

# ತುಮಕೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ

ವಿಶ್ವವಿದ್ಯಾನಿಲಯ ಕಾರ್ಯಾಲಯ, ಬಿ.ಎಚ್. ರಸ್ತೆ, ತುಮಕೂರು - 572 103  
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ಸಂಖ್ಯೆ: ತು.ವಿ.ಶೈ.ವಿ:PG:ಪಠ್ಯಕ್ರಮ:2023-24:

ದಿನಾಂಕ:03.10.2023

## ಅಧಿಸೂಚನೆ

ವಿಷಯ: ಸ್ನಾತಕೋತ್ತರ ಎಂ.ಬಿ.ಎ. ಮತ್ತು ಮನೋವಿಜ್ಞಾನ ವಿಷಯಗಳ ಪಠ್ಯಕ್ರಮ ಕುರಿತು.

- ಉಲ್ಲೇಖ : 1) ಅಧ್ಯಕ್ಷರು, ಸ್ನಾತಕೋತ್ತರ ಎಂ.ಬಿ.ಎ. ಅಧ್ಯಯನ ಮಂಡಳಿ ಇವರ ಪತ್ರ ದಿನಾಂಕ:02.09.2023  
2) ಸಂಚಾಲಕರು, ಸ್ನಾತಕೋತ್ತರ ಮನೋವಿಜ್ಞಾನ ಅಧ್ಯಯನ ಮಂಡಳಿ ಇವರ ಪತ್ರ ದಿನಾಂಕ:18.07.2023  
3) ದಿನಾಂಕ:13.09.2023 ರಂದು ನಡೆದ ವಿದ್ಯಾ ವಿಷಯಕ ಪರಿಷತ್ ಮತ್ತು ಸಿಂಡಿಕೇಟ್ ಸಭೆಗಳ ನಿರ್ಣಯ  
4) ಮಾನ್ಯ ಕುಲಪತಿಯವರ ಅನುಮೋದನೆ ದಿನಾಂಕ: 27.09.2023 (ಕಂಡಿಕೆ:53 ಪುಟ ಸಂಖ್ಯೆ:15)

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ಮೇಲ್ಕಂಡ ವಿಷಯಕ್ಕೆ ಸಂಬಂಧಿಸಿದಂತೆ, ಉಲ್ಲೇಖ(1&2)ರಲ್ಲಿ ಎಂ.ಬಿ.ಎ. ಮತ್ತು ಮನೋವಿಜ್ಞಾನ ವಿಷಯಗಳ ಅಧ್ಯಯನ ಮಂಡಳಿಯವರುಗಳು ಸಭೆ ನಡೆಸಿ ಸಲ್ಲಿಸಿರುವ ಪರಿಷ್ಕೃತ ಪಠ್ಯಕ್ರಮಗಳನ್ನು 2023-24ನೇ ಶೈಕ್ಷಣಿಕ ಸಾಲಿನಿಂದ ಅಳವಡಿಸಿಕೊಳ್ಳುವಂತೆ ಕೋರಿ ಮನವಿ ಸಲ್ಲಿಸಿರುತ್ತಾರೆ.

ಉಲ್ಲೇಖ(1&2)ರಲ್ಲಿ ಸಲ್ಲಿಸಿರುವ ಸ್ನಾತಕೋತ್ತರ ಎಂ.ಬಿ.ಎ. ಮತ್ತು ಮನೋವಿಜ್ಞಾನ ವಿಷಯಗಳ ಪಠ್ಯಕ್ರಮಗಳನ್ನು ಉಲ್ಲೇಖ(3)ರಲ್ಲಿನ ಸಕ್ಷಮ ಪ್ರಾಧಿಕಾರಗಳ ನಿರ್ಣಯಗಳನ್ವಯ ಹಾಗೂ ಉಲ್ಲೇಖ(4)ರಲ್ಲಿನ ಮಾನ್ಯ ಕುಲಪತಿಯವರ ಅನುಮೋದನೆ ಮೇರೆಗೆ 2023-24ನೇ ಸಾಲಿನಿಂದ ಅಳವಡಿಸಿಕೊಳ್ಳಲು ಅಧಿಸೂಚನೆ ಹೊರಡಿಸಲಾಗಿದೆ.

ಅಡಕ: ಸ್ನಾತಕೋತ್ತರ ಎಂ.ಬಿ.ಎ. ಮತ್ತು ಮನೋವಿಜ್ಞಾನ ವಿಷಯಗಳ ಪಠ್ಯಕ್ರಮ.

ಆದೇಶದ ಮೇರೆಗೆ

Mengelachann M.

ಉಪಕುಲಸಚಿವರು

ತುಮಕೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ

ಗೆ,

1. ಸಂಯೋಜಕರು, ಸ್ನಾತಕೋತ್ತರ ಮನೋವಿಜ್ಞಾನ ಅಧ್ಯಯನ ಮತ್ತು ಸಂಶೋಧನಾ ವಿಭಾಗ, ತುಮಕೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ ತುಮಕೂರು- ತಮ್ಮ ಅಧೀನದಲ್ಲಿ ಬರುವ ಎಲ್ಲಾ ಸಿಬ್ಬಂದಿಗಳ ಗಮನಕ್ಕೆ ತರುವುದು.
2. ಅಧ್ಯಕ್ಷರು, ಸ್ನಾತಕೋತ್ತರ ಎಂ.ಬಿ.ಎ. ಅಧ್ಯಯನ ಮತ್ತು ಸಂಶೋಧನಾ ವಿಭಾಗ ತುಮಕೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ, ತುಮಕೂರು - ತಮ್ಮ ಅಧೀನದಲ್ಲಿ ಬರುವ ಎಲ್ಲಾ ಸಿಬ್ಬಂದಿಗಳ ಗಮನಕ್ಕೆ ತರುವುದು.
3. ಪ್ರಾಂಶುಪಾಲರು, ಶ್ರೀ ಸಿದ್ಧಾರ್ಥ ಇನ್ಸ್ಟಿಟ್ಯೂಟ್ ಆಫ್ ಮ್ಯಾನೇಜ್‌ಮೆಂಟ್ ಸ್ಟಡೀಸ್, ತುಮಕೂರು - ತಮ್ಮ ಅಧೀನದಲ್ಲಿ ಬರುವ ಎಲ್ಲಾ ಸಿಬ್ಬಂದಿಗಳ ಗಮನಕ್ಕೆ ತರುವುದು.

ಪ್ರತಿಗಳು:

1. ಕುಲಸಚಿವರು (ಪರಿಣಿತ್ಯಾಂಗ), ತುಮಕೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ, ತುಮಕೂರು.
2. ಎಲ್ಲಾ ವಿಭಾಗದ ಉಪಕುಲಸಚಿವರು, ತುಮಕೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ, ತುಮಕೂರು.
3. ಮಾನ್ಯ ಕುಲಪತಿಗಳ ಆಪ್ತ ಕಾರ್ಯದರ್ಶಿಗಳು, ತುಮಕೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ, ತುಮಕೂರು
4. ಸಿಸ್ಟಂ ಅನಾಲಿಸ್ಟ್, ತುಮಕೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ, ತುಮಕೂರು- ಈ ಪಠ್ಯಕ್ರಮವನ್ನು ವೆಬ್‌ಸೈಟ್‌ನಲ್ಲಿ ಪ್ರಕಟಿಸುವುದು ಹಾಗೂ ಇ-ಮೇಲ್ ಮುಖಾಂತರ ಶ್ರೀ ಸಿದ್ಧಾರ್ಥ ಇನ್ಸ್ಟಿಟ್ಯೂಟ್ ಆಫ್ ಮ್ಯಾನೇಜ್‌ಮೆಂಟ್



## **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**





## **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 opportunities i.e. 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
- GA10. Cross-functional and Interdisciplinary Orientation
- GA12. Results Orientation
- GA11. Professionalism, Ethical, Values Oriented and Socially responsible behavior

### 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.

**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.

### 3.1 Specializations offered the following specializations shall be offered:

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

**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 not registered for that specialization.

### 3.2 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 journal 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.

### 3.3 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.

**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 shall have a 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.

**Medium of Instruction:**

The medium of Instruction and Evaluation shall be English only.

**4.1 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 Lecture 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 Practical/Project work guidance amounts to 1 credit per Semester

**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 marks
- ❖ CIE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher.

**Comprehensive Internal Evaluation Methods:** Course teachers shall opt for a Combination of one of 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

**4.4.1 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

#### 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	Internshipfield 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 IISemester	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
	<b>Total</b>	<b>30</b>	<b>20</b>	<b>04</b>	<b>02</b>	<b>120</b>

### 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=12	1*4=04	28
IV	3*4=12	,,,,,	1*4=04 PROJECT	,,,,,	3*4=12	,,,,,	28
<b>Total</b>	<b>68</b>	<b>08</b>	<b>12</b>	<b>04</b>	<b>24</b>	<b>04</b>	<b>120</b>

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
- Mc Kinsey, BCG ,
- At Kearney, Reports

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## Course Structure

<b>Scheme of Teaching and Examination</b> <b>MASTER OF BUSINESS ADMINISTRATION</b> <b>Choice Based Credit System (CBCS) and Outcome Based Education (OBE)</b>								
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	<b>Generic Elective Course</b>	04	0	20	80	100	4
8.	SEC 1.8	<b>Skill Enhancement Course</b>	02	02	10	40	48	2
9.	AEC 1.9	<b>Organization Analysis</b>	02	02	10	40	48	2
		<b>Total</b>	<b>32</b>	<b>04</b>	<b>160</b>	<b>640</b>	<b>800</b>	<b>32</b>

**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 48 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 48 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	<b>Generic Elective Course</b>	04	0	20	80	100	4
8.	SEC 2.8	<b>Skill Enhancement course</b>	02	02	10	40	48	2
9.	AEC 2.9	<b>Organization Analysis</b>	02	02	10	40	48	2
		<b>Total</b>	<b>32</b>	<b>04</b>	<b>160</b>	<b>640</b>	<b>800</b>	<b>32</b>

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	CourseCode	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	Supply chain and Logistics 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
		<b>Total</b>	<b>24</b>	<b>0</b>	<b>140</b>	<b>560</b>	<b>700</b>	<b>28</b>

#### Specialization –Third Semester Discipline Specific Course (DEC)

Finance	Human Resource Management	Marketing Management	Business Analytics	Supply Chain and Logistics Management
Advanced Financial Management	Competency Based HRM	Consumer Behaviour and CRM	Introduction to Business Analytics	Supply chain and Logistics Management
Financial Institutions and Services	Industrial Relations and Labour Laws	Integrated Marketing Communication	Cloud Computing for Business	Warehouse and Distribution Management
Behavioural Finance and modeling	Leadership and Change Management	Digital and Social Media Marketing	Data Analytics for Business	Operations and Green Supply Chain Management

#### Open Elective –Third Semester

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

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

IV 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	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
<b>Electives</b>								
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.	DEC 4.6	Human Resource Management						
7.	DEC 4.7	Marketing Management						
8.	DEC 4.8	Business Analytics						
9.	AEC 4.9	Logistics and Supply chain Management						
		Project Report		0	20	80	100	4
		<b>Total</b>	<b>24</b>	<b>0</b>	<b>140</b>	<b>560</b>	<b>700</b>	<b>28</b>

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

#### Specialization –Fourth Semester

Finance	Human Resource Management	Marketing Management	Business Analytics	Supply Chain and Logistics Management
Security Analysis and Portfolio Management	Talent Management and Retention	Marketing 4.0	Applications of Analytics in Business	Risk Management in Supply Chain and Logistics
Derivatives and Risk Management	HR Analytics	Marketing Analytics	Data modeling	Supply Chain Analytics
Mergers, Acquisitions and Corporate Restructuring	HR 4.0	Logistics and Supply Chain Management	Business Intelligence System	Strategic supply chain Management

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

# Course details First and Second Semester

Sl.No	Course	Semester	Credit	Marks
<b>FIRST SEMESTER</b>				
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
<b>SECOND SEMESTER</b>				
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
<b>GENERIC ELECTIVE CHOOSE ONE COURSE</b>				
<b>GEC 1.7</b>	<b>FIRST SEMESTER</b>			
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
<b>GEC 2.7</b>	<b>SECOND SEMESTER</b>			
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
<b>SKILL ENHANCEMENT COURSE CHOOSE ONE COURSE</b>				
<b>SEC 1.8</b>	<b>FIRST SEMESTER</b>			
SEC 1.8.1	Computer Application	I	2	48
SEC 1.8.2	Life Skills	I	2	48
SEC 1.8.3	Written and Verbal Communication	I	2	48
<b>SEC 2.8</b>	<b>SECOND SEMESTER</b>			
SEC 2.8.1	Entrepreneurship Lab	II	2	48
SEC 2.8.2	Employability Skills	II	2	48
SEC 2.8.3	Excel and SPSS	II	2	48
<b>ABILITY ENHANCEMENT COURSE</b>				
<b>AEC1.8/2.8</b>	<b>FIRST SEMESTER &amp; SECOND SEMESTER</b>			
AEC 1.8	Organization Analysis	I	2	48
AEC 2.8	Industry Analysis	II	2	48



**Course details Third and Fourth Semester**

Sl.No	Course	Semester	Credit	Marks
<b>THIRD SEMESTER</b>				
GCC 3.1	Strategic Management	III	4	100
GCC 3.2	Sustainable Development and CSR	III	4	100
SSE 3.3	<b>SUBJECT SPECIFIC ELECTIVES</b>	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	Supply chain and Logistics Management	III	4	100
<b>OEP</b>	<b>CHOOSE ONE COURSE</b>			
SEC	Summer Internship project / Research paper Analysis and Publication	III	4	100
<b>FOURTH SEMESTER</b>				
GCC 4.1	Artificial Intelligence for Business.	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
<b>SUBJECT SPECIFIC ELECTIVES</b>				
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	Supply chain and Logistics Management	IV	4	100
	Project	IV	4	100

**Open Elective – Third Semester**

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

**FIRST SEMESTER**

<b>Scheme of Teaching and Examination</b> <b>MASTER OF BUSINESS ADMINISTRATION</b> <b>Choice Based Credit System (CBCS) and Outcome Based Education (OBE)</b>		
<b>I Semester</b>		
<b>Sl. no</b>	<b>Course Code</b>	<b>Course Title</b>
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	<b>Generic Elective Course</b>
8.	SEC 1.8	<b>Skill Enhancement Course</b>
9.	AEC 1.9	<b>Organization Analysis</b>

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

<b>Sl.No</b>	<b>Generic Elective Course (GEC 1.7)</b>	<b>Skill Enhancement Course (SEC 1.8)</b>	<b>Ability Enhancement Course (AEC 1.9)</b>
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 RGANIZATIONALBEHAVIOUR			I
Scheme of Instruction			Scheme of Examination	
Total Duration	48 Hrs		Maximum Marks	100
Periods / Week	4+0 +0		Internal Evaluation	20
Credits	4		End Semester	80
Instruction Mode	Lecture		Exam Duration	3 Hrs
LTP	3+1+0		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 andpresentation bystudents, 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 toachieve 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 Cleland Vroom, Leadership, Types, theories, Communication and process of Communication, Barrierin Communication, Effective communication. Controlling: Elements of Managerial Control Systems, Control Techniques, Types of Control, Coordination: Concept, Importance principles and techniques of coordination			10

Module III	<b>Fundamentals of OB:</b> 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. <b>Emotional Intelligence:</b> Fundamentals of Emotional Intelligence, Benefits of Emotional Intelligence, difference between EQ and IQ. <b>Personality:</b> Definition, determinants of personality, personality Assessment <b>Attitudes:</b> Importance of attitude in an organization, Components of attitude,. <b>Perception:</b> Meaning and concept of perception, Factors influencing perception, Perceptual process.	10
Module IV	<b>Group and Team Dynamics:</b> The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five, Stage Model of Group Development. <b>Organizational Culture</b> Meaning and Nature of Organization Culture, Origin and Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity. <b>Conflict management:</b> Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Conflict Resolution Strategies.	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, TataMcGraw 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		ECONOMICS FOR BUSINESS DECESIONS		I
Scheme of Instruction			Scheme of Examination	
Total Duration		48 Hrs	Maximum Marks	100
Periods / Week		4+0+0	Internal Evaluation	20
Credits		4	End Semester	80
Instruction Mode		Lecture	Exam Duration	3 Hrs
LTP		3+1+0	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 presentationby students, analysis of cases and articles, and project work for experiential learning.				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	DEFINE the key terms in micro economics.		
CO2	UNDERSTANDING	EXPLAIN the key terms in micro economics, from a Managerialperspective.		
CO3	APPLYING	IDENTIFY the various issues in an economics context and demonstrate theirsignificance from the Perspective of business decision making.		
CO4	ANALYSING	EXAMINE the interrelationships between various facets of micro economicsfrom the perspective of a consumer, firm, industry, market, competition andbusiness cycles.		
CO5	EVALUATING	DEVELOP critical thinking based on principles of micro Economics for informed business decision making.		
CO6	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			Instructio nHours
Module I	Introduction to Managerial Economics, Nature and Scope Fundamental Concept Incremental reasoning, Time Perspective Discounting Principle, Oporto Module yCost Principle, Equi,Marginal Principle , Concept and Measurement of NationIncome, Inflation, Philips Curve, stagflation, Theory of employment			10
Module II	Demand Analysis and Forecasting, Concepts of Demand, Supply, Determinants oDemand 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.			12

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.	14
Module IV	Theory of Pricing, Theory of Firm, Price determination under Perfect Competition Monopoly, Oligopoly and Monopolistic Competitions, Methods of Pricing.	12

#### **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	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	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	<b>Introduction to Statistics:</b> Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency – Mean Median, Mode, Quartiles Measure of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation Variance Coefficient of Variation, Skewness and Kurtosis <b>Index Numbers:</b> , Meaning, Types of index numbers, uses of index numbers.	10
Module II	<b>Probability and Probability Distribution</b> , Concepts of Probability, Additive and Multiplicative Laws, Decision Rule Probability Distributions, Binomial, Poisson and Normal Distribution. Theorem's of Probability, ANOVA, Chi-Square.	12



