GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT

(GITAM)

(Deemed to be University, Estd. u/s 3 of UGC Act 1956)

VISAKHAPATNAM * HYDERABAD * BENGALURU

Accredited by NAAC with A+Grade

GITAM
(DEEMED TO BE UNIVERSITY)
VISAKHAPATNAM ✺ HYDERABAD ✺ BENGALURU

REGULATIONS & SYLLABUS

Of

Master of Business Administration

A Two Year Full Time –Semester Programme

Program Code: PMGMT01

(w.e.f. 2022-23 Admitted Batch)

www.gim.gitam.edu

2022

GITAM SCHOOL OF BUSINESS

Vision

To be a world class business school through transformative education, research, innovation, and entrepreneurship.

Mission

1. To achieve excellence in academic program design and academic delivery.

2. To pursue research that adds value to scholarship and improves business practice.

3. To undertake entrepreneurial and social initiatives to address social, economic, and environmental challenges to create societal impact and sustainability.

Programed Educational Objectives (PEOs)

PEO 1:	Are competent, creative, and highly valued professionals in industry, academia, or government
PEO 2:	Are flexible and adaptable in the workplace, possess the capacity to embrace new opportunities of emerging technologies, and embrace leadership and teamwork opportunities, all affording sustainable management careers.
PEO 3:	Continue their professional development by obtaining advanced degrees in Management or other professional fields.
PEO 4:	Act with global, ethical, societal, ecological, and commercial awareness expected of practicing management professionals.

PEO Articulation

	PEO1	**PEO2**	**PEO3**	**PEO4**
M1	3	3	3	2
M2	1	1	3	1
M3	2	3	2	3

3 - High Correlation, 2 - Medium Correlation, 1 - Low Correlation

Program Outcomes and Program Specific Outcomes

At the end of the program the students would be able to

PO1 Apply knowledge of management theories and practices to solve business problems.

PO2 Foster analytical and critical thinking abilities for data-based decision making.

PO3 Develop value-based leadership approach.

PO4 Understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO5 Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PSO1 Apply management theories for effective management of business.

PSO2 Evaluate business opportunities in the marketplace using management techniques in order to attain a dominant position in the industry.

Abstract of Credits distributed among 4 semesters as per AICTE Norms – 2018

Sl. No.	Semester	No. of Subjects with PCDs	Core courses Credits	PCDs credits	Total Credits
1	I	09+02	27	3	30
2	II	10+04	27	3	30
3	III	09+02	28	2	30
4	IV	07+02	20	2	22
	Total	35+10	102	10	112

Master of Business Administration (MBA)
REGULATIONS
(w.e.f. 2022-23 admitted batch)

1.0 ADMISSION

Admission into MBA Program of GITAM (Deemed to be University) is governed by GITAM (Deemed to be University) admission regulations.

2.0 ELIGIBILITY CRITERIA

Bachelor Degree or equivalent examination with 50% aggregate marks approved by GITAM University along with High score in CAT/XAT/MAT/GMAT/CMAT or High score in GIM Online Test (GOT).

3.0 CHOICE BASED CREDIT SYSTEM

Choice Based Credit System (CBCS) is introduced with effect from the admitted Batch of 2015- 16 based on UGC guidelines in order to promote:

- Student Centered Learning
- Cafeteria approach
- Students to learn courses of their choice
- Students to learn at their own pace
- Inter-disciplinary learning

Learning goals/ objectives and outcomes are specified to indicate as to what a student shall be able to do at the end of the program.

4.1 STRUCTURE OF THE PROGRAM

The Program consists

4.1.1 Foundation Courses (compulsory) are designed and offered to give general exposure to a student in the relevant subject area and to improve communication skill set.

4.1.2 Core Courses (compulsory).

4.1.3 Discipline centric electives which

1. are supportive to the discipline

2. give expanded scope of the subject Intra Departmental Electives

3. give inter disciplinary exposure

4. Nurture the student skills Inter Departmental Electives

4.1.4 Open electives - which are of general nature and unrelated to the discipline to expose the student in areas such as general knowledge, personality development, economy, civil society, governance, etc.

Student has to choose ONE open elective courses, carrying **ONE** credit, from the options available during two years' study period come under PCDs i.e. at any Semester during first year or second year course of study.

Credits will be shown in IV Semester only. The courses will be chosen from Moocs, Course era, GITAM (Deemed to be University) offered open electives, BSE., & NSE certification courses. Out of which two courses are to be selected by the student. In case of students who got placement can choose any course from Moocs, Course Era, BSE & NSE, UGC Swayam certificate courses.

If the open elective course chosen other than GITAM (Deemed to be University) offered open electives, the student has to submit course cleared document/proof to the Institute along with exam material. Upon on that a viva voce examination/presentation will be conducted for awarding marks.

4.4. CREDITS: Each course is assigned a certain number of credits depending upon the number of contact hours (lectures & tutorials) per week.

In general, credits are assigned to the courses based on the following contact hours per week per trimester.

- One credit for each Lecture / Tutorial hour per week.
- One credit for two hours of practical per week.
- Two credit for three (or more) hours of practical per week.

Range of credits

Name of the course	Range of credits
Theory	2 to 4
Practical	2 to 4
Project Work	1 to 5
Professional Competency Development	1 or 2
Viva Voce	1 or 2
Seminar	1 or 2
Seminar	1 or 2

The curriculum of the Four Semester MBA program is designed to have a total of 248 credits. However, for the award of MBA degree, the students have to earn a minimum of **112** credits only as shown in Table –Program Structure.

Preparatory (Bridge) Course:

Before the commencement of the program, the students will be sensitized on various topics that will make them confident to take up their relevant programs.

Preparatory Courses (Bridge Courses) offered are given below.

Sl. No.	Courses
1	Business, Government &Society
2	Economics
3	Perspectives on Entrepreneurship
4	Basic Mathematics &Statistics
5	Understanding Financial Statements
6	Basics of Finance
7	Academic Writing
8	Case Analysis
9	Presentations

Note: The results of Preparatory (Bridge) Courses will not be reflected in the grade sheets.

5.0 MEDIUM OF INSTRUCTION

The medium of instruction (including examinations and project reports) shall be English.

6.0 REGISTRATION

Every student has to register himself/herself for each semester individually at the time specified by the Institute / University.

7.0 ATTENDANCE REQUIREMENTS

The student's minimum attendance requirement in any course is 65%, and the overall attendance of all the courses put together in any semester should be 75% or greater. The student will not be permitted to write the end semester examination for courses with less than 75% attendance. If the student fails to meet the minimum attendance requirement of 75% in the current semester, the student will be permitted to write only those subjects in which the student maintains 75% or above. The remaining subjects will get an 'R' grade.

7.1 LEAVE POLICY

If the student's attendance is 75% and above, they will be allowed to write the end-semester examinations subject to satisfying the individual course attendance. However, the shortage of attendance may be exempted from 65% to 74% in the following cases

The student participating in co-curricular and extracurricular activities and representing the University, state or country.

Medical emergency: Whatever the circumstances, if the student's attendance drops to less than 65%, they will not be permitted to attend the end-semester examinations.

7.2 REPRESENTING THE UNIVERSITY/COUNTRY:

The Vice-Chancellor, on the recommendation of the Principal / Director of the Institute/School and remarks from the Director, Student life, GITAM may condone the shortage of attendance of the students on the grounds of participation in co-curricular and extracurricular activities representing the University or country.

8.0 EVALUATION:

The assessment of the student's performance in each course shall be based on continuous evaluation

(CA for 60 Marks) and Semester-end examination (SEE for 40 Marks) i.e. (60:40) combination.

A student has to secure an aggregate of 40% in a course in the two components put together to be declared to have passed the course, subject to the condition that the candidate must have secured a minimum of 16 marks out of 40 marks (i.e. 40%) in the theory component at the semester-end examination. Pass mark for Project reports. Practical subjects and Viva Voce is 40%.

Student Club Activities: the students are to be divided into functional area wise clubs. they are to be evaluated individually based on the group presentations/individual presentations on contemporary topics/issues/on participation in club activities relating to the respective functional club.

8.1 SEMESTER END EXAMINATION:

Examinations are not the end, but a launching platform into brighter future. The knowledge gained during the Semester are tested through the Semester end-examinations. The duration of each Semester end-examination shall be for 3 hours as per existing rules however subject change as per the rules of University which may change from time to time.

Students are updated on the examination rules during admission and at regular intervals on university websites. Violation of norms regarding behavior in the examination hall will attract severe penalty. Action, as per the University guidelines would be taken against students found copying in the examination halls.

Student shall not be absent for any of the end-term examinations conducted by the Institute. In case the student is absent, in exceptional cases on application, the Institute will decide the merits of the application on a case to case basis.

8.2 DURATION AND PATTERN OF SEMESTER END EXAMINATION (OFFLINE)

Duration of the Examination is 3 hours' subject to change as per the University rules.

9.0 VIVA-VOCE:

Year-end viva-voce will be arranged at the end of first year. The contents, marks and the composition of Board of each Viva-Voce shall be as follows. The Viva voce will be conducted on the courses studied during the year carrying 100 marks. The comprehensive viva will be conducted at the end of IV semester carries 100 marks. The viva will be on the courses the

studied across the 2nd Year.

Year end and Comprehensive Viva- voce examination Board will consist of:

Class Coordinator /PGP Chair	- Convener
One senior Faculty from the Institute	- Member
Director/ or Nominee	- Member

For summer Internship Project Viva /Internship Seminar/ Presentation/:

The evaluation board will consist of:

Director/or Nominee	- Member
Institute Project Guide	- Member
One External Professor/one Senior Executive from Industry	- Member
Class Coordinator /program Chair	-Convener

Social Project Viva Board will consist of:

Class Coordinator /PGP Chair	- Convener
One senior Faculty from the Institute	- Member
Institute Project Guide	- Member

10.0 EVALUATION GRIEVANCE REDRESSAL PROCEDURE

(Subject to change from time to time)

As per GITAM University Rules with effect from 2019 admitted batch, there is a double evaluation for End examination of all PG Courses.

A student who has secured "F" grade in project work report/viva voce shall have to improve his/her report and reappear for viva voce of project work at the time of special examination to be conducted in the summer vacation

11.0 RETOTALING & REVALUATION

Retotaling of the theory answer script of the semester-end examination is permitted on request by the student by paying the prescribed fee within one week after the announcement of the results.

Revaluation of the theory answer scripts of the semester-end examination is permitted on request by the student in case of Single Valuation by paying the prescribed fee within one week after the announcement of the result.

12.0 PROVISION FOR ANSWER BOOK VERIFICATION & CHALLENGE EVALUATION:

12.1 Suppose a student is not satisfied with his/her grade after revaluation. In that case, the student can apply for, answer book verification on payment of a prescribed fee for each course within one week after the announcement of revaluation results.

12.2 After verification, if a student is not satisfied with revaluation marks/grade awarded, he/she can apply for challenge valuation within one week after the announcement of answer book verification result/ two weeks after the announcement of revaluation results, which will be valued by the two examiners i.e., one Internal and one External examiner in the presence of the student on payment of prescribed fee. The challenge valuation fee will be returned, if the student is succeeded in the appeal with a change for a better grade.

13.0 SUPPLEMENTARY EXAMINATION

12.3 The odd semester supplementary examinations will be conducted on daily basis after conducting regular even semester examinations in April/May.

12.4 The even semester supplementary examinations will be conducted on daily basis after conducting regular odd semester examinations during Oct/Nov.

12.5 A student who has completed his/her period of study and still has "F" grade in final semester courses is eligible to appear for Special Examination normally held during summer vacation.

13.1.1 Promotion to the Next Year of Study subject to review

13.1.2 A student shall be promoted to the next academic year only if he/she completes the academic requirements of **60%** of the credits till the previous academic year.

13.1.3 Whenever there is a change in syllabus or curriculum he/she has to continue the course with new regulations after detention as per the equivalency established by the BoS to continue his/her furtherstudies.

14.0 BETTERMENT OF GRADES

1. Students who secured second class or pass who wish to improve their grades will be permitted to improve their grades at the end the program.
2. Students who have passed all the courses of a program within the stipulated period of study and who have obtained a Pass or Second Class only are eligible for Betterment of Grades.
3. Candidates who have already secured First Class or First Class with Distinction are not eligible for betterment of Grades.
4. Candidates who have completed the program of study beyond the stipulated period of

5. study i.e. through Special examinations or subsequently, are not eligible for betterment of Grades.
6. Betterment of Grades is permitted only through appearance of the theory examinations.
7. Betterment of Grades is permitted only once, at the end of the program of study, simultaneously along with Special examinations.
8. Candidates can appear for betterment at one course/subject per trimester, for the number of semesters they have studied. A fourth semester MBA student can appear for betterment in any **FOUR** courses/subjects. The rules & regulations framed by the University from time to time shall be applicable.
9. The better Grade secured either in the first or betterment appearance shall be considered as the final Grade.
10. New Grade Card/PC shall be issued to candidates who have improved their Grades/Class after submitting the old Grade Card/PC.
11. The date, month and year of the declaration of betterment result shall be printed on the Grade Card/PC
12. Betterment marks shall not be taken into consideration for award of ranks, prizes, and medals.
13. Candidates have to pay a betterment fee as prescribed by the University.

15.0 GRADING SYSTEM

Based on the student performance during a given semester, a final letter grade will be awarded at the end of the Semester in each course. The letter grades and the corresponding grade points are as given in Table 3.

Table 3: Grades & Grade Points

Sr.No	Grade	Grade Points	Absolute Marks/Remarks
1.	O (Outstanding)	10	90 and above
2.	A+ (Excellent)	9	80-89
3.	A (Very Good)	8	70-79
4.	B+ (Good)	7	60-69
5.	B (Above Average)	6	50-59
6.	C (Average)	5	45-49
7.	P (Pass)	4	40-44
8.	F (Fail)	0	Less than 40 for Theory and Less than 50for Practical/Project
9.	Ab (Absent)	NA	--

A student who earns a minimum of 4 grade points (P grade) in a course is declared to have successfully completed the course, and is deemed to have earned the credits assigned to that course, subject to securing a **GPA of 5 for a pass in the semester.**

This is applicable to both theory and practical papers. In the case of Project Report and Vice - Voce also, the minimum pass percentage shall be 40% only.

16.0 GRADE POINT AVERAGE

A Grade Point Average (GPA) for the semester/Semester will be calculated according to the formula:

$$GPA = \frac{\Sigma[\ C^{*}\ G\ ]}{\Sigma\ C}$$

where, C = number of credits for the course.
G =grade points obtained by the student in the course.

Where '*m*' is the number of courses
graded to date C = number of credits
for the course,
G = grade points obtained by the student in the course.

