

TUMKUR  **UNIVERSITY**

**DEPARTMENT OF STUDIES AND RESEARCH IN BUSINESS
ADMINISTRATION (MBA)**

Revised Syllabus Effective from 2021- 2022

Under Choice Based Credit System (CBCS) and Outcome Based Education (OBE)

Pattern as per UGC, AICTE and NEP-2020 Guidelines

Effective from AY 2021-2022



TUMKUR



UNIVERSITY

Tumkur University MBA Revised Syllabus

Department of Studies and Research in Business Administration

(MBA) Revised Syllabus 2021-2022

Choice Based Credit System (CBCS) and Outcome Based Education

Pattern as per UGC, AICTE and NEP 2020 Guidelines

1. Preamble: The revised MBA Curriculum 2021-2022 builds on the implementation of the Outcome Based Education along with the Choice Based Credit System (CBCS) and Grading System as per AICTE Guidelines.

The revised syllabus of MBA programme of Tumkur University broadly meets the Model Curriculum norms for MBA, prescribed by the AICTE in January 2018, UGC Model Curriculum and NEP 2020. The revised syllabus aims to meet the objectives of Business Environment and Domain knowledge (BEDK), Critical Thinking Business Analysis (CTBA), Problem Solving and Innovations (PSI), Global exposure and cross-cultural understanding (GECCU), Social Responsiveness and Ethics (SRE), Effective Communication (EC) and Leadership and Team work (LT). Syllabus contents have been finalized after several rounds of peer review meetings held at the departmental level, suggestions and opinion of the advisory committee and industry professionals was sought before finalization of the syllabus.

2. MBA Programme Focus:

2.1 Programme Educational Objectives (PEOs):

- To successfully integrate core, cross, functional and interdisciplinary aspects of Management theories, models and frameworks with the real world practices and provide solutions to real world business, policy and social issues.
- To develop communication and managerial skills to excel in cross, functional, multidisciplinary, multicultural teams, to manage continuity, change, risk, ambiguity and complexity.
- To make students behold the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.
- To engage in successful career pursuits covering a broad spectrum of areas in corporate, nonprofit organizations, public policies, entrepreneurial ventures and engage in life, long learning.

- To make students excel in their chosen fields for their managerial competence, creativity and innovation, integrity and sensitivity to local and global issues of social relevance and earn the trust and respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

2.2 Programme Outcomes (POs):

At the end of the MBA programme the learner will possess the-

- **Generic and Domain Knowledge-** Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of Management and allied domains to real world complex business issues.
- **Problem Solving and Innovation-** Ability to Identify formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
- **Critical Thinking-** Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions.
- **Effective Communication-** Ability to effectively communicate in cross, cultural settings in technology mediated environments, especially in the business context and with society at large.
- **Leadership and Team Work-** Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
- **Global Orientation and Cross-** Cultural Appreciation, Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and Management.
- **Entrepreneurship-** Ability to identify entrepreneurial Oporto Module ies and leverage managerial and leadership skills for founding, leading and managing startups as well as professionalizing and growing family businesses.
- **Environment and Sustainability-** Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
- **Social Responsiveness and Ethics -** Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial Social Responsiveness and Ethics , choices in a political, cross, cultural, globalized, digitized, socioeconomic environment and distinguish between ethical and unethical behaviors and act with integrity.

- **Life Long Learning** – Ability to operate independently in new environment acquires new knowledge and skills and assimilates them into the internalized knowledge and skills.

2.3 Programme Specific Outcomes (PSOs):

It is expected that Institutes define the PSOs for each specialization. PSOs shall also vary based upon the customized combination of Generic Core, Generic Elective, Subject Core, Subject Elective, Foundation, and Enrichment and Alternative Study Credit Courses that they offer. Graduate Attributes (GAs), at the end of the MBA programme the learner shall exhibit:

GA1. Managerial competence

GA2. Knowledge of Business, Management and Emerging Technologies

GA3. Global orientation

GA4. Proficiency in Communication, Collaboration, Teamwork and Leadership

GA5. Competence in Creativity and Innovation

GA6. Research and Business Intelligence

GA7. Inter-cultural competence/ communication

GA8. Problem solving and decision making

GA9. Entrepreneurship and Intrapreneurship Orientation

GA10. Cross, functional and Interdisciplinary Orientation GA12, Results Orientation

GA11. Professionalism, Ethical, Values Oriented and Socially responsible behavior

3 Course Types

Core courses- Core courses are the compulsory courses for all the students. Core courses are of two types, Generic Core and Subject Core/ Discipline Specific Course.

Generic Core- This is the course which should compulsorily be studied by a candidate as a course requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses.

Discipline Elective Core- A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations / electives).

Generic Elective Course - A elective course which is common across disciplines/ subjects. “Generic Elective” courses develop generic proficiencies amongst the students. These elective courses are supportive to the discipline of study and focus on the knowledge aspect of competence building.

Subject Elective- A Discipline (specialization) centric” elective is called “Subject Elective”. Subject Elective courses, in the Semester III and IV are focused on a specialization.

Elective Course- Elective course is a course which can be chosen from a list of courses electives are classified to Skill Enhancement Courses and Ability Enhancement Courses

3.1 Massive Open Online Courses (MOOCs)- Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2018) or equivalent; following the four quadrant approach and made available on the SWAYAM platform of Government of India.

3.2 Specializations offered, the following specializations shall be offered:

- ***Financial Management (FIN)***
- ***Human Resources Management (HRM)***
- ***Marketing Management (MKT)***
- ***Operations and Supply Chain Management (OSCM)***
- ***Business Analytics (BA)***

Note:

- * The University may offer **ONLY SELECT specializations** based on industry needs, faculty strength and competencies, student demands, employability potential, etc.
- * The University **MAY NOT offer a specialization** if a minimum of **20% of students** are notregistered for that specialization.

3.3 Summer Internship Project/ Research Paper Analysis and paper Publication:

At the end of Second Semester each student shall undertake a Summer Internship Project (SIP) for a minimum of 6 weeks. SIP shall have 4 credits. It is mandatory for the student to seek advance written approval from the faculty guide and the chairperson/ coordinator/ principal before commencing the SIP. The student may take up a SIP in his/her intended area of specialization or in any other functional area of Management. Each student shall maintain a SIP Progress Diary detailing the work carried out and the progress achieved on a daily basis. The student shall submit a written structured SIP report based on work done during this period. The student shall submit the SIP Progress Diary along with the SIP Report to the Department. Students shall also seek a formal evaluation of their SIP from the company guide. The formal evaluation by the company guide shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism.

The SIP shall be evaluated for 100 marks i.e 80 marks for SIP report evaluation and 20 marks for viva voce examination by external examiner. The viva-voce shall be conducted after the theory exam of third Semester. The learning outcomes of the SIP and utility of the SIP to the host organization must be specifically highlighted in the formal evaluation by the company guide. The SIP evaluation sheet duly signed and stamped by the industry guide shall be included in the final SIP report.

The SIP report must reflect 6 weeks of work and justify the same. The SIP report should be well documented and supported by:-



- Institute's Certificate
- Certificate by the Company
- Formal feedback from the company guide
- Executive Summary
- Organization profile
- Outline of the problem/task undertaken
- Research methodology and data analysis (in case of research projects only)
- Relevant activity charts, tables, graphs, diagrams,
- Learning of the student through the project
- Contribution to the host organization
- References in appropriate referencing styles. (APA, MLA, Chicago Style etc.)

The completion of the SIP shall be certified by the respective Faculty Guide and approved by the Chairperson/ coordinator / Director of the Institute. The students shall submit two hard copies and one soft copy (CD) of the SIP report to the department.

If the student is not interested to take SIP he /she can select 4 research paper published in high indexed / high impact journals on the area of intended specialization or on the developments in the business world, and make an analysis and publish a paper in international journal with high impact factor / Scopus journal. Each student shall maintain an analysis Diary detailing the study or work carried out and the progress achieved on a daily basis. The student shall submit a written structured analysis report based on work done /study made during this period to the concerned guide, and the guide should certify on the learning of the student and the knowledge gained. The student shall submit details of the paper published / acceptance of the paper in high impact journal. The same shall be evaluated for 100 marks 80 marks for paper analysis and publication and 20 marks for in-depth viva voce examination by the internal committee set up by the Chairman of the Department and submit both internal marks and marks awarded for paper analysis and acceptance letter to the examination section.

3.4 Dissertation/ Project Work:

Student in the fourth semester must take a discipline specific research project to understand the concepts of subject opted in specialization, and need to understand emerging trends in the market, practical exposure and finding solutions to the business problem through proper research process. After successful completion of the project a student must submit the report to the department and have to undergo a Viva,-Voce before the panel of subject experts to acquire the degree in Management. The project shall be evaluated for 100 marks i.e 80 marks for project report evaluation by internal and external examiners and 20 marks for viva voce examination assessed by external examiners. There shall be an external viva-voce for the project for 20 marks. The external viva-voce shall be conducted after the theory exam of fourth Semester.


Prof.Noor Afza
BOS- Chairperson

Note, In the interest of the environmental consideration students are encouraged to print their SIP and dissertation on both faces of the paper.

4. Teaching pedagogy:

Students will be taught through the combination of lecture, readings, case study, group discussions, role playing, Management games, audio video lectures, with a view to encourage them to develop their own leadership strengths and developing a path for success by improving the identified strengths and overcoming the limitations.

- Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload.
- Each course content has indicative case studies which can be dealt in the class by the course instructor.
- One industrial visit every year i.e between two semester or end of semester is mandatory.
- The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
- Students and course instructor/s to involve either individually or in groups to interact together to enhance the learning and application skills.

4.1 Medium of Instruction:

The medium of Instruction and Evaluation shall be English only.

4.2 Workshops and special lecture:

The Department shall organize special lectures, workshops, Seminars, academia lecture series by inviting domain experts and industry leaders. The Department shall also organize workshops on Resume writing, Mock Interviews and career development/ motivational lectures /classes, to improve the personality of students to improve their competitiveness and confidence level of students to face employment interviews.

4.3. Credits:

Every ONE hour session per week of L amounts to 1 credit per semester

A minimum of TWO hours per week of T amounts to 1 credit per semester,

A minimum of TWO hours per week of P amounts to 1 credit per

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

4.4 Comprehensive Internal Evaluation (CIE):

- ❖ The course teacher shall prepare the scheme of Comprehensive Internal Evaluation before commencement of the term.
- ❖ The chairperson of the department shall approve the scheme of Internal Evaluation with or without modifications.
- ❖ For a 4 Credit Course there shall be a MINIMUM of TWO internal evaluations. The final scores shall be converted to 20 using an average of two formulas.
- ❖ For 2 Credit Course there shall be a MINIMUM of ONE CIE items. The final scores shall be converted to 10.
- ❖ CIE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher.

4.4.1 Comprehensive Internal Evaluation Methods: Course teachers shall opt for a Combination of one or more CIE methods listed below;

- Class Test
- In-depth Viva-Voce
- Case Study
- Situation Analysis
- Presentations
- Field Visit / Study tour and report of the same
- Small Group Project and Internal Viva-Voce
- Model Development
- Role Play
- Book Review
- Drafting a Policy Brief
- Drafting an Executive Summary
- Literature Review
- Publishing a Research Paper

4.4.2 End Semester Evaluation (ESE):

- ❖ The End Semester Evaluation (Summative Evaluation) for the Generic Core Course (GCC), Subject Core Course/ Discipline Specific Course (SEC)/ (DEC) and the Generic Elective (GEC) course shall be conducted by Tumkur University, Tumkur.
- ❖ The end semester Evaluation for Skill Enhancement course (SEC) and Ability Enhancement course (AEC) shall be conducted by Tumkur University, Tumkur.