Module III	<b>Correlation Analysis</b> , Positive and Negative Correlation, Karl Pearson' Coefficient of Correlation, Spearman's Rank Correlation. <b>Regression Analysis</b> , Concept, Least Square fit of a Linear Regression, Two lineof Regression, and properties of Regression Coefficients	12
Module IV	<b>Time Series Analysis</b> , Components, Models of Time Series– Additiv Multiplicative and Mixed models, Trend analysis Free hand curve, Sem averages Moving averages, Least Square method. <b>Decision theory</b> , Decision under certaintyConstruction of Decision tree.	14

#### 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 Title		Semester
course Code				
GCC 1.4		LEGAL AND BUSINESS ENVIRONMENT		I
Scheme of Instruction		Scheme of Examination		
Total Duration	48 Hrs	Maximum Marks	100	
Periods / Week	4+0+0	Internal Evaluation	20	
Credits	4	End Semester	80	
Instruction Mode	Lecture	Exam Duration	3Hrs	
LTP	3+1+0	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, Technique 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.			12

Module III	<b>Financial Environment of Business</b> , Monetary Policy, Fiscal Policy, Capital Market, Money Market, Stock Exchange – An overview, Modes of Money inflow in an economy. <b>Business Regulations and Environment Laws</b> , Consumer Protection Act 1986, Competition Act 2002, Intellectual Property Rights, Environmental Law, Water, Air Pollution, Green Tribunal in Protecting Environment.	14
Module IV	<b>Legal Environment of Business</b> , 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. <b>Salient Provision of Negotiable Instruments Act 1881</b> , Salient provisions of Indian Copyright Act 1956 (as amended in 2010). Salient features of Cyber Law in India – Information Technology Act – 2000	12
<b>Suggested Text Books</b>		
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	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	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 statement's,	
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 nonfinancial 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 o Indian Accounting Standards, Concept, Objectives, Advantages, Disadvantages of accounting standards, Accounting standard board in India Applicability o 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		12
Module IV	Analysis and Interpretation of Financial Statements, Ratio Analysis, Analysis of Financial Statements, Comparative and Common Size Analysis, (Vertical and Horizontal Analysis),		14

**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	Course Title		Semester
GCC 1.6	MANAGEMENT INFORMATION SYSTEMS		I
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Practical	Exam Duration	3 Hr
LTP	3+1+0	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 Process sin Systems, Simon's Model of decision making, decision support system technique Decision making and role of MIS, Decision Support Systems, Business Intelligence Knowledge Management system, Executive Support / Information Systems, Digit Dashboards, Artificial Intelligence and Machine Learning, Expert Systems.		12
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 system CRM, E, Commerce, E, Business, and E ,Governance		12

Module IV	<b>Ethical Issues pertaining to Information System:</b> 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	14
<b>Suggested Text Books</b>		
1.	Kenneth Laudon, Jane Laudon Essentials of Management Information Systems PHI10th	
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	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Practical	Exam Duration	3 Hrs
LTP	3+1+0	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 specialReal 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 speakingactivities.	
CO5	EVALUATING	APPRAISE the pros and cons of sample recorded verbalCommunications in a business context.	
CO6	CREATING	CREATE and DELIVER effective business presentations, Using appropriatetechnology tools, for common Business situations.	
Module	Course Content		Instruction Hours
Module, I	Communication, Importance and types of communication, , Channels Communication Oral Communication inter personal communication, interview Group discussions conversational skill, public speaking, nature, structure and styles o 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; Digita Communication, PowerPoin preparation.		12

Module III	<b>Recruitment and Employment Correspondence;</b> Drafting the Employment Notice, Job Analysis, Job Application Letter; Curriculum Vitae/ Resumes, <b>Interview:</b> An offer of employment; Job Description, Letter of Acceptance Letter of Resignation and Promotion, Testimonials and References.	12
Module IV	<b>Business and Social Etiquette;</b> 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.	14
<b>Suggested Text Books</b>		
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	4+0+0	Internal Evaluation	20	
Credits	4	End Semester	80	
Instruction Mode	Practical	Exam Duration	3 Hr	
LTP	3+1+0	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		
CO1	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.		
CO2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets and commerce.		
CO3	APPLYING	ILLUSTRATE value creation and competitive advantage in a digital Business environment.		
CO4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.		
CO5	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations		
CO6	CREATING	DISCUSS the various applications of Digital Business in the present day world.		
Module	Course Content			InstructionHours
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			14
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,			12

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	12
<b>Suggested Text Books</b>		
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, E R Arunrajan 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	3+1+0	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 selling in Investment Products. Risk Analysis, Insurance Planning and Debt, Risk analysis, Concept of Long Term Risk			14
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.			12

Module IV	<b>Retirement Planning and, Wealth management:</b> 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.	12
<b>Suggested Text Books</b>		
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	48	
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			InstructionHours
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	<b>Managerial Applications of computers</b> , 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
<b>Suggested Text Books</b>		
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 Code	Course Title		Semester
SEC 1.8.2	Written and Verbal Communication		I
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	48
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	
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	COMPOSE variety of letters, notices, memos and circulars.	
CO6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common businessssituations..	
Module	Course Content		Instructio nHours
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; Typesof 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 ca 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

	Nonverbal 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
<b>Suggested Text Books</b>		
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	LIFE SKILLS		I
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	48
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 lifeskills	
Module	Course Content		InstructionHours
Module I	Introduction, Definition of life Skills – Need and Importance of Life Skills. Decision Making and Problem Solving; ProblemAnalysis – 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 p r o b l e m ,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	48
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		
CO1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance leadership and social responsibility dimensions of a real world business organization		
CO2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real world business organization.		
CO3	APPLYING	. DEMONSTRATE the use of secondary – offline and online resources to profile a real world business organization		
CO4	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.		
CO5	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.		
CO6	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) footprint , 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	<b>Markets</b> , 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	<b>Financials</b> , 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 key Dimensions.
- 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 company website, social media feeds business newspapers and business data bases.

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**SECOND SMESTER**

<b>Scheme of Teaching and Examination</b> <b>MASTER OF BUSINESS ADMINISTRATION</b> <b>Choice Based Credit System (CBCS) and Outcome Based Education(OBE)</b>		
<b>II Semester</b>		
<b>Sl.no</b>	<b>Course Code</b>	<b>Course Title</b>
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	<b>Generic Elective Course</b>
8.	SEC 2.8	<b>Skill Enhancement course</b>
9.	AEC 2.9	<b>Industry Analysis</b>

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

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

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	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	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		Instruction Hours
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 Rat of Return, Net Present Value, Dividend, Meaning Major forms of Dividends Factors affecting Dividend Policy, Dividend 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 –Determinant 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 o Working Capital Requirement (problems), Inventory Management, Receivables Management, Cash Management(Theory Only)		10

#### 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	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	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 Employee 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.	14
Module V	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.	14
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	MARKETING MANAGEMENT		II
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	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.).	

Module	Course Content	Instruction Hours
Module I	<b>Introduction to Marketing</b> , 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 function with all functions in the organization. Selling versus marketing. Concept of Marketing Myopia, Marketing Process Consumer buying Behavior	10
Module II	<b>Marketing Environment</b> , Concept of Environment, Macro Environment and Micro Environment, Components and characteristics, Needs and trends, Major forces 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	<b>Segmentation, Target Marketing and Positioning</b> , 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	<b>Marketing Mix</b> , 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 (14th ed.). 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 Asian Perspective (14th ed.). 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		PRODUCTION AND OPERATION MANAGEMENT		II
Scheme of Instruction			Scheme of Examination	
Total Duration		48 Hrs	Maximum Marks	100
Periods / Week		4+0+0	Internal Evaluation	20
Credits		4	End Semester	80
Instruction Mode		Lecture	Exam Duration	3 Hrs
LTP		3+1+0	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	Instruction Hours
Module I	<b>Introduction</b> , 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
<b>Suggested Text Books</b>		
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 METHODS		II
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	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 business research.	
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 the relevant 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 and research reports to address real life business research problems.	
Module	Course Content		Instruction Hours
Module I	Introduction to Business Research, Meaning, Scope, Role of Business Research ,types of Research, stages of Research process, Business Research in 21 <sup>st</sup> 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	<b>Measurement and Scaling</b> , 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	<b>Data Analysis using SPSS and Research Report</b> , 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, Form of Report, Oral and written report, Qualities of Good Research report.	10
<b>Suggested Text Books</b>		
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	MANAGEMENT SCIENCE		II
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3Hrs
LTP	3+1+0	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 decision making 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 Operation Research, Mathematical modeling of real life problems. Linear Programming: Formulation of Linear Programming Problems General statemen and assumptions underlying Linear Programming Graphical Solutions Simplex Method Duality (emphasis on formulation & economic interpretation.		10

Module II	<p><b>Transportation Problems(TP)</b> 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.</p> <p><b>Assignment problem:</b> Mathematical model, Balanced and unbalanced problems Hungarian Method for the assignment problem, Degeneracy, Optimality conditions Methods to find starting solution and optimal solution.</p>	10
Module III	<p><b>Application of OR :</b> 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><b>Decision under Conflict:</b> Game Theory, Two person zero, sum games, Maximum Minimax Principle Games without Saddle point, Mixed strategy, Dominance Rule.</p> <p><b>Simulation:</b> Concept, process of simulation, types of simulation Monte Carlo Simulation,</p>	10
Module IV	<p><b>Network Fundamentals,</b> 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>	
<b>Suggested Text Books</b>		
1.	David R. Anderson, Dennis.J. Sweeney, Thomas A. Williams, Introduction to Management Science, Quantitative approach to Decision Making, 14 <sup>th</sup> 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		4+0+0	Internal Evaluation	20
Credits		4	End Semester	80
Instruction Mode		Lecture	Exam Duration	3 Hrs
LTP		3+1+0	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 in 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 type 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
<b>Suggested Text Books</b>		
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, , ThirdEdition, Paul Burns – Palgrave Macmillan	
3.	Product Management– Donald R.Lehaman, Russel.s. Winer, Tata McGrawhilledition	
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. NewDelhi	

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	4+0+0	Internal Evaluation	20	
Credits	4	End Semester	80	
Instruction Mode	Lecture	Exam Duration	3 Hrs	
LTP	3+1+0	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	DESCRIBE the key ideas relevant to innovation, intellectual property, business models		
CO2	UNDERSTANDING	INTERPRET the various theories of innovation and EXPLAIN with examples the types of innovation.		
CO3	APPLYING	EXPERIMENT WITH innovation as a systematic process and generate innovative ideas for new products and services.		
CO4	ANALYSING	DISSECT contemporary startup businesses for their business models, extent of innovation, success and failure.		
CO5	EVALUATING	CREATE an inventory of product and process innovations for daily use consumer products and routine business processes in a typical organization.		
CO6	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 organizationa 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 Competitor Suppliers, Customers and Complimentary Innovators, The generation of idea 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	<b>Management and Marketing of Innovation</b> , 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
<b>Suggested Text Books</b>		
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	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	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	DESCRIBE the drivers, enablers and compelling forces for Industry 4.0's advancement.	
CO2	UNDERSTANDING	UNDERSTAND the power of Cloud Computing in a networked economy	
CO3	APPLYING	IDENTIFY the opportunities, challenges brought about by Industry 4.0	
CO4	ANALYSING	OUTLINE the various systems used in a manufacturing plant and their role in an Industry 4.0 paradigm	
CO5	EVALUATING	APPRAISE the smartness in Smart Factories, Smart cities, smart products and smart services.	
CO6	CREATING	PREDICT how organizations and individuals should prepare to reap the benefits	
Module	Course Content		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, Real-time 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, Cyber physical Systems, Robotic Automation and Collaborative Robots, Support System for Industry 4.0, Mobile Computing, Related Disciplines, Issues of Cyber Security.		10
Module III	Data as a resource: Role of data, information, knowledge and collaboration in future organizations, Resource based view of a firm, Data as a new resource for organizations, Harnessing and sharing knowledge in organizations, Cloud Computing Basics, Cloud Computing and Industry 4.0		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
<b>Suggested Text Books</b>		
1.	Industry 4.0: Managing The Digital Transformation, Ustundag, Alp, Cevikcan,Emre, Springer	
2.	Hands,On Industrial Internet of Things: Create a powerful Industrial IoTinfrastructure usingIndustry 4.0 , Giacomo Veneri.	
3.	Internet of Things: A Hands,On Approach , Arsheel Bahga.	
4.	Industry 4.0: The Industrial Internet of Things Paperback, Alasdair Gilchrist.	



Course Code	Course Title		Semester
SEC 2.8.1	ENTREPRENEURSHIP LAB		II
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	48
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 projectwork 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		InstructionHours
This course provides a hands on experience to the students to convert and apply theoretical and conceptual knowledgeabout entrepreneurship into practical entrepreneurship. During the course, students shall identify and evaluate a new business opportunity (which may be supplied by an entrepreneuror 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			

Course Code		Course Title		Semester
SEC 2.8.2		EMPLOYABILITY SKILLS		2
Scheme of Instruction			Scheme of Examination	
Total Duration		24 Hrs	Maximum Marks	48
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			InstructionHours
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 Interview Follow 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

<b>Suggested Text Books</b>	
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	48	
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		
CO1	REMEMBERING	SELECT appropriate menus and functions of MS Excel to Create, Format,Import, Merge, Save, Print Spreadsheets & Charts using business data.		
CO2	UNDERSTANDING	SHOW how to do basic trouble.		
CO3	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).		
CO4	ANALYSING	ANALYSE data using various statistical tests of SPSS		
CO5	EVALUATING	INTERPRET and EXPLAIN the outputs from SPSS		
CO6	CREATING	DESIGN, DEVELOP and TEST advanced multivariate models using SPSS.		
Module	Course Content			InstructionHours
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 Finalizing 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: Chi Square Test, 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
<b>Suggested Books</b>		
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	CourseTitle		Semester
AEC 2.9	INDUSTRY ANALYSIS		2
Scheme of Instruction		Scheme of Examination	
Total Duration	24 Hrs	Maximum Marks	48
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 andpresentationby 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 theindustry.	
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 financialperformance of the players in an industry.	
CO5	EVALUATING	ASSESS the impact of recent developments on the industry andits key players.	
CO6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediatefuture (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 o competition, Market shares of top 5 and bottom 5 players, Possible Classification o players into Leaders, Challengers, Followers, Niches, 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 andregional level, Key factors affecting demand, Key supply side constraints, Professiona Trade bodies of the Industry, Business Functions carried out Online by the key playersOnline presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry		6

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.

### Third Semester

<b>Scheme of Teaching and Examination</b> <b>MASTER OF BUSINESS ADMINISTRATION</b> <b>Choice Based Credit System (CBCS) and Outcome Based Education (OBE)</b>		
<b>III Semester</b>		
<b>Sl. no</b>	<b>Course Code</b>	<b>Course Title</b>
1.	GCC 3.1	Strategic Management
2.	GCC 3.2	Sustainable Development and CSR
3.	SSE / DEC 3.3	<b>SUBJECT SPECIFIC ELECTIVES</b>
4.	DSE 3.4	Finance
5.	DSE 3.5	Human Resource Management
6.	DSE 3.6	Marketing Management
7.	DSE 3.8	Business Analytics
8.	DSE 3.9	Supply chain and Logistics Management
	OEP	Choose one course



Course Code		Course Title		Semester
GCC 3.1		STRATEGIC MANAGEMENT		3
Scheme of Instruction			Scheme of Examination	
Total Duration		48Hrs	Maximum Marks	100
Periods / Week		4+0+0	Internal Evaluation	20
Credits		4	End Semester	80
Instruction Mode		Lecture	Exam Duration	3 Hrs
LTP		3+1+0	Compulsory Generic Core Course	
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	To understand the significance and role of strategic leaders in facilitating teamwork for effective strategy implementation		
CO2	UNDERSTANDING	Understand the importance of organizational dynamics in strategic decisionmaking		
CO3	APPLYING	Develop critical analytical skills using the tools of strategic management.		
CO4	ANALYSING	Develop skills to analyze the internal and external environment of a business, for the purpose of strategizing		
CO5	EVALUATING	Devise strategic approaches to managing businesses in a globally dynamic context		
CO6	CREATING	Making strategies which are comprehensive and covers not only financial perspective but also covers benefits to society as a whole		
Module	Course Content			Instruction Hours
Module I	Strategic Management- Introduction, Vision, Mission and Purpose; Strategic Intent, Emergent Strategy, Business Model and Strategy Environmental Analysis, External and Industry Environmental Analysis using PEST and Porter's Five-Force Model, Understanding concepts such as Key Success Factors; Driving Forces.			12
Module II	Internal Analysis: Concept of Value Chain, SWOT Analysis –Resource Based View – Value Chain Analysis , Strategic Analysis, Capabilities and Competencies; Dynamic Capabilities, Core Competence of Organizations, Competitive Advantage and Sustainable Competitive Advantage. Strategy Formulation, Strategy formulation at Business levels, Diversification			12
Module III	Strategy Formulation at Corporate Level, Strategic Alliance and Joint Ventures, Cooperative Strategies, Acquisitions and Restructuring, Global Strategy, International Corporate, level and Business, level Strategies. BCG Matrix, GE Matrix, McKinsey 7s			10
Module IV	Recent developments in strategic management- Triple Bottom Line, Strategic Leadership, Balanced Scorecard, Integrating Social & Environmental Sustainability, issues in Strategic Management Strategic and Corporate Entrepreneurship, Blue Ocean Strategy, Red Ocean strategy, Innovation, Grassroots, Juggad.			14

