with Practitioner

Teaching Learning Resources:**Essential readings**

1. Cost Accounting by Jawaharlal Lal & Seema Srivastava, 4th Edition, Tata McGraw Hill Publication.
2. Cost Accounting Principles and Practice by M. N. Arora, 12th Edition, Vikas Publication, ISBN: 978-93259-6394-8
3. Management and Cost Accounting, 7th edition- Charles T Horngren, Alnoor Bhimani
4. Cost Accounting, Text Problems and Cases, by Jawaharlal , Seema Srivastava & Manisha Singh, 6th Edition, Tata McGraw Hill, Publication.

References

1. Strategic Cost Management, Roger Hussey, Audra Ong, Activity-based costing, Balanced scorecard, Cost analysis, Cost control, Finance and investing Variance analysis. Harvard Business Publishing
2. Jain & Narang, Cost Accounting, Kalyani Publishers
3. Introduction to Cost-Accounting Systems- David F. Hawkins, [Jacob Cohen](#). Harvard Business Publishing

Supplementary Resources

- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>
- <https://icmai.in/studentswebsite/studymat.php>
- MOOC on Engineering Project Management: Scope, Time and Cost Management-By RICE

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	1	2	2	3	1	2
CO2	2	2	1	-	1	-	2	2	2	1	1
CO3	2	1	1	2	1	1	1	3	3	2	2
CO4	2	2	1	1	1	1	2	1	2	1	-
CO5	2	2	1	-	1	-	2	2	2	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	FINANCIAL ANALYTICS
Term/Semester	IV
Course ID	21MBA343
Credits	3

Introduction:

This course deals with the application aspects related to analytics in the area of finance, covering credit risk, fraud management and retail banking. It is fairly clear that these days, there is a growing need for using the huge amount of data that gets generated and captured using technology, for making decisions. The management students are expected to have adequate knowledge in this field and accordingly, the course has been structured. This is an introductory course and students who would like to take up career in this area are expected to pursue further studies. This course attempts to understand the process and techniques of data mining for fact based decision making using EXCEL, R and Python for descriptive and predictive modeling in finance domain.

COURSE OUTCOMES (CO):

On successful completion of this course, the students should be able to;

CO1: Understand and appreciate applied analytics for problems in domain finance

CO2: Differentiate between models with robustness criteria in domain finance

CO3: Determine the tool to be chosen for a practical business problem in domain finance

CO4: Interpret the outcome for the same

CO5: Take a complete business decision

Course Contents:

36 Hrs.

Module 1: Fundamentals of Financial Analytics (FA)

6 hours

- Analytics for a New Decade:
- Post Crisis Analytics;
- The Imperatives;
- Productizing Analytic;
- Innovation:
- The Quest for Quality,
- Standardization and Technology Governance.
- How to structure the Unstructured Data;
- The Convergence of Structured and Unstructured Analytics.

Module 2: Predictive Analytics in Finance

8 Hours

- Forecasts with Credit Risk Analysis;
- Unstructured Data Analytics;
- Value at Risk (VaR) applications in estimating Risk

Module 3: Application of Analytics in Finance (Used cases): **8 Hours**

- Targeting potential customer
- Customer spend analysis
- Extension of benefit and scheme to credit cardholders

Module 4: Application of AI and ML in Finance **6 Hours**

- Analytics in cross-selling
- Unlocking the True Value of a Transaction
- Real-time fraud analytics

Module 5: Emerging Trends in Financial Analytics **8 Hours**

- Block chain
- Crypto currency
- FINTECH
- Algorithm trading

Pedagogy and Teaching Aid

1. Class discussions with aided YouTube videos

1.1. Concepts will be discussed and debated post and during the video

2. Software linked hands-on working

2.1. MS-Excel up to 2016 will be used live by both instructor and the students during the session

2.2. R & Python 3 will be used live by both instructor and the students during the session

3. Mock Data (Supervised Learning and Unsupervised Learning) would be supplied by the instructor as .csv files

Teaching Learning Resources:

Essential Readings

1. Python for Finance: Mastering Data-Driven Finance 2nd Edition, Kindle Edition, by Yves Hilpisch, O'Reilly Media, ISBN- 978-1492024330
2. Financial Analytics with R: Building a Laptop Laboratory for Data Science 1st Edition, Kindle Edition, by Mark J. Bennett & Dirk. L. Hugen, Cambridge University Press, ISBN- 978-1107150751

Supplementary Resources

- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>
https://www.youtube.com/watch?v=7zoTm84Hmhg&list=PLJzvu5X33puw_XkZiegE7sUpaP6YIKEW_&index=1

- https://www.youtube.com/watch?v=SzE8s_pnaMc&list=PLJzvu5X33puw_XkZiegE7sUpaP6YIKEW_&index=2
- https://www.youtube.com/watch?v=p4D1g_h6q5Q&list=PLJzvu5X33puw_XkZiegE7sUpaP6YIKEW_&index=3
- https://www.youtube.com/watch?v=mAwSlgNkjb8&list=PLJzvu5X33puw_XkZiegE7sUpaP6YIKEW_&index=7
- https://www.youtube.com/watch?v=4ghXXQAHgkI&list=PLJzvu5X33puw_XkZiegE7sUpaP6YIKEW_&index=8
- https://www.researchgate.net/publication/347840605_Employing_Deep_Learning_In_Intraday_Stock_Trading
- https://www.researchgate.net/publication/331225184_Bankruptcy_Modelling_of_Indian_Public_Sector_Banks_Evidence_from_Neural_Trace
- https://www.researchgate.net/publication/318701819_FRA-CDS-VDAX_based_credit_crash_model_A_German_conundrum
- https://www.researchgate.net/publication/322163251_Analysing_Indian_G-Secs_with_a_Predictive_Approach
- https://www.researchgate.net/publication/303775904_PSU_Bank_Modeling-A_comparative_modeling_approach_involving_Artificial_Neural_Network_and_Panel_Data_Regression

CO PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	P10	P11
CO1	2	2	-	-	-	2	2	2	2	-	-
CO2	2	2	-	-	-	2	2	2	2	-	-
CO3	2	2	-	-	-	2	2	2	2	-	-
CO4	-	-	2	2	2	-	-	-	-	2	2
CO5	-	-	2	2	2	-	-	-	-	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight "-" No Co-relation

COURSE EVALUATION PLAN:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Course Title	BUSINESS PROCESS IMPROVEMENT
Term/Semester	IV
Course ID	21MBA442
Credits	3

Introduction:

Business process improvement (BPI) is a management exercise in which enterprise leaders use various methodologies to analyze their procedures to identify areas where they can improve accuracy, effectiveness and/or efficiency and then redesign those processes to realize the improvements. Business process improvement, or BPI, works by identifying the operations or employee skills that could be improved to encourage smoother procedures, more efficient workflow and overall business growth. This process can also be referred to as functional process improvement.

Enterprises use BPI to find ways to reduce the time it takes to complete processes, and to eliminate waste and friction in the processes, and/or improve the quality of the products or services that are produced through these processes.

In IT, business process improvement addresses the root causes of process or system deficiencies to harmonize IT and business goals. Process mapping, which assesses business operations to pinpoint problem areas and adjust workflow, is often the first step in a larger business process improvement effort.

With BPI as a discipline capable of producing such improvements, BPI creates value in its ability to help enterprises fine-tune how they operate to ensure they are best positioned to compete in today's competitive, technology-driven business environment.

Course Outcomes (CO)

Having successfully completed this course student will be able to:

- CO1** Define the key terms associated with Business Process Improvement.
- CO2** Explain the various supporting and opposing forces to Business Process Improvement in simple business situations.
- CO3** Understand and appreciate the enablers of BPI
- CO4** Formulate a working plan to establish a Business Process Improvement
- CO5** Evaluate the success of a BPR initiative in relation to the impact on organizational key performance indicators (KPIs.)

Course content and Structure:

(36 hours)

MODULE 1: Introduction to Business Process Improvement (BPI):

8 Hour

- Definition of business processes; BPI; Evolution Concept of BPI; BPI guiding principles business process redesign, and Benefits of BPI.
- Need for reengineering; Breakthrough in reengineering model; Business process reengineering & performance improvement;
- Key targets of BPR; Myths about BPR; and other management concepts.
- TQM, Quality function deployment; ISO standards; ERP; BPR and Continuous Improvement.