GPA is awarded to those candidates who pass in all the subjects of the semester. To arrive at Cumulative Grade Point Average (CGPA), a similar formula is used considering the student's performance in all the courses taken, in all the semesters/trimesters up to the particular point of time.

CGPA required for classification of class after the successful completion of the program is shown in Table 4.

Table 4: CGPA required for award of Class

Distinction	8.0*
First Class	6.5
Second Class	5.5
Pass	5.0

* In addition to the required CGPA of 8.0, the student must have necessarily passed all the courses of every Semester in the first attempt.

17.0 THE TWINING MBA PROGRAMME IN UNIVERSITY OF NEBRASKA (UNO), OMAHA, USA.

After fulfilling academic requirements of first year MBA at GIM, students of IMBA and MBA are eligible to study in UNO, the students would receive MBA from UNO. In this case the student has exit option at end of first year MBA and is only eligible to get marks statement for first year and not degree from GITAM University.

Twining MBA or MSIS program in Central Michigan University (CMU), USA After fulfilling the academic requirements of MBA first year at GIM, students of MBA with 4 year UG degree are eligible to study second year in CMU. After successful completion at CMU the student shall get MBA or MSIS from CMU. In this case the student has exit option at the end of first year MBA and is only eligible to get marks statement for first year and not degree from GITAM University.

Study abroad program with University of Nebraska (UNO), Omaha, USA The students of BBA, IMBA or MBA can study their last trimester/ semester in UNO as part of student exchange program. At the end of the program, up on producing pass certificate equal number of UNO credits which otherwise earned in GIM, the student is eligible the award of degree from GITAM University.

16.0 ELIGIBILITY FOR AWARD OF MBA DEGREE

Program of six-semester within two years. If due to some unavoidable circumstances that was not possible, a student may extend and complete the program in not more than four years including study period. However, such dispensation can only be approved by the Vice Chancellor, based on individual's application requesting dispensation and justifying the need.

A student shall be eligible for award of the MBA degree if they fulfill the following conditions.

i) Registered and successfully completed all the courses and projects.

ii) Successfully acquired the minimum required credits as specified in the curriculum within the stipulated time.

iii) Has no dues to the Institute, Hostels, Libraries, NCC/NSS, etc. and, No disciplinary action is pending against them

17.0 PEDAGOGY

The class room pedagogy is customized by individual faculty to enhance the learning experience, which is dependent on the course and the degree of absorption by students. It has been proven that the degree of absorption is directly proportional to self-learning or preparedness before the classroom sessions and the interactions during the classes. Knowledge thus gained builds a strong long-lasting foundation. Typically, class room pedagogy ranges from instructions, simulations, case discussions, role plays, etc. Simulations and case discussions are adopted extensively across the curriculum, to supplement class room instructions/lectures.

Course structure

Name of the Course	No. of Courses	Total Credits	Percentage
a. Foundation/General Courses	8	26	23%
b. Core Courses	10	35	31%
c. Discipline Centric Electives	10	30	27%
d. skill based	12	18	16%
e. open elective/contemporary course	3	3	3%
	43	112	100%

Course code	Level	Course title	L	T	P	S	J	C
ACCN6001	Foundation	Accounting for Managers	4	0	0	0	0	4
BUAN6001	Foundation	Modelling with Spreadsheet	0	4	0	0	0	2
HRMG6001	Foundation	Management Theory & Practice	3	0	0	0	0	3
HRMG6011	Foundation	Organizational Behavior	3	0	0	0	0	3
HRMG6021	Foundation	Business Laws	3	0	0	0	0	3
IENT6001	Foundation	Managerial Economics	3	0	0	0	0	3
IENT6011	Foundation	Business Environment	3	0	0	0	0	3
OPTS6001	Foundation	Quantitative Techniques	3	0	0	0	0	3
OPTS6011	Foundation	Business Research Methodology	3	0	0	0	0	3
BUAN6011	Core	Business Analytics	0	4	0	0	0	2
FINA6001	Core	Financial Management	3	0	0	0	0	3
HRMG6031	Core	Human Resource Management	3	0	0	0	0	3
HRMG6041	Core	Organizational Communication	3	0	0	0	0	3
IENT6021	Core	Innovation & Entrepreneurship	3	0	0	0	0	3
MKTG6001	Core	Marketing Management	3	0	0	0	0	3
MKTG6011	Core	Services Management	3	0	0	0	0	3
OPTS6001	Core	Operations Research	3	0	0	0	0	3
OPTS6021	Core	Operations Management	3	0	0	0	0	3
VEDC6001	Core	Venture Discovery	0	2	0	0	0	2
VIVA6999	Skill Based	Year End VIVA-VOCE	0	0	0	0	0	1
LANG2222	Skill Based	British English Certificate	0	0	2	0	0	1
INTN7777	Skill Based	Summer Internship & Viva-Voce	0	0	0	0	0	6
VIVA7999	Skill Based	Comprehensive Viva	0	0	0	0	0	2
HRMG6091	Skill Based	Student Club Activities -2	0	0	1	0	0	1
HRMG6051	Skill set	Student Club activities -1	0	0	1	0	0	1
Course code	**Level**	**Course title**	L	T	P	S	J	C

HRMG6071	Skill set	Current Business Affairs	0	1	0	0	0	1
HRMG6081	Skill set	Soft Skills	0	0	2	0	0	1
BUAN7071	Skill Set	Business Simulations	0	0	2	0	0	1
FINA3001	Skill Set	Personal Financial Planning	0	0	Online	0	0	1
HSMCH102	Value	Universal Human Values*	0	3	0	0	0	P/F
INTN6001	Value Based	Social Project	0	0	0	0	0	1
BUAN7001	Elective	Machine Learning	3	0	0	0	0	3
BUAN7011	Elective	Data Science with R	3	0	0	0	0	3
BUAN7021	Elective	Data Visualization	3	0	0	0	0	3
BUAN7031	Elective	Web Technologies for Data Analytics	3	0	0	0	0	3
BUAN7041	Elective	DBMS and Datawarehouse	1	2	0	0	0	3
BUAN7051	Elective	Decision Science with Python	1	2	0	0	0	3
BUAN7061	Elective	Big Data Analytics	1	2	0	00		3
FINA7001	Elective	Financial Markets and Services	3	0	0	0	0	3
FINA7011	Elective	Security Analysis and Portfolio Management	3	0	0	0	0	3
FINA7021	Elective	Retail Bank Management	3	0	0	0	0	3
FINA7031	Elective	Insurance Management	3	0	0	0	0	3
FINA7041	Elective	International Financial Management	3	0	0	0	0	3
FINA7051	Elective	Financial Derivatives	3	0	0	0	0	3
FINA7061	Elective	Financial Analytics	3	0	0	0	0	3
HRMG7001	Elective	Learning and Development	3	0	0	0	0	3
HRMG7011	Elective	Employment Laws	3	0	0	0	0	3
HRMG7021	Elective	Performance Management	3	0	0	0	0	3
HRMG7031	Elective	HR Analytics	3	0	0	0	0	3
HRMG7041	Elective	Compensation Management	3	0	0	0	0	3
HRMG7051	Elective	Strategic Human Resource Management	3	0	0	0	0	3
HRMG7061	Elective	Change Management	3	0	0	0	0	3
MKTG7001	Elective	Strategic Management	2	0	0	0	0	2
MKTG7011	Elective	Consumer Behavior	3	0	0	0	0	3
MKTG7021	Elective	Sales & Distribution Management	3	0	0	0	0	3
MKTG7031	Elective	Digital Marketing	3	0	0	0	0	3
MKTG7041	Elective	Integrated Marketing Communication	3	0	0	0	0	3
MKTG7051	Elective	Product and Brand Management	3	0	0	0	0	3
MKTG7061	Elective	B2B Marketing	3	0	0	0	0	3

MKTG7071	Elective	Marketing Analytics	3	0	0	0	0	3
OPTS7001	Elective	Materials Management	3	0	0	0	0	3
OPTS7011	Elective	Supply Chain Management	3	0	0	0	0	3
OPTS7021	Elective	Project Management	3	0	0	0	0	3
OPTS7031	Elective	Services Operations Management	3	0	0	0	0	3
OPTS7041	Elective	Supply Chain Analytics	3	0	0	0	0	3
OPTS7051	Elective	Improving Business Processes	3	0	0	0	0	3
OPTS7061	Elective	Strategic Logistics Management	3	0	0	0	0	3

****Social Project:** The Student has to do a Social Project during Second Semester Period, carrying 1 credit to be shown in the Second Semester under PCD. The student can study/analyze any social/contemporary issue in form of a survey and submit a Report. A Viva will be conducted on the Project for awarding marks up to 50.

****Summer Internship** to be done during summer vacation at end of first year for 6 weeks, carrying 4 credits and 2 credits for Project Viva which will be conducted after successful completion of the project as per the School regulations. Credits will be shown in III Semester only.

****Open Elective:** For the Open elective course, the student should select the courses from the list of open electives offered by University. Student may also choose a course from BSE and NSE Certification courses or UGC Swayam/Moocs/Coursera courses (minimum 4 weeks duration). However, the students have to produce pass/course completion certificate for Viva voce for awarding marks.

No. of students for each specialization shall be 20.

The student can choose either dual Major (6 + 6) elective combination or Major –Minor (6+4+2) elective combinations across 5 elective baskets during III and IV Semesters.

1. In case of Dual Major, the student shall choose 3 electives from any single Elective basket from III semester and another 3 electives from the same basket only in the IV semester. The student shall choose another major elective in the same way.

2. In case of Major – Minor elective combination, for Major electives, the student shall choose 3 electives from any single Elective basket from III semester and another 3 electives from the same basket only in the IV semester.

For Minor elective, the student shall choose 2 electives from any single Elective basket from III semester and another 2 electives from the same basket only in the IV semester only.

The student shall choose another 2 (1+1) electives from any other basket (excluding major and minor courses) one each from III and IV semesters respectively.

18.0 EVALUATION

1.1. The assessment of the student's performance in each course shall be based on continuous evaluation **(CA) (60 Marks)** and Semester-end examination **(SEE) (40 Marks) (60:40 combination).**

1.2. A student has to secure an aggregate of 40% in a course in the two components put together to be declared to have passed the course, subject to the condition that the candidate must have secured a minimum of **16 marks** out of 40 marks (i.e. 40%) in the theory component at the semester-end examination. Pass mark for Project reports, practical subjects and Viva Voce is 40%.

The marks for each component of assessment are as shown in the following table:

DETAILS OF ASSESSMENT PROCEDURE

S. No.	Component of assessment	Marks allotted	Type of assessment	Scheme of evaluation
	Theory/Practical	60	Continuous Evaluation	1. **Mid Semester examinations**: One mid examination will be conducted **for 20 marks.** **NO** more re-examinations will be conducted under any circumstances except exceptional cases as approved by the HOI/PC. 2. **Coursera course/on line Course – 10 marks** Student need to complete respective subject wise Coursera course/ online course listed by GIM/GITAM through online and required to submit the course completion certificate. Up on which student need to give presentation/viva for awarding marks up to 10. 3. **Two Class Room Case Analysis each carry Five Mark (Each Student will be evaluated for 10 Marks) :10Marks** 4. **EndTermGroupAssignmentfor10Marks (which may also include workshop/training//survey/ project work): 10 Marks** 5. **TwoQuizzes, each carry Five Marks : 10 Marks**
		40	Semester-end Examination (SEE)	Forty (40) marks for Semester End Examinations

	Total	**100**		
2	Practical Course MWS	100	**Continuous Evaluation**	i. Record: 10 marks ii. Three surprise subject related quizzes will be conducted out of which best two quizzes will be considered: Ten (10) marks. iii. Assignments / Lab Tasks / Written Test: 20 marks iv. Lab Exam: Sixty (60) marks fortwo tests of 30 marks each (one at the mid-term and the other towards the end of the Semester) conducted by the concerned lab Teacher.
3	Project work (6 weeks) at III Semester	100	**Continuous Evaluation**	v. Project report carries 50 marks vi. Project viva voce carries 50 marks
4.	Social Project II Semester PCD	50	**Continuous Evaluation**	vii. Project report carries 30 marks viii. Project viva voce carries 20 marks
5.	Student club Activities (I,II,III &IV)	50 each	**Evaluation Continuous**	i. Student will be assessed individually based on the group/individual presentation/ on contemporary topics/issues/on participation in club activities of respective functional clubs.

Course Articulation Matrix

Course Code	Title of Course	Sem	PO1	PO 2	PO 3	PO 4	PO5	PSO 1	PSO2
HRMG6001	Management Theory & Practice	1	3	2	2	2	2	2	2
IENT6011	Business Environment	1	1	2	1	3	2	1	3
IENT6001	Managerial Economics	1	2	2	1	1	1	1	1
HRMG6011	Organizational Behavior	1	1	2	1	2	1	1	2
ACCN6001	Accounting for Managers	1	1	1	1	1	1	1	2
OPTS6001	Quantitative Techniques	1	3	3	1	1	2	1	2
HRMG6021	Business Laws	1	2	1	-	3	1	2	3
OPTS6011	Business Research Methodology	1	3	3	2	2	2	2	2
BUAN6001	Modelling with Spreadsheet	1	2	3	-	-	3	1	2
OPTS6001	Operations Research	2	2	3	1	1	1	1	2
FINA6001	Financial Management	2	1	1	2	1	1	1	2
MKTG6001	Marketing Management	2	2	2	1	1	1	3	1
OPTS6021	Operations Management	2	2	1	1	1	1	1	2
HRMG6031	Human Resource Management	2	1	2	1	2	1	1	2
HRMG6041	Organizational Communication	2	3	1	1	3	2	1	2
IENT6021	Innovation & Entrepreneurship	2	1	1	1	2	2	1	2
MKTG6011	Services Management	2	3	2	1	2	1	2	2
BUAN6011	Business Analytics	2	2	3	-	-	3	1	2

MKTG7001	Strategic Management	3	3	2	2	1	2	3	3
FINA7001	Financial Markets and Services	3	2	3	-	1		1	-
FINA7011	Security Analysis and Portfolio Management	3	2	3	1	1	1	1	1
FINA7021	Retail Bank Management	3	3	1	-	-	-	-	-
FINA7031	Insurance Management	3	3	2	3	3	3	1	1
MKTG7011	Consumer Behavior	3	2	2	2	2	2	2	1
MKTG7021	Sales and Distribution Management	3	3	2	1	1	2	3	2
MKTG7031	Digital Marketing	3	3	3	1	1	1	2	3
MKTG7041	Integrated Marketing Communication	3	2	1	-	-	1	1	1
HRMG7001	Learning and Development	3	1	1	-	-	1	1	1
HRMG7011	Employment Laws	3	2	2	2	2	1	1	2
HRMG7021	Performance Management	3	1	1	1	1	1	1	1
HRMG7031	HR Analytics	3	2	1	2	1	2	1	
OPTS7001	Materials Management	3	1	1	1	1	2	2	2
OPTS7011	Supply Chain Management	3	2	1	1	2	2	1	2
OPTS7021	Project Management	3	2	1	-	1	1	2	2
OPTS7031	Service Operations Management	3	2	2	1	1	1	3	3
BUAN7001	Machine Learning	3	2	3	-	-	3	1	2
BUAN7011	Data Science with R	3	-	2	-	-	2	2	3
BUAN7021	Data Visualization	3	-	2	-	-	2	2	3
BUAN7031	Web Technologies for Data Analytics	3	-	2	-	-	2	2	3
FINA7041	International Financial Management	4	2	2	1	1	1	1	1