4.4 Credit Transfer for MOOCs:

Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through SWAYAM and NPTEL. Not more than 20% of the total credits (22 Credits) shall be earned through the MOOCs. Not more than 20% of the credits per semester (8 credits) per semester shall be earned through the MOOCs. Since MOOC is a guided self, study course 40 - 48 hours of work shall be equivalent to one

Credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 48 marks / 2 credits. Students shall apply to the Chairperson / Coordinator other designated competent academic authority of the institute in advance and seeks permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue. In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).

5. Passing Standards:

A student shall be said to have earned the credits for a course if he/she earns minimum 40% Marks.

5.1 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10 point standard scale mandated by UGC shall be used. The performance of a student will be evaluated in terms of two indices, viz. Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester. Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

5.2 Degree Requirements:

- The degree requirements for the MBA programme are Completion of minimum 120 credits.
- Maximum Duration for completion of the Programme, The candidates shall complete the MBA Programme within 4 years from the date of admission/ as per the rules of Tumkur University.

5.3 End Semester Evaluation (ESE):

- ❖ The End Semester Evaluation (Summative Evaluation) for the Generic Core (GC), Subject Core (SC) and the Generic Elective (GE) course shall be conducted by Tumkur University.
- ❖ All questions shall be compulsory with internal choice within the questions. The ESE shall be of-

Question number		Question paper Pattern for GCC/ GEC/ DSC	Total Marks
Q1	Remembering	Answer any 5 out of 8 (2 marks Each)	5*2= 10
Q2	Understanding	Answer any 4 out of 6 (5 Marks each)	4*5= 20
Q3	Applying /Analysing	Answer any 4 out of 6 (10 Marks each)	4*10=40
Q4	Evaluating	Case analysis (10Marks) compulsory	1*10=10
Total			80 Marks

Question number		Question paper Pattern for SEC	Total Marks
Q1	Remembering	Answer any 5 out of 7 (2 Marks Each)	5*2= 10
Q2	Understanding	Answer any 2 out of 4 (5 Marks each)	2*5= 10
Q3	Applying /Analysing	Answer any 2 out of 4 (10 Marks each)	2*10=20
Total			40 Marks

Extramural activities:

Extra mural activity is an extension activity where the Students have to take up one extra Mural activity individually / forming a group 3 or more number of students and conduct a societal problems study/ awareness programmes/ educational programmes etc and submit a detailed report with the details of the activity under taken the report should be supported with photographs, documents etc. at the end of each semester to the chairman/ coordinator of the department. Students shall be awarded grades (A/B), and these grades are mandatory and shall be incorporated in the marks card.

Structure of MBA programme

Sl. No	Course	No of papers	Credit per course			Total credits
			Theory	Practical	Internship field work	
1.	Generic Core Course (GCC)	17	04	0	0	68
2.	Discipline Elective Course (DEC)	06	04	0	0	24
3.	Generic Elective Course (GEC)	02	04	0	0	08
4.	Skill Enhancement Course (SEC)	02	02	02	0	04
5.	Ability Enhancement Course (AEC 1.9 and 2.9) I and II Semester	02	02	02	0	04
6.	Open Elective Course (OEC)	01	04	0	0	04
7.	Internship/project(AEC 3.9 and 4.9) II and IV Semester				02	08
	Total	20	20	04	02	120

Proposed Choice Based Credit System

Semester	Generic core course	Generic elective course	Skill enhancement course	Ability enhancement course	Discipline specific course	Open elective	Credit
I	6*4=24	1*4=04	1*2=02	1*2=02	-----	-----	32
II	6*4=24	1*4=04	1*2=02	1*2=02	-----	-----	32
III	2*4=08	-----	1*4=04 SIP/ research paper analysis & publication	-----	3*4=10	1*4=04	28
IV	3*4=10	-----	1*4=04 PROJECT	-----	3*4=10	-----	28
Total	68	08	10	04	24	04	100

Each domain (Area / branch) will offer Seventeen Core papers (68credits), Six Discipline Elective papers (24 credits) Two Skill Enhancement papers (Theory plus lab 02 credits in First and Second Semester (04 Credits) Two Skill Enhancement paper i.e Summer Internship project/ Research paper Analysis/ academic project 4 credits +Project 4 credits, (Total 08 credits), Two Ability Enhancement paper of 2 credits (First and Second Semester 04 credits), Two Generic Elective paper (8 credits), One Open Elective Paper (4 credits), **Making up a total of 120 credits.**

References

- AICTE Model Curriculum 2018
- UGC Model Curriculum
- Indian Universities syllabus
- National Education Policy (NEP 2020)
- Business News papers
- Business Magazines
- Employability reports and surveys
- Mckinsey, BCG , At Kearney, Reports

Course Structure

Scheme of Teaching and Examination
MASTER OF BUSINESS ADMINISTRATION
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)

I Semester

SL.no	Course Code	Course Title	Teaching Hours		Examination			
			Theory	Practical	CIE Marks	ESE marks	Total Marks	Credits
1.	GCC 1.1	Management concepts and Organizational Behaviour	04	0	20	80	100	4
2.	GCC 1.2	Economics for Business Decisions	04	0	20	80	100	4
3.	GCC 1.3	Statistics for Business	04	0	20	80	100	4
4.	GCC 1.4	Legal and Business Environment	04	0	20	80	100	4
5.	GCC 1.5	Financial Reporting and Analysis	04	0	20	80	100	4
6.	GCC 1.6	Management Information System	04	0	20	80	100	4
7.	GEC 1.7	Generic Elective Course	04	0	20	80	100	4
8.	SEC 1.8	Skill Enhancement Course	02	02	10	40	50	2
9.	AEC 1.9	Organization Analysis	02	02	10	40	50	2
		Total	32	04	160	640	800	32

Note : The Course instructor has to compulsorily discuss minimum two case studies under GCC and GEC papers

Sl.No	Generic Elective course (GEC)	Skill Enhancement course (SEC)
1.	Corporate Communication	Computer Application
2.	Digital Business	Written and Verbal Communication
3.	Personal Financial Planning	Life Skills

Skill Enhancement Course (SEC) - is a compulsory course where a candidate has to select one paper from the list of SEC course. A SEC is a 2 credit course (Theory 1 hour and 02 Hours of practical/ theory 2 hours depending on the course opted by the students). A student shall be evaluated for 50 marks out of which 10 marks shall be awarded for internal assessment, and a written examination shall be conducted for 40 Marks with duration of 90 minutes.

Internal evaluation for Skill Enhancement Course - for the internal evaluation for SEC the course instructor shall evaluate the students through practical lab, who have opted for computer application, for life skill paper internal evaluation shall be situational analysis/ case analysis focusing on problem solving and decision making and for written and verbal communication internal evaluation shall be role playing, theme speech/ presentations.

Ability Enhancement course (AEC), are compulsory 2 credit course where a student shall be evaluated for 50 Marks (10 marks for In-depth viva and 40 marks for organization analysis report). A candidate has to select an organization and make an in-depth analysis of the organization and prepare a detailed report and submit to the Chairperson/ Coordinator/Director/principal before the commencement of semester examination and the report shall be forwarded to the University for Evaluation. The report shall be evaluated for 40 marks by internal and external examiner and in-depth viva for 10 marks shall be conducted to assess the work done by the candidate and the knowledge he/she has gained on the organizational study.

II Semester

SL.no	Course Code	Course Title	Teaching Hrs/week		Examination			
			Theory	Practical	CIE	ESE	Total	Credit
1.	GCC 2.1	Financial Management	04	0	20	80	100	4
2.	GCC 2.2	Human Resource Management	04	0	20	80	100	4
3.	GCC 2.3	Marketing Management	04	0	20	80	100	4
4.	GCC 2.4	Production and Operations Management	04	0	20	80	100	4
5.	GCC 2.5	Business Research Methods	04	0	20	80	100	4
6.	GCC 2.6	Management Science	04	0	20	80	100	4
7.	GEC 2.7	Generic Elective Course	04	0	20	80	100	4
8.	SEC 2.8	Skill Enhancement course	02	02	10	40	50	2
9.	AEC 2.9	Organization Analysis	02	02	10	40	50	2
		Total	32	04	160	640	800	32

Note, the Course instructor has to compulsorily discuss minimum two case studies under GCC and GEC papers.

Sl.No	Generic Elective course	Skill Enhancement course
1.	Digital Entrepreneurship	Entrepreneurship Lab
2.	Industry 4.0	Employability Skills
3.	Managing Innovations	Excel and SPSS

III Semester

SL.no	Course Code	Course Title	Teaching Hrs /week		Examination			
			Theory	Practical	CIE Marks	ESE marks	Total Marks	Credit
1.	GCC 3.1	Strategic Management	04	0	20	80	100	4
2.	GCC 3.2	Sustainable Development and CSR	04	0	20	80	100	4
3.	DEC 3.3	Electives- three courses under each elective 3*4=12	12	0	60	240	300	12
		Finance						
4.	DEC 3.4	Human Resource Management						
5.	DEC 3.5	Marketing Management						
6.	DEC 3.6	Business Analytics						
7.	DEC 3.7	Operations and Supply chain Management						
8.	OEP 3.8	Open Elective course	04	0	20	80	100	4
9.	AEC 3.9	Summer internship project/ Academic Project	0	0	20	80	100	4
		Total	24	0	140	560	700	28

Specialization – Third Semester Discipline Specific Course (DEC)

Finance	Human Resource Management	Marketing Management	Business Analytics	Operations and Supply Chain Management
Advanced Financial Management	Competency Based HRM	Consumer Behaviour and CRM	Introduction to Business Analytics	Supply chain Management
Financial Institutions and Services	Employee Wellness and Social Security	Branding Advertising and Media Planning	Business Forecasting	Total Quality Management
Behavioural Finance and modeling	Leadership and Change Management	Digital and Social Media Marketing	Data Visualization for Managers	Enterprise Resource Planning

Open Elective – Third Semester

1. E- Business
2. Managerial skills and Leadership
3. Business Etiquettes
4. Startup Management
5. Corporate Social Responsibility Development
6. Emotional Intelligence and Personality Development

Note, the Course instructor has to compulsorily discuss minimum two case studies under GCC & DEC papers.

V Semester

SL.no	Course Code	Course Title	Teaching Hrs /week		Examination			
			Theory	Practical	CIE Marks	ESE marks	Total Marks	Credit
1.	GCC 4.1	Artificial Intelligence for Business Decisions	04	0	20	80	100	4
2.	GCC 4.2	Design Thinking and innovation Management	04	0	20	80	100	4
3.	GCC 4.3	Startup and New Venture Management	04	0	20	80	100	4
Electives								
4.	DEC 4.4	Electives- three courses under each elective 3*4=12	12	0	60	240	300	12
5.	DEC 4.5	Finance						
6.	DEC4.6	Human Resource Management						
7.	DEC 4.7	Marketing Management						
8.	DEC.4.8	Business Analytics						
9.	AEC 4.9	Operations and Supply chain Management						
		Project Report		0	20	80	100	4
		Total	24	0	140	560	700	28

Note, the Course instructor has to compulsorily discuss minimum two case studies under GCC & DEC papers.