MODULE 2: Business vision and process objectives:**6 Hours**

- The Key Elements of BPI
- Develop BPI Vision; Establish a Responsible Team for implementing BPI.
- Prepare the Organization for Change, and Redesign the Business Process.
- Processes to be redesigned; and selection criteria.
- Measuring existing processes; BPI Goals – Cycle time reduction; Cost reduction; Quality improvement; Customer Satisfaction.
- Case Studies

MODULE 3: Enablers of BPI**6 Hours**

- Enablers of BPI in manufacturing; Agile Manufacturing, Lean Manufacturing; JIT; Collaborative Manufacturing; Intelligent Manufacturing.
- Production Planning; Product design & development.
- Role of information technology in improving production
- Relationship between BPI and information technology.

MODULE 4: BPI implementation methodology**8 Hours**

- Different BPI Methodologies; Different Phases of BPI; Relationship between BPI phases; Tools used in Modeling the Business; flow-charting; business activity maps; relational diagrams; benefit/cost analysis; Process Modeling.
- KPIs Definition; Measuring Key Performance Indicator (KPIs) Methodologies (Common Assessment Framework (CAF); Balanced Scorecard).
- Fish bone diagram; Benchmarking
- Case Studies

MODULE 5: Change Management**8 hours**

- The Power of Habit in organizations; planned changes in business re-engineering projects; Factors relating to change management systems and culture; Committed and strong leadership;
- Models in change management - Kotter's Change Management Model , McKinsey 7-S Change Management Model, ADKAR Change Management Model, Lewin's Change Management Model
- Factors relating to organizational structure; Factors related to BPI program management;
- Factors related to IT infrastructure;
- Factors Relating to BPI Failure; Problems in communication and organizational resistance; Lack of organizational readiness for change.
- Problems related to creating a culture for change; Lack of training and education; Factors related to management support; Ineffective BPI teams.
- Framework for barrier management

Pedagogy:

- 1) Classroom Discussion
- 2) Activity based teaching,
- 3) Project Based teaching

- 4) Case study based teaching
- 5) Interaction with Experts
- 6) Industrial Visits.

Teaching Learning Resources:

Recommended Books

- Ravi Anupindi, Sunil Chopra, Sudhakar D Deshmukh, Jan A. Van Mieghem- Managing Business Process Flows: Pearson New International Edition, 3rd Edition
- Carr, D.K. and Johansson, H.J.: Best Practices in Re-engineering, McGraw Hill, New York 1995.
- Vikram Sethi and William R.King: Organisational Transformation through Business Process Reengineering, Pearson Education, New Delhi 2003.
- Jayaraman, M.S.el: Business Process Re-engineering, Tata McGraw Hill, New Delhi 1994.

Suggested Reference Books:

- Harmon, P, Business Process Change: A Guide for Business Managers and BPM and Six Sigma Professionals, Elsevier/Morgan Kaufmann Publishers.
- Kock, N.F., Process Improvement and Organizational Learning: The Role of Collaboration Technologies, Idea Group.
- R. Anupindi et al., Managing Business Process Flows: Principles of Operations Management, Pearson Education Inc.
- Walford, R.B., Business Process Implementation for IT Professionals and Managers, Artech House.
- Hammer, Michael: Re-Engineering the Corporation: A Manifesto for Business Revolution, Nicholas Brealey, London 1993.
- Peppard, J and Rowland P: The Essence of Business Process Re-engineering, Prentice Hall Inc., New York,

Supplementary Reading:

- <https://www.cio.com>
- <https://mosimtec.com/business-process-improvement-methodology/>
- <https://centricconsulting.com/operational-excellence>
- <https://tallyfy.com/business-process-improvement-bpi/>
- <https://www.mooc-list.com/tags/process-improvement>
- <https://www.my-mooc.com/en/mooc/business-process-management/>
- <https://www.edx.org/course/operations-management>
- Pearson e – library; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO: <https://www.ebsco.com/search?search=supplychainmodel>
- Jgate: <https://jgateplus.com/home/resources/>
- Capitaline: <https://www.capitaline.com/SiteFrame.aspx?id=1>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	2	2	1	1	2	2	2	3	2	2
CO2	2	1	2	-	1	-	2	1	2	1	1
CO3	3	1	1	-	2	-	1	3	1	2	3
CO4	2	2	1	1	2	1	2	1	2	1	-
CO5	1	-	1	2	-	1	-	-	2	2	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	STRATEGIC QUALITY MANAGEMENT
Term/Semester	IV
Course ID	21MBA444
Credits	3

Introduction:

Total quality management (TQM) is the continual process of detecting and reducing or eliminating errors in manufacturing, streamlining supply chain management, improving the customer experience, and ensuring that employees are up to date with training. Total quality management aims to hold all parties involved in the production process accountable for the overall quality of the final product or service. TQM was developed by William Deming, a management consultant whose work had a great impact on Japanese manufacturing. While TQM shares much in common with the Six Sigma improvement process, it is not the same as Six Sigma. TQM focuses on ensuring that internal guidelines and process standards to reduce errors, while Six Sigma looks to reduce defects. While TQM originated in the manufacturing sector, its principles can be applied to a variety of industries. With a focus on long-term change over short-term goals, it is designed to provide a cohesive vision for systemic change. With this in mind, TQM is used in many industries, including, banking and finance, and only limited to manufacturing sector.

Course Outcomes (COs):

After completion of this course, students will be able to;

- CO1** Understand and appreciate various Principles and Practices of TQM
- CO2** Classify the Quality Control and Improvement Tools
- CO3** Understand and appreciate the Philosophies of Quality Management
- CO4** Illustrate the Implementation of Total Quality Management
- CO5** Critically evaluate the Quality Standards adopted in industry

Course content and Structure:

(36 hours)

MODULE 1: Principles and Practices of TQM

8 Hours

- Introduction: Definition of TQM; Gurus of TQM; TQM Framework; Defining Quality for Goods and Services; Benefits of TQM.
- Importance of Leadership for Successful TQM; The Deming’s Philosophy.
- Quality Councils: Definition; Principles and Roles of Quality Councils for Implementation of TQM. Continuous Process Improvement: The Juran’s Trilogy; PDCA Cycle (Plan-do-check-act); Kaizen and Six Sigma.
- Performance Measures; Concept of Cost of Quality; Basics of Customer Satisfaction and Customer Satisfaction Index.

MODULE 2: Quality Control and Improvement Tools

8 Hours

- Statistical Quality Control: basic concepts; product control; process control; variations in quality.
- Applications of control charts: types of control charts; mean charts, range charts, P chart, np charts, C charts.

- Quality control graph: Affinity diagram, Tree diagram; Matrix diagram, Process decision program chart, Arrow diagram; Zero defect program (POKA-YOKE).

MODULE 3: Philosophies of Quality Management

6 Hours

- Overview of the contributions of Deming, Juran's Crosby; Masaaki Imai; Feigenbaum; Ishikawa; Taguchi techniques.
- Concepts of Quality circle; Japanese 5S principles and 8D methodologies

MODULE 4: Implementing Total Quality Management

8 Hours

- Strategic quality planning; organizing for TQM; Training for TQM.
- Benchmarking: Rationale of benchmarking Prerequisites of benchmarking; Benefits of benchmarking; Obstacles to successful benchmarking; perpetual benchmarking.
- Concept of Kaizen; Kaizen vs. Innovation; Kaizen and management; Kaizen practice.
- TQM in service organizations; implementing TQM though out the organization.

Module 5: Quality Standards

6 Hours

- BIS; AGMARK, ISO 9000; Quality systems under ISO 9000- 20000; ISO 14000; ISO Certification process.
- Quality awards; Maccolm Baldrige Award; Deming's Prize; Golden Peacock Award etc.
- Case studies of implementation of ISO quality systems; TQM verses Six Sigma.
- (Case studies- Mahindra & Mahindra, Mumbai Dabbawallahs, NTPC, TVS Motor etc.).

Pedagogy:

- 1) Classroom Discussion
- 2) Activity based teaching,
- 3) Project Based teaching
- 4) Case study based teaching
- 5) Interaction with Experts
- 6) Industrial Visits.