FINA7051	Financial Derivatives	4	3	2	-	-	-	3	2
FINA7061	Financial Analytics	4	2	2	1	1	1	1	1
MKTG7051	Product & Brand Management	4	3	3	1	1	2	3	2
MKTG7061	B2B Marketing	4	3	2	1	2	-	2	2
MKTG7071	Marketing Analytics	4	2	3	-	2	2	2	3
HRMG741	Compensation Management	4	3	3	-	3	2	2	1
HRMG7051	Strategic Human Resource Management	4	1	2	1	1	1	1	1
HRMG7061	Change Management	4	1		1	1	2	1	2
OPTS7041	Supply Chain Analytics	4	2	1	1	2	2	1	2
OPTS7051	Improving Business Process	4	2	2	1	2	3	2	2
OPTS7061	Strategic Logistics Management	4	3	1	-	1	-	2	2
BUAN7041	DBMS and Data Warehousing	4		2	-	-	2	2	3
BUAN7051	Data Science with Python	4	1	3	-	-	3	1	2
BUAN7061	Big Data Analytics	4	2	3	-	-	3	1	2

Semester – I

S.№.	Code	Level of course	Title of Course	Theory	Practical	Credits	Internal Assessment Marks	External Assessment Marks	Total Marks
1.	HRMG6001	Foundation	Management Theory & Practice	3	-	**3**	60	40	100
2.	IENT6011	Foundation	Business Environment	3	-	**3**	60	40	100
3.	IENT6001	Foundation	Managerial Economics	3	-	**3**	60	40	100
4.	HRMG6011	Foundation	Organizational Behavior	3	-	**3**	60	40	100
5.	ACCN6001	Foundation	Accounting for Managers	4	-	**4**	60	40	100
6.	OPTS6001	Foundation	Quantitative Techniques	3	-	**3**	60	40	100
7.	HRMG6021	Foundation	Business Laws	**3**		**3**	60	40	100
8.	OPTS6011	Foundation	Business Research Methodology	**3**		**3**	60	40	100
9.	BUAN6001	Foundation	Modelling with Spreadsheet		4	**2**	100		100
			Total	**25**	04	**27**	580	280	900

***Modelling with Spreadsheet 100% internals**

Professional Competency Development

PCDs

S. No.	Course Code	Course Level	Course		Sessions			Marks			Credits
					T	P	Total	CA	SEE	Total	
1	HRMG6081	PCD	Value Based	Soft Skills		2	2	50		50	1
2	VEDC6001	PCD	Value Based	Venture Discovery	2		2	100		100	2
				Total	2	**2**	**4**	**150**		**150**	**3**

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA – Continuous assessment

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**Social Project: The Student has to do a Social Project during Second Semester Period, carrying 1 credit to be shown in the Second Semester under PCD. The student can study/analyze any social/contemporary issue in form of a survey and submit a Report. A Viva will be conducted on the Project for awarding marks up to 50.

HRMG6001	Management Theory and Practice	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	Repeating exercises, either with the same participants or with others, with the help of semi scripted role plays. Extracted cases from prescribed case studies repository.						

Course Description:

This course provides the students with a foundational understanding of concepts and principles of management. This course explores the rich field of management in theory and practice and, as both a science and an art. Students learn to apply management concepts to current workplace issues. Other topics include increasing competitive forces, expectations for successful performance of employees and organizations, and achieving desired business goals.

Course Educational Objectives:

- To demonstrate an understanding of current and relevant management knowledge.
- To understand the evolution of management thought and its relevance in decision making.
- To learn various organizational structures and types for the optimum utilization of the available resources.
- To apply leadership theories and demonstrate leadership styles to getting things done through people.
- To validate various controlling techniques to enhance managerial practices to accomplish the predetermined goals of the organization.

UNIT 1	Introduction to Management	6 hours

Nature, scope, purpose, importance, and functions of management; Management as an art, science, and profession. Managers at the workplace: Levels of management; Management functions, process, and roles; Management Vs Administration; Management history: Early

management, Classical Approach - Scientific and General Administrative Theories, Behavioural approach, Quantitative approach, Contemporary approaches. Social Responsibility of Managers.		
UNIT 2	**Planning work activities**	**6 hours**
Planning work activities: What is planning? Nature of planning, why do managers plan? Type of goals and plans; Setting goals - Management by Objectives (MBO) and developing plans; Contemporary issues in planning; Planning process and premises. The decision-making process, approaches to decision making, types of decisions, and decision-making conditions, decision-making biases, and errors, effective decision making for today's world.		
UNIT 3	**Designing Organizational Structure**	**6 hours**
Designing Organizational Structure: meaning of organizing, organization, and organizational design; Six elements of Organizational Design -Work specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization; Mechanistic and Organic structures; Types of Organizations: Traditional Organizational Designs - Simple, Functional, Divisional, Modern Organizational Designs - Team Structures, Matrix, and Project Structures, the Boundaryless Organization, Telecommuting, Compressed Workweeks, Flextime, and Job Sharing, the Contingent Workforce) Staffing: meaning, importance, and process.		
UNIT 4	**Directing**	**6 hours**
Directing: meaning, nature, scope, and importance of directing, Elements of Directing - Supervision, Motivation, Leadership, Communication. Leadership: nature and significance; Leadership Vs. Management; Theories of leadership (Trait, Behavioral and Contingency approaches to leadership). Leadership styles - Coercive, Authoritative, Affiliative, Democratic, Pacesetting, Coaching; Challenges of a leader, Sources of leader power, how can a Leader Build Trust, Coordination, and Cooperation.		
UNIT 5	**Controlling**	**6 hours**
Controlling: Meaning, Nature and Importance; The Control Process, and Techniques of Controlling, Controlling for Organizational Performance, Tools for Controlling Organizational Performance - Feedforward, Concurrent, Feedback Controls, Financial Controls, Information Controls, the Balanced Scorecard, Benchmarking.		

Text Books:

- Koontz, Hand Weilhrich H, "Essentials of Management", 10th Edition, Tata McGraw Hill
- Robbins, Stephen P, Coutler, Mary, "Management", 8th Edition, Pearson
- Prasad, L.M. "Principles and practices of management", 6th Edition, Sultan Chand

References:

- Stoner, J A F, Freeman R E, Gilbert, D R, "Management" 6th Edition, Pearson

Course Outcomes:

CO1	Apply theoretical aspects, process and principles, scope of management and its application to modern management practice.
CO2	Illustrate and evaluate the importance of planning, organizing, directing and controlling in decision making.
CO3	Analyze and apply critical role of managers in modern organizational settings
CO4	Evaluate how the field of management has evolved and its major contributions.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**	**PSO3**
CO1	3	1	2	2	2	2	2	-
CO2	3	2	2	2	1	2	2	-
CO3	3	2	2	2	3	1	1	1
CO4	3	2	2	2	3	3	3	1
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation								
APPROVED IN:								
BOS :			19th, May, 2022			**ACADEMIC COUNCIL**		
SDG No. & Statement			8					
Decent Work and Economic Growth								
SDG Justification:								

Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work. This course will equip the student with all the knowledge and skill to design management in organizations.

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IENT6011	Business Environment	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Fundamentals of Business						
Co-requisite	Coursera Course						
Preferable exposure	International Business Strategies						

Course Description:

The business environment in India is undergoing a dynamic change; what was looked upon as an under developed nation is now regarded as a potential economic power and emerged as one of the emerging nation of the world. With the eruption digitization and e-commerce its service industry is providing multinational companies with unparalleled opportunities. With liberalization, privatization and further on globalization India's business world is occupying a place in almost all major sectors of the world economy. In this context, the nature and extent of the role of the state is undergoing fundamental changes with digitization and financial inclusion. In this dynamic and changing external environment of such gigantic dimensions, this course is aimed at sensitizing the students to the value implications of environment on business, in general. The main drive of this course addresses social, structural changes, external environmental changes, planning and polices of the state, economic trends and balance of payments, information technology and its impact.

Course Educational Objectives:

- To understand the basic concepts of Business Environment and PESTEL framework.
- To interpret how social and technological factors are impacting the business decisions.
- To analyze how economic and legal factors are impacting the business decisions.
- To demonstrate the role of Indian Policy framework in development of Indian Economy.
- To illustrate the role of Indian Foreign Trade Policy framework in the light of International Business.

UNIT 1	Introduction to Business Environment	9 hours
Introduction: The concept of Business Environment, significance, nature and scope. Environment Scanning Interaction between micro environment and macro environment- SWOT analysis- macro environment-PESTEL Framework - Five Forces-Political Environment-Economic Environment- Social and Technological environment.-Legal Environment		
UNIT 2		**9 hours**
Social and Technological Environment: Society and Business, Corporate Social Responsibility (CSR), Localization Culture aspects –beliefs and values and its impact on business, Technological change, Technological factors in business, e-commerce and emerging technologies, mobile applications and smart cities		
UNIT 3		**9 hours**
Economic and Legal Environment: Philosophies of Capitalism, Socialism and Mixed Economy, Public Private Partnership, Industrial Corridors, Special Economic Zones (SEZs), Ease of Doing Business; salient features of ConsumerProtectionAct,1986, Competition Commission of India (CCI), Foreign Exchange Management Act (FEMA) and National Company Law Tribunal (NCLT).		
UNIT 4		**9 hours**
Indian Policy Environment: A brief review of industrial policies since independence, Industrial Policy of 1991, Economic Policy and latest trends ,Fiscal Policy and Budget, Monetary and Credit Policy, Policy on FDIs and FIIs.		
UNIT 5		**9 hours**
Indian Foreign Trade Policy: Bilateral and Multilateral Trade Agreements, Globalization and WTO- Trade Blocs, Balance of Payments (BOP), Exchange rate movements and its impact on BOP, International Disputes settlement mechanism-Dumping and Anti-dumping measures, TRIPS, TRIMS, EXIM Policy.		

Text Books:

- Justin Paul, Business Environment Text and Cases, 4th edition, Tata McGraw-Hill, New Delhi, 2019.
- Francis Cherunilam, Business Environment, Text & Cases, 27th Revised Edition, Himalaya Publishing House, New Delhi, 2019

References:

- Aswathappa K, Essentials of Business Environment, 12th Revised Edition, Himalaya Publishing House, New Delhi, 201
- Shaikh Saleem, Business and Environment, 3rd Edition, Pearson Education, New Delhi, 2017.

Course Outcomes:

CO1	Examine the business environment using PESTEL and SWOT analysis to understand its impact on companies.
CO2	Assess how social and technological changes influence business operations and strategies.
CO3	Relate business decisions to the economic system and legal aspects.
CO4	Analyze various economic policies and their implications on business environment.
CO5	Evaluate business practices in the context of international trade environment

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO1**	**PSO2**
CO1	1	2	1	3	2	1	1	3
CO2	1	2	3	3	-	-	-	3
CO3	1	2	1	3	-	1	1	3
CO4	1	1	-	3	-	1	1	3
CO5	1	1	-	3	-	1	1	3
BOS :			19th, May, 2022					
SDG No. & Statement			8					

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IENT6001	Managerial Economics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Business Economics						
Co-requisite	Coursera						
Preferable exposure							

Course Description:

In today's business environment, effective managerial decision making requires use of economic concepts and tools. Business efficiency depends on minimization of cost and maximization of production which requires perfect understanding of the economic concepts like demand, supply, production, cost and market conditions. Managerial economics uses economic concepts and principles by emphasizing demand, supply, production and cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy. Knowledge about micro and macro concepts are useful for timely business decisions.

Course Educational Objectives:

- To comprehend the knowledge of key economic concepts which are used for effective business decision-making.
- To make use of the conceptual knowledge of demand and supply in pricing decisions.
- To combine the knowledge of costs and production to take efficient production decisions
- To determine right output and price under different market structures both in private and public sectors.
- To recognize the need for various government policies at macro economy level.

UNIT 1		**9 hours**

Managerial Economics – Nature, scope, Principles of managerial economics – opportunity cost principle, incremental principle, principle of time perspective, discounting principle, equi-

marginal principle - Differences between managerial economics and micro economics - Importance and application of managerial economics concepts in business decision making.		
UNIT 2		**11 hours**
Utility, Demand & Supply Analysis: Utility Concept, TU, MU and DMU. Determinants of demand, Types of demand –Law of Demand –Determinants of supply, law of supply - Market equilibrium - Price mechanism/Market mechanism with a graphical explanation. Elasticity of demand, types of elasticity, methods to measure elasticity –. Demand forecasting – Methods of demand forecasting -Qualitative Methods and - Quantitative methods.		
UNIT 3		**9 hours**
Production and Cost Analysis: Production function, Laws of Production - Short run production function - Iso-quants - Iso-cost line - producer's equilibrium, expansion path. Long run production function- Law of returns to scale. Cost - Cost concepts and classifications, Cost output relation - short run cost output relationship, long run cost output relationship, Learning curve. Economies of scale, dis-economies of scale and economies of scope.		
UNIT 4		**8 hours**
Market Structure - Basis for classification of market power, kinds of competitive market, Effect of time on supply – Very short run supply curve, short run supply curve and long run supply curve. Price and output decisions in perfect competition. Price and output determination in monopoly market. Price and output determination in monopolistic market. Price and output determination in Oligopoly market. Market Failures – public goods, social goods, merit goods, administered prices (ceiling price and floor price) and Externalities – Positive and negative externalities. Fundamentals of Internalization of externalities .		
UNIT 5		**8 hours**
Macroeconomics - Macroeconomic indicators-GDP growth rate, consumer price index, interest rate, unemployment, foreign exchange rate, Balance of payments (BOP) - National Income- Concepts of national income (GDP, GNP, NDP, NNP, Personal Income, Personal Savings, Disposable personal Income, Discretionary income) - Methods of calculating national income – Product Method- Final good and Value added method, Income method, Expenditure Method and Social Accounting Matrix, GDP at Purchasing Power Parity (PPP) - Inflation- causes-demand		

pull and cost push inflation, measures to control inflation, business cycles -phases of business cycles and measures to control business cycles - Stabilization policies – Monetary Policy and Fiscal Policy.