Specialization -Fourth Semester

Finance	Human Resource Management	Marketing Management	Business Analytics	Operations and Supply Chain Management
Security Analysis and Portfolio Management	Organizational Development	Marketing 4.0	Business Intelligence Systems	Enterprise Resource Planning
Derivatives and Risk Management	HR Analytics	Marketing Analytics	Big Data Analytics	Operations Analytics
Mergers Acquisitions and Corporate Restructuring	Compensation and Reward Management	Logistics and Supply Chain Management	Artificial Intelligence in Business Applications	Strategic supply chain Management

GCC	Generic Core Course,
SEP	Skill Enhancement Course,
GEC	Generic Elective Course,
AEC	Ability Enhancement Course,
DEC	Discipline Elective Course,
OEP	Open Elective Course. 15

Course details First and Second Semester

Sl.No	Course	Semester	Credit	Marks
FIRST SEMESTER				
GCC 1.1	Management concepts and organizational Behaviour	I	4	100
GCC 1.2	Economics for Business Decisions	I	4	100
GCC 1.3	Statistics for Business	I	4	100
GCC 1.4	Business and Legal Environment	I	4	100
GCC 1.5	Financial Reporting and Analysis	I	4	100
GCC 1.6	Management Information Systems	I	4	100
SECOND SEMESTER				
GCC 2.1	Financial Management	II	4	100
GCC 2.2	Human Resource Management	II	4	100
GCC 2.3	Marketing Management	II	4	100
GCC 2.4	Production and Operations Management	II	4	100
GCC 2.5	Business Research Methods	II	4	100
GCC 2.6	Management Science	II	4	100
GENERIC ELECTIVE CHOOSE ONE COURSE				
GEC 1.7	FIRST SEMESTER			
GEC 1.7.1	Corporate communication	I	4	100
GEC.1.7.2	Digital Business	I	4	100
GEC 1.7.3	Personal Financial Planning	I	4	100
GEC 2.7	SECOND SEMESTER			
GEC 2.7.1	Digital Entrepreneurship	II	4	100
GEC.2.7.2	Industry 4.0	II	4	100
GEC.2.7.3	Managing Innovations	II	4	100
SKILL ENHANCEMENT COURSE CHOOSE ONE COURSE				
SEC 1.8	FIRST SEMESTER			
SEC 1.8.1	Computer Application	I	2	50
SEC 1.8.2	Life Skills	I	2	50
SEC 1.8.3	Written and Verbal Communication	I	2	50
SEC 2.8	SECOND SEMESTER			
SEC 2.8.1	Entrepreneurship Lab	II	2	50
SEC 2.8.2	Employability Skills	II	2	50
SEC 2.8.3	Excel and SPSS	II	2	50
ABILITY ENHANCEMENT COURSE				
AEC1.8 /2.8	FIRST SEMESTER and SECOND SEMESTER			
AEC 1.8	Organization Analysis	I	2	50
AEC 2.8	Industry Analysis	II	2	50

Course details Third and Fourth Semester

Sl.No	Course	Semester	Credit	Marks
THIRD SEMESTER				
GCC 3.1	Strategic Management	III	4	100
GCC 3.2	Sustainable Development and CSR	III	4	100
SSE 3.3	SUBJECT SPECIFIC ELECTIVES	III	4	100
DSE 3.4	Finance	III	4	100
DSE 3.5	Human Resource Management	III	4	100
DSE 3.6	Marketing Management	III	4	100
DSE 3.8	Business Analytics	III	4	100
DSE 3.9	Operations and Supply chain Management	III	4	100
OEP	CHOOSE ONE COURSE			
SEC	Summer Internship project / Researchpaper Analysis and Publication	III	4	100
FOURTH SEMESTER				
GCC 4.1	Artificial Intelligence for Business Decisions	IV	4	100
GCC 4.2	Design Thinking and innovation Management	IV	4	100
GCC 4.3	Startup and New Venture Management	IV	4	100
SUBJECT SPECIFIC ELECTIVES				
SEC 4.4	Finance	IV	4	100
DSE 4.5	Human Resource Management	IV	4	100
DSE 4.6	Marketing Management	IV	4	100
DSE 4.7	Business Analytics	IV	4	100
DSE.4.8	Operations and Supply chain Management	IV	4	100
	project	IV	4	100

Open Elective -Third Semester

- 1. E- Business**
- 2. Managerial skills and Leadership**
- 3. Business Etiquettes**
- 4. Startup Management**
- 5. Corporate Social Responsibility**
- 6. Emotional Intelligence and Personality Development**

FIRST SEMESTER

Scheme of Teaching and Examination		
MASTER OF BUSINESS ADMINISTRATION		
Choice Based Credit System (CBCS) and Outcome Based Education(OBE)		
I Semester		
Sl.no	Course Code	Course Title
1.	GCC 1.1	Management concepts and Organizational Behaviour
2.	GCC 1.2	Economics for Business Decisions
3.	GCC 1.3	Statistics for Business
4.	GCC 1.4	Business and Legal Environment
5.	GCC 1.5	Financial Reporting and Analysis
6.	GCC 1.6	Management Information System
7.	GEC 1.7	Generic Elective Course
8.	SEC 1.8	Skill Enhancement Course
9.	AEC 1.9	Organization Analysis

Note: The Course instructor has to compulsorily discuss minimum two case studies under GCC and GEC papers

Sl.No	Generic Elective Course (GEC 1.7)	Skill Enhancement Course (SEC 1.8)	Ability Enhancement Course (AEC 1.9)
1.	Corporate Communication	Computer Application	Organization Analysis
2.	Digital Business	Life Skills	
3.	Personal Financial Planning	Written and Verbal Communication	

**COURSE WISE DETAILED
SYLLABUS**

SEMESTER I

Course Code	Course Title	Semester
GCC 1.1	MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR	I

Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Compulsory Generic Core Course	

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

Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.

CO#	Cognitive Abilities	Course Outcomes
CO1	REMEMBERING	DESCRIBE the basic concepts of management.
CO2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of management.
CO4	ANALYSING	CONSTRUCT the role of individual, groups, managers and leaders in the organizations.
CO5	EVALUATING	FORMULATE approaches to managerial effectiveness to achieve organizational goals.
CO6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

Module	Course Content	Instruction Hours
Module I	Introduction to Management: Definition of Management, Functions of Management, Difference between Management and Administration, Evolution of Management Thought, approaches of Management. Planning & Decision Making : Nature and Purpose of Planning, Planning process, Types of Planning, Steps of Planning, Decision making Types, steps of Decision making..	10
Module II	Organizing: Nature and Purpose, Formal and Informal Organization, Organization structure, Type of organization. Directing: Motivation, theories of Motivation, Maslow, Herzberg, Mc Gregor, Mc Clelland, Vroom, Leadership, Types, theories, Communication and process of Communication, Barrier in Communication, Effective communication. Controlling: Elements of Managerial Control, Control Systems, Control Techniques, Types of Control, Coordination: Concept, Importance, principles and techniques of coordination	10

Module III	<p>Fundamentals of OB: Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, And Collegial Limitations of OB.</p> <p>Emotional Intelligence: Fundamentals of Emotional Intelligence, Benefits of Emotional Intelligence, difference between EQ and IQ.</p> <p>Personality: Definition, determinants of personality, personality Assessment</p> <p>Attitudes: Importance of attitude in an organization, Components of attitude.,</p> <p>Perception: Meaning and concept of perception, Factors influencing perception, Perceptual process.</p>	
Module IV	<p>Group and Team Dynamics : The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five ,Stage Model of Group Development.</p> <p>Organizational Culture: Meaning and Nature of Organization Culture, Origin and Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity.</p> <p>Conflict management: Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Conflict Resolution Strategies.</p>	10
Suggested Text Books		
1.	Stoner, Freeman and Gilbert, Jr. Management, 6/e, Pearson Education, New Delhi, 2006.	
2.	Heinz Wehrich, Harold Koontz: Management A Global Perspective, 10/e, Tata McGraw Hill, 2007.	
3.	Prem Vrat, K K Ahuja, P K Jain, Case Studies in Management, Vikas Publishing House Pvt. Ltd., 2006.	
4.	Robbins: Management 7/e Pearson Education, 2006.	

Course Code	Course Title		Semester
GCC 1.2	<i>ECONOMICS FOR BUSINESS DECISIONS</i>		I
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Compulsory Generic Core Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
C01	REMEMBERING	DEFINE the key terms in micro economics.	
C02	UNDERSTANDING	EXPLAIN the key terms in micro economics, from a Managerial perspective.	
C03	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the Perspective of business decision making.	
C04	ANALYSING	EXAMINE the interrelationships between various facets of micro economics from the perspective of a consumer, firm, industry, market, competition and business cycles.	
C05	EVALUATING	DEVELOP critical thinking based on principles of micro Economics for informed business decision making.	
C06	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.	
Module	Course Content		Instruction Hours
Module I	Introduction to Managerial Economics, Nature and Scope, Fundamental Concepts, Incremental reasoning, Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi-Marginal Principle, Concept and Measurement of National Income, Inflation, Philips Curve, stagflation, Theory of employment		10
Module II	Demand Analysis and Forecasting, Concepts of Demand, Supply, Determinants of Demand and Supply, Law of Demand, Elasticity of Demand (case study of Zomato, AMAZON Flip kart etc) and Supply, Methods of demand forecasting for established and new products. Business cycles, Policies to counter Business Cycles.		10

Module III	Cost and Production Analysis, Cost, Concept and types, Cost, Output Relationships, Cost Estimation, Reduction and Control, Economies and Diseconomies of Scale, Law of Variable Proportions , Isoquants, Cobb, Douglas and CES Production function , Returns to Scale.	10
Module IV	Theory of Pricing, Theory of Firm, Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions, Methods of Pricing.	10
Suggested Text Books		
1.	Joel Dean, Managerial Economics, Prentice Hall .	
2.	Mote Paul, Gupta (1977) Managerial Economics, TMH.	
3.	H.Craig Peterson, W.Cris Lewis, (1994)Managerial Economics, PHI	
4.	Gupta G.S. (1988) Managerial Economics, TMH	
5.	P.L. Mehta (, 2001), Managerial Economics, PHI	

Course Code	Course Title		Semester
GCC 1.3	STATISTICS FOR BUSINESS		I
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Compulsory Generic Core Course	
Course Outcomes, On successful completion of the course the learner will be able to,			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	MEMORIZE and REPRODUCE all basic formulae Covered in the syllabus.	
CO2	UNDERSTANDING	EXPRESS numbers in various forms such as fractions, Percentages, equivalent simplest fractions.	
CO3	APPLYING	CALCULATE Percentages, Profit and Loss, Simple and Compound Interest, frequency, cumulative frequency, basic areas and basic volumes.	
CO4	ANALYSING	ILLUSTRATE relationships using direct and inverse Proportion, simple graphs, linear and quadratic equations.	
CO5	EVALUATING	INTERPRET basic statistical data, graphs, and Venn Diagrams.	
CO6	CREATING	CREATING and SOLVING simple simultaneous Equations.	