Teaching Learning Resources:

Recommended Books

- 1) Dale H. Bester filed, et at., "Total quality Management", Pearson Education Asia, Third Edition, Indian Reprint 2006.
- 2) Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002
- 3) H. Lal, Organizational Excellence through TQM New Age Publications, 2008

Reference Books:

1. James R. Evans and William M. Lindsay, "The Management and Control of Quality", 8th Edition, First Indian Edition, Cengage Learning, 2012.
2. Suganthi.L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., 2006.
3. Janaki Raman. B and Gopal.R.K. "Total Quality Management – Text and Cases", Prentice Hall (India) Pvt. Ltd., 2006.
4. Managing for Quality and Performance Excellence by James R. Evans and William M Lindsay, 9th edition, Publisher Cengage Learning.
5. A New American TQM, four revolutions in management, Shoji Shiba, Alan Graham, David Walden, Productivity press, Oregon, 1990

Supplementary reading:

- <https://mooc.es/course/total-quality-management-i/>
- <https://www.coursera.org/courses?query=quality%20management>
- <https://www.coursera.org/specializations/six-sigma-fundamentals>
- Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO <https://www.ebsco.com/search?search=supplychaindesign>
- Jgate: <https://jgateplus.com/home/resources/>
- Capitaline: <https://www.capitaline.com/SiteFrame.aspx?id=1>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	1	1	1	2	2	3	1	2
CO2	2	2	1	-	1	-	2	2	2	1	1
CO3	2	1	1	2	1	1	1	3	3	2	2
CO4	2	2	1	1	1	1	2	1	2	1	-
CO5	2	2	1	-	1	-	2	2	2	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	BUSINESS ANALYTICS FOR SCM
Term/Semester	IV
Course ID	21MBA443
Credits	3

Introduction:

Analytics represent the ability to make data-driven decisions, based on a summary of relevant, trusted data, often using visualization in the form of graphs, charts and other means. Supply chains typically generate massive amounts of data. Supply chain analytics helps to make sense of all this data — uncovering patterns and generating insights. Supply chain analytics is also the foundation for applying cognitive technologies, such as artificial intelligence (AI), Robotics, ICT tools and Big Data to the supply chain process. Cognitive technologies understand, reason, learn and interact like a human, but at enormous capacity and speed. This advanced form of supply chain analytics is ushering in a new era of supply chain optimization. It can automatically examine through large amounts of data to help an organization improve forecasting, identify inefficiencies, respond better to customer needs, drive innovation and pursue breakthrough ideas.

Course Outcomes (COs):

Having successfully completed this course student will be able to:

CO1 –Understand and appreciate the Applications of Analytics in SCM

CO2 - Apply the appropriate ICT tools for enhancing the Supply Chain capabilities

CO3 – Analyse the applications of Big Data Analytics in Supply Chain Framework

CO4 – Compare and Contrast the various AI tools used in SCM

CO5 –Deploy the Robotic Process Automation for Supply Chain functions

Course content and Structure:

36 hours

Module 1- Overview of Supply Chain Analytics

(4 Hrs.)

- Meaning and concept of Supply chain analytics
- Growth and Evolution of SC Analytics
- Types of Supply Chain Analytics – Descriptive, Diagnostic, Predictive, Prescriptive
- Supply chain analytics software – SAP SCM; E2open; Logility; Watson Supply chain; Blujay SCM etc.,
- Features of SC Analytics
- Benefits of SC Analytics
- Latest trends in SC Analytics – Block chain; Graph Analytics; Hyper Automation

Module 2: ICT Tools for Supply Chain Management

(6 Hrs.)

- Functional Roles of ICT in SCM – Transaction Execution; Collaboration and Coordination; Decision Support
- Benefits of ICT Deployment for SCM; ICT value-add for enterprises
- ICT tools for SCM: Electronic Data Interchange (EDI); Bar coding and Scanner; Enterprise Resource Planning (ERP) Systems; Warehouse MS WMS, Transportation MS and Inventory Management Systems; RFID; Decision Support

Systems (DSS); Social, Mobile, Analytics and Cloud (SMAC) stack; Cloud Computing; Web Services;

- Assessment Framework for measuring impact of ICT in SCM

Module3: Supply chain Analytics

(8 Hrs.)

- The Scale, Scope and Depth of Big data for supply chain
- Big Data for Suppliers Network, Knowledge sharing and Collaboration
- Big Data for Resource Optimisation, Demand Forecasting and Risk analysis
- Geoanalytics based on big data to merge and optimize delivery networks.
- Big data for Supply Chain Performance
- Specific used cases in SC Analytics
(Case studies demonstration using R)

Module 4: Artificial Intelligence in SCM

(10 Hrs.)

- Chatbots for Procuring Operations; Automated and Augmented chatbot
- Managing Logistics with Predictive Analysis; strategic planning, procuring raw materials, controlling inventory, developing newer products
- AI in Logistics for Predicting Demand
- Optimizing Logistics Route
- Predicting Peak Hours in Logistics Center
- Automated Quality Checking
- Challenges of Using AI in Supply Chain

Module 5: Emerging trends in SC Analytics

(8 Hrs.)

- Robotic Process Automation (RPA); Features and Capabilities; Benefits
- Levels of Robotics in SCM; Robotic Packaging; Robotic Palletization – Benefits
- Autonomous Mobile Robots (AMRs); Fleet Management and Systems; Pick optimization robots
- Store Robots that Aid in Replenishment
- Autonomous Trucks
- Autonomous Last Mile Deliveries
- Spend analytics
- Allocation of resources
- Procurement analytics
- Optimization of routes
- Warehouse location

Pedagogy:

- Class room discussion
- Software linked practice based teaching
- Workshop from practioners
- Case based teaching
- Experiential learning
- Inquiry based teaching

- Simulation

Teaching Learning Resources:

Recommended Books

1. Supply Chain Management, Sunil Chopra, and Peter Meindl, Pearson
2. Jeremy F. Shapiro, Modelling the Supply Chain. Duxbury, Thomson Learning
3. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.
4. Rahul Saxena, Anand Srinivasan, Business Analytics

Reference Books

1. Sridhar Tayur, Ram Ganeshan, Michael Magazine (editors). Quantitative Models for Supply Chain Management. Kluwer Academic Publishers, 1999.
2. Márquez Adolfo Crespo (2010) “Dynamic Modelling for Supply Chain Management: Dealing with Front-end, Back-end and Integration Issues”, Springer
3. Simchi-Levi, David, Chen, Xin, Bramel, Julien (2014), “The Logic of Logistics Theory,
4. Algorithms, and Applications for Logistics Management”, Third Edition, Springer, ISBN- 978-1-4614-9149-1
5. Tang Christopher S, Teo Chung-Piaw and Wei Kwok-Kee (Eds) (2008), “Supply Chain Analysis: A Handbook on the Interaction of Information, System and Optimization”, Springer, ISBN-13: 978-0-387-75239-6

Supplementary reading

- Supply Chain Management: An International Journal (Available on www.emeraldinsight.com)
- Supply Chain Management Review
- Purchasing World
- International Journal of Purchasing and Materials Management
- International Journal of Physical Distribution & Logistics Management
- <http://www.supply-chain.com>
- <http://www.transportlink.com>
- <http://www.transportlaw.com>
- <http://www.apics.org>
- <http://www.clm1.org>
- <https://www.edx.org/new/course/supply-chain-analytics>
- <https://www.coursera.org/learn/supply-chain-analytics>
- https://onlinecourses.nptel.ac.in/noc20_mg27/preview
- Pearson e – library ; <https://elibrary.in.pearson.com/bookshelfDashboard>
- EBSCO : <https://www.ebsco.com/search?search=supplychainmodel>
- Jgate: <https://jgateplus.com/home/resources/>
- Capitaline: <https://www.capitaline.com/SiteFrame.aspx?id=1>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	3	2	-	-	2	3	-	3	-	-
CO2	-	3	2	-	1	-	3	3	3	1	2
CO3	2	3	2	-	-	-	3	1	3	1	2
CO4	-	3	2	-	1	-	3	3	3	1	2
CO5	-	3	2	-	1	-	3	3	3	1	2
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

BUSINESS ANALYTICS

Course Title	EMERGING TECHNOLOGIES
Term/Semester	IV
Course ID	21MBA541
Credits	3

Introduction:

Bill Gates said, “we’re only beginning to realize computing’s potential” and that “we’re entering an era when software will fundamentally transform almost everything we do,” ranging from the evolutionary to the revolutionary transformations disrupting previously adopted technologies and business models. These transformations should create intelligent real-time enterprises that would conduct business in a significantly more effective, efficient and agile manner, and that could adapt to the changing business conditions and grow “smarter” over time by leveraging the future generations of Information Technologies. These technologies can be the greatest friends or the worst foes in building such “smart businesses,” depending on how well they are adopted and deployed in the enterprises.