Text Books:

- Geetika, P.Ghosh, P.R.Choudhury, Managerial Economics, Mc Graw Hill Education Private Limited, New Delhi, 2018/Latest Edition.
- Dominick Salvatore, Seventh Edition, Adapted Version, Oxford Publication, New Delhi, 2014/Latest Edition.
- Dr.D.N.Dwivedi, Managerial Economics, Vikas Publishing House, New Delhi, 2015/Latest Edition.

References:

- Paul G. Keat, PhiliK. Y. Young, Sreejata Banerjee, “Managerial Economics", Pearson, New Delhi, 2012/Latest Edition.
- Paul A. Samuelson, William D. Nordhaus, Managerial Economics, McGraw-Hill/Irwin, New York,2015/latest Edition

Course Outcomes:

CO1	Apply the essential concepts and principles of managerial economics in business decisions.
CO2	Demonstrate the knowledge of demand and supply conditions in the market.
CO3	Comprehend the skills to examine and estimate the production and cost behavior in the short run and long run for analysing the effect of economies and dis-economies of scale on the business.
CO4	Illustrate competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the Markets.
CO5	Acquire the knowledge of macroeconomic variables and apply the data for forward planning

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	2	-	2	1	1	2
CO2	2	2	-	1	1	1	2
CO3	2	2	1	-	1	1	1
CO4	3	2	1	-	-	-	1
CO5	2	2	1	1	1	-	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation		
APPROVED IN:		
BOS :	19th,May,2022	**ACADEMIC COUNCIL**
SDG No. & Statement	12	
Ensure sustainable consumption and production patterns.		
SDG Justification:		
Ensure sustainable consumption and production patterns. The use of services and related products, which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the need of future generations. (SCP, 1994)		

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HRMG6011	Organizational Behavior	L	T	P	S	J	C
		3	-	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	-						

Course Educational Objectives:

- To Demonstrate the applicability of organizational behavior to understand the behavior of people in the organization.
- To Demonstrate the applicability of analyzing the complexities associated with the management of individual behavior in the organization.
- To Analyze the complexities associated with the management of group behavior (Group Dynamics) in the organization.
- To Demonstrate how organizational behavior can integrate into understanding the motivation, Organizational culture, organizational change, and managing stress for

creating positive work culture.

UNIT 1	Interpersonal Skills in the Workplace	9 hours

Manager's Functions, Roles & Skills - Effective versus Successful Managerial Activities

Definition of Organizational Behavior - The Individual: Nature of Organizational Behavior - Workforce Diversity - Biographical Characteristics - Ability – physical ability, intelligence. Attitude – Three Components of an Attitude - Major Job Attitudes - Job Satisfaction - Job Involvement - Psychological Empowerment - Organizational Commitment - Perceived Organizational Support - Employee Engagement.

UNIT 2	Personality	10 hours

Definition - Measurement - Determinants - Personality Traits - Myers-Briggs Type Indicator - Big Five Personality Model.

Perception - Factors of Perception - Attribution Theory - Perceptual Errors.

Motivation - Theories of Motivation – Maslow, Herzberg, Vroom, Goal-Setting Theory, And Equity Theory

Applications of Motivation - Job Characteristics Model - Job Rotation - Job Enlargement - Job Enrichment - Alternative Work Arrangements - Job Involvement Measures - Types of Variables Pay Programs - Flexible Benefits.

UNIT 3	Nature of Groups	9 hours

Types of Groups - Stages of Group Development - Group properties - Norms - Status - Group Size - Cohesiveness.

Leadership – Trait Theories - Behavioral Theories - Fiedler Contingency Model - Transformational Leadership.

Conflict – Traditional versus Interactionist view of Conflict - Types of Conflict - Three Loci of Conflict - The Conflict Process

UNIT 4	Organizational Structure	9 hours

Six Elements - Work Specialization - Departmentalization - Chain of Command - Span of Control - Centralization and Decentralization - Formalization - Bureaucracy - Matrix - Boundaryless Organization - Virtual Organization Organizational Culture - Common Characteristics - Functional and Dysfunctional Aspects of Organizational Culture on People - Creating a culture - How employees learn the culture.		
UNIT 5	**Organizational Change**	**9 hours**
Forces for change - Planned change - Unplanned Change - Sources of Resistance to change Managing organizational change - Lewin's Three-Step Model - Kotter's Eight-Step Plan for Implementing Change - Action Research - Organization Development Work stress and its management - Sources of Stress - Consequences of Stress - Individual and Organizational Approaches to Managing Stress		

Text Books:

- Robbins, SP, Judge, T, & Vohra, N, "Organizational Behavior", 19th Ed., Pearson Education, New Delhi, 2020

References:

- Sushma Khanna (editor), "Udai Pareek's Understanding Organizational Behaviour" 3rd Edition, Oxford University Press, 201
- Nelson, Quick & Khandelwal, "ORGB – An Innovative Approach to Organizational Behaviour, A South Asian Perspective", CENGAGE Learning, New Delhi, 201 McShane & Von Glinow, "Organizational Behaviour" 4thEd., McGraw Hill, New Delhi, 2012

Course Outcomes:

CO1	Apply the concept of organizational behavior to understand and explain employee behavior in the workplace.
CO2	Evaluate the complexities involved in managing individual behavior within an organization.
CO3	Analyze the challenges of managing group behavior and group dynamics in organizations.
CO4	Integrate organizational behavior principles to understand motivation and organizational culture.
CO5	Examine organizational change and stress management strategies to foster a positive work culture.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	3	2	2	1	1	3
CO2	1	2	1	2	3	1	2
CO3	1	2	1	2	1	1	2
CO4	2	1	1	2	1	2	2
CO5	2	1	-	1	-	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation		
APPROVED IN:		
BOS :	19th,May,2022	**ACADEMIC COUNCIL**
SDG No. & Statement	8	
Decent Work and Economic Growth		
SDG Justification:		
Promote sustained, inclusive economic growth; full and productive employment and decent work for all		

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ACCN6001	Accounting for Managers	L	T	P	S	J	C
		4	0	0	0	0	4
Pre-requisite	Bridge Coursework on Accounting and Finance offered by GSB Co-requisite: Fundamentals of Accounting- University of Illinois						
Co-requisite	Coursera						
Preferable exposure	-						

Course Description:

This course introduces the student to financial transactions that are the accounting framework's backbone. Knowledge in Financial Accounting, cost accounting, and management accounting enables managers to understand and interpret financial reports essential for financial decision making and enables effective controlling and managing of a business.

Course Educational Objectives:

- To learn the various assumptions, terms and limitations of financial accounting
- To enable comprehension of financial statements and reports
- To equip with the tools of financial statement analysis
- To apply cost management ideas in determining product/service cost and in making business decisions with emphasis on Marginal Costing and Activity based costing
- To prepare budgets for business decisions.

UNIT 1	Basics of Accounting	15 hours

Financial Accounting: Book-Keeping– Double Entry System –Accounting Concepts and Conventions. Accounting Equation – Preparation of Profit and Loss a/c and Balance Sheet using the accounting equation. Basics of IFRS.

UNIT 2	Financial Statement Analysis	17 hours

Financial Statement Analysis: Concept, objectives, and types. Ratio analysis – the study of liquidity, solvency, and profitability ratios. Funds Flow Analysis: Uses and preparation of funds flow statement. Cash Flow Analysis: Uses and preparation of cash flow statements.

UNIT 3	**Cost Accounting**	**8 hours**
Cost Accounting: Elements of Cost – Types of Costs – Preparation of Cost Sheet – Special work orders. Activity-Based Costing (ABC): Concept of ABC – Categories in activity-based costing-allocation of overheads under ABC – Benefits and Limitations of Activity Based Costing.		
UNIT 4	**Marginal Costing**	**12 hours**
Marginal Costing: Marginal Cost and Marginal Costing – Importance. Break-Even Analysis: Cost Volume Profit Relationship – Application of Marginal Costing Techniques – Fixing Selling Price, Make or Buy, Accepting a Foreign Order, and Deciding Sales Mix.		
UNIT 5	**Budgeting and Budgetary Control**	**9 hours**
Budgeting and Budgetary Control: Definitions of Budget, Budgeting, and Budgetary Control – Need for Budgetary Control – Types of budgets – Preparation of Production Budget, Sales Budget, Cash Budget, and Flexible Budget –Zero-based Budgeting.		

Text Books:

- SN Maheswari, Suneel Maheshwari and Sharad Maheshwari , Financial Accounting, 5 Edition, Vikas Publishers
- Khan and Jain, Management Accounting, 5th Edition, Graw Hill
- SP Jain, Narang, Agarwal and Sehgal, Cost Accounting, Kalyani Publishers.

References:

- Robert N. Anthony, David Hawkins, Kenneth A. Merchant, and Prakash Singh (2019). Accounting: Texts and Cases. McGraw Hill, 13th Ed.
- S.N. Maheshwari, S.K. Maheshwari and CA S.K. Maheshwari (2016). Accounting for Management. Vikas Publishing House, 3rd Ed. Noida
- Mohammad Hanif and Amithaba Mukherjee, Financial Accounting –I , 4th Edition, Tata

McGraw.

- Maheshwari and Maheshwari, Accounting for Management, 4th Edition, Vikas Publication

Course Outcomes:

CO1	To apply the terminologies and concepts of accounting and prepare final accounts.
CO2	To analyze and interpret the accounting information of financial statements by financial statement analysis
CO3	To prepare a cost sheet using the accounting information that is relevant for business.
CO4	Apply various costing techniques to relevant business decisions.
CO5	To develop the budgets and performance reports for planning and control purposes

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	2	-	-	3	-	-	-
CO2	1	2	-	2	-	3	1
CO3	-	-	-	-	-	1	1
CO4	-	2	1	-	1	-	2
CO5	1	-	2	-	1	-	2

Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation

APPROVED IN:		
BOS :	19th, May, 2022	**ACADEMIC COUNCIL**
SDG No. & Statement	4	
SDG Justification:		
As the course is the foundation for understanding financial performance, the course introduces topics with pedagogy that is designed to include all types of students. This will ensure that every learner achieves the desired outcomes and receives a quality education.		

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OPTS6001	QUANTITATIVE TECHNIQUES	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

This course deals with some basic mathematical and statistical concepts and methods common in business applications. The focus is on parametric techniques used to describe and compare samples and populations. The course discusses the importance of some bivariate and multivariate methods and their applications to the business world.

Course Educational Objectives:

- To understand the basic concepts of Contracts, Sale of goods, Agency, etc.
- To acquaint with special legislation dealing with business transactions
- To evaluate with special Case laws dealing with business transactions
- To analyze the recent amendments dealing with business Legislation
- To elucidate the process of formation and winding up of a company

UNIT 1	Introduction to Basic Mathematics	10 hours

Linear Equations in two variables, Basics of Permutations, and combinations (non-reputation), Differentiation, Derivatives – First order and Second order Derivatives, Maxima & Minima, Integration, Business applications of Derivatives and Integration. (Note: Exclude Trigonometric and Logarithmic functions in derivatives and integration and chain rule in integration)

UNIT 2	Measures of Central Tendency & Measures of Dispersion	13 hours

Introduction, Merits, Demerits, Applications. Mean, Geometric Mean, Harmonic Mean, Weighted Mean, Combined Mean, Median, Mode, Standard Deviation, Coefficient of Variance, and Combined Standard Deviation for grouped and ungrouped data, Skewness and Kurtosis.		
UNIT 3	**Correlation & Regression analysis**	**12 hours**
Positive & Negative correlations, Karl Pearson correlation coefficient, Linear regression, Regression Coefficients & Properties, Linear regression model, simple linear regression, coefficient of determination, testing for significance, estimates through simple regression equation.		
UNIT 4	**Forecasting**	**12 hours**
Introduction to Time Series Analysis, Cyclic Variation, Seasonal Variations, types of seasonal effects, smoothing Methods-moving averages, weighted moving averages, exponential smoothing, trend projections Linear Trend.		
UNIT 5	**Probability & probability Distributions**	**13 hours**
Probability concepts, axioms, Baye's theorem, Random Variables, Mathematical Expectation, Discrete Distributions-Binomial distribution and Poisson distribution, Continuous Distributions-Normal distribution.		

Text Books:

- Statistics for Management, Levin et al., Pearson.
- Statistics for Business and Economics, Anderson et al., Thomson South Western pub.

References:

- Business Statistics - A First Course, Levine, Krehbiel and Berenson, Pearson Education.
- Business Statistics Using Excel, David and Pecar, Oxford Univ. Press

- Business Mathematics, R.C. Joshi , Jalandhar: New Academic Publishing Co.

Course Outcomes:

CO1	Apply calculus to solve business problems and improve decision-making.
CO2	Interpret statistical tools to analyze business data and draw conclusions.
CO3	Analyze how business variables are related and use data to make decisions.
CO4	Evaluate different forecasting methods and choose the best one for a situation.
CO5	Use probability distributions to assess risks and make business plans.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	1	1	1	2
CO2	3	3	1	2	2	1	2
CO3	3	3	1	2	2	1	2
CO4	3	3	1	1	2	1	2
CO5	3	3	1	1	2	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation		
APPROVED IN:		
BOS :	19th,May,2022	**ACADEMIC COUNCIL**
SDG No. & Statement	8	
Decent Work and Economic Growth		
SDG Justification:		
Statement: The modules and topics mentioned in this course are designed to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		

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HRMG6021	Business Laws	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	NA						

Course Description:

To promote the business, the government always updates the rules and regulations for companies from time to time as it helps the community to grow together. Accordingly, it is essential to know about modernized governmental policies and rules. Therefore, if any business wants to work without hurdles, an entrepreneur should be up to date with governmental laws. It is not uncommon for business management trainees to ignore the importance of learning about business law during their training. As a result, they enter the corporate world without having a thorough understanding of the various laws and the role of legal professionals in establishing and running a venture. However, being aware of the multiple laws that govern their experience can help these new entrepreneurs understand their organizations' legal needs.