### Suggested Text Books

1. Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikuttu Strategic Management: A South, Asian Perspective Cengage Learning 2016 / 9 <sup>th</sup>
2. Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain Crafting and Executing Strategy: The Quest for Competitive Advantage: Concept and Cases McGraw Hill 2014 / 19 <sup>th</sup>
3. Robert Grant Contemporary Strategic Analysis: Text and Cases Wiley India Pvt. Ltd. 2015 / 8 <sup>th</sup> 4 Michael Porter Competitive Advantage: Creating and Sustaining Superior Performance Free Press Latest Edition.
4. Sukul Lomesh, P.K.P.K. Mishra, Business policy and Strategic Management, Tata Mc Graw Hill, New Delhi.
5. Azhar Kazmi, Strategic Management– Tata McGraw Hill
6. Srinivasan R – Strategic Management: The Indian Context, Prentice Hall of India
7. W. Chan Kim and Renee Mauborgne Blue Ocean Shift: Beyond Competing , Proven Steps to Inspire Confidence and Seize New Growth Macmillan 2017

Course Code	Course Title		Semester
GCC 3.2	SUSTAINABLE DEVELOPMENT AND CSR		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	UNDERSTAND the concepts of sustainability and Corporate Social Responsibility	
CO2	UNDERSTANDING	EXPLAIN the concepts of MDG and SDG, Environment and Sustainability.	
CO3	APPLYING	DEVELOP knowledge to apply the concept of sustainability and environment on economic development.	
CO4	ANALYSING	ANALYZE the impact of global warming and climate change, importance of sustainability on environment.	
CO5	EVALUATING	EVALUATE the CSR and UNEP initiatives, analyze the role of sustainability and CSR on gaining competitive advantage.	
CO6	CREATING	ANTICIPATE how firms will respond to SDG and devise strategies for sustainable development. analyze how firms discharge their corporate Social responsibility of firms	
Module	Course Content		Instruction Hours
Module I	Introduction to Sustainable Development, Evolution of sustainable development Economic growth and progress Environmental threats and sustainability, Environment and sustainability. Green Management in India; Sustainable Millennium Goals (SMG), MDGs to the SDGs: Agenda 2030.		10
Module II	Indicators of sustainability; Ecosystem services and their sustainable use; Biodiversity; Indian perspective. Environmental Reporting, ISO 14064; Green financing; financial initiative by UNEP; Green energy Management; Green product Management, concept and meaning of climate change, impact of Global warming,		12
Module III	Introduction, Globalization, Corporate Governance and Social Responsibility, Competitive Advantage and Corporate Social Responsibility; Origin and Evolution of Corporate Social Responsibility; Corporate Social Responsibility as Philanthropy; CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; drivers of CSR; major codes on CSR; Initiatives in India		12

Module IV	Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, Role of Nonprofit & Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. current trends and opportunities in CSR. CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Provisions in the Companies Act 2013.	14
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#### Suggested text Books

1. Corporate Social Responsibility: An Ethical Approach , Mark S. Schwartz
2. The World Guide to CSR , Wayne Visser and Nick Tolhurst
3. Innovative CSR by Lelouche, Idowu and Filho
4. Corporate Social Responsibility in India , Sanjay K Agarwal
5. Handbook on Corporate Social Responsibility in India, CII.
6. Green Management and Green Technologies: Exploring the Causal Relationship by Jazmin SeijasNogarida , ZEW Publications.
7. Green Marketing and Management: A Global Perspective by John F. Whaik, Qbase Technologies.
8. The Green Energy Management Book by Leo A. Meyer, LAMA book

Course Code	Course Title		Semester
3.3	Specialization – FINANCE		
DEC 3.3.1	ADVANCED FINANCIAL MANAGEMENT		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	2+1+1	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	UNDERSTAND the concept capital structure and capital structure theories.	
CO2	UNDERSTANDING	REMEMBER the concept of the management of working capital and its financing	
CO3	APPLYING	ASSESS the dividend policy of the firm	
CO4	ANALYSING	ANALYSE the techniques of cash, inventory and receivables management	
CO5	EVALUATING	UNDERSTAND the techniques of managing different components of working capital	
CO6	CREATING	DEVELOP the analytical skills for analyzing the inventory and receivables management	
Module	Course Content		Instruction Hours
Module I	Capital Structure decisions, Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis.(Theory and Problems).		10
Module II	Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter’s & Gordon’s model, Modigliani & Miller approach. Dividend policies– stable dividend, stable payout and growth. Bonus shares and stock split incorporated dividend behavior. (Theory and Problems).		12
Module III	Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage. (Theory).		12

Module IV	Inventory and Receivables Management – Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision. (Theory and Problems)	14
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#### Suggested Text books

1.	Financial Management M.Y.Khan & P.K.Jain TMH 6/e, 2011
2.	Financial Management Prasanna Chandra TMH 8/e, 2011
3.	Corporate Finance,Text and Cases Vishwanath S.R. Sage Publishing 3/e, 2019
4.	Financial Management & Policy Vanhorne Pearson 12/e,
5.	Financial Planning: Theory and Practice Sid Mittra, Shailendra Kumar Rai, Anandi P Sahu &Harry Starn, Jr. Sage Publishing 1/e, 2015.
6.	Financial Management,A Contemporary Approach Rajesh Kothari Sage Publishing 2/e, 201

Course Code	Course Title		Semester
3.3	Specialization – FINANCE		
DEC 3.3.2	FINANCIAL INSTITUTIONS AND SERVICES		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	UNDERSTAND the concept capital structure and capital structure theories.	
CO2	UNDERSTANDING	REMEMBER the concept of the management of working capital and its financing	
CO3	APPLYING	ASSESS the dividend policy of the firm	
CO4	ANALYSING	ANALYSE the techniques of cash, inventory and receivables management	
CO5	EVALUATING	UNDERSTAND the techniques of managing different components of working capital	
CO6	CREATING	DEVELOP the analytical skills for analyzing the inventory and receivables management	
Module	Course Content		Instruction Hours
Module I	Introduction to Indian Financial system, Structure of Financial System, Elements of Financial System and Economic Development, Regulatory and Promotional Institutions, Function and Role of RBI, Monetary Policy and Techniques of RBI.		10
Module II	Banking and Non-Banking Institutions The Public and the Private Sectors – Structure and Comparative Performance, Bank Capital and Banking Innovations, Commercial and Co-operative Banks. Non- Banking Financial Institutions, Mutual Funds, Growth of Indian Mutual Funds and its Regulation. The Role of AMFI, Insurance Companies, Role of IRDA.		12
Module III	Financial and Securities Markets, Primary and Secondary Markets, Structure and Functions of Money Market, –Call Money Market, Government Securities Market – T- bills Market, Commercial Bills Market		12

Module IV	Fund Based Services -Lease and hire Purchase Consumer Credit and Factoring, Definition, Functions, Advantages, Evaluation, Venture Capital Financing, Housing Finance. Fee-Based Services, Stock Broking, Credit Rating, Merchant Banking, Portfolio Services. Underwriting, Depository Services, Challenges Faced by Investment Bankers, crypto currency digital currency and recent trends in financial markets.	14
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#### **Suggested text books**

1.	Financial Services, M.Y Khan, TATA McGraw Hill, 7th Edition
2.	Financial Services & Systems, S Gurusamy, TATA McGraw Hill, Latest Edition
3.	Financial Services, Tripathy and Nalini Prava, PHI, Latest Edition
4.	Financial Services in India, V.A Avdhani, Himalaya, Latest Edition
5.	Financial services, Dr. R Shanmugham, Wiley, Latest Edition
6.	Management of Banking and Financial Services, Justin Paul and Padmalatha Suresh,
7.	Pearson, Latest Edition
8.	Financial Markets and Financial Services, Vasant Desai, Himalaya, Latest Edition
9.	Financial Services and System, K Sasidharan & Alex K Mathews, TATA McGraw Hill, Latest edition



Course Code		Course Title		Semester
3.3		Specialization – FINANCE		
DEC 3.3.3		BEHAVIOURAL FINANCE AND MODELLING		III
Scheme of Instruction		Scheme of Examination		
Total Duration	48 Hrs	Maximum Marks	100	
Periods / Week	4+0+0	Internal Evaluation	20	
Credits	4	End Semester	80	
Instruction Mode	Lecture	Exam Duration	3 Hrs	
LTP	3+1+0	Compulsory Generic Core Course		
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.				
Course Outcomes, On successful completion of the course the learner will be able to				
On successful completion of the course the learner will be able to				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	UNDERSTAND the concept capital structure and capital structure theories.		
CO2	UNDERSTANDING	REMEMBER the concept of the management of working capital and its financing		
CO3	APPLYING	ASSESS the dividend policy of the firm		
CO4	ANALYSING	ANALYSE the techniques of cash, inventory and receivables management		
CO5	EVALUATING	UNDERSTAND the techniques of managing different components of working capital		
CO6	CREATING	DEVELOP the analytical skills for analyzing the inventory and receivables management		
Module		Course Content		Instruction Hours
Module I		Behavioural Finance, Introduction, meaning, nature, Assumptions of Behavioural finance, meaning of heuristics and bias, Building blocks of Behavioural finance, Prospect theory and mental accounting, Important contributors, Daniel Kahneman and Amos Tversky, Richard Thaler, Robert J. Shiller, Michael Pompian and Parag Parikh		10
Module II		Theories of Behavioural Finance, Asymmetric information, Ego centrality, Human Behavioral Theories, Behavioural aspects of Investing: Behavioural Portfolio theory, and Psychographic models.		12
Module III		Securities and Exchange Board of India (SEBI), OTCEI, OTC NSE, stock exchanges. Stock market indices, BSE, NSE and NASDAQ .Market Bubbles: Introduction and brief history of stock market bubbles , Identification and classification of a stock market bubble, Explaining bubbles through behavioural finance, Investor behavior during bubbles., Causes of bubbles		12

Module IV	Neuro finance: , Neural processes during financial decision making , Future of Neuro finance, Adaptive Market Hypothesis, Forensic Accounting, Origin and growth of forensic accounting , Fraud theories, Motivators of fraud, Triangle of fraud action, Fraud Scale and Fraud Diamond, MICE , Tools in Forensic Accounting, Ratio analysis, Data mining, Benford's Law (specific to forensic accounting) , Forensic Accounting in India Behavioural Corporate Finance: , Approaches to Behavioural corporate finance, Market timing and catering approach , Issues related to valuation, dividend policy, mergers and acquisitions.	14
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### Suggested text books

1.	Prasanna Chandra Behavioural Finance McGraw Hill 2016 / 1st
2.	M. M. Sulphrey Behavioural Finance PHI 2014 / 1 <sup>st</sup>
3.	Richard M. Thaler Advances in Behavioural Finance: Volume II Princeton University Press 2005 WilliamsForbes Behavioural Finance Wiley 2009 / 1 <sup>st</sup>
4.	Parag Parikh Value Investing and Behavioural Finance McGraw Hill 2009
5.	Herbert A. Simon, Massimo Egidi, Riccardo Viale, Fondazione Rosselli, Robin Marris. Economics, Bounded Rationality and the Cognitive Revolution Edward Elgar Publishing 2008
6.	Mohnish Pabrai The Dhandho Investor Wiley 2016
7.	James Montier The Little Book of Behavioral Investing: How Not to be Your Own Worst Enemy Wiley 2015
8.	Shuchita Singh, Shilpa Bahi Behavioural Finance Vikas 2018 / 1 <sup>st</sup>
9.	Sujata Kapoor, Jaya Mamta Prosad Behavioural Finance Sage 2019

Course Code	Course Title		Semester
3.4.	Specialization Human ResourceManagement		
DEC 3.4.1	COMPETENCY BASED HRM		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion andpresentation bystudents, analysis of cases and articles, and project work for experiential learning.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DEFINE the key terms related to performance management and competency development.	
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 atvarious levels and across variety of organizations.	
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 corporaterequirements.	
Module	Course Content		Instructi onHours
Module I	Introduction to Competency: Definition and History of Competency, Basic Components of Competency (Knowledge(K), Skill(S), Attitude(A)), Performance Vs Competency, Difference between Competence and Competency, Type of Competency, Generic Vs Key Competency, Functional and Technical Competency, Leadership and managerial Competency, Need for Competency Framework, Limitation and Learning from Competency Framework, Myth about Competency		10
Module II	Competency Development & its Models: Need and Importance of Competency Development, Stages in developing Competency Model, Types of Competency Model – Core/Generic, Job Specific, Managerial/Leadership, Custom, Development of Personnel Competency Framework – Lancaster Model of Competency		12
Module III	Competency Mapping: Procedures/Steps ,Determining objectives and Scope, clarifying implementation goals and standards, create an action plan, define competency based performance effectiveness (Key Result Area (KRA) & Key Performance Indicators(KPI)), tools for data collection, data analysis, validating competency model, mapping future jobs and single incumbent jobs, using competency profile in HR decisions, Mapping Competency for Recruitment and Selection, Training and Development, Performance and Compensation		12

Module –IV	Competency Driven Career and Culture: Role of Competency in Career Progression, Transactional Competency, Tradition Competency and Transformational Competency, Evaluation of Career through KSA (Knowledge, Skill and Attitude) Competency based Succession and Career planning, Corporate Competency driven culture	14
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**Suggested Text Books:**

1.	Competency based HRM, Ganesh Shermon, Tata Mc Graw Hill Publishing
2.	The handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Seema Sanghi, Sage Publication Inc
3.	Human Capital Measurement: An Introduction, K Sangeetha ICFAI University
4.	Competency Mapping, R K Sahu
5.	Competency Study: Mapping the Future, Paul R Bernthal, ASTD Press
6.	Human Resource Management, L M Prasad
7.	Human Resource Management, Gary Dessler

Course Code	Course Title		Semester
3.4.	Specialization Human ResourceManagement		
DEC 3.4.2	INDUSTRIAL RELATIONS AND LABOUR LAWS		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion andpresentation bystudents, analysis of cases and articles, and project work for experiential learning.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DESCRIBE and Identify the application of Labour Laws regulating IndustrialRelations in Organization	
CO2	UNDERSTANDING	EXPLAIN, the relevance and importance of Labour Laws and Industrial Relationsin Organization	
CO3	APPLYING	APPLY and solve the workplace problems through Labour Law	
CO4	ANALYSING	CLASSIFY and categories different Laws and Codes	
CO5	EVALUATING	CREATE and reconstruct Industrial Relations System to be adopted in the Organization	
CO6	CREATING	APPRAISE and judge the practical applicability of Labour Laws regulatingIndustrial Relations in Organization	
Module	Course Content		Instructi onHours
Module I	Introduction, Nature of Industrial Relations, Approaches to Industrial Relations, Evolution of Labour Legislation in India, History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers, The Present Labour Laws and Codes		10
Module II	Indian Factories Act 1948, The Employees’ Compensation Act, 1923, The Employees’ State Insurance Act, 1948		12
Module III	Industrial Dispute Act ,1948, The Industrial Employment (Standing Orders) Act, 1946, The Trade Unions Act, 1926		12
Module IV	The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, Payment of Bonus Act, 1965, and The Payment of Gratuity Act, 1972.		14

**Suggested text Books**

1.	Industrial Relations and Labour Laws for Managers Parul Gupta Sage Publication India Pvt. Ltd 2019
2.	The SAGE Handbook of Industrial Relations Paul Blyton, Edmund Heery, Nicolas Bacon, Jack FioritoSAGE Publications 2008
3.	Labour and Industrial Laws P. K. PADHI Prentice Hall India Pvt., Limited 2017
4.	Bare Acts, Ministry of Labour GOI GOI 2019
5.	The Idea of Labour Law Guy Davidov, Brian Langille The Oxford University Press 2011
6.	Labour and Industrial Laws PADHI, P. K PHI Learning Pvt. Ltd 2019

Course Code	Course Title		Semester
3.4.	Specialization Human ResourceManagement		
DEC 3.4.3	LEADERSHIP AND CHANGE MANAGEMENT		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion andpresentation bystudents, analysis of cases and articles, and project work for experiential learning.			
Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DESCRIBE role and styles of leadership	
CO2	UNDERSTANDING	EXPLAIN, the relevance and importance of leadership behavior and attitudes of leader	
CO3	APPLYING	UNDERSTAND the nature of organizational change and its impact on organization.	
CO4	ANALYSING	ANALYSE the organization structure and cultural dimensions in organization	
CO5	EVALUATING	EVALUATE and Understand the role of diagnostic models	
CO6	CREATING	APPRAISE and Understand environmental pressures propelling organizationtowards change.	
Module	Course Content		Instructio nHours
Module I	Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives, Characteristics of an Effective Leader, Leadership as a process, the complexities of leadership, Effective leadership behaviors and attitudes, Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles, Lewins Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton Managerial Grid.		10
Module -II	Organizational Change, Change, Nature of organizational change, Sources of change, Environmental triggers of Change, Organizational responses to change, Impact of change on organizations, Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change, Contingency Perspective, Resource dependence Perspective, Population ecology Perspective – Institutional perspective.		12
Module III	Organizations for Change: Organizational Structure meaning, Models of Structure, Influences on structure, Organizational structure and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.		12

Module IV	HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress.	14
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### **Suggested text books**

1.	Gary Yukl, Nihanth Uppal, Leadership in organizations, Pearson, 3e, 2019.
2.	Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015
3.	Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 2011.
4.	Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010
5.	Mark Hughes, Managing Change, Universities Press, 2011.
6.	Nic Beech and Robert MacIntosh, Managing Change, Cambridge University Press, 2012.
7.	Alfranch Nahavandi, The Art and science of Leadership, Pearson, 7e, 2018