Module	Course Content	Instruction n Hours
Module I	Introduction to Statistics: Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis Index Numbers:- Meaning , Types of index numbers, uses of index numbers.	10
Module II	Probability and Probability Distribution, Concepts of Probability, Additive and Multiplicative Laws, Decision Rule Probability Distributions, Binomial, Poisson and Normal Distribution. Theorem's of Probability ,ANOVA, Chi-Square.	10

Module III	Correlation Analysis , Positive and Negative Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation. Regression Analysis , Concept, Least Square fit of a Linear Regression, Two lines of Regression, and properties of Regression Coefficients	10
Module IV	Time Series Analysis , Components, Models of Time Series- Additive, Multiplicative and Mixed models, Trend analysis, Free hand curve, Semi-averages, Moving averages, Least Square method. Decision theory - Decision under certainty, construction of Decision tree.	10

Suggested Text Books

1.	U Dinesh Kumar (2017), Business Analytics, A Science of Data Driven Decision Making , Wiley India Pvt. Ltd
2	Levin R.I., Rubin S. David (2000) Statistics for Management, 7th Ed, Pearson
3	Gupta S.P, Statistical Methods (1996), Sultan Chand and Sons.
4	Keller (2009), G, Statistics for Management, 1st Ed, Cengage Learning
5	J. K Sharma, (2010) Business Statistics, 2nd Ed. Pearson.

Course Code	Course Title		Semester
GCC 1.4	LEGAL AND BUSINESS ENVIRONMENT		I
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3Hrs
LTP	2+1+1	Compulsory Generic Core Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DESCRIBE the key terms involved in each Act. Recollect the important provisions of Various Act	
CO2	UNDERSTANDING	EXAMINE the Environmental issues and hazards and the role of government and regulations in environmental Management.	
CO3	APPLYING	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.	
CO4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.	
CO5	EVALUATING	DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.	
CO6	CREATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations	
Module	Course Content		Instruction Hours
Module I	Business Environment , Significance and Nature of business Environment, factors affecting Business Environment, Types of environment, Interaction between Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting, Technical and Social Environment of Business, Technological Environment, Features, Its impact on Business, Restraints on Technological Growth., Impact of Technology, Technology and Society; Trends in Technology Management, Industrial Revolution 4.0,		10
Module II	Managing Environmental issues and Sustainable Development. Natural Environment Environmental aspects in business, Demographic factors, Geographical and Ecological Environment hazards, Government role and intervention, Environmental Management as a competitive advantage, The greening of Management, Role of Government. in environmental regulations, Industrialization, urban development and environment, Global environmental issues, Sustainable development- Concepts, relevance in modern Business, World Business Council for Sustainable Development (WBCSD) Report.		10

Module III	Financial Environment of Business , Monetary Policy, Fiscal Policy, Capital Market, Money Market, Stock Exchange – An overview, Modes of Money inflow in an economy. Business Regulations and Environment Laws , Consumer Protection Act 1986, Competition Act 2002, Intellectual Property Rights, Environmental Law, Water, Air Pollution, Green Tribunal in Protecting Environment.	10
Module IV	Legal Environment of Business , Indian Company Law 2010, Competition policy and law, Patents and Trademarks, Industrial Policy, An overview, Labor Laws and Social Security, Business Ethics, Environmental Law, IT ACT 2000. Salient Provision of Negotiable Instruments Act 1881- , Salient provisions of Indian Copyright Act 1956 (as amended in 2010). Salient features of Cyber Law in India – Information Technology Act – 2000	10
Suggested Text Books		
1.	Business Environment, Text and Cases – Justin Paul, TMH 3.	
2.	Essentials of Business Environment, K. Aswathappa, HPH	
3.	Business Environment in a Global Context, Andrew Harison, Oxford	
4.	MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House,	
5.	Ravinder Kumar, Legal Aspects of Business, engage Learning, 4e, 2016.	
6.	Akhileshwar ` , Legal Aspects of Business, Tata Mc Graw Hill, 7e, 2019	

Course Code	Course Title		Semester
GCC 1.5	FINANCIAL REPORTING AND ANALYSIS		I
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Compulsory Generic Core Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements,	
CO2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts such as Accounting Standards, IFRS and GAAP	
CO3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.	
CO4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.	
CO5	EVALUATING	EVALUATE the financial impact of the decision.	
CO6	CREATING	Develop thinking for analyzing financial statements.	
Module	Course Content		Instruction Hours
Module I	Introduction to Financial Reporting- Conceptual Framework of financial reporting, Purpose of financial reporting, Users of Financial reports, Conceptual Framework of financial reporting , features of financial reporting		10
Module II	Accounting Standards in India and IFRS -Overview of IFRS, Introduction of Indian Accounting Standards, Concept, Objectives, Advantages, Disadvantages of accounting standards, Accounting standard board in India Applicability of Indian Accounting standards, Difference between GAAP and IFRS, Emerging issues in Accounting, Human resource Accounting, Forensic Accounting, Window dressing, Sustainability Accounting.		10
Module III	Understanding Financial Statements- Structure of financial statements, Introduction, Statements of Financial Position (Balance Sheet), Statement of Earnings (Profit and Loss Statement), Depreciation, Cash Flow and Funds Flow Statement		10
Module IV	Analysis and Interpretation of Financial Statements, Ratio Analysis, Analysis of Financial Statements, Comparative and Common Size Analysis, (Vertical and Horizontal Analysis),		10
Suggested Text Books			
1.	Bhattacharya, K Ashish. Corporate Financial Reporting and analysis. PHI learning, Delhi.		

2.	Gupta, Ambrish, Financial Accounting for Management, Analytical Perspective, Pearson Education, Delhi.
3.	Lal, Jawahar and Sucheta, Gauba, Financial Reporting and Analysis. Himalaya Publishing House, Mumbai.
4.	Charles H. Gibson, Financial Reporting and Analysis (Using Financial Accounting Information), Cengage Learning.

Course Code	CourseTitle		Semester
GCC 1.6	MANAGEMENT INFORMATION SYSTEMS		I
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Practical	Exam Duration	3 Hr
LTP	2+1+1	Compulsory Generic Core	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	RECOGNIZE the uses of technology and its importance in Management of Business	
CO2	UNDERSTANDING	UNDERSTAND the role of Management Information Systems in achieving competitive business advantage through informed decision-making.	
CO3	APPLYING	APPLY and Gain consciousness about the ethical responsibilities while dealing with information	
CO4	ANALYSING	ANALYSE how information technology impacts a firm in terms of value creation and bring about strategic advantage for a firm	
CO5	EVALUATING	DEVELOP the ability to make meaningful decisions aimed at acquisition, development, deployment and Management of information systems	
CO6	CREATING	CREATE and DELIVER effective business plans, Using appropriate technology tools, for business situations.	
Module	Course Content		Instruction Hours
Module I	Management Information Systems: meaning, need scope and characteristics of MIS, Structure of MIS, types of MIS, Role of MIS in global Business, Challenges of Managing MIS, Changing role of MIS, Strategic Information System, strategies for competitive advantage using Porter's Five Forces Model and Value Chain Model.		10
Module II	Types of Information systems-I functions and applications of Transaction Processing Systems, Simon's Model of decision making, decision support system techniques, Decision making and role of MIS, Decision Support Systems, Business Intelligence, Knowledge Management system, Executive Support / Information Systems, Digital Dashboards, Artificial Intelligence and Machine Learning, Expert Systems.		10
Module III	Types of Information systems- II- applications of MIS to functional system, Financial, Human Resource, Marketing, Production and Operations, Enterprise Systems, Business Process integration, ERP, Supply chain Management systems, CRM, E-Commerce, E- Business, and E -Governance		10

Module IV	Ethical Issues pertaining to Information System: Ethical responsibilities of business professionals, Computer crime – hacking and cracking, cyber theft, unauthorized use at work, software piracy, theft of intellectual property, viruses and worms, adware and spyware Information Security, First line of defense – People / employees, Second line of defense – Technology for authorization, prevention, detection and response Contemporary/ emerging technologies, Cloud and mobile computing, E-Commerce, M - Commerce, Internet of Things	10
-----------	--	----

Suggested Text Books

1.	Kenneth Laudon, Jane Laudon Essentials of Management Information Systems PHI 10th
2.	Kenneth Laudon, Jane Laudon Information Systems: Managing the Digital Firm Management Pearson Latest
3	Stephen Haag, Amy Philips Business Driven Technology McGraw Hill Latest
4.	W.S. Jawadekar Management Information systems TMH Latest
5.	Efraim Turban, Jay E. Aronson and Ting-Peng Liang Decision Support Systems and Intelligent Systems Management Pearson Latest

Course Code	Course Title		Semester
GEC1.7.1	CORPORATE COMMUNICATION		I
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Practical	Exam Duration	3 Hrs
LTP	2+1+1	Generic Elective Core	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	RECOGNIZE the various elements of communication, Channels of communication and barriers to effective Communication.	
CO2	UNDERSTANDING	EXPRESS themselves effectively in routine and special Real world business interactions.	
CO3	APPLYING	DEMONSTRATE appropriate use of body language.	
CO4	ANALYSING	TAKE PART IN professional meetings, group Discussions, telephonic calls, elementary interviews and public speaking activities.	
CO5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal Communications in a business context.	
CO6	CREATING	CREATE and DELIVER effective business presentations, Using appropriate technology tools, for common Business situations.	
Module	Course Content		Instructi on Hours
Module-I	Communication , Importance and T ypes o f Communicat ion, Channels of Co mmunicat ion Oral Communication inter personal communication, interviews, Group discussions conversational skill, public speaking, nature, structure and styles of speeches, public meeting, board meeting, business presentations. Video Conferencing, role of IT and computers in oral presentations, Cyber Security and Cyber Information.		10
Module II	Written communication , Formats for business letters and memos, routine type, sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications. Preparing a professional resume and cover letter, follow, up messages and letters .Internal communication through memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication, PowerPoint preparation.		10

Module III	Recruitment and Employment Correspondence; Drafting the Employment Notice, Job Analysis, Job Application Letter; Curriculum Vitae/ Resumes, Interview: An offer of employment; Job Description, Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.	10
Module IV	Business and Social Etiquette; Body language, gesture and posture, eye contact, handling hand movements, gait, Voice and tone, Meeting and Boardroom Protocol Professional conduct in a business setting, workplace hierarchy, the proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image, appropriate business attire, cell phone etiquette, Telephone Etiquette, Table etiquette, time Management, effective business presentation, Planning, Structure and Delivery, Slide design and Transition.	10
Suggested Text Books		
1.	Business Communication Today, Bovee C L et. al., Pearson Education	
2.	Business Communication, P.D. Chaturvedi, Pearson Education	
3.	Business Communication, T N Chhabra, Bhanu Ranjan, Sun India	
4.	Verbal and Non, Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi	
5.	Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi	