Course Educational Objectives:

- To understand the basic concepts of Contracts, Sale of goods, Agency, etc.
- To acquaint with special legislation dealing with business transactions
- To evaluate with special Case laws dealing with business transactions
- To analyze the recent amendments dealing with business Legislation
- To elucidate the process of formation and winding up of a company

UNIT 1	Significance of Indian contract Act	7 hours

Meaning of a Contract – Contract and Agreements – Essential Elements of a Valid Contract – Offer and Acceptance – Free Consent – Capacity of Parties to a Contract – Lawful Consideration – Types of Agreements – Types of Contracts – Breach of a Contract – Remedies – Discharge of a Contract – Quasi Contract

UNIT 2	Significance of Indian Sale of Goods Act 1930	10 hours
Sale and Agreement to a Sale – Contract of Sale – Goods – Ascertained and Identified Goods – Conditions and Warranties – Caveat Emptor Exemptions – Unpaid Seller – Rights and Remedies – Auction Sales – Transfer and Conditions to Transfer of Goods-Creation of Agency – Types of Agents – Rights and Duties of Principal – Agents – Rights of Third Parties against Agents – Termination of Agency – Partnership Act 1932-Meaning – Scope of Partnership – Registration of a Partnership – Kinds of Partners – Rights – Duties of Partners – Dissolution of Partnership.		
UNIT 3	**Consumer Protection Act 2019**	**9 hours**
Consumer-Commercial Consumer – Basic Rights of Consumers – Consumer Redressal Forum – Complaints – Procedure of Complaints – Penalties – Latest Amendments		
UNIT 4	**Information Technology Act-2000**	**10 hours**
Objectives and Salient Features of Act – Applicability of the Act – Offenses under the Act – Latest Amendments to Act		
UNIT 5	**Company Law**	**9 hours**
Definition and kinds of companies – Formation and advantages of Incorporation of a Company – Memorandum of Association – Articles of Association – Prospectus – Types of Prospectus – Annual General Meeting – Statutory Meeting – Dissolution of a Company – Winding up of a Company.		

Text Books:

- Avatar Singh," Business Laws", Eastern Book Company, Lucknow,2014
- Maheshwari & Maheshwari, "Business Laws", Himalaya Publishing Company, New Delhi,2013
- Akhileshwar Pathak, "Legal Aspects of Business", Pearson, New Delhi, 2014

Course

Outcomes:

CO1	Apply the key rules of the Indian Contract Act, 1872, in legal and business situations.
CO2	Analyze the main provisions of the Sale of Goods Act, 1930, Partnership Act, 1932, and law of agency.
CO3	Evaluate the important rules of the Consumer Protection Act, 2019, including the latest changes.
CO4	Interpret the key points of the Information Act, 2019, and its latest updates.
CO5	Assess the main provisions of the Companies Act, 2013, and recent amendments.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	-	1	-	3	1	1	2
CO2	2	1	-	3	1	2	2
CO3	2	1	-	3	1	2	3
CO4	2	1	-	3	1	1	3
CO5	2	1	-	3	1	-	3
BOS :			19th,May,2022				
SDG No. & Statement			8				

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OPTS6011	Business Research Methodology	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Research methodology is the systematic and scientific method of how to review and research a topic. It starts with identification of the problem and continues with sample design, data collection, analysis and report. It is extensively used to find a solution to a problem and enhance knowledge. Continuous growth is one of the key challenges for business, which needs innovative ideas and solutions to stagnation in growth. Research is a valuable tool for businesses to identify potential avenues for growth and solutions to problems. Understanding the methodology to be adopted when researching is, therefore, very crucial for businesses.

Course Educational Objectives:

- To understand the formulation of research problem and hypotheses
- To learn critical analysis, problem solving and research skills
- To enable students to understand the rationale for using a particular qualitative and quantitative research method
- To enable students to understand various methods to select appropriate research designs and methods to investigate their chosen research problems

UNIT 1	Introduction to Research Methodology	10 hours
Importance of research methodology, types of research methods, research process, identification of the problem, hypothesis formulation, types of research design.		
UNIT 2	**Sample design**	**13 hours**

Census Vs Population, determination of sample size, sampling techniques- data collection - primary data, secondary data- methods of collecting primary data: Interview, observation techniques, and questionnaire, and Sources of secondary data. Guidelines and design of questionnaire: Levels of measurement scales and scaling techniques.		
UNIT 3	**Data Processing & Reporting writing**	**12 hours**
Data processing: Editing, coding, classification, tabulation, diagrammatic and graphical representation of the data using Excel/SPSS; Interpretation; Report Writing – Importance of Report, types of reports, report preparation – report format, report writing, guidelines for tables and graphs; presentation of reports.		
UNIT 4	**Hypothesis Testing & Parametric tests**	**12 hours**
Components of hypothesis, Hypothesis testing procedure, parametric tests Z test, t distribution (single, independent, paired sample tests), ANOVA - one way and two ways test. (With numerical Problems)		
UNIT 5	**Non-Parametric tests & Multivariate Analysis**	**13 hours**
Non-Parametric tests- Chi-Square test, Mann-Whitney 'U' test, Kruskal-Wallis test (with numerical Problems). Introduction to multivariate analysis, discriminant Analysis, factor analysis (only theory and application)		

Text Books:

- Ranjith Kumar, Research Methodology- A step by step guide for beginners, SAGE publishers, Latest Edition.

References:

- Malhotra, N. (2019). Marketing Research: An Applied Orientation, 7th Edition, Pearson Education Limited.

Course Outcomes:

CO1	Formulate research problems and hypotheses based on critical analysis of real-world issues.
CO2	Apply problem-solving and research skills to analyse and interpret data effectively.
CO3	Justify the selection of appropriate qualitative and quantitative research methods for different research scenarios.
CO4	Evaluate various research designs and methods to determine the most suitable approach for a given research problem.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	2	2	2	2	2
CO2	3	3	2	2	2	2	2
CO3	3	3	2	2	2	3	2
CO4	3	3	2	2	2	2	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation		
APPROVED IN:		
BOS :	19th, May, 2022	**ACADEMIC COUNCIL**
SDG No. & Statement	8	
Decent Work and Economic Growth		
SDG Justification:		
The modules and topics mentioned in this course are designed to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		

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BUAN6001	MODELLING WITH SPREADSHEETS	L	T	P	S	J	C
		0	4	0	0	0	2
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

With the information age, lots of data is generated by organization which becomes one of the important assets of any organization. Spreadsheets are used by executive and execution audience, they allow data storage, visualization, analysis as well as automations – and hence all aspects of modeling can be covered in MS Excel.

Course Educational Objectives:

- To provide an understanding of basic concepts in Excel
- To provide hands on experience in working with what if analysis tool
- To provide hands on experience in using Excel as analytic tool

UNIT 1	Introduction to Excel	8 hours
Basic operations in MS Excel: Worksheet Management, Cell referencing, Building formulas, Sorting, Filters, Conditional Formatting, Working with Charts, Functions in Excel		
UNIT 2	**What - if Analysis and Pivot Tables**	**8 hours**
Data Tables, Scenario Manager, Goal Seek, Pivot Tables and Pivot Charts		
UNIT 3	**Visualization and Statistical Analysis**	**8 hours**
Data Visualization, Visualization tools in Excel, Other data visualization tools, Descriptive statistics in Excel, Statistical inference – Hypothesis testing, Analysis of Variance (ANOVA), Chi Square test for independence		
UNIT 4	**Regression Analysis**	**8 hours**
Trend lines and Regression Analysis, Forecasting Techniques, Monte Carlo simulation – Concept, Usage in Excel		
UNIT 5	**Optimization**	**8 hours**
Linear Optimization – Concept, Applications, Integer Optimization, Solver in Excel		

Text Books:

- Wayne L. Winston, Microsoft Excel - Data Analysis and Business Modeling, Prentice Hall of India

References:

- Paul Mcfedris, Excel Data Analysis Visual Blueprint, Wiley

Course Outcomes:

CO1	Apply basic operations in MS Excel to organize and manage data efficiently.
CO2	Analyze business scenarios using What-if analysis to support decision-making.
CO3	Interpret data using Excel as a descriptive analytics tool to identify trends and patterns.
CO4	Predict business outcomes by leveraging Excel for predictive analytics.
CO5	Optimize decision-making by using Solver to solve complex business problems.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	2	2	-	-	2	1	1
CO2	2	3	-	-	3	1	2
CO3	2	3	-	-	3	1	2
CO4	2	3	-	-	3	1	2
CO5	2	3	-	-	3	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:			
BOS :	17th,May,2022	**ACADEMIC COUNCIL**	17th June, 2022
SDG No. & Statement	4		
Quality Education			
SDG Justification:			
The modules and topics mentioned in this course are designed to ensure all-inclusive and thorough education with equity for all persons and promote learning opportunities at all times.			

Semester-II

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
1	OPTS6001	Core	Operations Research	3		3	60	40	100	3
2	FINA6001	Core	Financial Management	3		3	60	40	100	3
3	MKTG6001	Core	Marketing Management	3		3	60	40	100	3
4	OPTS6021	Core	Operations Management	3		3	60	40	100	3
5	HRMG6031	Core	Human Resource Management	**3**		3	60	40	100	3
6	HRMG6041	Core	Organizational Communication	3		3	60	40	100	3
7	IENT6021	Core	Innovation & Entrepreneurship	3		3	60	40	100	3
8	MKTG6011	Core	Services Management	**3**		3	60	40	100	3
9	BUAN6011	Core	Business Analytics		4	4	**100**		**100**	2
10	VIVA6999	Skill Based	Year End VIVA-VOCE				100		100	1
			Total	**24**	**4**	**28**	**680**	**320**	**1000**	**27**

Professional Competency Development PCDs

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
1	HSMCH 102	Value	Universal Human Values*	3		**3***	100		100	**P/F**
2	HRMG6071	Skill Set	Current Business Affairs	**1**		**1**	50		50	**1**
3	INTN6001	Value based	Social Project**				50		50	**1**
4	HRMG6051	Skill set	Student Club activities -1		**1**	**1**	50		50	**1**
			Total	**4**	**1**	**5**	250		250	**3**

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA – Continuous assessment

*Indicates Non Credit Course – Mandatory to complete and the student will be awarded Pass/Fail but will not be part of CGPA. Credit Indicates the number of hours that requires to be allotted for the course.

OPTS6001	Operations Research	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	NA						

Course Description:

This course will introduce you to some deterministic and probabilistic models in Operations Research. The course will focus on mathematical modelling and strong emphasis will be given to model formulation. The deterministic models include linear programming problems, transportation problems and Assignment's problems whereas Game theory, Simulation and Network models are covered in probabilistic models.

Course Educational Objectives:

- To familiarize students with the basic concepts, models and principles of the operations
- research theory.
- To develop skills in formulating and structuring decision-making problems as
- mathematical models.
- To understand the use of software for obtaining solutions of the models formulated and
- interpretation of results for better decision making.
- To use Excel-Solver software to solve the proposed models.

UNIT 1	Introduction of Operation Research	10 hours
History and evolution, nature, characteristics, scope, and role of Operations Research in decision making. Management applications of Operations Research. Introduction to Model Building.		
UNIT 2	**Linear Programming**	**12 hours**

Basic concepts of Linear Programming, formulation of a Linear Programming, solution by graphical method, simplex method by maximization case, minimization case (Big-M method), sensitive analysis and duality. Analyzing the solutions through Excel-SOLVER.		
UNIT 3	**Transportation & Assignment Problems**	**8 hours**
Transportation Problems - Introduction, Basic feasible solutions by various methods: North-West, least Cost and Vogel's Approximation. Test for Optimality using MODI method. Assignment Problems – Introduction, Solution using Hungarian method.		
UNIT 4	**Game Theory and Simulation**	**5 hours**
Game theory: Introduction, Two Person Zero Sum Games, Pure Strategies, Dominance Principle, Graphical; Simulation: introduction, types of simulation, generation of random numbers, Monte Carlo Simulation, and waiting lines.		
UNIT 5	**Network Scheduling by PERT / CPM**	**10 hours**
Introduction, network and basic components, logical sequencing, rules of network construction, Critical Path Analysis, probability considerations in PERT, distinction between PERT and CPM.		

Text Books:

- Quantitative Techniques in management (5e) – N D Vohra, TMH.
- Introduction to Operations Research- Hillier, F. S. and Lieberman, G. J. (8th ed.), New York: McGraw-Hill.

References:

- Operations Research: An introduction-Taha, H., Pearson Education.
- Quantitative methods for Business, Anderson et. al. 12e, Cengage

Course Outcomes:

CO1	Apply various models to solve given problems effectively.
CO2	Formulate linear programming problems (LPP) by identifying key components.
CO3	Solve unbalanced transportation and assignment problems using appropriate methods.
CO4	Analyze commonly observed game models and apply simulation techniques.
CO5	Evaluate the use of PERT and CPM techniques in project management for better decision-making.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	1	1	1	1	2
CO2	3	3	2	2	1	1	2
CO3	2	3	1	1	1	1	2
CO4	2	3	1	1	2	1	2
CO5	3	3	2	1	1	1	2
BOS :			19th,May,2022				
SDG No. & Statement			8				

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FINA6001	Financial Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Financial management is one of the most important aspects of a business. In order to start up or even run a successful business, you will need excellent knowledge of financial management. Knowledge of Financial Management will help organizations in planning and acquisition of funds; effectively utilizing and allocating the funds received or acquired; making critical financial decisions; improving the profitability of organisations and increasing the overall value of the firms or organisations.

Course Educational Objectives:

- To introduce time value of money and risk return trade off
- To familiarize students with assumptions and concepts underlying the decision making.
- To impart knowledge on capital structure, capital budgeting, working capital and dividend decisions
- To impart critical thinking skills in the area of capital budgeting and capital structure

UNIT 1	Introduction	6 hours

Nature, Scope, Goals and organization of finance function -The finance function and its interlinkages with other functional areas of management -Finance Vs Accounting, Corporate Finance Vs Financial Management - Time value of money – PV and FV in case of lumpsum, Annuities and Uneven Cashflows- Introduction to measurement of Risk and Return.(NP)

UNIT 2	Cost of Capital and Capital Structure (Financing Decision)	10 hours

Sources of Finance for Business–Classification of markets- Concept of Cost of Capital –Cost of equity, debt and WACC- Theories of Capital Structure –Factors affecting Capital Structure Decision- Introduction to leverage- Types of leverages and Measurement. (NP)		
UNIT 3	**Investment Decisions (CAPEX)**	**8 hours**
Phases of Capital Expenditure Decisions, Capital Budgeting Process - Estimating cash flows for capital budgeting - Capital Budgeting Techniques for decisions making - Introduction to Risk Adjusted Capital Budgeting Techniques.(NP)		
UNIT 4	**Working Capital Management**	**8 hours**
Meaning of Working capital – Factors influencing working capital – Estimating working capital requirement- Managing various components of Working Capital: Cash and Marketable securities management; Accounts Receivable and inventory management- EOQ- Reorder levels – Inventory cycle - Operating cycle – Cash Conversion cycle – Sources of financing working capital (NP)		
UNIT 5	**Dividend Decisions**	**6 hours**
Factors influencing dividend decisions-Classification of dividends – Theories of Dividend – Walters and Gordon Model- MM Model.(NP)		

Text Books:

- I.M. Pandey., Financial Management. Vikas Publications Print. New Delhi: 2009.
- M.Y. Khan & P.K. Jain., Financial Management. Tata McGraw Hill. New Delhi: 2010

References:

- J.C. Van Horne., Fundamentals of Financial Management. Pearson Education. New Delhi: 2010.
- S.N. Maheswari., Financial Management. S Chand Publications. New Delhi: 2006

Course Outcomes:

CO1	Explain key terminologies and concepts of financial management in business contexts.
CO2	Apply cost of capital measures and solve problems related to the time value of money.
CO3	Analyze financial data to construct cash flow statements, estimate WACC, and determine working capital requirements.
CO4	Utilize dividend models and capital structure theories to support financial decision-making.
CO5	Evaluate alternative capital budgeting techniques to make informed investment decisions.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	1	-	-	-	-	1	-
CO2	-	1	-	3	-	-	2
CO3	-	-	2	1	-	1	-
CO4	-	3	-	-	1	-	2
CO5	3	2	-	2	1	2	1
BOS :			19th,May,2022				
SDG No. & Statement			8				

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MKTG6001	Marketing Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Coursera - Introduction to Marketing, University of Pennsylvania						
Co-requisite	NIL						
Preferable exposure	NA						

Course Description:

Marketing helps to communicate the value of a product or service to the consumer, with the aim to sell the product. Marketing Management is a discipline focused on the application of marketing techniques and the management of marketing resources and activities. It is important to gain insights into the dynamic nature of the markets and the ways and means to manage them, using theoretical knowledge and its applicability in the field. The importance of the 4 Ps of Marketing, i.e. Product, Pricing, Promotion and Place can never be undermined.