Course Code	Course Title		Semester
3.5.	Specialization –Marketing Management		
DEC 3.5.1	CONSUMER BEHAVIOUR AND CRM		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	ENUMERATE social and psychological factors and their influence his/her behavior as a consumer.	
CO2	UNDERSTANDING	EXPLAIN fundamental concepts associated with consumer and organizational buying behavior.	
CO3	APPLYING	APPLY consumer behavior concepts to real world strategic marketing management decision making.	
CO4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence the consumer's decision process.	
CO5	EVALUATING	EXPLAIN the consumer and organizational buying behavior process for a variety of products (goods/services).	
CO6	CREATING	DISCUSS the use of the Internet, E-commerce & information technology with respect to the changing consumer marketplace and ELABORATE on the various aspects of the changing Indian Consumer	
Module	Course Content		Instruction Hours
Module -I	Consumer Behaviour and Marketing Action, An overview, Consumer involvement, Decision making processes, Purchase Behaviour and Marketing Implications, Consumer Behaviour Models, Factors influencing consumer behavior		10
Module II	Consumer buying behavior-Marketing implications, Consumer perceptions – Learning and attitudes, Motivation and personality – Psychographics, Values and Lifestyles, Click –O-graphic. The Global Consumer Behaviour and Online buying behaviour, Consumer buying habits and perceptions of emerging non-store choices, Research and applications of consumer responses to direct marketing approaches, Issues of privacy and ethics.		16
Module -III	CRM concepts, Acquiring customers, , Customer loyalty and optimizing customer relationships , CRM defined success factors, three levels of Service/ Sales Profiling , Service Level Agreements (SLAs), creating and managing effective SLAs. CRM Implementation, defining success factors, Preparing a business plan requirements, justification and processes. Choosing CRM tools.		12
Module IV	Analytical CRM, Managing and sharing customer data, Customer information database, Ethics and legalities of data use, Data Warehousing and Data Mining concepts, Data analysis, Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering.		10

### Suggested text books

1.	Bennet And Kassarian, Consumer Behaviour, Prentice Hall Of India, New Delhi
2.	Michael R. Solomon, Consumer Behaviour, Phi Learning Private Limited, New Delhi, 2011 RamanujMajumdar, Consumer Behaviour, Prentice Hall Of India, New Delhi, 2011
3.	Loudon And Della Bitta, Consumer Behaviour: Concepts And Applications, Tata Mcgraw Hill. NewDelhi,2007
4.	Berkman & Gilson, Consumer Behaviour:Concepts And Strategies, Kent Publishing Company. EfraimTurban, Jae Lce, David King, & I.I.Michael Chung: Electronic Commcrce: Managerial Perspective, Pearson Education Inc., 2000.
5.	Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall Of India PrivateLimited, New Delhi. 2011
6.	S. Shanmugasundaram, Customer Relationship Management, Prentice Hall Of India Private Limited, NewDelhi, 2008
7.	Kaushik Mukherjee, Customer Relationship Management, Prentice Hall Of India Private Limited, NewDelhi, 2008
8.	Jagdish Seth, Et Al, Customer Relationship Management V. Kumar & Werner J., Customer Rela TionshipManagement, Willey India, 2008

ourse Code	Course Title		Semester
3.5.	Specialization - MarketingManagement		
DEC 3.5.2	INTEGRETED MARKETING COMMUNICATION		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
Pedagogy: This course uses multiple pedagogies like interactive lecture, role plays, discussion andpresentation bystudents, analysis of cases and articles, and project work for experiential learning.			
Course Outcomes, , On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	UNDERSTAND the concepts of Integrated marketing Communication and Advertising.	
CO2	UNDERSTANDING	EXPLAIN the objectives and approaches in setting advertising objectives andModels of advertising Budgeting..	
CO3	APPLYING	UNDERSTAND the media strategies and devise creative advertising	
CO4	ANALYSING	ANALYSE the dynamics of human behavior and the basic factors that influence theconsumer's decision process.	
CO5	EVALUATING	EXPLAIN the role of media planning	
CO6	CREATING	DISCUSS the effectiveness of IMC programmes and ethical aspects of Advertising.	
Module	Course Content		Instructio nHours
Module I	Introduction to IMC- The growth of advertising and promotion, Evolution of IMC, History of Indian Advertising Industry, the role of IMC in Marketing Process and brandbuilding, The tools of IMC, IMC Planning Process, Organizing for Advertising and Promotion: Clients, Advertising agency and other marketing communication organizations, agency setup and compensation, Understanding consumer for effective communication		10
Module II	Establishing Objectives and Budgeting for IMC, the values of objectives, Approaches insetting advertising objectives, Sales vs Communication objectives, DAGMAR approaches in setting advertising objectives, Problems in setting objectives, Establishingand allocating IMC Budgeting, Models of advertising budgeting		16
Module III	Developing the IMC Program Creative Strategy: Planning and Development, Communication appeals and execution: creative tactics and Media channels, Creative Strategy: Implementation and Evaluation, Recognizing the Creativity in advertising, Media Planning and Creative Strategy: Evaluation of Broadcast Media, Evaluation of Print Media, Support Media, the Internet and Interactive Media, Direct Marketing, SalesPromotion, PR, Publicity and Corporate communications		10
Module IV	Measuring the Effectiveness of IMC Program, Social, Ethical and Economic aspects of Advertising and promotion, Regulation of Advertising and promotion, Self-RegulatoryBodies and Industry Associations of Indian Advertising Industry.		14

**Suggested Readings (latest editions)**

1.	Belch, G. and Belch, M: Advertising and Promotion: An Integrated Marketing Communicationsperspective 7/1 .Mc Graw Hill.
2.	S. A. Chunawalla and K. S. Sethia, Foundations of Advertising: Theory and Practice, 7/e HPH
3.	Cialdini, Robert B: Influence: The Psychology of Persuasion,.
4.	Ogilvy, David: Confessions of an Advertising Man, Atheneum: New York,.
5.	David A Aaker& John Myers: Advertising Management, PHI,.
6.	John Wright: Advertising, Kogan Page
7.	Gilligan & Crowther, Advertising Management, PHI 8. C.H. Sandage & Vernon Fryburger, Advertising Theory and Practice, McGraw Hill

Course Code	Course Title		Semester
3.5.	Specialization Marketing Management		
DEC 3.5.3	DIGITAL AND SOCIAL MEDIA MARKETING		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	UNDERSTAND the concepts and importance of digital marketing	
CO2	UNDERSTANDING	EXPLAIN the online communication and social media platforms	
CO3	APPLYING	UNDERSTAND the digital innovation trends and digital revolution.	
CO4	ANALYSING	ANALYSE the Search Engine Optimization and google Ad works.,	
CO5	EVALUATING	EXPLAIN the significance of social media marketing	
CO6	CREATING	DISCUSS and create the social media platforms.	
Module	Course Content		Instruction Hours
Module I	Introduction to Digital Marketing, traditional marketing vs digital marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, digital consumer and communities, marketing strategies for digital world, Acquiring and engaging users through Digital channels, Search Engine marketing, Mobile Marketing, Video marketing and social media marketing, Marketing Gamification.		10
Module II	Integrating Online Communication into IMC Process - Online Advertising, Email Marketing, Affiliate Marketing, Participatory Communication Networks, Social Media Communities, Consumer Engagement, Co-Created Content Management, Interactive Digital Networks – Customer led Marketing Campaigns, Legal and Ethical issues in Digital Marketing		16
Module -III	Digital Innovation trends, contemporary digital revolution, digital transformation frame work security and privatization, Search Engine Marketing (SEM) Paid versus natural Search, SEM landscape Email campaign creation and Management, Google Ad words, search and display on search engines, Search Engine Optimization, (SEO) methodology, long tail in SEO, Key word analysis, process and optimization, Landing pages and their importance in conversion analysis, Google vs. Bing vs Yahoo		12
Module IV	Fundamentals of Social Media Marketing & its significance, Necessity of Social media Marketing, Building a Successful strategy: Goal Setting, Implementation. Social Media Platforms, Facebook Marketing, Facebook audience & types, Designing Facebook Advertising campaigns, Facebook Avatar, Apps, Live, Hashtags, LinkedIn Marketing: Importance of LinkedIn presence, LinkedIn analysis, Targeting, Ad Campaign, Twitter Marketing: Basics, Building a content strategy, Twitter usage, Twitter Ads, Twitter ad campaigns, Instagram & Snapchat basics.		10

**Suggested text Books**

1.	Understanding Digital Marketing : Marketing Strategies for Engaging the Digital
2.	Generation by Damian Ryan, Calvin Jone. Kogan Page.
3.	Digital Marketing –Kamat and Kamat,Himalaya
4.	Marketing Strategies for Engaging the Digital Generation, D. Ryan,
5.	Digital Marketing, V. Ahuja, Oxford University Press
6.	Digital Marketing, S.Gupta, McGraw,Hill
7.	Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition

Course Code	Course Title		Semester
3.6	Specialization – Business Analytics		
DEC 3.6.1	INTRODUCTION TO BUSINESS ANALYTICS		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	UNDERSTAND the concepts of Business Analytics and its challenges	
CO2	UNDERSTANDING	RECOGNIZE, understand and apply the language, theory and models of the field of business analytics	
CO3	APPLYING	APPLY descriptive, predictive, and prescriptive analytics to business problems for input into management decision making processes.	
CO4	ANALYSING	UTILIZE spread sheet software to enhance efficiency in decision making.	
CO5	EVALUATING	EXPLAIN the paradigm shift from data to Business Analytics	
CO6	CREATING	CRITICALLY analyse, synthesize and solve complex unstructured business problem	
Module	Course Content		Instruction Hours
Module I	Meaning of Business Analytics, evolution of Business Analytics, skills of a Business Analyst, Is Business Analyst Born or Made, roles of Business Analyst, Application of Business Analytics, challenges of Business Analytics , internal and external challenges, The Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics,		10
Module II	Applications of Analytics in various functional areas – Finance, Marketing, Human Resources and Operations, Supply Chain Analytics, Web Analytics.		12
Module -III	Introduction to Big Data: Structuring of Big Data, Elements of Big Data, Business Applications of Big Data, Handling Big Data Technologies and tools, Data Mining and Text Mining		10
Module IV	Predictive Analytics: Predictive Modeling and Analysis, Regression Analysis, Forecasting Techniques, Simulation and Risk Analysis, Introduction to Data Mining. Prescriptive Analytics: Linear Optimization, Applications of Linear Optimization, Integer Optimization, Nonlinear and Non-Smooth Optimization, Optimization Models with Uncertainty		16

**Suggested text books**

1.	Elmasri, Navathe : Fundamentals of Database System, Pearson Education.
2.	Silberschatz, Korth, Sudarshan : Database System Concepts, McGraw Hill International.
3.	Hopper, Prescott, Mc fadden : Modern Database Management, Pearson Education.
4.	Molina, Ullman, Widom : Database System , Pearson Education
5.	U Dinesh Kumar. (2017). Business Analytics: The Science of Data: Driven Decision Making,Wiley Publications.
6.	Wayne Winston (2017). Microsoft Excel 2016 Data Analysis and Business Modelling, 5thEdition



Course Code	Course Title		Semester
3.6	Specialization – Business Analytics		
DEC 3.6.2	CLOUD COMPUTING FOR BUSINESS		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	DESCRIBE the main concepts, key technologies, strengths and limitations of cloud computing	
CO2	UNDERSTANDING	LEARN the enabling technologies that help in the development of cloud	
CO3	APPLYING	DEVELOP the ability to understand and use the architecture cloud, service and delivery models	
CO4	ANALYSING	EXPLAIN the core issues of cloud computing like cloud virtualization	
CO5	EVALUATING	EVALUATE to appreciate the emergence of cloud as the next generation computing paradigm	
CO6	CREATING	CREATING a cloud computing model for business	
Module	Course Content		Instruction Hours
Module I	Introduction to Cloud Computing – Definition of Cloud – Evolution of Cloud Computing, Cloud Models – Cloud Characteristics, Cloud Computing Characteristics, Essentials, Benefits, Business and IT perspective, – Cloud Types and Services, Cloud Services Requirements – Cloud and Dynamic Infrastructure, Cloud Adoption Measured Service, Public versus Private Clouds – Hybrid Cloud – Community Cloud, Cloud Infrastructure Self Service.		10
Module II	Cloud Architecture, Layered, NIST Cloud Computing Reference Architecture, Service Oriented Architecture, Infrastructure as a Service (IaaS), Platform as a service (PaaS), Software as a service (or SaaS), Architectural Design Challenges		12
Module -III	Cloud Storage and Offerings, Cloud Storage – Storage Services – Advantages of Cloud Storage – Cloud Storage Providers – S3 in AWS, Google App Engine, Microsoft Azure Cloud Offering, Information Storage, Retrieval, Archive and Protection – Cloud Analytics, Testing under Cloud, Information Security, Software as a Service Security, Security Governance and Security Standards		10
Module III	Cloud Virtualization Technology Cloud and Virtualization, Basics of Virtualization, Types of Virtualizations, Virtualization Benefits, Server Virtualization Hypervisor Management Software, Storage virtualization, Virtual Machine Security and IAM		16

### Suggested Readings

1.	Rittinghouse, John W., and James F. Ransome, —Cloud Computing: Implementation, Management and Security, CRC Press
2.	Rajkumar Buyya, Christian Vecchiola, S. ThamaraiSelvi, —Mastering Cloud Computing, Tata Mcgraw, Hill
3.	Toby Velte, Anthony Velte, Robert Elsenpeter, “Cloud Computing – A Practical Approach, Tata Mcgraw Hill,
4.	Kumar Saurabh, “Cloud Computing: Insights into new era Infrastructure”, Wiley India,

3.6		Specialization – Business Analytics		
DEC 3.6.3		DATA ANALYTICS FOR BUSINESS		III
Scheme of Instruction			Scheme of Examination	
Total Duration		48 Hrs	Maximum Marks	100
Periods / Week		4+0+0	Internal Evaluation	20
Credits		4	End Semester	80
Instruction Mode		Lecture	Exam Duration	3 Hrs
LTP		3+1+0	Compulsory Generic Core Course	
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.				
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	Understand the basics of business analysis and data science		
CO2	UNDERSTANDING	Understand data management and handling and Data Science Project Life Cycle		
CO3	APPLYING	Understand the data mining concept and its techniques		
CO4	ANALYSING	Understand and Analyzing machine learning concept		
CO5	EVALUATING	Understand the application of business analysis in different domain		
CO6	CREATING	Create chart and tables using R		
Module		Course Content		Instruction Hours
Module I		Data Analytics: What is data science, Why Data Science, Applications of data science, Data Scientists Roles and Responsibility		08
Module II		Data Analysis: Data Collection, Data Classification, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, dealing with noisy data, dealing with missing or incomplete data, Outlier Analysis, Methods to deal with outlier, Data Visualization		10
Module III		Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization		14
Module IV		Introduction to R and Visualization of Data: R graphical user interfaces, data import and export, attribute and data types, descriptive statistics, exploratory data analysis, visualization before analysis, and analytics for unstructured data. Visualization of Categorical Data in R: Bar Chart Simple Bar Chart with Multiple Response Questions, Column Chart with two line labeling, Column chart with 448 labeling , Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables.		16

#### Suggested Text Books

1.	Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
2.	2. Business Analytics : Albright & Winston, Cengage
3.	3. Business Analytics, Tanushri Banerjee & Arindam Banerjee, SAGE Publishing
4.	4. Introduction to Data Science, Laura Igual Santi Seguí, Springer

3.7	Specialization- Supply chain and logistics Management			
DEC 3.7.1	SUPPLY CHAIN AND LOGISTICS MANAGEMENT			III
Scheme of Instruction		Scheme of Examination		
Total Duration	48 Hrs	Maximum Marks	100	
Periods / Week	4+0+0	Internal Evaluation	20	
Credits	4	End Semester	80	
Instruction Mode	Lecture	Exam Duration	3 Hrs	
LTP	3+1+0	Compulsory Generic Core Course		
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	Understand the framework and fundamentals of Supply Chain Management as the foundation for building and sustaining high performance and effectiveness in the organization.		
CO2	UNDERSTANDING	Develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution of goods and services to meet varying customer demand.		
CO3	APPLYING	Analyze the forecasting and inventory management techniques		
CO4	ANALYSING	Demonstrate the ability to analyze and apply critical thinking and learning skills related to "real life" problems and situations.		
CO5	EVALUATING	Evaluate the Logistics Model of a Business		
CO6	CREATING	Critically evaluate the supply chain integration and role of IT in SCM		
Module		Course Content		Instruction Hours
Module I		Concept of Supply Chain Management, Objectives of a Supply Chain, Stages of Supply chain, Supply Chain Process, Key issues in SCM, logistics & Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM Drivers of SCM, Macro Process of SCM, Forecasting in Supply Chain, Methods of Forecasting, Planning Supply and Demand in a Supply Chain		08
Module II		Logistics Management: Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation, Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking Role of logistics in SCM, Difference between SCM and Logistics, Logistics Costs, Logistics Models, Role of Transportation in SCM, Transportation Decisions, Push vs Pull System, Cross Docking		10
Module III		Warehousing: Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing, Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL)		14
Module IV		Supply Chain and CRM, Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.		16

#### Suggested Text Books

1.	Sunil Chopra and Peter Meindl; Supply Chain Management: Strategy, Planning and Operation;
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	Thirdedition, Pearson Education, 2009
2.	Rajasekhar and Acharyulu; Logistics and Supply Chain Management; Excel, 2009.
3.	Donald J. Bowersox and David J. Closs; Logistical Management: The Integrated Supply Chain Process;Tata McGraw Hills, 2006
4.	Sridhara Bhat; Logistics and Supply Chain Management; Himalaya Publishing House, 2011.
5.	John T Mentzer; Supply Chain Management; Sage Publications, 2008.
6.	Joel D Wisner; Keong Leong, Keah Choon Tan; Principles of Supply Chain Management – A