In this course, the students will study various principles of technological innovation driving major business transformations and leading to the creation of more intelligent and agile enterprises. Some of these principles include evolution and generations of emerging technologies, different types of technological trajectories, cycles and path dependencies of these technologies, business-pull and technology push. This course will use case studies to explore frameworks, tools, and strategies that are already proven in the real world and prepare ourselves and our organizations to have the tools needed to succeed in a fast and changing world.

Course Outcomes (COs):

After successfully completing the course the students will be able to:

CO1: Remember and understand various emerging technologies.

CO2: Understand and analyze various technologies in communication and virtual reality.

CO3: Understand the impact of emerging technologies in a global context.

CO4: Understand the impact of emerging technologies on society as a whole.

CO5: Understand and appreciate cutting edge technologies

Course content and Structure:

(36 hours)

Module 1: Overview of Basic Principles of Emerging Technologies 4 Hours

- How innovative technologies emerge, evolve and are adapted by businesses.
- How technical and business issues are intertwined in making certain business decisions
- Types of technological innovation and the value of emerging technologies.
- Digital Transformation: The Revolution, Hype and adoption
- Embrace the present and build the future
- How to get business and IT right?

Module 2: Virtual, Mixed and Augmented Reality**8 Hours**

- Virtual, Mixed and Augmented Reality: Overview of Virtual, mixed and augmented reality, Application of AR and VR in business.
- Communication Technologies: Foundations of wireless technologies, different generations of wireless technologies (2G through 5G), and the corresponding standards (e.g., GSM, CDMA, and OFDM)

Module 3: Cloud Computing and Internet of Things**8 Hours**

- Cloud Computing: Overview; Architectures of the cloud computing systems; Performance, security, reliability and economic viability issues, as pertaining to the cloud computing systems, How Cloud Computing is being used and its applications.
- Internet of things: What is Internet of Things?; Market trends and key companies and technologies; How real companies embrace IoT; How The Internet of Things Will Impact Customer Service; How The Internet Of Things Is Changing Online Marketing; The Value Of The Industrial Internet Of Things (IIoT) And Big Data In Manufacturing; Why IoT and Why Now; Applications and importance of IoT.

Module 4: Artificial Intelligence**6 Hours**

- Concept of Data Science, AI and ML;
- Problem Spaces and Search Knowledge and Rationality
- AI vs. Machine Learning;
- Machine Learning - Types, Process and Applications
- Deep Learning: Introduction to Deep Learning / Neural Networks, Natural Language Processing; Modeling Concepts and Applications

Module 5: Emerging Technologies and Issues**10 Hours**

- Blockchain: Building the foundations; The key concepts of Blockchain technology, Blockchain and black markets, applications
- Cryptocurrency: Introduction to Cryptocurrencies, Legal Aspects of Virtual Currency, Applications of Cryptocurrencies and Block chains in Traditional Finance, Applications
- Robotics: Types and Components of a Robot, Classification of Robots, Industrial Robot Applications, Robot Accuracy and Repeatability.
- Introduction to Quantum Computing
- Cyber Security and Data Privacy

Pedagogy:

- 1) Case based teaching
- 2) Classroom discussion
- 3) Activity based teaching
- 4) Talk by the industry experts and industry visits

Teaching Learning Resources:**Essential Readings**

1. Stuart Russell and Peter Norvig, "Artificial Intelligence: A Modern Approach", 3rd Edition, Prentice Hall. ISBN: 9781537600314
2. Elaine Rich and Kevin Knight, "Artificial Intelligence", Tata McGraw Hill. ISBN:9780070087705

- Vijay Madiseti, Arshdeep Bahga, Internet of Things, “A Hands on Approach”, University Press. ISBN:9780996025515
- Jai Singh Arun, Jerry Cuomo, Nitin Gaur, “Blockchain for Business” , Pearson publications, ISBN: 9789389588880
- Thomas Erl, Zaigham Mahood, Ricardo Puttini, “Cloud Computing, Concept, Technology & Architecture”, Prentice Hall, 2013. ISBN: 9789332535923

References

- Trivedi, M.C., “A Classical Approach to Artificial Intelligence”, Khanna Publishing House, Delhi. ISBN: 9788190698894
- Pethuru Raj and Anupama C. Raman, “The Internet of Things: Enabling Technologies, Platforms, and Use Cases”, CRC Press. ISBN: 9781351981927
- Barrie Sosinsky, Cloud Computing Bible, Wiley India, 2011. ISBN: 9780470903568
- Journal of Business Analytics – Taylor & Francis Online Journal ISSN : 2573-2358
- <http://nifm.ac.in/business-analytics-and-statistics>
- https://cloud.gov.in/services_da.php
- <https://dst.gov.in/data-science-research-initiative>

Supplementary resources-

- <https://jgateplus.com/home/>
- <https://search.ebscohost.com/>
- <https://www.coursera.org/specializations/emerging-technologies>
- <https://elibrary.in.pearson.com>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	-	-	3	-	2	2	-	3	1	-
CO2	-	1	2	3	-	2	2	1	3	1	-
CO3	-	-	2	3	-	2	2	1	3	3	-
CO4	-	-	-	3	-	1	2	-	3	3	-
CO5	-	1	2	3	-	1	2	1	3	3	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	MACHINE LEARNING USING PYTHON
Term/Semester	IV
Course ID	21MBA542
Credits	3

Introduction:

This course provides a concise introduction to the fundamental concepts in machine learning and popular machine learning algorithms. Students will learn the standard and most popular supervised learning algorithms including linear regression, logistic regression, decision trees, k-nearest neighbor, an introduction to Bayesian learning and the naïve Bayes algorithm, support vector machines and kernels and neural networks with an introduction to Deep Learning. Students will cover the basic clustering and association algorithms. This course will make students industry ready and capable of analytical problem solving.

Course Outcomes (COs):

Post Completion of this course students should be able to:

CO1: understand and illustrate machine learning theories

CO2: design and implement supervised learning algorithms

CO3: design and implement unsupervised learning algorithms

CO4: design and implement deep learning algorithms

CO5: understand the contemporary developments in the field of machine learning.

Course content and Structure:

(36 hours)

Module 1: Introduction Machine Learning and Python

6 Hours

- Machine Learning: Extension of hypothesis testing
- Linear Algebra for Machine Learning
- Algorithms for learning
- Learning Classifiers
- Learning from heterogeneous; Distributed; Data and knowledge
- Gradient Descent
- Applications of Machine Learning as a Technique of Analytics in: Marketing and Sales; Finance Analytics; Human Resource; Healthcare;
- Product Design;
- Service Design- Customer Service and Support
- SCM- Government operations
- Introduction to Python , Installing and launching Jupiter Notebook

Module 2: Supervised Learning Algorithms

6 Hours

- Independent Variables
- Bias Variance Tradeoff
- Linear Regression
- Regularization techniques: Lasso and R and Ridge Regression
- Optimization Techniques
- Gaussian Naive Bayes
- Random Forest (ensemble learning algorithms)
- Illustrative example of decision Trees

- Decision Tree as a foundation of Random Forest
- Application of Random Forest to facilitate Business Decision Making.

Module 3: Unsupervised Learning Algorithms

9 Hours

- Introduction to Unstructured data
- What are clustering Algorithms; K-means clustering
- Metrics to understand the quality of clusters
- KNN (k-nearest neighbors)
- Hierarchical clustering
- Principal Component Analysis: Uses in dimensionality Reduction
- Illustrative Example of PCA
- Application of simple K means clustering in industry
- Application of Hierarchical Clustering in HR
- Application of Principle Component Analysis as a data reduction Technique
- Target and Walmart use cases.