This course provides an overview of marketing processes and marketing principles and provides students with the opportunity to apply the key concepts to practical business situations

Course Educational Objectives:

- To explain the conceptual framework of marketing and its application in “the real world”
- To apply marketing concepts to make business decisions under various environmental constraints
- To illustrate the functionality and application of elements of Marketing Mix
- To create a suitable Marketing plan for a product
- To assess the range of common strategies used, with each of the various promotional mix tools
- To explain the conceptual framework of marketing and its application in “the real world”
- To apply marketing concepts to make business decisions under various environmental constraints

- To illustrate the functionality and application of elements of Marketing Mix
- To create a suitable Marketing plan for a product
- To assess the range of common strategies used, with each of the various promotional mix tools

UNIT 1	Understanding Marketing Management	9 hours

Core concepts, The new Marketing realities, Marketing and customer value, Strategic Business Units

Marketing Plan, Implementation Control and Performance, New technology, e-commerce and the Internet, Services Marketing, International Marketing, Ethical and social aspects of marketing

UNIT 2	Analyzing Consumers	9 hours

Components of a modern marketing information system- Quantitative & Qualitative Marketing research, Collecting Marketing Intelligence on the Internet, Forecasting and demand measurement. Individual customer's buying dynamics, understanding of customer decision-making, and Major Psychological processes (Motivation, Perception, Memory) which influence customer responses to marketing stimuli.

UNIT 3	Creation and selection of Customer Segments	9 hours

The concept of a market: defining market boundaries, Importance of target marketing, Dividing a market into segments; Developments in consumer segmentation techniques: databases, one-to-one marketing and the Internet, choice of targeting strategies, Product positioning and market development, Repositioning strategies

UNIT 4	Product Characteristics and Pricing Decisions	9 hours

Setting Product Strategy, Product Life Cycle and strategies for each stage , Product Line and product mix decisions , New product development and product lifecycle extension strategies, Design Product Brand Relationship, and Brand equity. Consumer psychology and pricing, Pricing Methods, Setting the price, Adapting the price, Initiating and responding to price changes

UNIT 5	Delivering and communicating the Value	9 hours
Marketing channels and Value networks, Understanding of Multi-Level Marketing, Integrating Multi-channel Marketing, Channel design decisions, Go-to-Market Strategy, The modern Retail Marketing, Franchising and Trends in Wholesaling. Designing and Managing Integrated Marketing Communication, managing mass communications, Managing Digital communication, Managing Personal communications		

Text Books:

- Marketing management by Kotler, Keller, Koshy & Jha , Pearson, 14th edition
- Marketing 0 : Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, John Wiley & Sons Inc
- 3Marketing Management - Rajan Saxena, Tata-McGraw Hill, Fifth edition

References:

- Ramaswamy and Namakumari -Marketing Management- Indian Context with Global Perspective McGraw Hill Education; India, Fifth Edition, 2017
- Ramaswamy and Namakumari -Marketing Management- Indian Context - Global Perspective, Sage Publications India Pvt Ltd; Sixth Edition 2018
- C. B. Gupta and Dr. N. Rajan Nair, Marketing Management: Text and Cases 15th Edition, S. Chand, and Sons 2012
- N Rajan Nair and Sanjith R Nair, Marketing – Revised Edition, Sultan Chand & Sons – Tb, 2017

Course Outcomes:

CO1	Explain key marketing theories, concepts, and their practical applications in real-world business scenarios.
CO2	Analyze the marketing environment using appropriate tools and techniques to support decision-making.
CO3	Apply STP (Segmentation, Targeting, Positioning) and marketing mix concepts to create customer-driven marketing strategies.
CO4	Evaluate product and pricing decisions within a firm's overall marketing strategy.
CO5	Develop effective go-to-market strategies for successful product offerings.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	1	2	-	3	1
CO2	1	2	1	1	-	2	1
CO3	2	3	1	-	1	2	1
CO4	2	1	1	1	1	3	2
CO5	3	1	1	2	-	3	1
BOS :			19th,May,2022				
SDG No. & Statement			8				

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OPTS6021	OPERATIONS MANAGEMENT	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Operations Management (OM) is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share.

Course Educational Objectives:

- Enable the students to develop basic knowledge in operations.
- Understand the process model of operations that describes inputs being transformed into outputs within the boundary of an operations system.
- Apply the operational strategies in business transactions that would help in making effective output.

UNIT 1	Introduction to Operations Management-	9 hours

Scope, Need, Input-Process-Output Model, Nature of Operations, Goods Vs. Services, Four Vs, Five Performance Objectives, Operations Strategy and its Formulation.

UNIT 2	Designing Products and Services	9 hours

Product Development, Sequential vs Concurrent Design. Process Design: Manufacturing and Service Process Types, Service Delivery Systems. Facilities Location – Location Decision Relevant Factors.

UNIT 3	Layout Planning	9 hours

Types of Layout, Implications for Layout Planning, Layout Design. Dependent and Independent Demand, Strategies to Meet Demand, Loading – Finite and Infinite, Sequencing, Capacity Planning.		
UNIT 4	**Aggregate Production Planning (APP)**	**9 hours**
Strategies, Master Production Scheduling – Linkages with APP. Evolution of ERP – Developing MRP Logic - Bill of Materials (BoM), Lot Sizing Rules, Inventory Management.		
UNIT 5	**Introduction to Quality and its Characteristics, Quality Philosophy**	**9 hours**
Perspectives from WE Deming, PB Crosby and JM Juran, Quality Assessment Models and Frameworks – FEQM and ISO9001, Service Quality, BPR vs Continuous Improvement – Introduction to TQM, Lean and Six Sigma.		

Text Books:

- B. Mahadevan. Operations Management: Theory and Practice Third Edition. J.K Sharma (2013), Business Statistics, New Delhi: Pearson Education.

References:

- Nigel Slack, Staurt Chambers, Robert Johnston. Operations Management. Sixth edition, Edinburgh Gate Harlow Essex CM20 2JE England, Pearson Education Ltd.

Course Outcomes:

CO1	Analyze the scope, need, and strategic role of operations management in different business environments.
CO2	Evaluate product and process design strategies to optimize manufacturing and service operations.
CO3	Apply layout planning techniques and capacity management strategies to improve operational efficiency.
CO4	Develop aggregate production plans by integrating Master Production Scheduling (MPS) and inventory management techniques.
CO5	Assess quality management philosophies, frameworks, and methodologies like TQM, Lean, and Six Sigma for continuous improvement.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	0	-	-	-	1	3
CO2	3	2	-	3	2	1	1
CO3	-	3	3	-	2	-	2
CO4	3	-	3	2	2	1	1
CO5	-	-	-	-	-	1	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	NA	**ACADEMIC COUNCIL**	NA
SDG No. & Statement	NA		

NA

SDG Justification:

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

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HRMG6031	HUMAN RESOURCES MANAGEMENT	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

The purpose of this course is to help students to understand the basic principles and techniques of Human Resource Management. The course takes a practical view that integrates the contributions of the behavioural sciences with the technical aspects of implementing the HR function in the real world. This basic understanding of HRM is essential for the student when he enters diverse workplaces. The key objective of this course is to give an understanding that HR Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance.

Course Educational Objectives:

- Comprehend in-depth the theoretical framework and the basic principles of HRM.
- Comprehend in-depth functions of HRM (Job analysis, manpower planning, and recruitment, selection, onboarding, training & development, appraisal, compensation).
- Apply the principles and techniques of HRM gained through this course to the discussion of major personnel challenges and the solution of typical case problems

UNIT 1	Introduction	9 hours

Introduction - Fundamentals of HRM - The Nature and Scope of HRM - Evolution of HRM Models of HRM -The Formbrun -The Harvard Model - The Guest -The Warwick-Dave Ulrich Model Functions and Role of HR Manager - Skills for HR Professionals - Challenges of HRM.

UNIT 2	Procurement	9 hours

Procurement - Job Analysis - Process of Job Analysis, Job Description and Job Specification, Job Design Steps in job design, contemporary issues in Job Design - Job Evaluation - Methods of Job Evaluation Human Resource Planning, Importance, HR Planning Process - Recruitment - Nature, Sources of Recruitment - Latest Methods of Recruitment - Selection - Significance of Selection - Selection Process, Barriers of selection - Onboarding process		
UNIT 3	**Development: Training**	**9 hours**
Need, Training Process – Designing the Training Program - Methods of Training, the Difference between Training and Development Career Development, Roles for Career Development - Performance Appraisal – Objectives Methods of Performance Appraisal		
UNIT 4	**Compensation and Maintenance: Compensation**	**9 hours**
Meaning, Components of Compensation, Ideal Compensation System Factors Influencing Employee Compensation, Pay Rates, Basic and Supplementary Pay Executive Remuneration, Components of Executives pay, Trends in Executives' Pay, Employee Safety, Need for safety, Safety Standards -Types of Accidents, Health - Physical and Mental Health, Work Stress.		
UNIT 5	**Integration and Separation**	**9 hours**
Employee Wellbeing - Happiness Factor, Quality of Work Life. Collective Bargaining - Process of Bargaining - Separation - Types of Separations - Rightsizing - Exit Interview		

Text Books:

- Gary Dessler & Biju Varkkey, "Human Resource Management", Pearson, New Delhi, 16th edition.
- George W Bohlander, Scott A Snell, "Principles of Human Resource Management", Cengage Learning, 2017.16th edition.

References:

- Aswathappa, K., Human Resource and Personnel Management: Text & Cases, TMGH
- Subba Rao, P., Personnel and Human Resource Management (Text & Cases), Himalaya

Additional Reading

- Edwin B Flippo, "Personnel Management", Tata McGraw Hill Publishing, New Delhi, 1984
- John H. Bernardin, "Human Resource Management - An Experiential Approach", Tata McGraw Hill, New Delhi, 2013
- Mirza, Saiyadain, "Human Resource Management", Tata McGraw Hill, New Delhi, 2013

Course Outcomes:

CO1	Apply the fundamentals, evolution & challenges of HRM.
CO2	Explore the role of HRM in procurement of human resource.
CO3	Evaluate training needs, methods of appraisal and perceptual errors.
CO4	Analyze the basic factors in designing the compensation.
CO5	Evaluate the process of integration and separation for quality of work life.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	1	3	2	2	1	1	3
CO2	1	2	1	2	3	1	2
CO3	1	2	1	2	1	1	2
CO4	2	1	1	2	1	2	2
CO5	2	1	-	1	-	1	2
BOS :			19th,May,2022				
SDG No. & Statement			8				

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HRMG6041	Organizational Communication	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

The focus of this paper is to make the students understand organizational communication, the impact of interpersonal relationships on interpersonal communication, to gain a perspective on the Management process and its dependence on communication.

Course Educational Objectives:

- To understand the fundamentals of interpersonal communication and interpersonal relationships.
- To explore the communication-process model to understand the variables of organizational communication.
- To evaluate the three models of interpersonal communication for effective communication.
- To analyze the dynamics of power, barriers to communication, and interpersonal influence within the context of the organizational hierarchy.

UNIT 1	Functions of Communication	9 hours

Functions of Communication – Control, Motivation, Emotional Expression, Information – Communication Process – Formal and Informal Communication – Directions of Communication – Downward, Upward and Lateral – Formal Small Groups Network and Grapevine – Oral, Written and Nonverbal Communication – Channel Richness and Choice of Communication.

Communication and Management - The Paradox of Human Communication - Problems with Multiple Messages – Problems with Differences in Language and Meaning – The Management Process and Communication – Planning, Organizing, Directing, Controlling -Interdependence of Management and Communication.

Communication as a process – Source-Encoder, Message, Channel, Receiver-Decoder – The Nature of the Human Communication Process – Semantic Noise and Semantic Receivers - Achieving effectiveness in Human Communication - The Concept of Richness

UNIT 2	Intrapersonal Foundations for Communication	9 hours

Intrapersonal Foundations for Communication – Managing Motivation to Influence Interpersonal Communication – The Need for Inclusion, The Need for Control, The Need for Affection -

Interpersonal Perception Upon Communication – Interpersonal Perception and Superior-Subordinate Relations;

The Role of Emotions in Interpersonal Communication – Fear in Interpersonal Communication, Anger in Interpersonal Communication.

UNIT 3	Exchange Theory as a Model for Interpersonal Communication	9 hours

Exchange Theory as a Model for Interpersonal Communication;

Johari Window as a Model for Interpersonal Communication;

Transactional Analysis as a Model for Interpersonal Communication

UNIT 4	Barriers to communication	9 hours

Barriers to communication: Power Differences as a Barrier to Communication – Power Tactics – Taking Counsel, Maneuverability, Complete Communication, Compromise and Negative Timing Language as a barrier to communication. Communication which Provokes Defensiveness – Evaluative, Dogmatic, Communication which implies Superiority, and Manipulative Communication. Gateways to Communication – Interpersonal Trust - Listening - Feedback - Nonverbal Communication – Non-Directive Counselling.