3.7.	Specialization – Supply chain and Logistics Management		
DEC 3.7.2	WAREHOUSE AND DISTRIBUTION MANAGEMENT		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	Understand the concepts and ware house management process	
CO2	UNDERSTANDING	Analytical Understanding of Warehouses and its Applications with Real World Problems	
CO3	APPLYING	Ability to Implement Processes for Effective Warehouse Management and Aligning it with SCM Strategy	
CO4	ANALYSING	Ability to Evaluate the Cost and Performance Factors in Warehouse Management.	
CO5	EVALUATING	Understanding of Distribution Management Channels for Effective SCM and Logistics	
CO6	CREATING	Analytical Understanding of Various Modes of Transportations	
Module	Course Content		Instruction Hours
Module I	Warehouse Management- Importance of Warehousing and Warehousing Functions, Types of Warehouses, Specialized Warehouse Services, Developing Warehouse Strategies, Establishing Warehouse Standards, Receiving and Stocking, Order Picking and Shipping. Sizing the Warehouse, Warehouse Layout, Stocking Inventory in Warehouse Locations. Warehouse Automation, Warehouse Management and Environmental Sustainability.		12
Module II	Warehouse Management Process- Receiving and Put Away, Picking Strategies and Equipment, Order Pick Method, Replenishment, Stock Counting, Cycle Counting, Return Processing and Dispatch, Documentation , Warehouse Costs, Types of Costs in Warehousing, Return on Investment, Traditional vs Activity Based Costing, Logistics Charging Methods, Health and Safety issues in Warehousing.		10
Module -III	Distribution Management Environment- Defining the Distribution Function, Basic Supply Chain Distribution Formats, Alternative Distribution Channel Formats, Role of Distribution Channels, Service Outputs and Functions of Distribution Channels, Distribution Channel Transaction Flows, Distribution Channel Inventory Flows, Substituting Information for Inventory. Reverse Logistics, Sustainability in Distribution		10

Module IV	Modes of Transportation - Importance of Various Modes of Transport, Rail, Road, Water, Air and Pipeline with their Characteristics and Cost Structure, The Carrier Selection Decision, Determinants of Carrier Selection, Legal Classification of Carriers and Role of Couriers as Carriers. Transportation Costs, Fixed, Variable, Joint and Common Costs, Product Related & Market-Related Factors Influencing Transportation Cost	16
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#### Suggested text books

1.	Gwynne Richards, Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse (Kogan Press)
2.	David Frederick Ross, Distribution Planning and Control Managing in the Era of Supply
3.	Chain Management (Springer)
4.	David J. Bloomberg, Stephen LeMay & : Logistics, Prentice, Hall of India Pvt Ltd., Joe B. Hanna New Delhi,
5.	Donald J. Bowersox & David J. Closs : Logistical Management, McGraw Hill Publishing Co. Ltd, New Delhi
6.	Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice, Hall of India Pvt Ltd., New Delhi
7.	Donald Waters : Logistics. Palgrave Macmillan, New York,
8.	Sarika Kulkarni : Supply Chain Management, McGraw Hill Publishing Co Ltd., New Delhi,

3.7.	Specialization – Supply chain and Logistics Management			
DEC 3.7.3	OPERATIONS AND GREEN SUPPLY CHAIN MANAGEMENT			III
Scheme of Instruction		Scheme of Examination		
Total Duration	48 Hrs	Maximum Marks	100	
Periods / Week	4+0+0	Internal Evaluation	20	
Credits	4	End Semester	80	
Instruction Mode	Lecture	Exam Duration	3 Hrs	
LTP	3+1+0	Compulsory Generic Core Course		
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.				
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	Understand the concept of production and operations in overall Business Strategy of the firm.		
CO2	UNDERSTANDING	Understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.		
CO3	APPLYING	Apply the knowledge and plan for the PPC and Inventory control techniques		
CO4	ANALYSING	Analyze the importance of Green Logistics and Supply Chain management		
CO5	EVALUATING	Evaluate the Green Supply Chain and Environmental Concern of supply chain		
CO6	CREATING	Critically evaluate the drivers of green logistics and transportation.		
Module	Course Content			Instruction Hours
Module I	Production & Operations Concepts: Introduction, meaning, nature scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Operations Concepts: Services scenario in India, difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design, service designing process, service blueprinting, service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model			12
Module II	Material and Inventory Management: 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	Green Supply Chain Management: Introduction, Traditional Supply Chain and Green Supply Chain, Environmental Concern and Supply Chain, Closed loop Supply Chain, Corporate Environmental Management – Green Supply Chain Management (GSCM): Definition, Basic Concepts – GSCM Practices.			10
Module -IV	Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green Logistics – Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics.			16

#### Suggested text Books



1.	Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017.
2.	Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge, 2018.
3.	Charantimath, P.M. – Total Quality Management (Pearson Education, 3rd Edition)
4.	Bedi, Kanishka – Production & Operations Management (Oxford University Press, 3rd Edition)
5.	Gopalakrishnan, P. & Sundaresan, M. Materials Management (Prentice Hall of India)
6.	Chase, R.B., Shankar, R. & Jacobs, F.R. -Operations & Supply Chain Management (Tata McGrawHill, 14th Edition)

3.8.	OPEN ELECTIVE PAPERS		
OEC 3.8.1	E- BUSINESS		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	Define E- Business and E, Business Models .	
CO2	UNDERSTANDING	Understand the types of Electronic Markets and E-payment	
CO3	APPLYING	Understand the Digital markets and E technologies on marketing	
CO4	ANALYSING	Analyze the electronic Catalogs, Shopping carts, and search Engines.	
CO5	EVALUATING	Evaluate the advantages of portals and electronic markets.	
CO6	CREATING	Critically evaluate the role of digital payment system.	
Module	Course Content		Instruction Hours
Module I	Introduction to E-Business and E-Commerce, meaning, importance of E-Business Models. Internet Marketing and E-Tailing. Elements of E-Business Models. Electronic Business, Functions of Electronic Commerce (EC), Advantages of E-Commerce, E- Commerce and E-Business Internet Services Online Shopping, Commerce Opportunities for Industries.		08
Module II	Technologies in E-Business Introduction, hardware, E-Business software applications, internet and World Wide Web; Database management system; E-Business security; Online payment technology. Business applications, E-Procurement and E-Payment Systems, Integration and E-Business suits. ERP, E-SCM, E-CRM, E-Payment. E-Procurement definition, processes, methods and benefits. Smart cards, Electronic Payment Systems: Digital Payment Requirements, Designing E-Payment System, Electronic Fund Transfer (EFT), Electronic Data Interchange (EDT), Credit Cards, Debit Cards, E-Cash, E-Cheques, Smart Cards, Net Banking, Digital Signature, Electronic signature.		10
Module III	Electronic Markets and Business Models: E-Shops, Malls, E-Groceries, Portals, Vertical Portals, Horizontal Portals, Advantages of Portals, Business Models, Business to Business(B2B), Business to Customers(B2C), Business to Government(B2G), Auctions, B2B Portals in India Digital Marketing Concept, Effects of E- Business technologies on marketing strategy, customer retention and E-CRM; Measuring the extent of digital marketing activity; Market analysis; Digital marketing tools; Viral marketing. Launching Online Business and E- Commerce Projects.		14
Module IV	Online Marketing- Retailing in E-Business. Internet Marketing Internet Advertisement product displays on Internet. Online Market Research–Data mining and Marketing Research, Security aspects in E-Commerce: Security risks in E-Commerce, types of threats,sources or threats, security tools& risk management approaches		16

**Suggested Text Books**

1.	KamaleshK Bajaj, DebjaniNa, "E,Commerce", 2ndEdition Tata McGrawHills 2005
2.	Dave Chaffey –"E,Commerce E,Management", 2ndEdition, Pearson, 2012.
3.	Henry Chan,"E,Commerce Fundamentals and Application", Raymond Lee,Tharm Wiley India2007.
4.	S. Jaiswall"E,Commerce", Galgotia Publication Pvt Ltd 2003.

3.8.	OPEN ELECTIVE PAPERS		
OEC 3.8.2	MANAGERIAL SKILLS AND LEADERSHIP		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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	Understanding the difference between manager and a leader skills and qualities.	
CO2	UNDERSTANDING	Understanding the styles of successful leaders and the goal setting strategies.	
CO3	APPLYING	Applying the concept of managerial skills for empowering employees	
CO4	ANALYSING	Analyzing the importance of etiquette and communication in organizations	
CO5	EVALUATING	Evaluating the role of technology in business communication.	
CO6	CREATING	Ability to enhance the skills required to manage an organization effectively.	
Module	Course Content		Instruction Hours
Module I	Manager Vs Leader –Managerial roles – Skills, qualities of a manager, Communication skills, interpersonal communication, Soft skills and Hard skills, Decision making Skills, Problem solving, creative thinking, lateral thinking and Critical thinking, Conflict Management skills, Negotiation skills, developing Self-awareness Emotional Intelligence,		08
Module II	Leadership, functions, developing leadership skills, leadership styles, Goal Setting SMART goals, Time Management and Effective planning, Empowering and delegating, developing Empowerment, inhibitors of Empowerment, delegating works.		10
Module III	English Conversation, Pronunciation, Voice Modulation, Facial Expressions, Body language, Office Wear, Meetings/Interviews, Business Etiquettes Office Etiquettes, Phone Etiquette, Meetings, types of Meetings, Planning Meetings Documentation: Notice, Agenda, Resolution & Minutes, Teleconferencing and Video conferencing, Press release, Press conference, Media interviews		14
Module IV	Impact of Technological advancement on Business communication, Technology-enabled communication, Mobile Optimization, Chat Features Video Calling, Wearable Devices, Hosted Services, Home and Business Automation, Cloud Technology, Complete Integration. Communication trends, Internet of Things, 5G Mobile Internet, Cloud services. Visible Light Communication., 4K Image Format, Augmented and Virtual Reality, web browsers with Real-Time Communications WebRTC		16

**Suggested text books**

1.	Corporate Soft skill: Sarvesh Gulati
2.	The ACE of Soft Skills: Attitude, Communication and Etiquette for Success: Gopalaswamy Ramesh, Mahadevan Ramesh
3.	Advanced Business communication , Penrose, Rasberry, Myers, Thomson Learning.
4.	Excellence in Business Communication , Bovee, Thill – Pearson Education.
5.	Avison & Fitzgerald Information Systems Development, Methodologies, Techniques and Tools, Mac graw Hill
6.	Avison and Wood, Harper Multi View, An Exploration In Information Systems Development,

3.8.	OPEN ELECTIVE PAPERS	
OEC 3.8.3	STARTUP MANAGEMENT	
Scheme of Instruction		Scheme of Examination
Total Duration	48 Hrs	Maximum Marks
Periods / Week	4+0+0	Internal Evaluation
Credits	4	End Semester
Instruction Mode	Lecture	Exam Duration
LTP	3+1+0	3 Hrs
Compulsory Generic Core Course		
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	Develop a start-up Enterprise with Big Idea Generation.
CO2	UNDERSTANDING	Analyse start-up capital requirement by analysing legal factors.
CO3	APPLYING	Interpret feasibility Analysis towards funding issues.
CO4	ANALYSING	Access growth stages in new venture and reasons for scaling ventures.
CO5	EVALUATING	Evaluate financial stability and decide on expansion possibilities
CO6	CREATING	Evaluate the feasibility study for setting up new venture
Module	Course Content	Instruction Hours
Module I	Start-up opportunities: The New Industrial Revolution – The Big Idea, Generate Ideas with Brainstorming, Business Start-up, Ideation, Venture Choices, The Rise of the start-up Economy, The Six Forces of Change, The Start-up Equation, the Entrepreneurial Ecosystem, Entrepreneurship in India. Government Initiatives.	08
Module II	Start-up Capital Requirements and Legal Environment: Identifying Start-up capital Resource requirements, Estimating Start-up Cash requirements, developing financial assumptions Constructing a Process Map, Positioning the venture in the value chain, Launch strategy to reduce risks, Start-up financing metrics, The Legal Environment, Approval for New Ventures and Taxes or duties payable for new ventures	10
Module III	Starting up Financial Issues: Feasibility Analysis, the cost and process of raising capital – Unique funding issues of high-tech ventures, Funding with Equity – Financing with Debt, Funding start-ups with bootstrapping, crowdfunding, strategic alliances	14
Module IV	Start-up Survival and Growth: Stages of growth in a new venture, growing with the market, growing within the industry, Venture life patterns, Reasons for new venture failures Scaling Ventures preparing for change, Leadership succession. Support for the growth and sustainability of the venture. Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, Exit Strategies Selling the business, Going Public (IPO) – Liquidation.	16

Suggested text books

1.	Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2.	Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall, International, 2010.
3.	S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
4.	Steven Fisher, Janae' Duane, The Startup Equation ,A Visual Guidebook for Building
5.	Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
6.	Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.

3.8.	OPEN ELECTIVE PAPERS	
OEC 3.8.4	CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY	III
Scheme of Instruction		Scheme of Examination
Total Duration	48 Hrs	Maximum Marks
Periods / Week	4+0+0	Internal Evaluation
Credits	4	End Semester
Instruction Mode	Lecture	Exam Duration
LTP	3+1+0	3 Hrs
Compulsory Generic Core Course		
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	Understanding the concept of Corporate governance and Shareholders rights
CO2	UNDERSTANDING	Understand the roles and responsibilities of Board of Directors, and SEBI norms
CO3	APPLYING	Applying the concept of CSR and Models of CSR in societal development
CO4	ANALYSING	Analysing the CSR discharged by various organizations.
CO5	EVALUATING	Evaluating the role of Government NGO's and public sectors in CSR
Module	Course Content	Instruction Hours
Module I	Introduction, need, scope and issues in corporate governance, Evolution of Corporate governance, Genesis of Corporate Governance, Key features of Corporate Governance in the Companies Act 2013, Indian model of governance, obligation to stakeholders. Shareholder rights.	08
Module II	Roles and Responsibilities of Board of Directors, Committee, Auditors, Banks, Public Policy, SEBI, Stakeholder Protection Committee, Compliance and Risk Management Committee, Investor Protection and Corporate Governance, Government Regulatory Framework of Corporate Governance in India, SEBI Norms based on KM Birla Committee, Clause 49 of Listing Agreement, and Corporate Governance in Public Sector Undertakings.	10
Module III	Corporate Social Responsibility, Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, The evolving role of stakeholders, Moral and economic arguments for CSR, CSR policy and Governance, Stakeholder engagement, Environmental assessments, Theories & Models of CSR	14
Module IV	International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Identifying key stakeholders of CSR & their roles. Role of the Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Self Governance in implementing CSR; Contemporary issues in CSR & MDGs.	16



### Suggested text books

1.	Fernando. A.C. Corporate Governance , Principles, Policies and Practices, Pearson Education, NewDelhi, 2006.
2.	Prakash Pandya & R. Balakrishnan, Compliance Guide to Corporate Governance, Taxmann's Allied Services Ltd, 2010
3.	Joshi Vasudha, Corporate Governance, The Indian Scenario, Foundation Books, 2004.
4.	Solomon Hill, Corporate Governance and Accountability, Lexis Nexis, UK. 2003
5.	Baxi.C.V. Corporate Social Responsibility, Concept & Cases, The Indian Experience. Prasad ExcelBooks
6.	Werther. B.W. & Chandler D. Jr. (2009). Strategic Corporate Social Responsibility, Stake holder's aglobal Environment, Sage Publication.
7.	Modi. P.K, (2009). Corporate Social Capital Liability, Arise Publishers & Distributors. First Editions.

3.8.	OPEN ELECTIVE PAPER		
OEC 3.8.5	EMOTIONAL INTELLIGENCE AND PERSONALITY DEVELOPMENT		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	Acquaint with the knowledge of emotional intelligence and its importance to personal and professional success.	
CO2	UNDERSTANDING	Understand the concept of personality development develop communication and problem solving skills	
CO3	APPLYING	Recognize four domains of Emotional Intelligence	
CO4	ANALYSING	Assess individual personality and conduct SWOT analysis and thereby increase the level of emotional intelligence	
CO5	EVALUATING	Evaluate individual skills and leadership qualities	
Module	Course Content		Instruction Hours
Module I	Emotion, Meaning, characteristics of emotion, components of emotion, cognitive component, physiological component, Behavioural component. Types of emotions, exposing the myths about emotion, physiological or bodily changes accompanying emotions, how emotions affect our thinking and actions? Emotional Intelligence: Concept of Emotional Intelligence, Understanding the history and origin of Emotional Intelligence, Contributors to Emotional Intelligence, Science of Emotional Intelligence, EQ and IQ, Scope of Emotional Intelligence.		08
Module II	Models of Emotional Intelligence: The Ability based Model, The Trait Model of Emotional Intelligence, Genos Model of Emotional Intelligence Mixed Models of Emotional Intelligence. Emotional Competencies, Self-awareness, Self-regulation, Self- motivation, Social Awareness, Social Skills, Recognition and Understanding of Emotions in Oneself and Others, management of Emotions., Self-Control and Assertiveness, Self-Regard and Self Actualization		10
Module III	The concept of personality Dimensions of personality, Significance of personality development. The concept of success and failure: What is success? Hurdles in achieving success, overcoming hurdles, Factors responsible for success, what is failure? Causes of failure. SWOT analysis. Attitude and motivation, Ways to develop a positive attitude and importance of self-motivation.		14
Module IV	Aspects of personality development: Body language, Problem-solving, Conflict and Stress Management, Decision making skills, Leadership and qualities of a successful leader, Character building, Team work, Time management, Work ethics, good manners and etiquette. Employability Quotient Resume building, the art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview, Frequently Asked Questions, Psychometric Analysis, Mock Interview Sessions		16

### Suggested text Books

1.	Andrews, Sudhir. How to Succeed at Interviews. 21st (rep.) New Delhi.Tata McGraw,Hill 1988.
2.	Heller, Robert.Effective leadership. Essential Manager series. Dk Publishing, 2002
3.	Hindle, Tim. Reducing Stress. Essential Manager series. Dk Publishing, 2003
4.	Lucas, Stephen. Art of Public Speaking. New Delhi. Tata , Mc,Graw Hill. 2001
5.	Mile, D.J Power of positive thinking. Delhi. Rohan Book Company, (2004).
6.	Pravesh Kumar. All about Self, Motivation. New Delhi. Goodwill Publishing House. 2005.
7.	Smith, B . Body Language. Delhi: Rohan Book Company. 2004
8.	Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.