Course Code	Course Title		Semester
GEC 1.7.2	DIGITAL BUSINESS		I
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Practical	Exam Duration	3 Hr
LTP	2+1+1	Generic Elective Core	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
C01	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.	
C02	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets and commerce.	
C03	APPLYING	ILLUSTRATE value creation and competitive advantage in a digital Business environment.	
C04	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.	
C05	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations	
C06	CREATING	DISCUSS the various applications of Digital Business in the present day world.	
Module	Course Content		Instruction Hours
Module I	Digital Revolution and Society: Digital and Social Worlds, Digital Economy, Digital Enterprise, Defining Electronic Commerce, Emerging E-Commerce Platforms, Applications and Benefits of M-Commerce, Social Media for Social Networking,		10
Module II	Introduction to Digital Business- Background and current status, E, market places, structures ,mechanisms,economics and impacts Difference between physical economy and digital economy, Drivers of digital business, Big Data and Analytics, Mobile, Cloud Computing, Social media, BYOD, and Internet of Things (digitally intelligent machines/services) Opportunities and Challenges in Digital Business		10
Module-III	Digital Business Applications- Electronic Retailing,B2C Electronic Retailing, Characteristics, Advantages, Limitations, E, Tailing Business Models, Fintech, E, Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, E, Learning, E, Training, and E ,Books, Online Travel and Tourism Services, E,		10

Module IV	Employment, Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting, E, Health, Entertainment, Media and Gaming,	
	Managing Digital Business: Managing Knowledge, Management skills for E- business, Managing Risks in e ,business Security Threats to e business, Security, Overview, Electronic Commerce Threats, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks, HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications	10

Suggested Text Books

1.	Digital Business and E commerce Management, 6th Ed, Dave Chaffey, Pearson, August 2014
2.	Introduction to E, Business, Management and Strategy, Colin Combe, ELSVIER, 2006
3.	Digital Business Concepts and Strategy, Eloise Coupey, 2nd Edition, Pearson latest
4.	Trend and Challenges in Digital Business Innovation, Vinocenzo Morabito, Springer
5.	Digital Business Discourse Erika Darics, April 2010, Palgrave Macmillan
6.	A textbook on E,commerce, ErArunrajan Mishra, Dr WK Sarwade,Neha Publishers and Distributors, 2010

Course Code	Course Title		Semester
GEC 1.7.3	PERSONAL FINANCIAL PLANNING		I
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4	Internal Evaluation	20
Credit	4	End Semester	80
Instruction Mode	Practical	Exam Duration	3 Hr
LTP	2+1+1	Generic Elective Core	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, discussion and presentation by students.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DESCRIBE. Demonstrate an understanding of the theories and concepts of the financial planning	
CO2	UNDERSTANDING	SUMMARIZE Create a personal financial plan	
CO3	APPLYING	ILLUSTRATE Analyse the risk, return characteristics of different asset classes available to individuals for investing	
CO4	ANALYSING	EXAMINE. Create portfolio based on their risk tolerance, constraints and unique life circumstances	
CO5	EVALUATING	ELABORATE Evaluate tax implications of a particular plan	
CO6	CREATING	DISCUSS the I T deductions under different sections.	
Module	Course Content		Instruction Hours
Module I	Introduction to Financial Planning, Need for Financial Planning, Assessing Personal and Financial Goals, Needs and Priorities, Attitudes and Expectations and Risk Tolerance Level, Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Responsibilities of a Financial Planner, Time Value of Money, KYC, PAN and AADHAR.		10
Module II	Investment Planning, Introduction to Investment Planning, Investment Criteria, Liquidity, Safety and Profitability, Investment Vehicles (Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate etc.), Risk and Return Associated with these Investments, Return Comparison Over a Period of Time from Different Asset Classes, Investment Strategies, Mutual Funds as Investment Vehicle, Special Focus on SIP, STP, and SWP, NFOs, Trading in Commodities, Derivatives and Fandoms, Crypto Currency, Creating an Investment Portfolio, Awareness of Mis-selling in Investment Products. Risk Analysis, Insurance Planning and Debt, Risk analysis, Concept of Long Term Risk		10
Module III	Tax Planning, What is Tax Deduction? Tax Deductions under the Section and Respective Subsections of , 80C, 80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other Relevant Sections, Direct Tax Code (DTC), Taxation Impact on Different Investment Options, Personal Tax Planning, Filing IT Returns.		10

Module IV	Retirement Planning and, Wealth management: Retirement Planning for an Individual, Pension Plans, Provident Fund, Gratuity, Life Insurance Plans., General Insurance Plans, Reverse Mortgage Plans, Senior Citizen Schemes, Transferring Assets During Life Time, Power of Attorney, Transferring Assets Post Death – e.g., Nominations, Will, and Creating Trusts.	10
-----------	---	----

Suggested Text Books

1.	From the Rat Race to Financial Freedom by Manoj Arora
2.	Wealth Management by Ashiya Manish
3.	Introduction to Financial Planning by Indian Institute of Banking and Finance
4.	Personal Finance by Kapoor Jack R., Dlabay L.R., Hughes R.J.

Course Code	Course Title		Semester
SEC 1.8.1	COMPUTER APPLICATIONS		I
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	50
Periods / Week	2	Internal Evaluation	10
Credits	2	End Semester	40
Instruction Mode	Practical	Exam Duration	2Hr
T+P	1+2	Skill Enhancement Course	
Course Outcomes, On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	RECOGNIZE To apply various terminologies used in the operation of computer systems in a business environment.	
CO2	UNDERSTANDING	EXPRESS To apply various terminologies used in the operation of computer systems in a business environment.	
CO3	APPLYING	DEMONSTRATE To apply various terminologies used in the operation of computer systems in a business environment.	
CO4	ANALYSING	ANALYSE the application of computers in business	
CO5	EVALUATING	APPRAISE the pros and cons DBMS and data information	
CO6	CREATING	CREATE and DELIVER effective spread sheets, graphs	
Module	Course Content		Instruction Hours
Module I	Concepts of Computers , Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Criteria for using the Computers, Organizations and Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications. Primary and secondary memory, RAM and ROM, Hard Disk, Magnetic Tape, Optical devices, Flash memories, Computer software, Classification and Types, Generations of computer languages		6
Module II	Operating System Functions, types , Multiprogramming, Multiprocessing, Timesharing, Real time, Online and Batch Systems, Booting process, Windows environment basics,, Desktop, Common Start menu options.		6
Module III	Data Communication , Operating Systems Concepts, Fundamentals of Data Communication; Network Concepts and Classification, Introduction to the internet and its applications. MS Windows, MS Office (MS Word, PowerPoint, Excel, Access, and Outlook)		6

Module IV	Managerial Applications of computers, Computer and Management functions, Word Processing Software, Creating document – File Management, Editing, formatting, Using tools, Tables, Working within tables, Spreadsheet software, Introduction, Creation of spreadsheet application; range, formula, functions database functions in spreadsheet, Graphics on spreadsheet	6
-----------	---	---

Suggested Text Books

1.	Computer Fundamentals by Pradeep K. Sinha and Priti Sinha
2.	Summer M. – Computer Concepts and Uses (PHI)
3.	Long, L. – Computers (PHI)
4.	David. Van Over – Foundation of Business systems (Dryden)
5.	Understanding Computers, Today and Tomorrow by Morley and Parker, Cengage
6.	Introduction to Computer science, ITL education solutions, Pearson.

		Course Title	Semester
SEC 1.8.2		<i>Written and Verbal Communication</i>	I
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	50
Periods / Week	2	Internal Evaluation	10
Credits	2	End Semester	40
Instruction Mode	Practical	Exam Duration	2 Hr
TP	1+2	Skill Enhancement Paper	
Course Outcomes, On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
C01	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.	
C02	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.	
C03	APPLYING	DEMONSTRATE appropriate use of body language.	
C04	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.	
C05	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.	
C06	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations..	
Module	Course Content		Instruction Hours
Module I	Basics of Communication, Communication elements and process, Need of Communication, Channels, forms and dimensions of communication, Verbal and non-verbal communication. Soft skills, How communication skills and soft skills are inter-related, Body language, posture, eye, contact, handling hand movements, gait , Voice and tone, Meeting and Boardroom Protocol , Guidelines for planning a meeting		6
Module II	Speaking skills , Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial skills, speeches, speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings		6
Module III	Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross, cultural communication, cultural sensitivity, Cross, cultural issues which affect Communication across different Cultures, Culture and		6

	non-verbal communication, Effective intercultural communication, Business and social etiquette.	
Module IV	Presentation skills, Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time Management, Slide design and transition, representation of textual information into visuals for effectiveness of communication , Style and persuasiveness of the message , Adherence to the number of slides, Dynamics of group presentation and individual presentation	6

Suggested Text Books

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

Course Code	Course Title		Semester
SEC 1.8.3	<i>LIFE SKILLS</i>		I
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	50
Periods / Week	2	Internal Evaluation	10
Credits	2	End Semester	40
Instruction Mode	Practical	Exam Duration	2Hr
T+ P	1+2	Skill Enhancement paper	
Course Outcomes, On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	RECALL the mandatory skills for successful life	
CO2	UNDERSTANDING	UNDERSTAND the concepts of various life skills	
CO3	APPLYING	PRACTICE the soft skills.	
CO4	ANALYSING	ANALYZE the linkages of these skills in real life	
CO5	EVALUATING	EXPLAIN the impact of the life skills in real life.	
CO6	CREATING	DEVELOP necessary competencies for enhancing life skills	
Module	Course Content		Instruction Hours
Module I	Introduction, Definition of life Skills – Need and Importance of Life Skills. Decision Making and Problem Solving, Problem Analysis – Techniques – Steps – Cognitive and Personal biases; Problem solving, Characteristics of Complex problems – Problem Solving Strategies – Problem Solving Methods – Barriers to problem solving.		6
Module II	Lateral Thinking and Creative Thinking, Methods – Problem Solving; Critical Thinking; Logic and Rationality – Functions – Procedures.		6
Module III	Effective Communication and Interpersonal Relationship, Verbal and Non Verbal Communication – Business Communication – Types – Importance – Stages.		6
Module IV	Self-Awareness and Empathy, Self Awareness – Techniques; Empathy, Definitions, Development, Individual Differences – Empathetic Anger and Distress.		6
Suggested Text Books			
1.	Adair, J. Decision Making and Problem Solving. UK, Kogan Page Publishers.2010		
2.	Harper, Nancy Life Skills, Essential for Personal Growth on the Ever Changing Road of Life. Bloomington, IN, Author House. (2010).		
3.	Adair, J. and Allen, M. Time Management and Personal Development. London, Hawksmere.(1999).		
4.	Hattie, John Self, concept. New York, Psychology Press. (2014)		
5.	Mallet, Michael Think Smarter, Critical Thinking to Improve problem solving and Decision Making Skills. New Jersey, John Wiley and Sons. (2014)		

Course Code	Course Title		Semester
AEC 1.9	ORGANIZATION ANALYSIS		1
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	50
Periods / Week	2	Internal Evaluation	10
Credits	2	End Semester	40
Instruction Mode	Practical	Exam Duration	-----
T+P	1+2	Ability Enhancement Course	
Course Outcomes, On successful completion of the course the learner will be able to,			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
C01	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real world business organization.	
C02	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real world business organization.	
C03	APPLYING	. DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization	
C04	ANALYSING	ANALYSE, using tables and charts, the trends in market standing and financial performance of a real world business organization over the last 5 years.	
C05	EVALUATING	COMPOSE a succinct summary of future plans of a real world business organization the company website, shareholders reports and other information available in the public domain.	
C06	CREATING	IMAGINE the key challenges and opportunities for a real world business organization in the immediate future (1 to 3 years).	
Module	Course Content		Instruction Hours
Module I	Enterprise History and Background , Establishment, Original and Current Promoters, Business Group or Business Family to which it belongs, Vision, Mission, Philosophy – Values, Quality Policy, Brief profiles of the Chairman, CEO, MD, Members of Board of Directors along with their career highlights CSR Initiatives, Technical and other collaborations if any, Recent Mergers and Acquisitions, if any.		6
Module II	Organization , Organization Structure, Geographical (domestic and global) foot print –Manufacturing /Service locations Indian and major worldwide, Certifications if any , ISO / EMS / FDA / CMMI , etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website		6

Module III	Markets, Major Customers, customer segments, Products Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years and impact Mergers and Acquisitions, if any. Technological developments Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or Global / local players.	6
Module IV	Financials, Data to be studied, tabulated, graphically depicted, analyzed and presented for last 5 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status and Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, and Shareholding Pattern. Governance, Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard and Poor’s Corporate Governance Scores, CRISIL Rating. Major Awards and Achievements of the Organization in the last 5 years. Forward looking statements of the top Management.	6

Note,

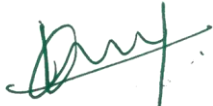
- Students should work in groups of 3 to 5 each under the guidance of a faculty.
- Students shall carry out an in-depth study of any THREE Organizations of their choice.
- Organizations selected should demonstrate a variety across sectors, ownerships, size, and other keyDimensions.
- Students shall submit a structured detailed report.
- No text books are prescribed.
- The course has to be taught using the company annual reports and other publications like companywebsite, social media feeds business newspapers and business data bases.