UNIT 5	Interpersonal Influence	9 hours

Interpersonal Influence – The Influence Process – Influence of Behavior through Shaping, Influencing Behavior through Modelling, Influencing through Counselling and Coaching, Personal Influencing, Influencing through participation, Influencing through Changing the Work Environment. Resistance to Change – The Process of Changing Attitudes and Behavior – Lewin's Three-Step Change Model, Organizational Limitations to Interpersonal Influence

Text Books:

- Wofford, Gerloff, and Cummins, Organizational Communication – The Keystone to Managerial Effectiveness, McGraw Hill, 1977

References:

- Bovee & Thill, Business Communication, Pearson Education, 2019
- Lesikar & Flatley, Basic Business Communication – Skills for Empowering the Internet Generation, 9th Edition, McGraw-Hill, 2019

Course Outcomes:

CO1	Analyze the fundamentals of communication and its significance in effective management.
CO2	Evaluate the role of motivation, perception, and emotions in shaping interpersonal communication.
CO3	Apply interpersonal relationship models to enhance communication effectiveness.
CO4	Assess barriers to communication and implement strategies to reduce defensiveness in interactions.
CO5	Examine the process of influence, resistance to change, and strategies for changing attitudes in organizational settings.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	3	1	-	-	-	1	3
CO2	3	3	1	1	3	1	2
CO3	1	1	1	-	3	1	2
CO4	-	-	3	-	3	2	2
CO5	2	1	-	1	-	1	2
BOS :			19th,May,2022				
SDG No. & Statement			8				

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IENT6021	Innovation & Entrepreneurship	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

The process of converting ideas into a viable business proposition is a critical factor in today's economy. Entrepreneurship is a structured and dynamic process that involves creativity, risks, and meticulous planning. This course aims to lay a foundation and basic understanding of the Entrepreneurial framework and develop the competency to think and act entrepreneurially. Entrepreneurship in practice involves acquiring the necessary skills, competencies, and action-based activities.

Course Educational Objectives:

- This course aims to enable the students to know how the innovations, opportunities, and ideas convert into a new business.
- To know various theories of entrepreneurship and trends.
- To generate new business ideas from various sources.
- To identify various issues and challenges in starting a new venture.
- To know the elements of a business plan and designing a business model.
- To compare and contrast the entrepreneurship practices in the family business and social enterprise.

UNIT 1	Entrepreneurship Theory & Identification of Trends	10 hours

Internal & External business environment, Theory of Entrepreneurship, Evolution of Entrepreneurship, Approaches to Entrepreneurship, Entrepreneurial process, Entrepreneurial mindset, Entrepreneurial characteristics, Trends in Entrepreneurship Research, Corporate Entrepreneurship and Innovation, Intrapreneurship.

UNIT 2	Innovation, Opportunity Identification	10 hours
Innovation and Opportunity Identification - Opportunity Identification - Entrepreneurial imagination and creativity, Design Thinking - Ideation and Idea Selection - Innovation and the Entrepreneur - The Innovative Process, Types of innovation, Principles of Innovation, Frugal Innovation, sources of innovative ideas, Parameters for internal evaluation of an idea, Minimum Viable Product.		
UNIT 3	**Venture Creation and legal issues of entrepreneur**	**9 hours**
New Venture Creation and legal issues of entrepreneur -New venture creation process - Challenges of new venture start-ups, Why New-Ventures fail, New- Venture Evaluation Process, Critical factors for New-Venture Development -Funding innovation, Importance of business valuation and different stages of funding, Debt vs Equity Financing, Different types of funding sources - Bootstrapping, Crowdfunding, Venture Capital, Business Angels, succession and exit strategy. Intellectual Property, Legal Challenges in Entrepreneurial ventures – an overview, Patents, copyrights, trademarks, IP infringement and its legalities, Legal Structures for Entrepreneurial Ventures.		
UNIT 4	**Business plan and Business Models**	**10 hours**
Entrepreneurial ventures and Business Plan preparation for New Ventures – Pit falls in business planning, Benefits of business plan and Elements of a Business Plan-Executive summary-marketing plan, production and operations plan, organizational plan -Business Model Generation Principles, types of business models, Business Model Generation in Practice - Canvas, Patterns, Design, Strategy, Process -Contemporary Business models in era of Disruption.		
UNIT 5	**Family Business and Social Entrepreneurship**	**10 hours**
Family Business and Social Entrepreneurship: Family Business – Family Business models and practices, Succession Plan and transfer of power, Financial considerations and valuation of the family business, adopting to current business environment, new technologies and global expansion - Social Entrepreneurship - Social Capital -Drivers and Challenges of Social		

Entrepreneurship - Empowerment of Beneficiaries, Business Models for Social Enterprises, Scaling Up of the social enterprises, Sustainability of Social Enterprise in practice.

Teaching Guide Lines : Aravind Eye Hospital Model- Grameen Bank Model of Bangladesh- - Barefoot College.

Text Books:

- Kuratko, D. Entrepreneurship: Theory, process, and practice (International Edition; 9th ed.): Cengage Learning. 201 / Latest Edition.
- Tim Mazzarol, Sophie Reboud, Entrepreneurship and Innovation, Theory, Practice and Context. 4th Edition, Springer, http://www.springer.com/series/10099

References:

- Osterwalder, A., &Pigneur, Y. 2010. Business Model Generation: A Handbook for Visionaries, Game Changers, And Challengers Wiley. (R 1)
- Neck, Heidi & Greene, Patricia & Brush, Candida. 201 Teaching entrepreneurship: A practice-based approach. 10.4337/978178254056

Course Outcomes:

CO1	Explain various aspects of the entrepreneurial process and trends in entrepreneurship.
CO2	Interpret the sources of business opportunities and differentiate types of innovation.
CO3	Examine the process of new venture and the legal issues relating to entrepreneurial ventures.
CO4	Design a business model and prepare a business plan.
CO5	Appraise the entrepreneurship process in the family business and social enterprise.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	-	1	1	3	1	1
CO2	1	2	1	2	2	2	2
CO3	1	1	1	2	2	1	2
CO4	2	1	2	2	2	1	2
CO5	-	-	1	1	3	1	2
BOS :			19th,May,2022				
SDG No. & Statement			9				

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MKTG6011	SERVICES MANAGEMENT	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Customer value and customer relationships are the two main areas of attention for service management. The role of a company might change from that of a consumer to one of a supplier by acquiring services and using them to supply services to another consumer. It's a method for businesses to control their interactions with clients. A business may better plan and manage its contacts with customers when it has quick, simple access to client information. By exceeding customers' expectations with superior service, aids businesses in increasing client loyalty and retention.

Course Educational Objectives:

- To understand the basic concepts of Services Management.
- To examine the process of service design and service-scape.
- To design and execute the process of branding and pricing of services.
- To examine the process of service delivery and measure the service performance.
- To develop innovative services and design strategies for the internationalization of services.

UNIT 1	Defining services	9 hours

Introduction, the growing importance of services, Services: what makes them special. A closer look at services, the role of service classifications, the nature of service management, The nature of the interaction and service management, the interaction between employees and customers in the service chain, why do we need a service concept, how to define the service concept, Implementing the service concept.

UNIT 2	**Designing services**	**9 hours**
Defining the service process, Designing the service process, the nature of services, Human resource management for services, Competencies for service organizations, Role stress among front-line employees, Relevance of role stress for the service encounter, Role stress defined, Handling role stress for front-line employees, the network era – Where do we stand, The impact of IT developments on service encounters. The nature of facilities management in services, Back office versus front office, Location Designing the service-scape. From facilities management to service experience design.		
UNIT 3	**Branding & Pricing services**	**9 hours**
Service branding, Positioning Services, promoting services Developing a framework for pricing decisions, Pricing objectives, Pricing strategies, Pricing structure. Pricing levels and tactics.		
UNIT 4	**Delivering services**	**9 hours**
Capacity and capacity management, Planning capacity, Scheduling capacity, Managing the demand side, The psychology and managerial consequences of waiting The role of empowerment in service organizations, Competency development, Collaboration: integrating work and learning Customer loyalty and customer engagement , Customer loyalty and engagement and the firm's profitability , Managing customer loyalty and customer engagement behaviours Designing performance measurement systems for services, Implementing an integrated performance measurement system Service guarantees, Service-level agreements , Internal service guarantees and service-level agreements		
UNIT 5	**Developing services**	**9 hours**
Innovations as spiral processes: the value-constellation approach, Innovation portfolio management, Organizing the innovation portfolio: the make-and-buy decision, From 'closed' to		

'open' innovation, the operational management of innovation, Managing service innovation, The challenges of strategic management for services, Why internationalize? Culture and cultural differences, Internationalization strategies, Servitization: or why services management is relevant for manufacturing environments, Why servitization? Making the transition.

Text Books:

- Bart Van Looy, Paul Gemmel, Roland Van Dierdonck Service Management – An Integrated Approach, Pearson Education, 3rd Ed, 201
- James A. Fitzsimmons, Mona J. Fitzsimmons, Services Management, 8th Ed., McGraw Hill Education, 2018.

References:

- Johnston Robert, Clark Graham, Shulver Michael, Service Operations Management: Improving Service Delivery, Pearson Education, 2017.
- James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management: Operations, Strategy, Information Technology, 7th Ed., McGraw Hill Education, 2017.

Course Outcomes:

CO1	Examine the interactions between service firms, customers, and employees to enhance service experiences.
CO2	Design effective service planning, service processes, and service-scapes for improved service delivery.
CO3	Develop branding and positioning strategies for services and analyze the pricing process to optimize value.
CO4	Evaluate demand and service delivery capacity to create strategies for customer loyalty and engagement.
CO5	Analyze service innovations and apply the concept of servitization to enhance business competitiveness.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	1	1	1	2	3
CO2	3	3	-	2	2	2	2
CO3	3	3	-	2	-	2	1
CO4	3	1	1	1	1	2	3
CO5	3	1	1	3	1	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
APPROVED IN:			
BOS :	19th,May,2022	**ACADEMIC COUNCIL**	NA
SDG No. & Statement	9		
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.			
SDG Justification:			
The students are able to create a service and its delivery infrastructure which can foster innovation and sustainable business.			

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BUAN6011	BUSINESS ANALYTICS	L	T	P	S	J	C
		0	4	0	0	0	2
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Business Analytics provides a set of statistical tools that can be used to analyze data to help with business decision making. Data is the biggest asset for any corporation, which if effectively leveraged can build competitive advantage. This course aims to introduce students to the methodology that needs to be followed and tools that can be used for data analysis.

Course Educational Objectives:

- To provide an understanding of basic concepts in Business Analytics
- To provide an understanding of data exploration methods
- To provide an understanding of the applications in Analytics

UNIT 1	**Introduction to Business Analytics**	**8 hours**

Descriptive, Predictive and Prescriptive Analytics, Data types, Categorical Data, Cross-section and Time series data

UNIT 2	**Data Exploration**	**8 hours**

Data Preparation, Data Cleaning, Data type conversion, Missing value treatment, Data summarization

UNIT 3	**Introduction to Data Visualization**	**8 hours**

Introduction to Tableau, Connecting to Data Source: Text Files, Excel, Access, other databases, merging multiple data sources, Univariate Charts, Bivariate Charts, Multivariate Charts and Maps

UNIT 4	**Statistical Analysis**	**8 hours**

Introduction, Concept, types, Preparing and running correlation analysis. Introduction, Concept, preparing data and running linear Regression analysis. Introduction, Concept, testing assumptions, running multiple Regression analysis, interpretation of the results.		
UNIT 5	**Application of Analytics**	**8 hours**
Analytics in Business support functions, Analytics in industries – Telecom, Retail, Healthcare. Popular applications of Analytics – Social media analytics, recommendation system		

Text Books:

- Jeffrey D. Camm, Cochran, et.al, Essentials of Business Analytics, Cengage Learning

References:

- Sahit Raj, Business Analytics, Cengage Learning
- R N Prasad, Seema Acharya. Fundamentals of Business Analytics, Wiley

Course Outcomes:

CO1	Analyze different types of analytics and their applications in business decision-making.
CO2	Apply data exploration techniques using analytical tools to identify patterns and insights.
CO3	Develop interactive data visualizations using Tableau for effective data presentation.
CO4	Perform statistical analysis on datasets using appropriate analytical tools.
CO5	Evaluate various applications of analytics to optimize business processes and strategies.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	2	2	-	-	2	1	1
CO2	2	3	-	-	3	1	2
CO3	2	3	-	-	3	1	2
CO4	2	3	-	-	3	1	2
CO5	2	3	-	-	3	1	2
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation							

APPROVED IN:			
BOS :	17th May, 2022	**ACADEMIC COUNCIL**	17th June, 2022
SDG No. & Statement	4		
Quality Education			
SDG Justification:			
The modules and topics mentioned in this course are designed to ensure all-inclusive and thorough education with equity for all persons and promote learning opportunities at all times.			

*********Summer Internship to be done during summer vacation at end of first year for **6 weeks,** carrying 4 credits and 2 credits for Project Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.

SEMESTER – III

S.№	Code	Level of the Course	Title of course	Theory/ Project Report	Practical/Viva Voce	Credit	Internal Assessment Marks	External Assessment Marks	Total Marks
1	MKTG7001	Integrated	Strategic Management (Open Elective)	2		**2**	60	40	100
2		Open	Open elective	2		**2**	60	40	100
3		Elective	Elective – 1	3		**3**	60	40	100
4		Elective	Elective – 2	3		**3**	60	40	100
5		Elective	Elective – 3	3		**3**	60	40	100
6		Elective	Elective – 4	3		**3**	60	40	100
7		Elective	Elective – 5	3		**3**	60	40	100
8		Elective	Elective – 6	3		**3**	60	40	100
9	INTN7777	Skill Based	Summer Internship & Viva-Voce			**6** **4+2**	100		100
		TOTAL CREDITS (excluding PCDs)				**28**	**580**	**320**	**900**
1		skill	BEC		2	1	50		50
2	**FINA3001**	Skill Set	Personal Financial Planning		2 Online	1	50		50
		TOTAL CREDITS (including PCDs)			4	**30**	**680**	**320**	**1000**

Open Elective :

Open Elective: For the Open elective course, the student should select the courses from the list of open electives offered by University. Student may also choose a course from BSE and NSE Certification courses or UGC Swayam/Moocs/Coursera courses (minimum 4 weeks duration). However, the students have to produce pass/course completion certificate for Viva voce for awarding marks.

FINANCE

FINA7001	Financial Markets and Services	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Financial Management						
Co-requisite	https://in.coursera.org/learn/financial-markets-global/home/week/1						
Preferable exposure	NA						

Course Description:

To provide the student an overview of financial markets and services in India and to familiarize them with important fee and fund based financial services in India. To make learner understand modern financial markets. Central themes are the structure of financial markets, their pricing function, the interaction between financial markets and macro-economic conditions, and the process of innovation and regulation in these market. To familiarize student for the study in market efficiency and the interaction between government policies and financial market. The course will consider the stress on financial instruments, markets in which they are traded, and attendant structures.