3.8.	OPEN ELECTIVE PAPERS		
OEC 3.8.6	BUSINESS ETIQUETTES		III
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3+1+0	Compulsory Generic Core Course	
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.			
Course Outcomes, Course Outcomes, On successful completion of the course the learner will be able to On successful completion of the course the learner will be able to			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	Understand the significance of Business etiquettes and dressing in corporate.	
CO2	UNDERSTANDING	Understanding the basic etiquettes of Email, telephone and voice mails.	
CO3	APPLYING	Analysing and preparing the meeting agenda and drafting the minutes of the meeting.	
CO4	ANALYSING	Assess individual ability to make corporate presentations and public speaking	
CO5	EVALUATING	Critically evaluate the etiquettes to be developed to be a successful corporate leader.	
Module	Course Content		Instruction Hours
Module I	Business Etiquettes: An Overview, Significance of Business Etiquettes in 21st Century and Professional Advantage, Need and Importance of Professionalism, Leveraging the Use of technology in social media, Workplace Etiquette, Personal Appearance, Formal Dressing, Casual Dressing, Accessories for Men & Women, Footwear, General Appearance, What To Wear for Different Occasions. Using the Right Tone of Voice, Etiquette for Personal Contact, Introductions, Getting the names right, Handshakes, Facial Expressions, Eye Contact, Hand gestures & Posture		08
Module II	E-Mail and Telephone Etiquettes- Basic Email Etiquettes, Significance of Etiquettes, Enforcement of email etiquettes in the organization, E-mail: Way of professional communication, Telephone Etiquette, Techniques, Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages, Developing Cell Phone Etiquettes, Voicemail Etiquette, Telephonic Courtesies. Basics of Dining Etiquettes, Basic essentials of dining table etiquettes, how to use Cutlery, Posture & Behaviour, Do's and Don'ts.		10
Module III	Meeting Etiquette- Managing a Meeting, Meeting agenda, Meeting logistics, Minute taking, protocols during the meeting; Duties of the chairperson, Ground rules for conducting meeting, Effective Meeting Strategies, preparing for the meeting, Conducting the meeting, Evaluating the meeting, Business Card Etiquette, carrying business cards, exchanging business cards, Receiving and storing business cards. Presentation Etiquette, how to design great presentations – Colour scheme, font size, content, spellings, animation, how to make effective presentations – Body language, confidence, Eye contact, Common mistakes during presentations		14

Module IV	Interview Etiquette: What employers are looking for, Types of interviews, Top interview tips, preparing for an interview Recommended interview attire, Interview checklist, Preparing for a telephonic interview, Frequently Asked Questions (FAQs) during interview, Common reasons for applicant rejection. Public Speaking Etiquette: Speak hands, free, inject humor, Encourage Q and A's, Understand the power in a pause, stay mindful of the sound of your own voice and Understand your audience.	16
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### Suggested text books

1.	Raghu Palat Indian Business Etiquette Jaico Books Latest
2.	Barbara Pachter Marjorie Brody Complete Business Etiquette Handbook Prentice Hall Latest
3.	Nancy Mitchell Etiquette Rules : A Field Guide to Modern Manners Wellfleet Press Latest
4.	Dorothea Johnson and Liv Tyler Modern Manners: Tools to take up to the top Potter Style Latest

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

<b>Sl. no</b>	<b>Course Code</b>	<b>Course Title</b>
1.	GCC 4.1	Artificial Intelligence for Business.
2.	GCC 4.2	Design Thinking and innovation Management
3.	GCC 4.3	Startup and New Venture Management
4.		<b>SUBJECT SPECIFIC ELECTIVES</b>
6.	SEC 4.4	Finance
7.	DSE 4.5	Human Resource Management
8.	DSE 4.6	Marketing Management
9.	DSE 4.7	Business Analytics
10	DSE 4.8	Supply Chain and Logistics Management

	<b>Course Title</b>		<b>Semester</b>
<b>Course Code</b>			
<b>GCC 4.1</b>	<b>ARTIFICIAL INTELLIGENCE FOR BUSINESS</b>		<b>IV</b>
<b>Scheme of Instruction</b>		<b>Scheme of Examination</b>	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	4+0+0	Internal Evaluation	20
Credits	4	End Semester	80
Instruction Mode	Lecture	Exam Duration	3Hrs
LTP	3+1+0	<b>Compulsory Generic Core Course</b>	
<b>Course Outcomes, on successful completion of the course the learner will be able to</b>			
<b>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.</b>			
<b>CO#</b>	<b>Cognitive Abilities</b>	<b>Course Outcomes</b>	
CO1	REMEMBERING	IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem	
CO2	UNDERSTANDING	UNDERSTAND AI’s fundamental concepts and methods.	
CO3	APPLYING	APPLY various machine learning algorithms on structured data to develop machine learning models.	
CO4	ANALYSING	ACQUIRE advanced Data analysis skills through algorithm and search processes.	
CO5	EVALUATING	SELECT logical and functional process to develop the model	
CO6	CREATING	DEVELOP the Networks of Machine learning and Deep learning	
<b>Module</b>	<b>Course Content</b>		<b>Instruction Hours</b>
Module I	Introduction: Meaning, Definition, Functions, Importance and Approaches of AI, Brief History of AI, AI Revolution and its impact on Business, Essential of Data, Role of AI in Business Transformation, Application of AI in Business- Customer Service, Sales and Marketing, Finance and Accounting, Human Resource, Supply Chain and Logistics, Operations and Manufacturing.		16
Module II	Opportunities for Business – Cost Savings, Efficiency Improvements, Enhanced Customer Experience, Better Decision Making, New Revenue Streams, Key Challenges and Considerations – Data Privacy and Security, Bias and Fairness in AI Algorithms, Skill Gap and Talent Acquisition, Ethical and Social Implications, Regulatory Compliance.		10
Module-III	AI Implementation Strategies – Defining Goals and Objectives, Assessing and preparing Data, Choosing the right AI Technology, building a Cross Functional Team, creating a Scalable and Flexible infrastructure, Measuring and Evaluating performance.		12
Module IV	Future outlook of AI in Business – Emerging trends and technologies, Potential impact on industries and jobs, Ethical and Societal Implications, Opportunities for Innovation and Collaboration		10

**Suggested Text Books:**

Sl.No	Artificial Intelligence for Business – K.Sunanda
1.	Artificial Intelligence in Business- Real world Case Studies and Applications: Moustafa Elgezery
2.	Artificial Intelligence for Beginners: Chris Neil
3.	Artificial Intelligence in Business: Mansoor Muallim
4.	Introduction to Artificial Intelligence by Wolfgang Ertel, Springer, Translated by Nathanael Black Artificial Intelligence by Elaine Rich, Kevin Knight and Nair, TMH
5.	A First Course in Artificial Intelligence by Deepak Khemani, McGraw Hill Education (India)
6.	Artificial Intelligence: A Modern Approach by Stuart Russell and Peter Norvig, Pearson
7.	Artificial Intelligence by Saroj Kausik, Cengage Learning
8.	Artificial Intelligence by Dan W Patterson, Prentice Hall of India



Course Code		Course Title		Semester
GCC 4.2		DESIGN THINKING AND INNOVATION MANAGEMENT		1V
Scheme of Instruction			Scheme of Examination	
Total Duration	48 Hrs		Maximum Marks	100
Periods / Week	3+1		Internal Evaluation	20
Credits	3		End Semester	80
Instruction Mode	Lecture		Exam Duration	3 Hrs
LTP	3:1:0		Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	UNDERSTAND The concept integrating design thinking into innovation management		
CO2	UNDERSTANDI NG	REMEMBER The concept being more innovative and customer- focused		
CO3	APPLYING	ASSESS using design thinking and innovation Management methodologies, and technics		
CO4	ANALYSING	ANALYSE Process of managing innovation within an organization to create value and improve performance.		
CO5	EVALUATING	UNDERSTAND The concept to new and innovative solutions to complex problems.		
CO6	CREATING	DEVELOP The concept to implementation of design thinking and innovation		
Module	Course Content			Instruction Hours
Module I	Innovation Management- Innovation; invention and creativity: - Drivers and process of innovation- Firm & technology level- Classification of innovation Management. Types of Creativity & Innovation- Barrier to Creativity & Innovation-stages of creativity, principles & approaches to creativity.			10
Module II	Models of Innovation, Managing Innovation, Innovation diffusion theory, Condition for Idea Generation and Innovation. Research & Development (R&D) for Management and firm capability, Applications of Creativity and Innovation in business			8
Module III	Design Thinking – Introduction, Meaning, Definition of Design and Design Thinking, Human Centered Design, , Relevance of design thinking in present era, Prerequisites, Processes, Interdisciplinary, Iterative, Flexible, Phases-Immersion, Comprehension, Observe, Recording, Analysis-Sorting, Categorize, Defining the needs, Ideation, Methods of Brainstorming, Convergence, Building prototypes, Abstract Prototypes, Concrete Prototypes. Testing – Test Groups, Digital Testing, Finding and Understanding Errors, Visualization with Storyboards. Implementing the process in driving innovation Design Thinking in Various Sectors (Health sector, Finance, Education, Infrastructure).			16
Module IV	Introduction to IPR, Origin, Nature Significance of IPR in present world, Types of IPR: Patent, Types, Inventions which are not patentable, Registration Procedure, Copyright, Types of Copy Right, Registration procedure, Assignment & license, Terms of Copy Right, Trademarks,			14

	Types, Registration of Trade Marks, Design Registrations, Cancellation of design Registration, Process of filing an IPR, Compliance Cost.	
<b>Suggested Readings</b>		
1	Innovation Managementby C S G Krishnamacharyulu & Lalitha R, Himalaya Publishing House	
2	Design Thinking for Beginners – Innovation as a factor for Entrepreneurial Success: KillianLangenfeld	
3	James A Christiansen, “Competitive Innovation Management”, published by Macmillan Business, 2000.	
4	Paul Trott, “Innovation Management& New Product Development”, published by Pitman, 2000.	
5	Kelley, Tom, Jonathn Littmant, and Tom Peters. The Art of Innovation: Lessons in Creativityfrom IDEO, America’s Leading Design Firm. New York: Doubleday, 2001.	
6	Martin, R. L. (2009). The design of business: Why design thinking is the next competitive advantage. Harvard Business Press.	
7	Stickdorn, M., Schneider, J., Andrews, K., & Lawrence, A. (2011). This is service designthinking: Basics, tools, cases(Vol. 1). Hoboken, NJ: Wiley	

Course Code		Course Title		Semester
GCC4.3		STARTUP AND NEW VENTURE MANGEMENT		1V
Scheme of Instruction			Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks		100
Periods / Week	3+1	Internal Evaluation		20
Credits	3	End Semester		80
Instruction Mode	Lecture	Exam Duration		3 Hrs
LTP	3:1:0	Compulsory Generic Core Course		
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	Develop a start-up Enterprise with Big Idea Generation.		
CO2	UNDERSTANDING	Understand feasibility Analysis towards funding issues.		
CO3	APPLYING	Prepare a business plan and business model canvas for your idea.		
CO4	ANALYSING	Analyze start-up capital requirement by analyzing legal factors		
CO5	EVALUATING	Evaluate growth stages in new venture and reasons for scaling ventures		
CO6	CREATING	Critically examine financial stability and decide on expansion possibilities		
Module	Course Content			Instruction Hours
Module-I	Entrepreneur: Introduction, Meaning, Definition. Entrepreneurial Types, Qualities, Functions and Significance, Entrepreneur, profile analysis, Entrepreneurial Behavior and Motivations, Innovation and Entrepreneur, Lean Start-up, Entrepreneurial Eco system, Sustainability of Entrepreneurship.			10
Module-II	Mechanics of setting New Enterprise, size and location, Search for Business Ideas- Scanning of Business Environment, Sources of ideas, Idea Processing, Business Plan - components and preparation, Search and Identification, Market Intelligence, Market Analysis, Market Research, Customer validation, Developing Business model, value preposition, Product Development, long tail Markets, Product Launch.			12
Module III	Financial Road Map- planning/ Budgeting, Developing a Financial Road Map, Bootstrapping and Sources of Funding. Role of government schemes - Prime Minister Employment Generation Programme (PMEGP) ,Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) ,Market Promotion & Development Scheme (MPDA), Scheme of Fund for Regeneration of Traditional Industries(SFURTI). Role of Ministry of Skill Development and Entrepreneurship (MSDE)schemes by MSDE- Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Skill Acquisition and Knowledge Awareness for Livelihood Promotion (SANKALP), Standard Training Assessment and Reward Scheme (STAR), Crowd Funding, Venture Capital, Private Equity.			16
Module IV	Models of Entrepreneurship (B2B, B2C, Franchising, Aggregators, Retailers and Distributors), Business Incubators and Startups, Role of Business Planning in startups, startups-Key to unemployment or reasons for future unemployed youths, startup India programmes, successful startups in India, Current Trends.			10
Suggested Readings				

1.	Barringer, Bruce R. (2015) Preparing Effective Business Plans : An Entrepreneurial Approach. Second edition, Pearson Education
2.	Barringer, Bruce R., and Ireland,R. Duane ( 2008) Entrepreneurship : Successfully LaunchingNew Ventures, Second Edition, Pearson Education.
3.	Blank, Steven G., and Dorf, Bob (2012). The Startup Owner’s Manual: The Step-by-StepGuide for Building a Great Company.KetS Ranch, Inc
4.	Drucker, Peter Ferdinand (2007). Innovation and Entrepreneurship: Practice and Principles. Harper & Row
5.	. Kuratko, Donald F., and Welsch, Harold P. (2004) Strategic Entrepreneurial Growth.Second edition, Thomson/South-Western.
6.	Kawasaki, G. (2004). The art of the start: The time-tested, battle-hardened guide for anyone starting anything. Penguin
7.	Christensen, C. M., &Christensen, C. M. (2003). The Innovator's Dilemma, HarperBusiness Essentials.
8.	. Baron, R. A. (2014). Essentials of Entrepreneurship: Evidence and Practice. Edward Elgar Publishing.
9.	Kuratko, D. F. (2016). Entrepreneurship: Theory, Process, and Practice. Cengage Learning.
10.	Blank, S., & Dorf, B. (2012). The Startup Owner's Manual: The step-by-step guide for building a great company; Book Baby

Course Code	Course Title		Semester
DEC 4.4.1	<b>SPECIALIZATION –FINANCE</b> <b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>		1V
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	3	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3:1:0	Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	UNDERSTAND the concept capital structure and capital structure theories.	
CO2	UNDERSTANDING	REMEMBER the concept of the Management of workingcapital and its financing	
CO3	APPLYING	ASSESS the dividend policy of the firm	
CO4	ANALYSING	ANALYSE the techniques of cash, inventory and receivables management	
CO5	EVALUATING	UNDERSTAND the techniques of managing differentcomponents of working capital	
CO6	CREATING	DEVELOP the analytical skills for analyzing the inventory andreceivables management	
Module	Course Content		Instruction Hours
Module I	Introduction & Concepts: Investment: Meaning, Nature & Objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment Avenues: Marketable & Non marketable Financial Assets. Portfolio Management: Meaning, Attributes, Significance and process of Portfolio Management, Role of Portfolio manager.		10
Module II	Risk & Return Analysis: Elements of Risk & Return, Measurements of Risk & Return, Relationship between Risk and Return. Fundamental Analysis, Technical Analysis, Technical Analysis vs. Fundamental Analysis. Valuation of Bonds and Shares – Bond Valuation: Types, Bond Prices, Bond Return, Risks in Bonds. Equity Valuation: Concept of Present Value, Share Valuation Models (Problems).		14
Module III	Portfolio Analysis & Selection: Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio. Markowitz Portfolio Selection Model: Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model (Problems). Capital Asset Pricing Model (CAPM): Assumptions & Limitations of CAPM. Sharpe-The Single Index Model: Measuring Security Risk & Return, Measuring Portfolio Risk & Return. Factor Models and Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model (Problems).		14

Module IV	Portfolio Revision & Evaluation: Need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies, Portfolio Evaluation: Need of Portfolio Evaluation, Evaluation Perspectives, Measuring Portfolio Returns & Risk Adjusted Returns.	10
<b>Suggested Reading</b>		
1.	Investment analysis and Portfolio Management Chandra, Prasanna (Tata McGraw Hill Publishing Co. Ltd.)	
2.	Securities Analysis & Portfolio Mgmt., V A Avadhani ,Himalaya Publications	
3.	Security Analysis and Portfolio Management, S. Kevin, PHI Learning Pvt. Ltd.	
4.	Investment Analysis & Portfolio Management, Ranganathan & Madhumathi ,Pearson Education Pvt. Ltd.	
5.	Security Analysis and Portfolio Management, Fischer DE & Jordan R J, Prentice Hall.	
6.	Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R ,Tata McGraw Hill Publishing Co. Ltd.	
7.	Investment Analysis and Portfolio Management, Frank K. Reilly and Keith C. Brown Thomson Learning	
8.	Modern Investments and Security Analysis, Fuller R J; Farrel JL ,McGraw Hill	