SECOND SEMESTER

Scheme of Teaching and Examination MASTER OF BUSINESS ADMINISTRATION Choice Based Credit System (CBCS) and Outcome Based Education(OBE)		
II Semester		
Sl.no	CourseCode	Course Title
1.	GCC 2.1	Financial Management
2.	GCC 2.2	Human Resource Management
3.	GCC 2.3	Marketing Management
4.	GCC 2.4	Production and Operations Management
5.	GCC 2.5	Business Research Methods
6.	GCC 2.6	Management Science
7.	GEC 2.7	Generic Elective Course
8.	SEC 2.8	Skill Enhancement course
9.	AEC 2.9	Industry Analysis

Note: the Course instructor has to compulsorily discuss minimum two case studiesGCC and GEC papers.

Sl.No	Generic Elective Course (GEC 2.7)	Skill Enhancement Course (SEC 2.8)	Ability Enhancement Course (AEC 2.9)
1.	Digital Entrepreneurship	Entrepreneurship Lab	Industry Analysis
2.	Industry 4.0	Employability Skills	
3.	Managing Innovations	Excel and SPSS	


 Prof.Noor Afza
 BOS-Chairperson

Course Code	Course Title		Semester
GCC 2.1	FINANCIAL MANAGEMENT		II
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Compulsory Generic Core Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management	
CO2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus	
CO3	APPLYING	PERFORM the required calculations through relevant numerical problems.	
CO4	ANALYSING	ANALYZE various financial situations	
CO5	REMEMBERING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm	
Module	Course Content		Instructio nHours
Module I	Financial Management, Meaning, Concept , Scope , Functions of Finance Manager, Finance Functions, Profit Maximization Vs Wealth Maximization, Agency Relationship and Cost , Concept of Time Value of Money , Future Value and Present Value.		10
Module II	Investment and Dividend Decision, Investment Decision Process, Capital Budgeting Decisions ,Traditional Vs Discounted Cash Flow – Pay Back Period, Average Rate of Return, Net Present Value, Dividend, Meaning, Major forms of Dividends– Factors affecting Dividend Policy, Dividends Relevance and Irrelevance Models , Walter and Gordon’s models		10
Module III	Financing Decision, Concept of Capital Structure, Capital Structure Determinants, Sources of Financing, EBIT, EPS Analysis Cost of Capital, Meaning, Importance, and Classification of Cost of Capital Concept –Determinants of Cost of Capital–Weighted Average Cost of Capital, Leverage, and Concept –Types of Leverage, Implications.		10
Module IV	Working Capital Decision, Working Capital , Concept, Components of Working Capital, Determinants of Working Capital, Working Capital Cycle, Estimation of Working Capital Requirement (problems), Inventory Management, Receivables		10

	Management, Cash Management(Theory Only)	
--	--	--

Suggested Text Books

1.	S.N.Maheshwari, Fundamentals of Financial Management, Sultan Chand Publications.
2.	Financial Management, Rajiv Srivastava and Anil Mishra, Oxford University Press
3.	John J Hampton, Financial Decision Making, PHI
4.	Van Horne, James C., Financial Management and Policy, Prentice Hall of India.

Course Code	Course Title		Semester
GCC 2.2	HUMAN RESOURCE MANAGEMENT		II
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Compulsory Generic Core Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DEFINE the key terms related to performance Management and competency development at various levels and across variety of organizations.	
CO2	UNDERSTANDING	EXPLAIN various models of competency development.	
CO3	APPLYING	PRACTICE competency mapping.	
CO4	ANALYSING	ANALYSE competencies required for present and potential future job roles	
CO5	EVALUATING	DESIGN and MAP their own competency and plan better and appropriate career for themselves.	
CO6	CREATING	DEVELOP a customized competency model in accordance with the corporate requirements.	
Module	Course Content		Instruction Hours
Module I	Human Resource Management, Introduction, Concept and Challenges, Objectives, Scope – Role and Importance of HRM, HR Policies, Functions of HRM, Challenges of HRM. Emerging Trends in HRM, HRIS, Need and Uses of HRIS. HR Accounting, Concepts, Objective, Advantages. HR Audit, Objective, Process. HR Shared Services, Concept – Objective – Benefits.		10
Module II	HR Acquisition and Employee Retention, Human Resource Planning, Definition, Need and Objective, HRP Process, Job Analysis Process – Job Description and Job Specification, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment, Introduction and Sources of Recruitment, Difference between recruitment and Selection, Recruitment, Selection Process, Induction and Orientation. Career Planning, Process of career planning and development Succession Planning, Transfer and Promotion. Retention of Employees, Importance of retention, strategies of Retention. Employee engagement, Employer Branding.		10

Module III	Managing Employee Performance and Training, Performance Appraisal and Performance Management– Definition, Objective, Importance, Appraisal Process and Appraisal Methods, Potential Appraisal, Competency Mapping, procedures, steps, and competency Assessment, Training and Development, Definition – Scope –Role of Training in Organizations, Objectives, Training Need Assessment, Types of Training, E, Learning. Benefits of Training, Evaluation of Training Effectiveness, and Kirkpatrick model, kaufman, CIRO’s and Phiip Model.	10
Module IV	Compensation Management, Concept, Objectives, Importance of Compensation Management, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial and Nonfinancial Incentive, Fringe Benefits. Employees Separation, Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts and Methods, Grievance Procedure in Indian Industry.	10
Suggested Text Books		
1.	Decenzo and Robbins, Personnel/Human Resource Management, PHI, 2010.	
2.	C.B.Memoria, Personnel Management, Himalaya Publishers, 2002.	
3.	P.Subba Rao, Personnel/Human Resource, Managements, Himalaya Publishers.	
4.	S.S.Khanna, Human Resource Management. Tata McGraw ,Hill.	
5.	Patnayak Biswajeet, Human Resource Management, 2Ed, PHI, New Delhi,2004.	

Course Code	Course Title		Semester
GCC 2.3	<i>MARKETING MANAGEMENT</i>		II
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Compulsory Generic Core Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	RECALL and REPRODUCE the various concepts, Principles, frameworks and terms related to the function and role of marketing.	
CO2	UNDERSTANDING	DEMONSTRATE the relevance of marketing Management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the „tool kit“ of every Organizational leader and manager.	
CO3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.	
CO4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services Products/ Eservices).	
CO5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.	
CO6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (Commodities, goods, and services, E-products, E-service.).	
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning			

Module	Course Content	Instructi onHours
Module I	Introduction to Marketing , Definition and Functions of Marketing, Scope of Marketing,, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, problem, Linkage of Marketing functions with all functions in the organization. Selling versus marketing. Concept of Marketing Myopia, Marketing Process Consumer buying Behavior	10
Module II	Marketing Environment , Concept of Environment, Macro Environment and Micro Environment, Components and characteristics, Needs and trends, Majorforces impacting the Macro Environment and Micro Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio, Cultural, Technical and Legal Environment. Demographics.	10
Module III	Segmentation, Target Marketing and Positioning , Segmentation, Concept, Need and Benefits. Bases for segmentation for Consumer and business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential and Market Share. Target Market, Concept of Target Markets and criteria for selection. Segment Marketing, Niche and Local Marketing, Mass marketing, Long Tail Marketing. Positioning, Concept of differentiation and positioning, Value, Proposition and Unique Selling Proposition.	10
Module IV	Marketing Mix , Origin and Concept of Marketing Mix, 7P"s , Product Life Cycle, New product Development, Branding, types of Branding, Strategies of branding, promotion concept, kind of promotion, channels of distributions. Recent Trend in marketing –Experiential marketing, Inbound marketing, Voice search marketing, content Marketing, Digital marketing, Social media Marketing, Guerilla Marketing.	10
Suggested Text Books		
1.	Etzel, M. J., Bruce, J. W., Stanton, (2010). Marketing (14thed.). New Delhi, Tata McGraw,Hill.	
2.	Kotler, P. and Armstrong, G. (2017). Principles of Marketing (17th ed.).Pearson.	
3.	Kotler, P., Keller, K., Koshy, L., and Jha, M. (2010). Marketing Management, A South AsianPerspective(14thed.). New Delhi, Pearson	
4.	Perrault. W.D (Jr.), Cannon, J.P., and McCarthy, E.J. (2010). Basic Marketing. New Delhi, Tata McGraw,Hill.	