Module 4: Deep Learning

12 Hours

- Neural Networks
- Hidden Layers
- Back propagation
- Gradient Descent
- Convolutional Neural Networks
- Recurrent Neural Networks
- Application of Image Processing in the retail industry
- Application of Neural Networks in Banking Sector
- Neural Network as a Management Technique
- Illustrative example of Google ML platform and Tensor flow

Module 5: Contemporary development

3 Hours

- Reinforcement Learning
- Applications of Reinforcement Learning in Error Reduction
- Real time decision making; traffic pattern analysis; assistance in ships direction
- Temporal Difference (TD)
- Q-Learning
- Deep Adversarial Networks-Deep Learning Algorithms
- Tensor flow-Torch-Caffe

Pedagogy:

- 1) Classroom Discussions
- 2) Activity Based Learning
- 3) Practice Based Learning
- 4) Project Based Learning
- 5) Experiential Learning
- 6) Software Based Learning - Python
- 7) Hackathons

Teaching Learning Resources:

Essential Readings

1. Manaranjan Pradhan and U Dinesh Kumar “Machine Learning Using Python”, Wiley Publication, ISBN-108126579900

2. Max Kuhn and Kjell Johnson “Applied Predictive Modeling” Springer; 1st ed. 2013, Corr. 2nd printing 2018 edition (27 April 2018) ISBN-10: 1461468485, ISBN-13: 978-1461468486
3. Saikat Dutt ,Subramanian Chandramouli , Amit Kumar Das, “machine learning” - Pearson; First edition (1 October 2018) ISBN-10 : 9353066697, ISBN-13 : 978-9353066697

Reference Books:

1. Andrew NG “Machine Learning Yearning” ISBN-10: 199957950X,ISBN-13: 978-1999579500
2. 5.Andriy Burkov “The Hundred-Page Machine Learning Book”ISBN-10 : 1999579542, ISBN-13 : 978-1999579548

Supplementary Resources

1. MOOC on Machine Learning By NPTEL
<https://nptel.ac.in/courses/106/105/106105152/>
2. <https://nptel.ac.in/courses/106/106/106106202/>
3. <https://nptel.ac.in/courses/106/106/106106213/>
MOOC on Machine Learning By Coursera
4. <https://www.coursera.org/learn/machine-learning>
5. <https://www.coursera.org/learn/uol-machine-learning-for-all>
6. Kaggle: <https://www.kaggle.com/>
7. Data world: <https://data.world/>,
8. Data.gov.in: <https://data.gov.in/>
9. EBSCO: <https://www.ebsco.com/academic-libraries>,
10. JGATE : <https://jgateplus.com/>
11. <https://elibrary.in.pearson.com>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	2	1	1	-	1	2	2	2	-	-
CO2	-	2	2	1	1	2	2	2	2	-	1
CO3	-	2	2	-	-	2	2	1	2	-	-
CO4	-	2	1	-	-	1	1	1	1	-	-
CO5	-	1	-	-	-	1	1	2	1	-	-

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted
1	Semester end Lab Exam	Individual	50 Execution/ Presentation 30 Viva-Voce 10 Lab Journal 10
2	Attendance and Class participation	Individual	10
3	Capstone project	Group	25
4	Mini Project	Individual	15

Course Title	ANALYTICS FOR E-COMMERCE AND RETAIL
Term/Semester	IV
Course ID	21MBA544
Credits	3

Introduction:

E-commerce analytics is a system or tool that allows to understand user’s behaviour. Although most e-commerce analytics tools focus on onsite behaviour, e-commerce analytics goes beyond that. In current scenario, many businesses are trying random tactic to succeed until something works. Real success happens when there are processes, trends, and concrete numbers that act as compass. And that’s where ecommerce Analytics and the data supplied by it is powerful.

Good data helps us understand the world around us, it provides guidance and helps us make sound decisions, and this includes ecommerce data as well.

E-commerce analytics tells where users came from, how much time they spent looking at a particular product, where they spend most of their time, and much more.

The course would provide detailed knowledge about Google analytics and how informed decisions can be made with the data from websites. Students will also learn how to analyze market and retail data which would help in evolving the process of retailing and help in making better decisions. Students will learn to create advanced reports on Google analytics platform on shopping behaviour and buying patterns to increase business sales.

Course Outcomes (COs):

CO1: Understand basics of E-Commerce analytics

CO2: Apply different techniques in Google analytics.

CO3: Analyze E-Commerce Reports in Google Analytics.

CO4: Understand and appreciate application of analytics in retailing.

CO5: Apply various application tools and algorithms in retail analytics.

Course content and Structure: (36 hours)

Module 1: E-commerce Analytics Basics 4 Hours

- What is E-commerce Analytics
- Why do you need it
- AARRR for Ecommerce: Acquisition; Activation; Revenue; Retention; Referral
- Omni-channel impact on e-biz and vice-versa
- A/B testing
- Introduction to Google analytics.

Module 2: Settings in Google Analytics 12 Hours

- The Basics: How to set up Google Analytics
- Google Analytics views; ecommerce tracking
- Google Analytics settings :latest code; Ad Words time zone; View Settings; Ad Words Linking; Importing other paid traffic sources; Integrating Search Console; demographics and interests reporting; Create custom alerts
- What is UTM (Urchin Tracking Module) tagging for e-commerce and its important
- How to track competitors’ prices and stock availability

Module 3: Customer Experience and analytics**6 Hours**

- Buyer personas
- Audience Reports in Google Analytics
- GDPR laws; how they shape ad targeting; limitations
- How to use geographic and demographic data to optimize campaigns
- How to Use Facebook data Insights for Better Targeting; segmentation; retention; customer satisfaction
- Analytics through Ads: Google Ads Analytics; Facebook Ads Analytics; Display Ads Analytics

Module 4: Overview of Retailing Analytics**4 Hours**

- Retailer Goodwill,
- The Inside Scoop: Retail Power Brokers, Retail Organization, Real Estate Marketing, Creative Advertising Marketing, Operations Marketing (Research), Direct Marketing, Strategic Marketing,
- Point of Sale versus Market Basket Data,
- Data as Revenue: The Price of Retail Data.
- POS data and its use cases
- Use cases on video analytics, shelf analytics

Module 5: Retail & Data Analytics**10 Hours**

- Data Terms, Market Basket, Data Storage, Data without Use Is Overhead,
- Case Studies and Practical Examples of Data-Related Retail Projects,
- Competitor Threat Analytics,
- Combining Multiple Data Sources,
- E-Business: Clicks and Mortar,
- Merchandise Cross-Sell Case Study
- Market Basket Analysis: Examples,

Pedagogy:

- 1) Practice based teaching using Google Analytics
- 2) Classroom discussion
- 3) Case based teaching
- 4) Project based teaching.
- 5) Interaction with Industry experts

Teaching Learning Resources:**Essential readings-**

1. Retail Analytics – The Secret Weapon, Emmett Cox. Wiley publications, ISBN-13: 9781118148327
2. The Ridiculously Simple Guide to Google Analytics, Scott La Counte. Diana La Counte Publications ISBN-13 : 978-1629178042
3. Introduction to Google Analytics, Todd Kelsey. Apress publications ISBN-13 : 978-1484228289
4. Consumer Behavior, Leon G. Schiffman, Joe Wisenblit, S. Ramesh Kumar, Pearson Education India. ISBN: 9789353943806
5. <https://www.conversific.com/blog/ecommerce-analytics/>

References

1. Google Analytics Breakthrough, Feras Alhlou. Wiley publications, ISBN-13: 9781119231691
2. Advanced Web Metrics with Google Analytics, Brian Clifton, Third edition. Wiley publications, ISBN-13: 9781118168448
3. Web Analytics 2.0, Avinash Kaushik, Wiley publications, ISBN-13: 9780470596449
4. B.king, A. (2008). Website Optimization. O'Reilly publication. ISBN-13:9780596515089
5. Sachs, A-L. (2014) Retail Analytics: Integrated Forecasting and Inventory Management for Perishable Products in Retailing, Springer. ISBN: ISBN 978-3-319-13305-8

Supplementary resources-

1. <https://jgateplus.com/home/>
2. <https://search.ebscohost.com/>
3. <https://www.coursera.org/professional-certificates/google-data-analytics>
4. <https://elibrary.in.pearson.com>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	-	1	-	1	1	1	-	-	-
CO2	-	3	-	1	-	1	3	3	1	-	-
CO3	1	3	-	2	1	2	3	3	1	-	-
CO4	2	2	1	3	1	2	3	2	1	-	1
CO5	3	2	1	3	2	2	3	3	-	-	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	IT RISK MANAGEMENT AND DATA SECURITY
Term/Semester	IV
Course ID	21MBA543
Credits	3

Introduction:

The purpose of this course is to provide understanding of the main issues related to security in modern networked computer systems. This covers underlying concepts and foundations of computer security, basic knowledge about security-relevant decisions in designing IT infrastructures, techniques to secure complex systems and practical skills in managing a range of systems, from personal laptop to large-scale infrastructures. On completion of this course, students should have gained a good understanding of the concepts and foundations of computer security, and identify vulnerabilities of IT systems. The students can use basic security tools to enhance system security and can develop basic security enhancements in stand-alone applications.