Course Code	Course Title		Semester
DEC 4.4.2	Specilization –Finance DERAVITIVES AND RISK MANAGEMENT		1V
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	3	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3:1:0	Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	UNDERSTAND the concept of Derivatives Market	
CO2	UNDERSTANDING	ACQUIRE Knowledge of Derivatives Transaction in the Economy	
CO3	APPLYING	LEARN valuation, analysis and application for hedging, speculation and arbitrage for Financial Derivatives	
CO4	ANALYSING	ANALYSING the valuation and trading strategies ofderivative market;	
CO5	EVALUATING	UNDERSTAND the risk Management with forwards and future.	
CO6	CREATING	DEVELOP their own trading strategies in the volatile market	
Module	Course Content		Instruction Hours
Module I	Introduction: Definition, Types of Derivatives, Uses of Derivatives, Origin of Derivatives in India. Exchange-traded vs. OTC Derivatives, Concepts of Early Delivery, Extension & Cancellation of Forward Contracts, Derivatives in India, Regulation for Derivatives Trading and SEBI guidelines related to Derivatives Trade.		10
Module II	Introduction to Forwards and Futures: Basic Hedging practices, Forward Contracts, Limitations of forward markets, Introduction to futures, Stock Index futures, Commodity Futures and Currency Futures, Distinction between Futures and Forwards Contracts, pay-offs, Cash settlement Vs Physical settlement, Pricing Principles, Factors affecting Option Prices. Put & call parity theorem. Trading strategies involving options: payoffs call & Put Spreads combinations, Options on Stock Indices and currency (Problems).		14
Module -III	Management of Derivatives Exposure: Introduction, Nature of Derivatives Trading, Setting of Risk-vision, Reasons for Managing Derivatives Risk and Types of Risk in Derivative Trading. Futures and options tradingsystem, Basis of trading.		10
Module IV	Risk Management with Derivatives: Hedging with Futures (Strategies of hedging, speculation and arbitrage): Index Options and futures, Risk Management structure and policies in India. Swaps: Overview, Interest Rate Swaps, Currency Swaps, Credit Risk, Mechanics of swaps (Problems).		14

<b>Suggested Readings</b>	
1.	John C. Hull. Options, Futures and Other Derivatives (Eighth ed.). Pearson Education.
2	Jurgen Franke, Wolfgang Hardle and Christian Hafner. Introduction to Statistics of Financial Markets.
3	Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India
4	R. Madhumathi, M. Ranganatham. Derivatives and risk Management(1st ed.)
5	McDonald, Derivatives Markets, (latest ed.), Pearson.
6	Robert Reitano, 2010, Introduction to Quantitative Finance, MIT Press.
7	Gupta, S.L, Financial Derivatives: Theory, Concepts and Problems (latest ed.), PHI Learning Publications
8	Futures and Option Markets, John C. Hull, Pearson Education
9	. Risk Management & Derivative, Rene M. Stulz, Cengage



Course Code	Course Title	Semester
DEC 4.4.3	<b>Specialization –Finance</b> <b>MERGERS ACQUISITION AND CORPORATE RESTRUCTURING</b>	1V
<b>Scheme of Instruction</b>		<b>Scheme of Examination</b>
Total Duration	48 Hrs	Maximum Marks
Periods / Week	3+1	Internal Evaluation
Credits	3	End Semester
Instruction Mode	Lecture	Exam Duration
LTP	3:1:0	3 Hrs
<b>Compulsory Generic Core Course</b>		
<b>Course Outcomes: On successful completion of the course the learner will be able to:</b>		
CO#	Cognitive Abilities	Course Outcomes
CO1	REMEMBERING	UNDERSTAND the concept capital structure and capital structure theories.
CO2	UNDERSTANDING	REMEMBER the concept of the Management of working capital and its financing
CO3	APPLYING	ASSESS the dividend policy of the firm
CO4	ANALYSING	ANALYSE the techniques of cash, inventory and receivables management
CO5	EVALUATING	UNDERSTAND the techniques of managing different components of working capital
CO6	CREATING	DEVELOP the analytical skills for analyzing the inventory and receivables management
Module	Course Content	Instruction Hours
Module I	Introduction of Merger & Acquisition: Types of Mergers, Merger Motives, Theories of Mergers, Mergers and Industry Life Cycle, Reasons for Failures of M & A. Synergy, Types of Synergy, Value Creation in M&A, SWOT Analysis. Merger Process: Procedure for M & A, Five-Stage Model, Due Diligence-Types, Process and Challenges of Due Diligence, HR Aspects of M & A, Tips for Successful Mergers, Merger Integration - Process of Merger Integration.	12
Module II	Financial Evaluation of M & A: Merger as a Capital Budgeting, Business Valuation Approaches, Asset Based, Market Based and Income Based Approaches, Exchange Ratio (Swap Ratio), Methods of determining Exchange Rate. (Problem)	10
Module III	Accounting Aspects of Amalgamation: Types of Amalgamations (Amalgamation in the Nature of Merger and Amalgamation in the Nature of Purchase), Methods of Accounting- Pooling of Interest Method and Purchase Method, Calculation of Purchase Consideration (Problems) Acquisitions/Takeover: Types of Acquisition/Takeover (Friendly and Hostile Takeover)-Anti Takeover Strategies-Anti Takeover Amendments-Legal Aspects of M & A-Combination and Competition Act 2002, The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011).	14
Module IV	Corporate Restructuring: Significance and Forms of Restructuring-Sell-off, Spin-off, Divestitures, Demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) and Joint Ventures. (Theory). Corporate valuation (problems)	12

<b>Suggested Readings</b>	
1.	Mergers, Restructuring and Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education.
2	Mergers and Acquisitions and corporate Restructuring by Dr. James Thomas, Dr. Saroj Kumar, Thakur publication.
3	Corporate Finance-Theory And Practice – Aswath Damodaran – John Wiley & Sons.
4	Takeovers, Restructuring And Corporate Governance, Weston, Mitchell And Mulherin -4/e, Pearson Education, 2003.
5	Mergers, Ramanujam et al, TMH, 2003
6	Mergers and Acquisitions, Rajinder S. Aurora, Kavita Shetty and Sharad R. Kale, Oxford University Press, 2011.
7	Value Creation from Mergers And Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
8	Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
9	Mergers, acquisitions and Corporate Restructuring, Nishikant Jha, Himalaya Publishing House, 2011.
10	Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
11	Mergers, Restructuring And Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education.

Course Code		Course Title		Semester
DEC 4.5.1		SPECILIZATION –HUMAN RESOURCE MANAGEMENT TALENT MANAGEMENT AND RETENTION		1V
Scheme of Instruction			Scheme of Examination	
Total Duration		48 Hrs	Maximum Marks	100
Periods / Week		3+1	Internal Evaluation	20
Credits		3	End Semester	80
Instruction Mode		Lecture	Exam Duration	3 Hrs
LTP		3:1:0	Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	To identify what drives the need for talent Management in organizations today		
CO2	UNDERSTANDING	To strategically manage the talent and performance in organizations.		
CO3	APPLYING	To implement proven strategies, tools, and processes to help manage talent and performance.		
CO4	ANALYSING	To discover ways of how to focus on people and their performance more effectively by examining each phase of the performance Management process.		
CO5	EVALUATING			
CO6	CREATING	To design strategies in fulfilling the needs of higher level management.		
Module		Course Content		Instruction Hours
Module I		Talent Management- Meaning and significance of Talent Management, Scope of Talent Management, Relationship between Performance Management and Talent Management. Key Drivers of Talent Management. Talent Management process, Talent Management as a Competitive Advantage.		12
Module II		Competency Modeling, Workforce Planning Process, Forecasting the Firm's Talent Demand and Supply, Qualitative and Quantitative Forecasting Methods & Techniques - Resolving the gaps between Firm's Talent supply and demand, Talent Acquisition.		12
Module III		Developing Applicant Attraction Strategies – Measurement, Describing and Interpreting Data, Using Data Strategically –Talent Planning- succession planning and mobility programmes- Employer branding, Identification, Developing and Retaining Talent.		12
Module IV		Retention Management: Cost of Turn over, Retention Programmes- career Development and Executive Coaching, Motivation, Orientation and Onboarding, Recognition and Rewards. Retention Tools and Sources – Employee Survey, Exit Interview, Consultant.		12
Suggested Readings				
1.		Lance Berger, Dorothy Berger, Talent Management Handbook, McGraw Hill Professional, 2003		
2		Lyle M. Spencer, Phd Signe M. Spencer, Competence At Work Models For Superior Performance, John Wiley & Sons, 2008, I		
3		Sanghi, Seema, The Handbook of Competency Mapping, SAGE (Response Books), New Delhi, 2004,		

4	Allan Schweyer (2004). Talent Management Systems: Best practices in Technology Solutions for Recruitment- Retention and Workforce Planning. Wiley
5	Lance A Berger and Dorothy R. Berger (2008). The Talent Management Handbook. McGraw Hill- New York- NY.
6	Capelli Peter (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.

Course Code		Course Title		Semester
DEC 4.5.2		Specialization –Human Resource Management		1V
		HR ANALYTICS		
Scheme of Instruction			Scheme of Examination	
Total Duration		48 Hrs	Maximum Marks	100
Periods / Week		3+1	Internal Evaluation	20
Credits		3	End Semester	80
Instruction Mode		Lecture	Exam Duration	3 Hrs
LTP		3:1:0	Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	Understand the importance of HR Analytics and utilize HR analytics for business advantage.		
CO2	UNDERSTANDING	Apply the HR Analytics and measure HR functions using softwares suchas MS Excel/ IBM-SPSS		
CO3	APPLYING	Assess the effectiveness of HR functions by applying data analysis techniques		
CO4	ANALYSING	Build predictive models to forecast HR trends in organizations.		
CO5	EVALUATING	Compare and contrast different approaches of HR Analytics in the Organization		
CO6	CREATING	Create visualization tools for effective presentation of HR analytics.		
Module		Course Content		Instruction Hours
Module I		Introduction: Meaning of HR Analytics, Evolution of HR analytics, Role of Analytics in Business, Analytical life cycle, Advantages of HRA, Value of HRA, Future of HR Analytics, Levels of Analytics. HR Analytics Framework LAMP, HCM 21 and HR Scorecard.		10
Module II		Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data. Turing Data into Business Intelligence: HR Metrics, Types of HR Metrics, Applications of HR Metrics and Creating HR Dashboards Staffing Metrics, Training and Development Metrics, Dashboards, Application of Excel Functions in Creating HR Dashboards		14
Module -III		Assessing HR Program, HR Effectiveness and Organizational Performance, Performance Analysis – Predicting Employee performance, Optimizing Selection, Promotion Decision, Measuring Training Effectiveness. Training and Development, Performance Appraisal, Rewards and Compensation Management, Employee RelationSystem.		12

Module IV	Predictive Analytics: Steps involved in Predictive Analytics: Determine Key Performance Indicator, analyze and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.	12
<b>Suggested readings</b>		
1.	Ramesh Soundararajan, Kuldeep Singh, winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications India, New Delhi, 2017	
2	Dr Martin R. Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page Publishers, 2016.	
3	Jac Fitz-enz, John Mattox, II, Predictive Analytics for Human Resources, John Wiley & Sons, 2014.	
4	Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Publishers, 2018.	
5	The HR Value proposition, Ulrich.D. & Brockbank.W. Harvard Business School Press	

Course Code		Course Title		Semester
DEC 4.5.3		Specialization Human Resource Management		1V
		HR 4.0		
Scheme of Instruction			Scheme of Examination	
Total Duration		48 Hrs	Maximum Marks	100
Periods / Week		3+1	Internal Evaluation	20
Credits		3	End Semester	80
Instruction Mode		Lecture	Exam Duration	3 Hrs
LTP		3:1:0	Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:				
CO #	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	UNDRSTAND the concept of HR 4.0 and Role of technology		
CO2	UNDERSTANDING	UNDERSTAND the Challenges of Employee		
CO3	APPLYING	APPLYING the knowledge of HR 4.0 to HR.4.0		
CO4	ANALYSING	ANALYSING the impact of technology in managing HR		
CO5	EVALUATING	UNDERSTAND the future of HR		
CO6	CREATING	CREATING a tool for managing HR in future		
Module		Course Content		Instruction Hours
Module I		Industry 4.0 and HR -Introduction, Role of Technology in HRM, Innovations and challenges in HRM, Impact of Industry 4.0 on HRM, Digital Transformation of HRM, Smart Working, Digital Work Control and Surveillance, Challenges to HR 4.0 in Global Scenario.		14
Module II		Social Media Strategies for Employee Communication, Employee Competencies in Industry 4.0, Employee Strategies in the Fourth Industrial Revolution, Strategic e- HRM, Human Computer Interaction on HRIS, Gamification in e- HRM, Implication of e- HRM on Employees, Virtual HRM, Virtual & Hybrid Organizations, HR 4.0 Revolution with Digital HR Tools, Role of HR 4.0 on Employee Management, HR 4.0 reshaping the future of HR.		16
Module III		Applications of Augmented reality, virtual reality, Artificial intelligence, Block chain technology, Internet of things, Big data, cloud computing inHR Industry.		10
Module IV		Future of HR: Data Driven HR, Data and AI, Gig Employees, People analytics, AI in HR, Big Data and E-HRM.		8
Suggested Readings				
1.		The future of HR Embracing Technology and Human Connection, John Maxwealth, ESG LA Press		
2		Artificial Intelligence in HRM, Alexander A, America street thinkers LLC 2023		
3		Human Resource 4.0: A Short Introduction, Dr Samuel Sundar		
4		Find your Truth: Human Resource Management 4.0, Binita Sheth		
5		HRM 4.0 for Human Centered Organizations , Rita Bissona and Barbara Imperatori,emerlad Publishing		

Course Code	Course Title		Semester
DEC 4.6.1	SPECILIZATION –MARKETING MANAGEMENT		1V
	LOGISTICS AND SUPPLY CHAIN MANAGEMENT		
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	3	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3:1:0	Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	understand the elements and scope of logistics in supply chain management	
CO2	UNDERSTANDING	understand the basic concepts, processes and key elements of a supply chain	
CO3	APPLYING	Demonstrate knowledge of the functions of logistics and supply chainmanagement	
CO4	ANALYSING	comprehend the role of warehouse Management	
CO5	EVALUATING	Evaluate cases for effective supply chain Management and its implementation.,	
CO6	CREATING	Highlight the role of technology in logistics and supply chain Management	
Module	Course Content		Instruction Hours
Module I	Introduction to Supply Chain: Significance and Key Challenges. Scope of SCM, Objectives of SCM, Historical perspective, Essential Features, Decision phases – process view, Supply Chain Framework, key issues in SCM. Steps in SCM, Supply chain models, Evaluation and future of SCM, Recent Issues in SCM: Role of computer/ IT in supply chain management		14
Module II	Inventory Management: Concept, Types of Inventories, Inventory management process and challenges, Distribution management, Distribution v/s Logistics, Goals, Need, Impact of Inventory Management on Business Performance, Components of Inventory Decisions, Inventory cost management, Business Response to stock out, Replenishment of Inventory, Material Requirements Planning.		14
Module III	Logistics Management: Logistics as part of SCM, Logistics Costs, Logistics sub-systems, Inbound and Outbound Logistics, Bullwhip effects in Logistics, Distribution and Warehousing Management. Demand Management and Customer Service, CPFRP, expected cost of stock outs. CRM Vs SCM.		10
Module IV	Warehousing, Handling, and Picking Systems, Storage Facilities, Static Storage Systems, Dynamic Storage Systems, Conveyors- Discontinuous Conveyors and Continuous Conveyors. Sorters, Packages, Loading Units, and Load Carriers, Picking and Handling, Warehouse Organization, Inventory, Stock and Provisioning Management, Recent trends in SCM & Logistics.		10



### Suggested Readings

1.	A Logistic approach to Supply Chain Management, Coyle, Bardi, Longle, Cengage Learning, New Edition.
2	Integrated Supply Chain and Logistics Management Rajat K. Baisya Sage 2020
3	Supply Chain Management- Text and Cases Janat Shah Pearson Latest edition
4	Logistics and Supply Chain Management Martin Christopher FT Publishing 5 th Edition
5	Supply chain Logistics Management Donald J Bowersox, David J Closs, M. Bixby Cooper, John ?c Bowersox Mc Graw Hill Education 4 th Edition

Course Code		Course Title		Semester
DEC 4.6.2		Specilization – Marketing Management MARKETING ANALYTICS		1V
Scheme of Instruction			Scheme of Examination	
Total Duration	48 Hrs		Maximum Marks	100
Periods / Week	3+1		Internal Evaluation	20
Credits	3		End Semester	80
Instruction Mode	Lecture		Exam Duration	3 Hrs
LTP	3:1:0		Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	Understand the importance of Customer data in making data drivenMarketing decisions.		
CO2	UNDERSTANDING	Understanding how a Data Driven Marketing decision brings value tothe enterprise.		
CO3	APPLYING	Apply analytical tools to identify and assess Customers value inproduct and willing to pay for it.		
CO4	ANALYSING	Illustrate the use of various tools and frameworks to solve strategicMarketing problems using marketing data.		
CO5	EVALUATING	Evaluate the broader trends in the area of Marketing analytics		
CO6	CREATING	Design a study that incorporates the key tools of Marketing Analytics.		
Module		Course Content		Instruction Hours
Module-I		Marketing analytics: Meaning, Components, Types, Importance, Elements, Uses,Role of Marketing Analyst, how companies use Marketing Analytics, Segmentation Analytics: Target Marketing, Market Basket Analyses, Data Collectionin Segmentation, Customer Segmentation Process, Data Analysis for Customer Segmentation, Cluster Analysis, Application of Cluster Analysis.		14
Module-II		Product Analytics – Marketing Mix Models and Advertising Models, Analyzing Digital and Non-Digital Products, Utility and Choice, Application of Choice Models, Product Attributes and Levels, Market Forecasting, Positioning, Perceptual Mapping,New Product Adoption, Applying the Diffusion Models in marketing.		14
Module-III		Pricing Analytics: Demand Forecasting and Pricing, Bundling, Types of Bundling, Analyzing, Bundles as promotion, Skimming, Analytics with price skimming, Revenue Management, Promotions, Measuring Promotions Lifts, Types of Promotions, Discounting.		12
Module-IV		Customer Analytics: Survival Analysis, Analyzing Customer Life Time Value, Predicting Customer Retention and Profit.		8
Suggested Readings				
1	Lillien G.L., Rangaswamy A and Bryun A. (2012) Principles of Marketing Engineering, Trafford Publishers			
2	Nargundkar , R., (2002) .Marketing research : text and cases			
3	Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L Winston,Wiley India Pvt. Ltd.			