Course Code	Course Title		Semester
GCC 2.4	<i>PRODUCTION AND OPERATION MANAGEMENT</i>		II
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Compulsory Generic Core Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
C01	REMEMBERING	RECALL and REPRODUCE the various concepts, Principles, frameworks and terms related to the function and role of marketing.	
C02	UNDERSTANDING	DEMONSTRATE the relevance of marketing Management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the „tool kit“ of every Organizational leader and manager.	
C03	APPLYING	APPLY marketing principles and theories to the demands of marketing Function and practice in contemporary real world scenarios.	
C04	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services Products/ Eservices).	
C05	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.	
C06	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (Commodities, goods, and services, E-products ,E-service.).	
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning			

Module	Course Content	Instructi onHours
Module I	Introduction , meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.	10
Module II	Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE (Simple numerical problems on Inventory control techniques). Just-in-time (JIT) and KANBAN.	10
Module III	Overview of supply chain management, conceptual model of SCM, supply chain drivers, measuring supply chain performance. Sequencing- Processing 'n' jobs through 2 machines, Processing 'n' jobs through 'm' machines, Replacement models- Failure machine of items, types of Replacement problems.	10
Module IV	TQM, Deming's 14 principles, Juran's quality trilogy, PDCA cycle, KAIZEN, quality circles, 7QC tools and its 7 new management tools, ISO 9000-2000 clauses, six sigma, Total Productive Maintenance (TPM	10
Suggested Text Books		
1.	William J Stevenson, Operations Management, Irwin McGraw-Hill	
2.	K N Krishnaswamy and M Mathirajan, Cases in Operations Management, PHI	
3.	Haizer and Render, Operations Management, Person India Education services Pvt Ltd.	
4.	Chase, R.B., Shankar, R. & Jacobs, F.R. Operations & Supply Chain Management (Tata McGraw Hill, 14th Edition)	

Course Code	Course Title		Semester
GCC 2.5	BUSINESS RESEARCH METHOD		II
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Compulsory Generic Core Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DEFINE various concepts and terms associated with scientific business research.	
CO2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific businessresearch.	
CO3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.	
CO4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE therelevant aspects of the research process from a data driven decision perspective.	
CO5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs,data collection instruments and data analysis options in the context of a given real life business research problem from a data driven decision Perspective.	
CO6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies andresearch reports to address real life business research problems.	
Module	Content	Course	
		Instruction Hours	
Module I	Introduction to Business Research, Meaning, Scope, Role of Business Research,types of Research, S t a g e s of Research process, Business Research in 21st century, Ethical issues in Business Research.	10	
Module II	Research Design Business Research, Meaning, Types of Business Research, Problem Statement, review of literature, Hypothesis and Testing of Hypothesis, Research Design, features of good research design, Data collection Methods,Primary data, Secondary data,. Sample design, Sampling Methods, Sample Size determination,	10	

Module III	Measurement and Scaling , Concept of Measurement and Scaling, Types of Scales, Nominal, Ordinal, Interval and Ratio scales – Attitude measuring scales Reliability and Validity of Scales. Questionnaire Design, Types of Questions, Open, ended, close ended, Procedure for developing a Questionnaire, Editing, Coding, Tabulation, and Presentation of Tabular Data.	10
Module IV	Data Analysis using SPSS and Research Report , Introduction to SPSS, Analysis of Data using SPSS, Measures for Central tendency Parametric and Non Parametric Statistics, Correlation, Factor Analysis, Interpretation of results, Report Format, Forms of Report, Oral and written report, Qualities of Good Research report.	10
Suggested Text Books		
1.	Krishnaswamy, K. N., Sivakumar, Appa Iyer, Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques. Pearson Education.	
2.	Sekaran, UMA. Business research methods – A skill building approach (latest edition). John Wiley.	
3.	Zikmund W.G. Business Research Methods. (latest Edition). Dryden Press.	
4.	R. Paneerselvam , Research Methodology, Prentice Hall India Pvt Ltd.	
5.	Research Methodology, concept and Cases, Dr. Deepak Chawala, Dr. Neena Sondhi, Vikas Publishing House Pvt Ltd. New Delhi	

Course Code	Course Title		Semester
GCC 2.6	<i>Management Science</i>		II
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3Hrs
LTP	2+1+1	Compulsory Generic Core Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	RECALL the Operations Management concepts by introducing various optimization techniques with managerial perspective, to facilitate the use of Operations Research techniques in managerial decisions.	
CO2	UNDERSTANDING	DEMONSTRATE the usage of game theory and Simulation for Solving Business problems.	
CO3	APPLYING	APPLY quantitative skills that are required to make business Decisions.	
CO4	ANALYSING	APPLICATION of mathematical models in business decisionmaking scenarios.	
CO5	EVALUATING	FORMULATING strategies for optimal use of various resources within the organizations..	
CO6	CREATING	APPLICATION of optimization tools for decision making	
Module	Course Content		Instructi on Hours
Module I	Operation Research and Linear Programming: Introduction to Operations Research, Origin, Nature, Definitions, Managerial Applications and Limitations of Operations Research, Mathematical modeling of real life problems. Linear Programming: Formulation of Linear Programming Problems, General statement and assumptions underlying Linear Programming Graphical Solutions Simplex Method, Duality (emphasis on formulation & economic interpretation.		10
Module II	Transportation Problems(TP) Introduction to transportation problems, North-West corner rule, Least cost method, Vogel"s approximation method for obtaining initial feasible solutions, Stepping stone and MODI method to get optimal solution, Transshipment problem. Assignment problem: Mathematical model, Balanced and unbalanced problems, Hungarian Method for the assignment problem, Degeneracy, Optimality conditions, Methods to find starting solution and optimal solution.		10

Module III	<p>Application of OR : Queuing Theory, Concepts of Queue/Waiting Line, General Structure of a Queuing System , Operating characteristics of Queue, deterministic Queuing Models, Probabilistic Queuing Model.</p> <p>Decision under Conflict: Game Theory, Two person zero-sum games, Maximin Minimax Principle, Games without Saddle point, Mixed strategy, Dominance Rule.</p> <p>Simulation: Concept, process of simulation, types of simulation Monte Carlo Simulation,</p>	10
Module IV	<p>Network Fundamentals, Scheduling the Activities, Fulkerson"s Rule Construction of the Network diagram, Critical Path Analysis, float and slack analysis (Total float, free float, independent float). Probability consideration in PERT, Time, Cost optimization in Project.</p>	10
Suggested Text Books		
1.	David R. Anderson, Dennis.J. Sweeney, Thomas A. Williams- Introduction to Management Science, Quantitative approach to Decision Making, 14 th Edition Cengage learning.	
2.	Wayne L Winston. Operations Research: Applications and Algorithms (Latest Edition). Duxbury Press. An Imprint of Wadsworth Publishing Company, Belmont, California, USA	
3.	Budnick F.S., "Principles of Operations Research for Management", Richard D Irwin, Latest Edition	
4.	J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Ed. Macmillan	
5.	Ravindra A., Philips D.T., and Solberg J.J.. Operations Research – Principles and Practice (Latest Ed.), John Wiley and Sons.	
6.	N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, Latest Edition	

Course Code	Course Title		Semester
GEC 2.7.1	DIGITAL ENTREPRENEURSHIP		2
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Generic Elective Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	RECALL and REPRODUCE the various concepts, Principles, frameworks and terms related to Digital Entrepreneurship.	
CO2	UNDERSTANDING	DEMONSTRATE the relevance of creativity and innovation. ILLUSTRATE the role the digital entrepreneurship plays Developing business.	
CO3	APPLYING	APPLY the idea for developing business plan and conduct feasibility study	
CO4	ANALYSING	ANALYSE and Articulate the nature of digital value creation and R&D.	
CO5	EVALUATING	EXAMINE the strategies for maintaining team relationships that facilitate flexibility, collaboration and quick decision making.	
CO6	CREATING	DEVELOP the entrepreneurial talent in the successful, commercial application of innovations and explore entrepreneurial leadership and Management style.	
Module	Course Content		Instruction Hours
Module I	Entrepreneurship, Entrepreneurship in the twenty first century, Innovation and entrepreneurship, Developing creativity, business idea and evaluation, developing the business plan and launching the business, financing the business, growing the business, Exit, Failure and success The Digital landscape for Digital Startups, Accelerators and Incubators in the 21st century.		10
Module II	Creativity and Entrepreneurial Plan, The business plan as an entrepreneurial tool, Contents of a business plan, Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis, Economic, Marketing, Financial and Technical; Project Planning, Evaluation, Monitoring and Control segmentation. Creative		10

	Problem Solving, Heuristics, Brainstorming, Synectics, Value Analysis, Innovation. Project Feasibility and Project Appraisal.	
Module III	Digital Entrepreneurship, Meaning, Definition of Digital Entrepreneurship and Digital Entrepreneurs. New Oporto Module ies and Challenges. Reasons for entrepreneurs to turn into Digital Entrepreneurs. Entrepreneurship and Digital entrepreneurship – Difference and pillars of Digital Entrepreneurship. Reducing Barriers to Entrepreneurship in the digital era and the New entrepreneurial challenges in the digital era..	10
Module IV	Digital Business Design and Value Proposition, Definition of Digital Business Design, types of Digital Business and the importance of Digital Business Design for Digital Entrepreneurs. Preparing for the Digital Revolution. Value Proposition, Describing the purpose of Digital Business and Competitive advantage versus alternatives. The ABC"s of Digital Business Design (The Acquisition, Behavior Conversion Process)	10
Suggested Text Books		
1.	Entrepreneurship –Successfully launching new ventures –third edition – Bruce R. Bar ringer, R. Duane Ireland – Pearson	
2.	Entrepreneurship and Small Business, Start –Up, Growth and Maturity, , Third Edition, Paul Burns – Palgrave Macmillan	
3.	Product Management– Donald R. Lehman, Russel.s. Winer, Tata McGrawhill edition	
4.	David holt Entrepreneurship , New Venture Creation , Prentice Hall India,	
5.	. Peter F. Drucker , Innovation and Entrepreneurship	
6.	S.S. Khanka , Entrepreneurial Development S.Chand and Company Ltd. New Delhi	

Course Code	Course Title		Semester
GEC 2.7.2	MANAGING INNOVATIONS		2
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Generic Elective Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
C01	REMEMBERING	DESCRIBE the key ideas relevant to innovation, intellectual property, business models	
C02	UNDERSTANDING	INTERPRET the various theories of innovation and EXPLAIN with examples the types of innovation.	
C03	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.	
C04	ANALYSING	DISSECT contemporary startup businesses for their business models, extent of innovation, success and failure.	
C05	EVALUATING	CREATE an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.	
C06	CREATING	CREATE a potential list of innovation needs for India in the local, regional and national context and ASSESS the likelihood of constructing a business model around these needs in the current local, regional and national context.	
Module	Course Content		Instruction Hours
Module I	Creativity , Meaning of Creativity, Individual and Group Creativity, Convergent Thinking, Divergent Thinking and Generation of Creative Ideas, factors affecting creativity, creativity process, stages of creativity ,		10
Module II	Basics of Innovation , Concept of Innovation. Invention and Creativity , Role and relationship with innovation, Product innovation and process innovation, Radical and incremental innovation, Technological innovation, commercial or organizational Innovation, Characteristics of innovation in different sectors , Innovation in Indian context, Innovation and Creativity, Jugad and innovation, Innovation in Current Environment, local, regional and national context.		10

Module III	Instruments for Innovation , Challenges of Innovation, Innovation as a systematic practice, Steps of Innovation Management, Learning Cycle, The roles of the innovator, Functional Sources of Innovation – Internal Value Chain, Spillovers from Competitors, Suppliers, Customers and Complimentary Innovators, The generation of ideas, brainstorming, Creativity, Divergent V/s Convergent Thinking, Design Thinking, Blue Ocean Strategy. Experimentation in Innovation Management, Technology Innovation Process, Idea Championship, Participation for Innovation, Co creation for Innovation, Screening the innovative ideas, Proto typing to incubation.	10
Module IV	Management and Marketing of Innovation , Innovation Management Planning, Technology Forecasting, Innovation Sustainable Conditions, Management of Innovation, Concept of IPR. Creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. Business Models, The evolution of the business model, The Business Model Canvas, Business Models and value proposition, Business Model Failure, Reasons and Remedies, Incubators, Business Vs Technology, Future markets and Innovation needs for India.	10