Course Outcomes (COs):

After successfully completing the course the students will be able to:

CO1: Understand the basics of cyber security and IT risk.

CO2: Analyse and assess the risk in the organization.

CO3: Apply the risk management tools and techniques.

CO4: Analyze and evaluate the risk mitigation techniques and frameworks within organization.

CO5: Analyze and assess management, data protection, security operations, etc.

Course content and Structure: (36 hours)

Module 1: Fundamentals of IT Risk and Cyber Security (CS) 10 Hours

- Introduction to IT Risk; Definitions of IT Risk; Four "A"s(Availability, access, accuracy, agility) ; IT Risk Disciplines; Cause of IT Risk.
- Cyber Security: Evolution; Principles; CIA – Confidentiality, Integrity, Availability
- Vulnerabilities : People-Process-Technology based vulnerabilities ;Zero-Day Vulnerability
- Threats : Actors ; Tools (Types of cyber-attacks (viruses, worms, Trojan, RAT, etc.) phishing, social engineering, ransom ware)
- Countermeasures : Cryptography, hashing, authentication, authorization, accountability

Module 2: Fundamentals of IT Risk Management 6 Hours

- IT Risk Management; IT Risk Management Issues; Failure of Risk Management in IT; Effective IT Risk Management
- General Risk Scenarios: Business-specific, industry-specific, region/location-specific scenarios
- Process of IT Risk management Step One: Identify; Step Two: Access; Step Three: Remediate IT Risks; Step Four: Manage;

Module 3: Risk Management Tools and Techniques**8 Hours**

- IT Risk Management Cycle
- Technology and business drivers
- Risk Terms – Asset, Threat, Threat Agent, Threat Event, Vulnerability, Countermeasure, Risk, Residual Risk
- ISO 31000:2009 Overview
- IT Risk Management Initiative
- Integrating risk management concepts into cyber security risk assessments

Module 4: IT Risk Mitigation**5 Hours**

- IT Risk Mitigation Options
- IT Risk Mitigation Strategy
- Controls' Identification and Analysis
- Calculating Residual Risk
- Applying ISO 31000 and Risk IT for Risk Mitigation
- Evaluation IT Risk Management Cycle: Project Evaluation; Learning from Selection and Execution techniques
- Integrating IT Risk Management with various frameworks and standards – BASEL II, ISO 20000, ITIL, COSO, COBIT, ISO 27001, BS 25999
- Risk Governance : Stages; advantages; challenges
- Complexity of cyber risk management :Legal ;Political; Technical; Economic; Social

Module 5: Emerging Technologies and Issues**7 Hours**

- Data security: Control at the level of management: data control, data administration.
- Network security threats: spyware, search, denial of services, misrepresentation, playback and session hijacking, redirections, viruses, Trojan horses, and worms.
- Defining Privacy; Legislative Privacy
- Privacy and Data Collection
- Privacy Frameworks and policies
- Privacy-aware Access Control
- Privacy in Cloud infrastructure and Big Data

Pedagogy:

- 1) Classroom discussion
- 2) Case based teaching
- 3) Interaction with Industry experts
- 4) Seminar Based Teaching

Teaching Learning Resources:**Essential readings-**

1. Information Security Principles and Practices By Mark S. Merkow, Jim Breithaupt · published by Pearson Education 9780133589634
2. Data Privacy and Security, David Salomon published by Springer New York. ISBN : 9780387217079
3. Data Privacy, Protection, and Security Law, Raymond T Nimmer, Holly K Towle, Published by LexisNexis. ISBN: 9780769889245

- Information Technology Risk Management in Enterprise Environments A Review of Industry Practices and a Practical Guide to Risk Management Teams By Jake Kouns, Daniel Minoli, Published by Wiley, ISBN: 9781118211618

References

- Michael T. Goodrich and Roberto Tamassia, Introduction to Computer Security, Addison Wesley, 2011.
- Anderson, James P., "Computer Security Threat Monitoring and Surveillance," Washing, PA, James P. Anderson Co., 1980.
- B. Raghunathan, The Complete Book of Data Anonymization: From Planning to Implementation, Auerbach Pub, 2013.
- L. Sweeney, Computational Disclosure Control: A Primer on Data Privacy Protection, MIT Computer Science, 2002.

Supplementary resources-

- <https://jgateplus.com/home/>
- <https://search.ebscohost.com/>
- <https://elearning.tableau.com/tableau-fundamentals>
- <https://www.coursera.org/learn/privacy-law-data-protection>
- <https://www.coursera.org/learn/detect-mitigate-ethical-risks>
- <https://elibrary.in.pearson.com>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	-	1	-	1	-	1	1	1	-	-	-
CO2	-	3	-	1	-	1	3	3	1	-	-
CO3	1	3	-	2	1	2	3	3	1	-	-
CO4	2	2	1	3	1	2	3	2	1	-	1
CO5	3	2	1	3	2	2	3	3	-	-	2

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid – Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

HUMAN RESOURCE MANAGEMENT

Course Title	INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Term/Semester	IV
Course ID	21MBA641
Credits	3

Introduction:

The students should also understand various functions of International Human Resource Management and effectively manage recruitment, training and development of Expatriates and performance appraisal of Expatriates in a multinational company in addition to Repatriate Management. The course also aims to help the students to understand about International compensation management and contemporary trends in International human resource management.

Course Outcomes (COs):

After the completion of the course, students will be able to:

CO1: Understand difference between Domestic HRM and International HRM and effectively apply these differences with regard to management of Human Resources in a Multinational Organization

CO2: To implement different approaches of International Staffing in the Multinational Organization

CO3: To apply appropriate strategies for expatriate and repatriate management based on the needs of a Multinational Organization

CO4: To Design and Implement appropriate performance management systems and compensation management for Expatriates in a Multinational Organization

CO5: To discuss contemporary trends in IHRM and to apply those contemporary trends in a Multinational Organization on need basis

Course content and Structure: (36 hours)

Module 1: Introduction to International HRM 6 Hours

- Introduction – International HRM and its Importance
- Domestic HRM vs. International HRM
- Overview of Indian Multinationals going Global
- Mergers and Acquisitions – Integration of acquired employees in newer cultures

Module 2: International Recruitment and Selection 10 Hours

- International Staffing
- Approaches to International Staffing
- Overview of International Recruitment in EMEA, APAC, LAD and NA
- Criteria for Expatriate Selection
- Expatriate Adjustment Process

- Problems of Expatriate Failure
- Reasons for Expatriate Failure
- Repatriation; Process of Repatriation
- Job Related Factors in Complex Repatriation Process

Module 3: International Training & Development

8 Hours

- Expatriate Training
- Goals of Expatriate Training
- Expatriate Training Cycle
- Components of Pre-departure Training Programs
- Repatriation Training
- Challenges to Repatriation Process and Solutions

Module 4: International Performance Management and International Compensation Administration

8 Hours

- Performance Management of Expatriates
- Performance Appraisal in International Context
- Issues and Challenges in International Performance Management
- Key Components of International Compensation for Expatriates
- Organizational Goals and Employee Expectations of International Compensation
- Approaches to determine International Compensation Package

Module 5: Contemporary Trends in IHRM - Overview

4 Hours

- Multigenerational Workforce
- Attraction and Retention of Talent across Generations
- Integration of Work and Wellness
- Portable Benefits Systems
- Virtual Organizations
- Ethics in IHRM

Pedagogy:

1. Classroom Discussion
2. Activity based Teaching
3. Theatre based Teaching (Role Play, Skit)
4. Case Based Teaching (Text Case, Multimedia Case Discussion)
5. Project Based Teaching
6. Experiential Learning
7. Industry-Institute Interface (III)
8. Webinar/Seminars/Student Development Programmes
9. Simulations

Teaching Learning Resources:

Essential readings

1. Peter J. Dowling, Denise E. Welch, International Human Resource Management, Thomson Learning.
2. Dr.Nilanjan Sengupta, Dr.Mousumi S Bhattacharya “International Human Resource Management”, Excel Books

3. Tony Edward and Chris Rees, International Human Resource Management, 3rd Edition, Pearson
4. Indrani Mutsuddi: Managing Human Resources in the Global Context, New Age International Publishers

References

1. R.V. Badi, S.G. Hundekar, International Human Resource Management, Vrinda Publications
2. Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, SAGE Publications
3. Sonal Minocha and Dean Hristov, Global Talent Management, SAGE Publications
4. Willy McCourt, Derek Eldridge, Global Human Resource Management: Managing People in Developing and Transitional Countries, Routledge Publications

Supplementary Resources

- Sowa, J. E. 2020. Reinvigorating the Spirit of Strategic Human Resource Management. Public Personnel Management, 49(3), 331-335.
- Uysal, G. 2020. Mediating Role of Human Capital between SHRM and Firm Performance. Management Studies, 8(4), 333-340.
- Guámundsdóttir, S., & Eávarásdóttir, S. E. 2017. Recruiting for International Assignments: Looking beyond Technical Knowledge. International Journal of Human Resources Development and Management, 17(3-4), 220-229.
- Feitosa, J., Kreutzer, C., Kramper, A., Kramer, W. S., & Salas, E. 2014. Expatriate Adjustment: Considerations for Selection and Training. Journal of Global Mobility: The Home of Expatriate Management Research, 2(2), 134-159.
- Rossem, A. H. D. V. 2019. Generations as Social Categories: An Exploratory Cognitive Study of Generational Identity and Generational Stereotypes in a Multigenerational Workforce. Journal of Organizational Behavior, 40(4), 434-455.
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=135144426&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=136339938&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=137740395&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=4943419&site=ehost-live>
- <http://search.ebscohost.com/login.aspx?direct=true&db=bsh&AN=127797013&site=ehost-live>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	1	2	2	3	2	3	1	2	3
CO2	3	2	1	1	2	1	2	3	1	2	3
CO3	3	3	2	2	3	2	2	3	1	2	3
CO4	3	3	2	2	2	2	2	3	2	1	3
CO5	3	2	1	2	2	3	3	2	1	2	2

LEVEL 3-Substantial 2-Moderate 1-Slight "-" No relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	LEARNING ORGANISATIONS AND KNOWLEDGE MANAGEMENT
Term	IV
Course ID	21MBA644
Credits	3

Introduction:

Managing knowledge effectively is key to the performance and competitiveness of organizations. The course examines how organizations innovate or create new knowledge, how they retain knowledge, and how they transfer knowledge. Strategic implications of new results on organizational learning and knowledge management are also developed. Students will acquire a greater appreciation of the dynamics of organizations and how to analyze them. You will also learn techniques for increasing your effectiveness as a manager, such as approaches for promoting creativity and knowledge sharing in organizations.

Course Outcomes (COs):

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

CO1: Understand and appreciate the various facets of Learning Organisation

CO2: Formulate strategies to create and manage learning Organisations

CO3: Understand and appreciate the concept of Knowledge and align knowledge management with business strategies.

CO4: Capture and Codify the knowledge for better decision making in the organization.

CO5: Ability to share/ transfer the meaningful knowledge with the stakeholders of the organization.

Course content and Structure: (36 hours)

Module 1: Learning Organisation (6 Hours)

- Introduction; Definition; Meaning; Needs and Importance; Characteristics
- Process of organizational learning
- The organizational learning cycle
- Difference between traditional organization and learning organization

Module 2: Creating and Managing Learning Organisation (6 Hours)

- Building blocks of Learning Organisation
- Challenges in the transformation to a learning organization
- Strategies to convert organisations into learning organization
- Disciplines of learning organization
- Strategies to manage learning organisation

Module 3: Knowledge Management (6 Hours)

- Introduction; Needs and Importance
- Types of Knowledge
- Knowledge Management system; Challenges; KMS Life Cycle

- Knowledge Management Models
- Aligning Knowledge Management and Business Strategy

Module 4: Knowledge Capture and Codification

(10 Hours)

- Tacit Knowledge Capture
- Knowledge capturing techniques
- Evaluating the expert; Developing relationship with expert
- Explicit Knowledge Codification
- Codification Tools and Procedures
- Strategic and Practical Implications of Knowledge Capture and Codification
- Knowledge testing
- Knowledge metrics

Module 5: Knowledge Sharing/Transfer

(8 Hours)

- Transfer methods
- Knowledge Transfer in e-world
- Knowledge-Sharing Communities; Types of Communities
- Obstacles to Knowledge Sharing
- Strategic and Practical Implications of Knowledge Sharing
- Data Management; Data mining and Business Intelligence

Pedagogy

- 1) Classroom discussion
- 2) Case based teaching (Text and Multimedia)
- 3) Activity based teaching
- 4) Practice based teaching
- 5) Workshop, Webinars & Student Development Programs
- 6) Project based teaching

Teaching Learning Resources:

Essential Readings

1. Argote, L. (2012). Organizational learning and knowledge management. In S. Kozlowski (Ed.) Oxford Handbook of Industrial and Organizational Psychology.
2. Argote, L. (2013). Organizational learning: Creating, retaining and transferring knowledge.
3. Springer
4. Peter M. Senge, *The Fifth Discipline* (New York: Doubleday, 1990), p. 1
5. Groff, T.R., and T.P. Jones. (2003). Introduction to Knowledge Management. Burlington, MA: Butterworth-Heinemann.
6. Marquardt, M. (1996). Building the Learning Organization. New York: McGraw-Hill.
7. Atwood, C.G. (2009). Knowledge Management Basics. Alexandria, VA: ASTD Press
8. Knowledge Management and Organizational Learning, King, W.R. (Ed.) 2009, XII, 396 p. illus., softcover.

Supplementary Resources

1. NPTEL Course- Knowledge Management-
<https://nptel.ac.in/courses/110/105/110105076/#>
2. Coursera- Introduction to Learning Transfer and Life Long Learning (3L)-
<https://www.coursera.org/learn/intro-learning-transfer>
3. <https://jgateplus.com/home/>
4. <https://capitaline.com/>
5. <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
6. <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	1	1	1	1	1	-	-	2	3	1	-
CO2	1	2	1	1	2	1	1	2	3	1	-
CO3	2	1	-	1	1	1	-	2	3	-	-
CO4	2	3	-	1	-	-	2	2	3	1	2
CO5	1	-	-	2	2	-	-	2	3	2	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	MANAGING TEAMS
Term/Semester	IV
Course ID	21MBA642
Credits	3

Introduction:

Modern organizations rely on the efforts of different kinds of teams and pull together teams with members scattered over multiple geographic locations (including multiple countries) to bring together the skills and competencies needed to address tasks.

The structure of this course focuses Team Management as good portion of management skills are reserved for technical knowledge in a position. This course will focus on how teams are managed in the organization. When discussing about managing teams in the organization, managing conflicts and negation skills play a very vital role. The course will focus on those two aspects and ends with understanding how organization manages high performance teams.

Course Outcomes (COs):

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

CO1: Understand and appreciate the various facets of team management

CO2: Understand and appreciate how teams are formed and managed within the organization

CO3: Understand the effects of conflict and formulate strategies for conflict resolution.

CO4: Develop negotiation skills.

CO5: Managing High performance teams.