4	Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Create Space Publishing
5.	Marketing Engineering and Analytics by Gary Lilen, Arvind Rangaswamy, and Arnaud DeBruyn, Decision Pro, Inc.
6.	Marketing Metrics by Dugar Anurag, SAGE Publishing India\

Course Code	Course Title		Semester	
DEC	Specilization –Marketing Management		1V	
4.6.3	MARKETING 4.0			
Scheme of Instruction			Scheme of Examination	
Total Duration	48 Hrs		Maximum Marks	100
Periods / Week	3+1		Internal Evaluation	20
Credits	3		End Semester	80
Instruction Mode	Lecture		Exam Duration	3 Hrs
LTP	3:1:0		Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	DESCRIBE the various concepts associated with Marketing 4.0		
CO2	UNDERSTANDING	EXPLAIN the importance of various concepts in Marketing 4.0. likeprompted Advocacy ,5A's, Four Major Industry Archetypes, and content marketing leading to Brand Affinity.		
CO3	APPLYING	APPLY the concepts of digital marketing by Using Digital Anthropology to connected customers, which will drive up the productivity , by Integrating the Best of Online and Offline Channels in the digital world.		
CO4	ANALYSING	ANALYSE the online and offline interactions between the companiesand customers to be the effective marketers.		
CO5	EVALUATING	EVALUATE how Technology & connectivity has changed human lifeand business in the context of real-world commodities, products & services.		
CO6	CREATING	CREATING WOW! Moments with customer engagement by usingMarketing 4.0.		
Module	Course Content			Instruction Hours
Module I	Marketing 4.0- Meaning, Definition, Difference between Marketing 3.0 and 4.0, Characteristics of Marketing 4.0, Shift from Exclusive to Inclusive, Transition from Individual to Social Approach, Online go-to market option-factor (friends, families, Facebook, Fans, twitter followers), Creating Inclusivity and Sustainability for Society.			12
Module II	Trends shaping Marketing- Rise of Omni channel Marketing, step-by-Step Omni Channel Marketing, Content marketing, Lowering Entry Barriers, Disruption, Collaboration, Co-creation, Informed customers vs Distracted customers, Brand Conversion.			10
Module III	Marketing 4.0 in the Digital Economy, Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, combining online and offline Interaction, blending style with substance, understanding how People Buy: From Four A's to Five A's, Driving from Awareness to Advocacy: The O Zone (O3) Moving from physical to DigitalChannels.			12

Module IV	Marketing Productivity Metrics, Introducing PAR (Purchase Action Rate) and BAR (Brand Advocacy Ratio), Decomposing PAR and BAR, Engagement Marketing for Brand Affinity, Enhancing Digital Experiences with Mobile Apps, Providing Solutions with Social CRM, Gamification, Augmented Marketing, Epilogue: Getting to WOW! What Is a “WOW”? Enjoy, Experience, Engage.	14
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#### **Suggested Readings**

1.	Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Setiawan
2	Engagement Marketing: -How small business wins in a socially connected world, By Gail Goodman, Wiley Publishers
3	4. Marketing Metrics: -The Manager's Guide to Measuring Marketing Performance -Neil T Bendle, Paul Farris and Philip Pfeifer, Pearson FT Press. Third edition
4	The Art of Digital Marketing: The definitive guide to creating strategic, Targeted and Measurable online campaigns-Ian Dodson
5	Marketing 5.0 Technology for Humanity, Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan John Wiley & Sons, Inc. Hoboken, New Jersey

Course Code		Course Title		Semester
DEC 4.7.1		SPECILIZATION –BUSINESS ANALYTICS APPLICATION OF ANALYTICS IN BUSINESS		1V
Scheme of Instruction			Scheme of Examination	
Total Duration	48 Hrs		Maximum Marks	100
Periods / Week	3+1		Internal Evaluation	20
Credits	3		End Semester	80
Instruction Mode	Lecture		Exam Duration	3 Hrs
LTP	3:1:0		Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	Understand the concept of business analytics and data science		
CO2	UNDERSTANDING	Understand the basics of business analysis and Data Science		
CO3	APPLYING	Understand the application of business analysis in different domain		
CO4	ANALYSING	Understand data Management and handling and Data Science ProjectLife Cycle		
CO5	EVALUATING	Understand data Management and handling and Data Science ProjectLife Cycle		
CO6	CREATING	Creating charts and visualizing data		
Module		Course Content		Instruction Hours
Module I		Introduction: What are Business Analytics? Historical Overview of Data Analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for Data Science, Data Scientists, Roles and Responsibility.		10
Module II		Data Analysis: Data Collection, Data Classification, Data Management, Big Data Management, Organization/sources of Data, Importance of Data Quality, dealing with noisy data, Dealing with Missing or Incomplete Data, Outlier Analysis, Methods to deal outlier, Data Visualization.		12
Module III		Introduction to R and Visualization of Data: R graphical user interfaces, data import and export, attribute and data types, descriptive statistics, exploratory data analysis, visualization before analysis, analytics for unstructured data. Visualization of Categorical Data in R: Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labeling, Column chart with 45° labeling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables.		14
Module IV		Application of Business Analytics: Retail Analytics, Marketing Analytics,Financial Analytics, Healthcare Analytics, Supply Chain Analytics.		12
Suggested Readings				
1.	Essentials of Business Analytics: An Introduction to the methodology and itsapplication, Bhimasankaram Pochiraju, SridharSeshadri, Springer			
2	Business Analytics : Albright & Winston, Cengage			
3	Business Analytics, Tanushri Banerjee & Arindam Banerjee, SAGE Publishing			
4	Introduction to Data Science, Laura Igual Santi Seguí, Spring			

Course Code	Course Title		Semester
DEC 4.7.2	Specilization –Business Analytics DATA MODELLING		1V
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	3	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3:1:0	Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	Understand the significance of analytics in Business.	
CO2	UNDERSTANDING	Understanding the business at different levels.	
CO3	APPLYING	Analyzing and preparing the models to solve the business problems	
CO4	ANALYSING	Become adept in business analysis	
CO5	EVALUATING	Critically evaluating Analytical Thinking, Data Interpretation, Data Sufficiency, Listening, Comprehension and Writing Skills to accurately assess the knowledge.	
CO6	CREATING	Models of data modeling	
Module	Course Content		Instruction Hours
Module I	Data Modeling Concepts, Introduction to Data Modeling, Data-Centric Design, Anatomy of a Data Model, Layers of Data Abstraction, Types of Data Models, Importance of Data Modeling, Documentation of Business Rules, Visualization, Illustration of Alternative.		12
Module II	Measures of a Good Data Model, Enforcement of Business Rules, Flexible and Adaptable, Easily Understood, Balanced Perspective, Promotion of Data Reusability, Data Integration, How Data Models Fit into Application Develop.		10
Module III	Process-Oriented Methodologies, Data-Oriented Methodologies, Hybrid Methodologies, Object-Oriented Methodologies, Prototyping Methodologies, Agile Methodologies.		12
Module IV	Data Modelling Participants, refining a Conceptual Model, Relational Model Components, Conceptual and Logical Model Components, Entities, Attributes, Relationships, Business Rules, Physical Model Components, Tables, Columns and Data Types, Constraints, Conceptual Model Modification, Data and Process Modeling, Data Model Diagramming Alternatives, ERD Formats, Representing Super types and Subtypes, Guidelines for Drawing ERDs.		14
Suggested Readings			
1.	Data Modelling for Everyone by Sharon Lee Allen, WROX Press Ltd		
2	Data Modeling for the Business 2009 Edition by Steve Hoberman, Donna Burbank, Christopher Bradley , Technics Publications LLC		
3	Data Analysis And Business Modelling Using Microsoft Excel by Hansa Lysander Manohar , PHI Learning		
4	Data Modeling By: <a href="#">Andy Oppel</a>		
5	Data Modelling for Everyone by Sharon Lee Allen, WROX Press Ltd		

Course Code	Course Title		Semester
DEC 4.7.3	<b>Specilization –Business Analytics</b> <b>BUSINESS INTELLIGENCE SYSTEM</b>		1V
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	3	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3:1:0	Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	Understand the significance of Business Intelligence.	
CO2	UNDERSTANDING	applications to help analyze and represent data	
CO3	APPLYING	Business Intelligence tools collect and study unstructured sets of data	
CO4	ANALYSING	Analyzing data in an organization to make informed business decisions.	
CO5	EVALUATING	used to evaluate how a business is performing	
CO6	CREATING	Creating a data vault modeling	
Module	Course Content		Instruction Hours
Module I	Introduction to Business Intelligence, Mobile Business Intelligence, Real-time Business Intelligence.		8
Module II	Analytics: A Comprehensive Study, Business Analytics, Analytics, Software Analytics, Embedded Analytics, Learning Analytics, Predictive Analytics, Prescriptive Analytics, Social Media Analytics, Behavioral Analytics.		14
Module III	Data Mining: An Overview, Data Mining, Anomaly Detection, Association Rule Learning, Cluster Analysis, Statistical Classification, RegressionAnalysis, Automatic Summarization, Examples of Data Mining.		12
Module IV	Understanding Data Warehousing, Data Warehouse, Data Mart, Master Data Management, Dimension (Data Warehouse), Slowly Changing Dimension, Data Vault Modeling, Extract, Transform, Load, Star Schema.		14
Suggested Readings			
1.	Business Intelligence and Analytics: Systems for Decision Support, by RameshSharda (Author), Dursun Delen (Author), Efraim Turban.		
2	Business Intelligence and Analytics Edited by Drew Bentley		
3	Business Intelligence: Insight and Innovation beyond Analytics and Big Data Kindle Edition by Barry Devlin		
4	Business Intelligence and Analytics: Systems For Decision Support Global Edition 10ThEdition by Efraim Turban and Ramesh Sharda and Dursun Delen, Pearson		



Course Code	Course Title		Semester	
DEC 4.8.1	specilization –supply chain and logisticsmanagement RISK MANAGEMENT IN SUPPLY CHAIN AND LOGISTICSMANAGEMENT		1V	
Scheme of Instruction			Scheme of Examination	
Total Duration	48 Hrs		Maximum Marks	100
Periods / Week	3+1		Internal Evaluation	20
Credits	3		End Semester	80
Instruction Mode	Lecture		Exam Duration	3 Hrs
LTP	3:1:0		Compulsory Generic CoreCourse	
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	Understand the framework and fundamentals of Risks in SupplyChain Management.		
CO2	UNDERSTANDING	Develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution ofgoods and services to meet varying customer demand.		
CO3	APPLYING	Identification, measurement, monitoring analysis and mitigation ofrisks to supply chains arising from natural and man-made causes		
CO4	ANALYSING	Demonstrate the ability to analyze and apply critical thinking andlearning skills related to "real life" problems and situations.		
CO5	EVALUATING	Analyse Business Models, Business Strategies and, correspondingRisk management		
CO6	CREATING	Critically evaluate skills and knowledge for managing supply-chainrisk, from strategy to implementation.		
Module		Course Content		Instruction Hours
Module I		Risk and Management- Risk in the Supply Chain, Features of Risk, Decisions &Risk, Structure of Decisions, Decisions with uncertainty, Risk, ignorance, Managing Risk Structure of a Supply Chain, Increasing Risk,Trends in Supply Chain Management.		12
Module II		Integration of supply Chains, Cost Reduction, Agile logistics, E – Business, Globalization, Outsourcing, Changing practices in Logistics. Approaches to Risk Management.		12
Module III		Identifying Risks – Types of Risks, Tools for analyzing past events, Operations, Problems with Risk Identification, Measuring Risk, Consequences of Risk, Responding to Risk – Alternative responses, Defining Options, Choosing the best response, Implementation & Activation, A Network view of Risk – Shared Risks, Achieving an Integrated approach, Analyzing & responding to risks.		12
Module IV		Risk Model and Tools - Supply Chain Risk Matrix, Example Application of Risk Matrix, Supply Chain Selection Decisions, Source Selection, Optimization Model, Balanced Scorecard in SCM and Balanced ScorecardAnalysis.		12

<b>Suggested readings</b>	
1.	Supply Chain Risk Management: An Emerging Discipline (Resource Management) Hardcover – Import, 3 Nov 2014.
2	Supply Chain Risk Management, Published by the Chartered Institute of Logistics & Transport, U.K, Modelling the Supply Chain, Duxbury
3	Logistics Operations, Supply Chain Management and Sustainability: Paulina Golinska
4	Achieving Class A Business Excellence: An Executive's Perspective by Dennis Groves, Kevin Herbert and Jim Correll, Wiley Publications 3
5	Operations Management by Terry Hill, Palgrave

Course Code	Course Title		Semester	
DEC 4.8.2	specilization –supply chain and logistics management		1V	
	SUPPLY CHAIN ANALYTICS			
Scheme of Instruction			Scheme of Examination	
Total Duration	48 Hrs		Maximum Marks	100
Periods / Week	3+1		Internal Evaluation	20
Credits	3		End Semester	80
Instruction Mode	Lecture		Exam Duration	3 Hrs
LTP	3:1:0		Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:				
CO#	Cognitive Abilities	Course Outcomes		
CO1	REMEMBERING	Understand the definition and various applications of supply chain analytics.		
CO2	UNDERSTANDING	Understand how supply chain optimization brings value to the enterprise		
CO3	APPLYING	Apply analytical tools to solve supply chain design and planning problems		
CO4	ANALYSING	Analyze the impact of supply chain analytics on enterprise efficiency		
CO5	EVALUATING	Evaluate the broader trends in the area of supply chain analytics		
CO6	CREATING	Create the strategies for data capturing		
Module	Course Content			Instruction Hours
Module I	Meaning, definition, importance of SA, Role of analytics in supply chains - Fundamental analytical terminology and approaches, Understanding the challenges and opportunities, Modules of big data and identifying important characteristics of supply chain KPIs.			12
Module II	Capturing data strategies - Mining data from suppliers, inventories, transportation and customers, assessing data quality through quantified metrics and cleansing and normalizing data, as demonstrated in a detailed exercise			12
Module III	Processing data strategies - Overview of analytics maturity models, techniques, and software, Interpreting data accurately to avoid common pitfalls and Analyzing key criteria to prioritize products and customers.			10
Module IV	Data-driven decision-making - Generating value from data through descriptive to prescriptive techniques, combining predictive and optimizing supply chain analytics and advanced automated analytics			14
Suggested Readings				
1.	Kurt Y. Liu, Supply Chain Analytics: Concepts, Techniques and Applications 1st ed. 2022 Edition			
2	Gerald Feigin, Supply Chain Planning and Analytics: The Right Product in the Right Place at the Right Time			
3	Peter W. Robertson, Supply Chain Analytics (Mastering Business Analytics) 1st Edition			
4	Supply Chain Analytics: TAS Vijay Raghavan			
5	Supply Chain Planning and Analytics : Gerald Feigin, Business Expert Publication			

Course Code	Course Title		Semester
DEC 4.8.3	SPECILIZATION –SUPPLY CHAIN AND LOGISTICS MANAGEMENT STRATEGIC SUPPLY CHAIN MANAGEMENT		1V
Scheme of Instruction		Scheme of Examination	
Total Duration	48 Hrs	Maximum Marks	100
Periods / Week	3+1	Internal Evaluation	20
Credits	3	End Semester	80
Instruction Mode	Lecture	Exam Duration	3 Hrs
LTP	3:1:0	Compulsory Generic Core Course	
Course Outcomes: On successful completion of the course the learner will be able to:			
CO#	Cognitive Abilities	Course Outcomes	
CO1	REMEMBERING	Awareness about for the major strategic issues and trade-offs in supplychain management;	
CO2	UNDERSTANDING	Understanding the importance of Supply Chain strategies and thechallenges	
CO3	APPLYING	Apply alternative strategies for information sharing and lead-time compression within a supply chain coordination structure and their potential impact on organizational performance	
CO4	ANALYSING	Analyze problems and improvement opportunities, Models in supply chain Management and recommend improvement along the dimensionsof efficiency, quality and speed, and improved team-work capability to cooperate with others to solve business operations problems in supply chain management.	
CO5	EVALUATING	Evaluate process for a strategic alliance that includes informationsharing and shared responsibility for processes and infrastructure	
CO6	CREATING	Develop a supply chain design that is aligned with the business modelof a manufacturing or service entity	
Module		Course Content	Instructio nHours
Module –I		Supply chain Strategy – Introduction, importance. Goal, elements and adoption. Impact on global strategic supply chain.	8
Module-II		Supply Sourcing Strategies - Supply Management and commodity strategy development - Aligning supply Management and enterprise objectives - Category strategy Management- Types of supply Management strategies - E- reverse auctions - Evolving sourcing strategies - Supplier evaluation and selection - Supplier evaluation and selection process - Key supplier evaluation criteria - Developing a supplier evaluation and selection survey – Reducing supplier evaluation and selection cycle time.	14
ModuleIII		Logistics Strategy and Planning - Logistics planning triangle, Network appraisal; Guidelines for strategy formulation – total cost concept, setting customer service level, setting number of warehouses in logistics system, setting safety stock levels, Differential distribution, Postponement, Consolidation, Selecting proper channel strategy.	14

ModuleIV	Strategic Cost Management- A structured approach to cost reduction - Price analysis - Cost analysis techniques - Total cost of ownership - Collaborative approaches to cost management.	12
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<b>Suggested Readings</b>		
1.	Pierre A. David, International Logistics: the Management of International Trade Operations5th Edition 2017.	
2	Parasram, In Cotermis Exports Coartind and Pricing with Practical Guide to in Co-Terms, 1st Edition, Jain Book, 6th Edition, 2010	
3	Shoshanah Cohen, Strategic Supply Chain Management: The Five Core Disciplines for Top Performance	