Suggested Text Books

1.	Innovation Management, Allan Afuah, Oxford Indian Edition.
2.	Innovation Management, Shlomo Maital and D V R Seshadri, Response Books, Sage Publications, New Delhi.
3.	Innovation, the attacker's advantage, Foster, Richard N., London, Macmillan.
4.	Adair on Creativity and Innovation, Edited by Neil Thomas, Viva Books
5.	Innovating at the Edge – How organizations Evolve and Embed Innovation Capability, Tim Jones, Butterworth, Hienemann, South Asian Edition.
6.	Managing Creativity and innovation, Harvard Business Essentials, Harvard Business School Press

Course Code	Course Title		Semester
GEC 2.7.3	INDUSTRY 4.0		2
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Generic Elective Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
C01	REMEMBERING	DESCRIBE the drivers, enablers and compelling forces for Industry 4.0's advancement.	
C02	UNDERSTANDING	UNDERSTAND the power of Cloud Computing in a networked economy	
C03	APPLYING	IDENTIFY the opportunities, challenges brought about by Industry 4.0	
C04	ANALYSING	OUTLINE the various systems used in a manufacturing plant and their role in an Industry 4.0 paradigm	
C05	EVALUATING	APPRAISE the smartness in Smart Factories, Smart cities, smart products and smart services.	
C06	CREATING	PREDICT how organizations and individuals should prepare to reap the benefits	
Module	Content	Course	
		Instruction Hours	
Module I	Introduction to Industry 4.0: Overview of the Various Industrial Revolutions, Digitization and the Networked Economy, Industry 4.0 Paradigm, Industry 4.0 characteristics – Interoperability, Virtualization, Decentralization, Realtime capability, Service orientation , Modularity, Convergence, Cost reduction and efficiency, Mass customization. Drivers, Enablers, Compelling Forces and Challenges for Industry 4.0 , Evolution in USA, Europe, China and other countries, Comparison of Industry 4.0 Factory and Today's Factory, Trends of Industrial Big Data and Predictive Analytics for Smart Business Transformation	10	
Module II	Key Building Blocks: Internet of Things (IoT), Industrial Internet of Things (IIoT), Internet of Services, Smart Manufacturing, Smart Devices and Products, Smart Logistics, Smart Cities, Predictive Analytics. (4+1) 3. Technological Ecosystem: Technologies for enabling Industry 4.0, Cyberphysical Systems, Robotic Automation and Collaborative Robots, Support System for	10	

	Industry 4.0, Mobile Computing, Related Disciplines, Issues of Cyber Security.	
Module III	Data as a resource: Role of data, information, knowledge and collaboration in future organizations, Resourcebased view of a firm, Data as a new resource for organizations, Harnessing and sharing knowledge in organizations, Cloud Computing Basics, Cloud Computing and Industry 4.0	10
Module IV	Applications and the way ahead: Automotive, Agriculture, Retail, Healthcare, Fintech, Manufacturing, Applications and Case Studies: Industry 4.0 laboratories , IIoT case studies, Business issues in Industry 4.0 - Opportunities and Challenges, Future of Works and Skills for Workers in the Industry 4.0 Era, Strategies for competing in an Industry 4.0 world	10
Suggested Text Books		
1.	Industry 4.0: Managing The Digital Transformation, Ustundag, Alp, Cevikcan, Emre, Springer	
2.	Hands-On Industrial Internet of Things: Create a powerful Industrial IoT infrastructure using Industry 4.0 , Giacomo Veneri.	
3.	Internet of Things: A Hands-On Approach , Arsheep Bahga.	
4.	Industry 4.0: The Industrial Internet of Things Paperback, Alasdair Gilchrist.	

Course Code	Course Title		Semester
SEC 2.8.1	ENTREPRENEURSHIP LAB		2
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	50
Periods / Week	2	Internal Evaluation	10
Credits	2	End Semester	40
Instruction Mode	Lecture	Exam Duration	2 Hrs
LTP	1+2	Generic Elective Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	IDENTIFY a basket of potential business opportunities in the local, regional or national context,	
CO2	UNDERSTANDING	COMPARE and CONTRAST the shortlisted business opportunities to SELECT the most suitable / promising opportunity.	
CO3	APPLYING	DEVELOP a business model around the shortlisted business opportunity.	
CO4	ANALYSING	FORMULATE the organization structure for the proposed start up	
CO5	EVALUATING	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.	
CO6	CREATING	CREATE a proposal for funding the start up	
Module	Course Content		Instruction Hours
This course provides a hands-on experience to the students to convert and apply theoretical and conceptual knowledge about entrepreneurship into practical entrepreneurship. During the course, students shall identify and evaluate a new business opportunity (which may be supplied by an entrepreneur or innovator in the nearby region.)			
Students shall work in a group, of not more than 5 students, on a real-life business case			
Scope of the work expected:			
1. Business Model Designing			
2. Business Plan Designing			
3. Financial Planning			
4. Prototype Making			
5. Test Marketing			
6. Planning Commercial Launch			

Suggested Text Books

1.	New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2.	The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India
3.	Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
4.	Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi

Course Code	Course Title		Semester
SEC 2.8.2	EMPLOYABILITY SKILLS		2
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	50
Periods / Week	1+1	Internal Evaluation	10
Credits	2	End Semester	40
Instruction Mode	Theory Practical	Exam Duration	2 Hrs
LTP	0+1+2	Skill Enhancement Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like, role plays, discussion and presentation by students for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DESCRIBE the effectiveness of public speaking.	
CO2	UNDERSTANDING	UNDERSTAND the importance of listening.	
CO3	APPLYING	APPLY the knowledge for writing resume and application for recruitment.	
CO4	ANALYSING	DEVELOP and learn the internet and email etiquettes	
CO5	EVALUATING	COMPOSE variety of job application and covering letters. .	
CO6	CREATING	DESIGNING resume for different jobs Learn the etiquettes for improved behavior	
Module	Course Content		Instruction Hours
Module I	Introduction to Public Speaking , Business Conversation Effective Public Speaking Art of Persuasion, Planning the persuasive message, common types of persuasive requests, principles of persuasive communication.		6
Module II	Listening ,process, importance and types of listening Effective Listening,Principles and Barriers. Recruitment and employment correspondence , Application letter,curriculum vitae, interview, references.		6
Module III	Resume Writing , Technique of resume writing, Covering Letters InterviewFollow Up Letters. Interview , Types of Interview Styles of Interview Facing Interviews, Fundamentals and Practice Session Conducting Interviews, Fundamentals and Practice Session Mock interview sessions.		6
Module IV	Etiquettes , Introduction, meaning, importance and types of etiquettes, clothing etiquettes/ Dressing up Exchanging Business card Shaking hands, interview etiquettes, Dining etiquette, Mobile phone etiquettes, internet and email etiquettes.		6

Suggested Text Books

1.	Jermy Comfort, Speaking Effectively, et.al, Cambridge.
2.	Krishnaswamy, N, Creative English for Communication, Macmillan

Note 1. The entire course should be delivered in a workshop and application oriented manner. It is expected that not more than 10% of the time should be devoted to the theoretical aspect. 2. Workbooks should be prepared comprehensively that cover major situations of managerial communication and should be handed over to the students right at the beginning of the course.

Course Code	Course Title		Semester
SEC 2.8.3	EXCEL AND SPSS		2
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	50
Periods / Week	1+1	Internal Evaluation	10
Credits	2	End Semester	40
Instruction Mode	Theory+Practical	Exam Duration	2 Hrs
LTP	0+1+2	Skill Enhancement Course	
Course Outcomes, On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
C01	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.	
C02	UNDERSTANDING	SHOW how to do basic trouble.	
C03	APPLYING	USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).	
C04	ANALYSING	ANALYSE data using various statistical tests of SPSS	
C05	EVALUATING	INTERPRET and EXPLAIN the outputs from SPSS	
C06	CREATING	DESIGN, DEVELOP and TEST advanced multivariate models using SPSS.	
Module	Course Content		Instruction Hours
Module I	Introduction to Spreadsheets - Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar. Sorting Data, Using Excel Tables, Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions,		6
Module II	Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, Vlookups, HLookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data,		6

	Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting and Finalising Workbooks, Understanding Macros, Custom Number Formats in Excel, Using Custom Lists, Working with Templates, Tracking Changes in Excel, Merging and Compare Excel Workbooks, Sales reports using Excel, Supervising Sales With Excel, Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling And Marketing Calendars, Creating Standard Excel Templates for routine business data management and analysis activities	
Module III	Overview: SPSS Environment, Introduction to various menus, Data file, Output file, Frequently –used dialog boxes, Editing output, Printing results. Creating and editing a data file – Variable and data view, Value Labels. 2. Managing Data: Listing cases, replacing missing values, computing new variables, recording variables, exploring data, selecting cases, sorting cases, merging files, splitting files, Visual Binning. Frequencies: Frequencies, bar charts, histograms, percentiles. Descriptive Statistics: Measures of central tendency, variability, deviation from normality, size and stability. Cross Tabulation and chi-square analyses, The means Procedure. Graphs: Creating and editing graphs and charts	6
Module IV	Bivariate Correlation: Bivariate Correlation, Partial Correlations and the correlation matrix. The T-test Procedure: Independent – samples, paired samples, and one sample tests. Non Parametric Tests: ChiSquareTest, 1 sample test, 2 independent samples test, k independent samples, 2 related samples test, k related samples. 4. One Way ANOVA Procedure: One way analysis of variance, General Linear model: Two –way analysis of variance, General Linear model: three –way analysis of variance and the influence of covariates 5. Advanced Tools: Simple Linear Regression , Multiple regression analysis. Multidimensional scaling, Reliability Analysis, Factor analysis, Cluster analysis	6

Suggested Books

1.	Excel 2016 Bible, John Walkenbach, John Wiley & Sons
2.	Excel: Formulas & Functions, Robert Dinwiddie
3.	Excel 2007 for Dummies by Greg Harvey
4.	New Perspectives on Microsoft Office Excel 2007
5.	Microsoft Excel 2016 Step by Step, Curtis Frye
6.	Discovering Statistics Using SPSS, by Andy Field A, SAGE
7.	How to Use SPSS: A Step-By-Step Guide to Analysis and Interpretation by Brian C. Cronk

Course Code	Course Title		Semester
AEC 2.9	ORGANIZATION ANALYSIS		2
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	50
Periods / Week	1+1	Internal Evaluation	10
Credits	2	End Semester	40
Instruction Mode	Lecture	Exam Duration	2 Hrs
LTP	0+1+2	Skill Enhancement Course	
Course Outcomes, On successful completion of the course the learner will be able to			
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion and presentation by students, analysis of cases and articles, and project work for experiential learning.			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.	
CO2	UNDERSTANDING	SUMMARIZE the Management ethos and philosophy of the players in the industry.	
CO3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry	
CO4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.	
CO5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.	
CO6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).	
Module	Course Content		Instructi on Hours
Module I	Industry Analysis - the Basics, Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 and bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning and Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis - total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry - at global, national and		6

	regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry	
Module II	Promoters and Management Ethos, Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top Management personnel with their career highlights, Detailed profile of one distinguished top Management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation.	6
Module III	External Environment, Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities, legal violations if any.	6
Module IV	Profitability, Revenues, Margins of top 5 and bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry	6

Note:

1. Students should work in groups of 3 to 5 each under the guidance of a faculty.
2. Students shall carry out an in depth study of any THREE industries of their choice.
3. Students are expected to make a comparative study.
3. Industries selected should be distinct from each other.
4. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data.