Course content and Structure: (36 hours)

Module 1: Introduction to Team Management (6 Hours)

- Overview and Definition of teams
- Reasons for team formation
- Contextual issues of teams
- Types of teams
- Frameworks and models
- Team dynamics and behaviors
- Ethical values in teams

Module 2: Forming, Leading and Analyzing Teams (10 Hours)

- Environmental factors and influences on team formation
- Selecting team members
- Motivating teams and individual members
- Creating shared values, identity, trust and collaboration
- Team decision-making processes and methods
- Providing feedback and 360 degree loops
- Understanding & leading multicultural teams; virtual teams

Module 3: Conflict Management**(8 Hours)**

- Introduction to conflict Management
- Types of Conflict
- Causes for work place conflicts
- Effects of conflict on Individual, Group and Organisation
- Skills and Techniques for Conflict Management
- Methods of Conflict Resolution
- Approaches and strategies of dealing with conflicts

Module 4: Negotiation Skills**(6 Hours)**

- Introduction to negotiation skills
- Types of Negotiations
- Essential skills for negotiation
- Tricks used in negotiation process
- Approaches to negotiation (Traditional and Modern)

Module 5: High Performance Teams**(6 Hours)**

- High-Performance Teams- Concept and Characteristics
- Building blocks for high-performing teams.
- Building and leading High-Performance Teams
- Motivating and managing high performance teams
- Tracking and managing team process and performance

Pedagogy:

1. Classroom discussion
2. Case based teaching (Text and Multimedia)
3. Role play
4. Activity based teaching
5. Workshop, Webinars & Student Development Programs
6. Experiential learning

Teaching Learning Resources:**Essential Readings**

1. Managing Teams- Larry Holpp. Managing Teams (McGraw-Hill Education: New York, Chicago, San Francisco, Athens, London, Madrid, Mexico City, Milan, New Delhi, Singapore, Sydney, Toronto, 1999).
<https://www.accessengineeringlibrary.com/content/book/9780070718654>
2. Hackman R, "Leading Teams- Setting the stage for Great Performers", Harvard Business Review Press, 2002.
3. Proksch, S. (2016). Conflict Management.
4. Steven P. Cohen. Negotiating Skills for Managers (McGraw-Hill Education: New York, Chicago, San Francisco, Athens, London, Madrid, Mexico City, Milan, New Delhi, Singapore, Sydney, Toronto, 2002).
<https://www.accessengineeringlibrary.com/content/book/9780071387576>
5. Fred Luthans, "Organizational Behaviour", 12th Edition, McGraw Hill International Edition

6. 1st Edition, Creating High Performance Teams- Applied Strategies and Tools for Managers and Team Members, by Ray Aldag, Loren Kuzuhara, 2015, ISBN 9780415538411
7. Robbins, S.P. (2003). Organizational Behavior (10th Ed.). New York, NY: Prentice Hall.

Supplementary Resources

1. **MOOC Course:** Leading People and Teams-
<https://www.coursera.org/specializations/leading-teams?>
2. **LinkedIn Learning:** Managing teams-
<https://www.linkedin.com/learning/managing-teams-3>
3. **LinkedIn Learning:** Managing Team Conflict
<https://www.linkedin.com/learning/managing-team-conflict>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	2	1	2	1	3	-	-	2	1	1	3
CO2	2	1	2	1	3	-	-	2	1	1	3
CO3	3	3	1	1	3	-	-	1	1	1	3
CO4	2	1	1	1	3	-	-	-	-	1	3
CO5	2	2	2	1	3	-	-	1	1	-	3
LEVEL	3-Substantial			2-Moderate			1-Slight		- No Co-relation		

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
4	Remaining assignments (Quiz, Individual assignment, Cap-Stone project, Major or minor project, Group assignments etc.)	Individual	25	Full Semester

Course Title	HR ANALYTICS
Term/Semester	IV
Course ID	21MBA643
Credits	3

Introduction:

This course intends to increase the student's awareness of the usefulness of Analytics for HR, HR Information System and equip in using them at the workplace. The complexity in today's workforce, investment, new technology, economic pressures, talent as competitive edge, align the people strategy with business strategy and many other reasons are driving a change in HR to be analytics dependent. The present era of ERP based systems, the database of employees is either an internal part or it may be strongly associated with data warehouses. In this kind of environment organizational goals and KPIs drive the HR performance measures/ metrics.

Course Outcomes (COs):

After completion of this course, students will be able to;

CO1: Understand and appreciate the concepts and business application of human resources perspective

CO2: Apply quantitative and qualitative analysis to understand trends and indicators in human resource data

CO3: Demonstrate how to connect HR results to business results by Dashboards

CO4: Apply the different HR metrics to conduct research and statistical analyses related to Human Resource Management

CO5: Understand the latest developments in the field of HR analytics

Course content and Structure:

(36 hours)

Module 1: Overview of HR Analytics

8 Hours

- Role of Analytics: Defining HR Analytics; Basics of HR Analytics; what is Analytics; Evolution; Analytical capabilities; Analytic value chain; Analytical Model; Typical application of HR analytics.
- HR Analytics: The Third Wave for HR value creation; HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean); locating the HR challenge in the system; Valuing HR Analytics in the organizational system.

Module 2: HRA Frameworks

5 Hours

- HRA Framework: Current approaches to measuring HR and reporting value from HR contributions; Strategic HR Metrics versus Benchmarking; HR Scorecards & Workforce Scorecards and how they are different from HR Analytics;
- HR Maturity Framework: From level 1 to level 5; HR Analytics Frameworks (a) LAMP framework; (b) HCM: 21 Framework and (c) Talent ship Framework; 5 predominant components of an effective Analytics framework. Class Discussion on horizon of prediction, HR intervention strategies using analytics. (Focus to be given Benchmarking; HR Scorecards)

Module 3: Predictive Analytics based on Regression **8 Hours**

- Steps involved in predictive analytics: Determine key performance indicator; analyse and report data; interpreting the results and predicting the future.
- Metrics and Regression analysis and Causation.

Module 4: Insight into Data Driven HRA: **9 Hours**

- Data Driven HRA: Typical data sources; Typical questions faced (survey); Typical data issues; Connecting HR Analytics to business benefit (case studies); Techniques for establishing questions; Building support and interest; Obtaining data, Cleaning data (exercise); Supplementing data. Introduction to the concept of “bias” concept w.r.t surveys.

Module 5: Emerging Trends in HR Analytics **6 Hours**

- Recruitment Analytics
- Training Analytics
- Compensation Analytics and
- Performance Management Analytics

Pedagogy:

- 1) Classroom Discussion
- 2) Lab Driven course by using R Programme and Tableau
- 3) Project Based teaching
- 4) Case study based teaching
- 5) Interaction with the Practitioner

Teaching Learning Resources:

Essential readings-

- Edwards, M. R., & Edwards, K. (2019). *Predictive HR analytics: Mastering the HR metric*. Kogan Page Publishers: London.
- Soundararajan, R., & Singh, K. (2016). *Winning on HR Analytics: Leveraging Data for Competitive Advantage*. SAGE Publications: India.
- Bhattacharyya, D. K. (2017). *HR Analytics: Understanding Theories and Applications*. SAGE Publications India Pvt Limited.
- Moore, McCabe, Duckworth, and Alwan. *The Practice of Business Statistics: Using Data for Decisions*, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

References-

- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
- HR Analytics: The What, Why and How, by Tracey Smith
- The New HR Analytics: Predicting the Economic Value of Your Company's Human by Jac FITZ-ENZ, 2010.
- Deloitte. (2016) *Enabling business results with HR "Measures that matter"*[PDF File]Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/human-capital/us-hc-enabling-business-results-with-hr-measures-that-matter.pdf> on May 14, 2019.

- Bassi, L. (2011). Raging debates in HR analytics. *People and Strategy*, 34(2), 14.

Supplementary reading:

- <https://jgateplus.com/home/>
- <https://capitaline.com/>
- <http://web.b.ebscohost.com/ehost/search/basic?vid=1&sid=c8b5124d-307d-4f0a-843e-3b13e9156a4a%40pdc-v-sessmgr06>
- <https://elibrary.in.pearson.com/login>

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11
CO1	3	2	2	3	2	1	1	2	2	1	1
CO2	3	2	2	2	1	1	1	2	2	3	1
CO3	2	2	2	2	1	-	2	1	2	1	1
CO4	2	3	1	1	1	-	1	2	1	2	1
CO5	2	2	2	2	1	-	2	1	2	1	1

LEVEL 3-Substantial 2-Moderate 1-Slight - No Co-relation

Course Evaluation Plan:

Sl. No.	Evaluation Item	Unit of Evaluation	Marks Allotted	Timeline
1	End Term Exam	Individual	50	At the end of the semester
2	Mid - Term Test	Individual	20	After completion of 2-3 modules
3	Attendance and Class participation	Individual	5	At the end of the semester
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