Course Educational Objectives:

- Understand what a financial system is and does, and the distinct functions of each component
- Understand some important financial instruments and the economic principles underlying their use
- Able to understand credit rating mechanism and working of mutual funds.

UNIT 1	**Structure of Financial System**	**10 hours**

role of Financial System in Economic Development – Financial Markets and Financial Instruments – Money Markets - Bond Markets - Mortgage Markets - Stock Markets - Foreign Exchange Markets - Derivative Securities Markets – Role of SEBI – Secondary Market Operations

– Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.		
UNIT 2	**Financial Services**	**10 hours**
Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Wealth Management System		
UNIT 3	**Venture Capital**	**15 hours**
Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing. Hire Purchase Vs. Leasing (NP in Leasing		
UNIT 4	**Credit Rating**	**5 hours**
Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context; (NP in Factoring)		
UNIT 5	**Mutual Funds**	**5 hours**
Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL. NAV calculation – Sharpe, Jensen, Treynor models		

Text Books:

- Bhole&Mahakud, Financial Institutions and Market, TMH, New Delhi
- V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai

References:

- DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
- Anthony Saunders and MM Cornett, Fin Markets &Institutions, MH, New Delhi

- PUNIThavathy Pandian, Financial Markets and Services, Vikas, New Delhi
- Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
- eir Khan – Financial Institutions and Markets, Oxford Press.
- Madura, Financial Markets & Institutions, Cengage, New Delhi

Course Outcomes:

CO1	Apply knowledge of financial systems and markets to assess their impact on economic development.
CO2	Examine various financial and merchant banking services and evaluate their role in financial growth.
CO3	Analyze different types of leasing and assess the advantages and disadvantages of leasing versus buying.
CO4	Evaluate credit rating systems and analyze the effectiveness of factoring services in financial management.
CO5	Interpret mutual fund structures and assess NAV calculation models for investment decision-making.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	1	1	-	1	-	1	-
CO2	-	1	-	1	-	1	-
CO3	-	3	-	1	-	1	-
CO4	1	3	-	1	-	1	-
CO5	1	2	-	1	-	1	-

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	19th,May,2022	**ACADEMIC COUNCIL**
SDG No. & Statement	8 & 9	

SDG:8- Decent Work and Economic Growth SDG:9-
Industry, Innovation and Infrastructure

SDG Justification: Knowledge of financial markets and services related to 8 & 9 SDGs, as subject deal with factors contributing to economic growth, industrial investments, Innovations and infrastructure development

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FINA7011	Security Analysis and Portfolio Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Financial Accounting and Financial Management						
Co-requisite	CC1: Portfolio and Risk Management-University of Geneva CC2: Investment and Portfolio Management- Rice University						
Preferable exposure							

Course Description:

Since the financial deregulations in 1991, the Indian economy has grown significantly, and businesses have learned and trapped other sources of capital than just bank loans. These days, organizations have a separate wing that deals with treasuries and money to help hedge their risk exposure, be it from foreign exchange or interest rate fluctuations. Understanding the essential tools required to perform valuations of stocks, and assessing risk using fundamental and technical analysis, can assist one in managing a firm's financials more efficiently.

Course Educational Objectives:

- To understand the basic concepts of Security Analysis, by calculating returns and risk
- To understand the basic concepts of Fundamental Analysis and Technical Analysis
- To understand the basic concepts of Portfolio Analysis and the concepts of Mutual Fund Portfolio management

UNIT 1	Introduction to security Analysis and Portfolio Management	8 hours

Features of Investment – Investment vs. Speculation vs. Gambling – Risk definition and measurement; Stock Return and Valuation. Bonds – Valuation, Risks associated with bond investments, calculation of YTM. (NP) (CO1, CO2, L2, L3)

UNIT 2	Fundamental Analysis	8 hours

Introduction to Economic analysis, components of Economic Analysis, Introduction to Industry analysis, components of Industry analysis, Introduction of Company analysis and components of company analysis. (CO2, CO3, CO4, L2, L3, L4)		
UNIT 3	**Technical Analysis**	**8 hours**
Dow Theory, Support and Resistance Levels, Graphs and Charts; Technical Analysis vs. Fundamental Analysis; Indicators and Oscillators; Efficient Market Theory. CO2, CO3, CO4, CO5, L3, L4, L5)		
UNIT 4	**Portfolio Construction and selection:**	**8 hours**
Markowitz model and efficient frontier, Sharpe Index model, Construction of Optimal portfolio, Capital asset pricing theory and arbitrage pricing theory. (NP) (CO1, CO3, L2, L4)		
UNIT 5	**Performance Evaluation of Portfolios:**	**8 hours**
Need for Evaluation – Evaluation using Sharpe, Treynor and Jensen Index. (NP). (CO1, CO4, L2, L4)		

Text Books:

- Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Publishing House, 201

References:

- Ranganatham, M., and Madhumathi, R., "Investment Analysis & Portfolio Management", Pearson, New Delhi, 2012
- Fisher & Jordon, "Security Analysis and Portfolio Management", Tata Mc-Graw Hill, New Delhi, 2008
- Edwin J Elton, Martin J Gruber, Stephen J Brown & William N Goetzmann, "Modern Portfolio Theory and Investment Analysis", Wiley, New Delhi, 2014

- V.K Bhalla, “Investment Management”, S.Chand& Company Pvt,Ltd.,New Delhi, 2014

Course Outcomes:

CO1	Explain key terminologies and concepts of Security Analysis and Portfolio Management.
CO2	Apply fundamental analysis techniques to interpret and evaluate company reports.
CO3	Analyze financial data using both technical and fundamental analysis methods.
CO4	Utilize portfolio construction models and theories for optimal investment selection.
CO5	Evaluate portfolio performance using appropriate financial metrics and analysis tools.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	2	-	-	-	-	1	-
CO2	2	2	-	1	-	1	-
CO3	2	3	-	1	1	1	1
CO4	3	3	-	1	-	1	1
CO5	3	-	3	2	-	2	2

Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation

APPROVED IN:

BOS :	April 2022	**ACADEMIC COUNCIL**	
SDG No. & Statement	4 & 8		

GOAL 4: Quality Education
GOAL 8: Decent Work and Economic Growth

SDG Justification:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

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FINA7021	Retail Bank Management	L	T	P	S	J	C
		0	3	0	0	0	3
Pre-requisite	Financial Management						
Co-requisite	Banking and Financial Institutions (Illinois university)						
Preferable exposure	NA						

Course Description:

Over the last three decades there has been a remarkable increase in the size, spread and scope of banking activities in India. The emergence of new private banks with enhanced technology has broadened the scope and range of banking services offered to consumers. This has led to intense competition among banks and financial institutions. The developments aiming at strengthening the system, in the retail banking sector in the last two decades are important factors for banking. A peek into the basic tools of banking, along with the regulations governing the sector is beneficial to those interested in taking banking as a profession.

Course Educational Objectives:

- To understand the basic functions and services associated with banking
- To recognize various aspects and needs of customers and banking
- To be able to analyze and understand the need for the various regulations associated with banking

UNIT 1	Introduction to Retail Banking	8 hours

Definition and scope - customers, products, services; New Products & Services - Financial Planning and Advisory Services, Bank assurance, Mutual Funds, Portfolio Management Services.

UNIT 2	**Branchless Banking**	**8 hours**
Management of alternate delivery channels - Automated Teller Machine (ATM), Phone Banking, Mobile Banking, Card technologies, Internet Banking.		
UNIT 3	**Ancillary Services**	**8 hours**
Interbank Transfer - Electronic Clearing Services (ECS), Electronic Funds Transfer - NEFT, RTGS, SWIFT, Electronic cheques; Safe Deposit Lockers; FOREX service; DEMAT and Custodial service.		
UNIT 4	**Retail Lending**	**8 hours**
Cash Credit, retail loans - vehicle, personal, home, education; Creation of Security - hypothecation, mortgage, pledge, lien; Banker's Rights; management of non-performing assets (NPA)-capital adequacy - SLR -CRR.		
UNIT 5	**Responsibility of Banks**	**8 hours**
Know Your Customer (KYC), Prevention of Money Laundering, Banking Ombudsman, Banking Codes & Standards Board of India (BCSBI), introduction to Basel Norms.		

Text Books:

- Padmalatha Suresh & Justin Paul, Management of Banking and Financial Services, 5th impression, Dorling Kindersley (India) Pvt. Ltd., licensees of Pearson, New Delhi, 2014

References:

- Ravi Subramanian, "The Incredible Banker", Rupa, New Delhi, 2013

- Rajesh, R., & Sivagnanasithi T., "Banking Theory Law & Practice", Tata McGraw Hill, New Delhi, 2013
- Dr S Gurusamy, "Banking Theory Law & Practice", Tata McGraw Hill, New Delhi, 2013

Course Outcomes:

CO1	Analyze the scope of retail banking, including customer segments, products, and emerging financial services.
CO2	Evaluate the role of branchless banking and alternate delivery channels in enhancing banking efficiency.
CO3	Apply knowledge of ancillary banking services such as electronic fund transfers, FOREX services, and custodial services.
CO4	Assess retail lending practices, security creation methods, and the management of non-performing assets (NPAs).
CO5	Examine the responsibilities of banks concerning KYC norms, money laundering prevention, and regulatory compliance, including Basel Norms.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	3	3	-	-	-	-	-
CO2	3	2	-	-	-	-	-
CO3	3	0	-	-	-	-	-
CO4	3	0	-	-	-	-	-
CO5	3	2	-	-	-	-	-

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :		**ACADEMIC COUNCIL**	
SDG No. & Statement	4 & 8		

Goal 4: Quality Education
Goal 8: Decent Work and Economic Growth

SDG Justification:

This course enhances the quality of education and promotes lifelong learning opportunities as the students pass through the different phases in their careers and personal life.
This course enables students to benefit from employment and enterprising opportunities, contributing to the nation's economic development.

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FINA7031	INSURANCE MANAGEMENT	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	FINA2001/FINA2021 Financial Management						
Co-requisite	CC1 Risk Management in Personal Finance-SoFi- Coursera Certificate. CC2 Digital Competition in Financial Services-Copenhagen Business School						
Preferable exposure	NA						

Course Description:

This course introduces students to the concepts of risk & risk management and the fundamental principles of insurance. Course content also encompasses Life, Fire, Marine, Motor Insurance, Agriculture in India, and Insurance Company operations. The course also helps students to understand insurance intermediaries and the functions of insurers.

Course Educational Objectives:

- To demonstrate an understanding of
- Basic concepts in Risk Management
- Characteristics of insurance contracts
- Analysing and comparing the various insurance alternatives in Life Insurance Policies.
- The various risk management applications to support individuals and businesses through general insurance policies.
- The operations of an insurance company

UNIT 1	Risk Vs. Uncertainty-Kinds and Classification of Risk	8 hours

Risk Vs. Uncertainty-Kinds and Classification of Risk – Methods of Handling Risk – Meaning of Risk Management – Steps in the Risk Management Process – The changing scope of Risk Management.

UNIT 2	Introduction to Insurance	8 hours

Basic Characteristics of Insurance – Fundamental Legal Principles of Insurance – Requirements of Insurance Contract – Benefits of Insurance to Society.		
UNIT 3	**Life Insurance**	**8 hours**
Principles of Life Insurance – Types of Life Insurance – Variation of Life Insurance		
UNIT 4	**General Insurance**	**8 hours**
-Principles of General Insurance – Fire, Marine, Motor, Engineering, Miscellaneous, Liability, and Agricultural Insurance.		
UNIT 5	**Insurance Company Operations**	**8 hours**
Rate Making – Underwriting- production – Claim Settlement.		

Text Books:

- George E. Rejda (2018), Principles of Risk Management and Insurance Tenth Edition, New Delhi: Pearson Education.
- M. N. Mishra (2002), Insurance Principles and Practice, New Delhi: S. Chand& Co

References:

- Dr. P. Gupta(2018), Insurance and Risk Management, New Delhi: Himalaya Publications
- Principles of Insurance, Mumbai: Insurance Institute of India.
- The practice of Life Insurance, Mumbai: Insurance Institute of India
- The practice of General Insurance Mumbai: Insurance Institute of India

Course Outcomes:

CO1	Analyze the structure and operations of insurance and banking systems in India.
CO2	Evaluate key focus areas and emerging trends in the insurance and banking sectors.
CO3	Apply the principles of general insurance to assess risk and policy management.
CO4	Develop skills in insurance management and operational decision-making.
CO5	Examine the functioning of the insurance market and its regulatory framework.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	2	2	2	2	1	-
CO2	3	2	3	3	3	1	-
CO3	3	2	3	3	3	1	1
CO4	3	3	3	3	3	1	1
CO5	3	3	3	3	3	1	1

Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation			
APPROVED IN:			
BOS :	1st February,2022	**ACADEMIC COUNCIL**	1st April,2022
SDG No. & Statement	4 & 8		
4: Quality Education., 8: Decent Growth & Economic Growth.			
SDG Justification:			
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all			

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MARKETING

MKTG7011	Consumer Behaviour	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Fundamental concepts of Marketing Management						
Co-requisite	Coursera Course- Market Research and Consumer Behaviour- IE Business School						
Preferable exposure							

Course Description:

Consumer behaviour is based on a model of human cognition rooted in sequential mental processing steps (e.g., awareness, interpretation, attitude, etc.) that intervene between the marketing mix (input) and purchase behavior (output). It is dynamic and changes are based on certain attitudes and circumstantial factors. Understanding consumer behavior through major issues like attitudes, impulsive vs. deliberative purchase, brand loyalty, experiential marketing, self-identity, and product satisfaction, give the necessary tools to managers to strategize their product design and marketing methods.

Course Educational Objectives:

- To identify Key Determinants of Consumer Behaviour in an informed and systematic way.
- To Describe environmental dimensions that influence consumer decisions making.
- 3.To examine how motivation, perception and personality dimensions influence consumer behavior and the role of Learning on consumer buying behaviour.
- To appraise the students' perspective on attitude formation and socio-cultural environment.
- To assess how consumer decision-making is done.

UNIT 1	Introduction to Consumer Behaviour	9 hours
Key Determinants of Consumer Behaviour and Marketing Strategy; Providing Customer Value Satisfaction and Retention; Market segmentation: - Bases of Segmentation; How market segmentation operates; Criteria for effective targeting of market segments, Positioning and Repositioning, Unique Marketing Challenges in the Indian Context		
UNIT 2	**Consumer Motivation, Perception, and Personality**	**9 hours**
Motivation Theory and Dynamics of Motivation, Consumer Perception- Elements of Perception, Perceptual Selection, Organisation, and Interpretation. Personality – Nature, and theories of Personality- and consumer behavior.		
UNIT 3	**Learning**	**9 hours**
Elements of Consumer Learning, Behavioral learning theories -Classical Conditioning, Instrumental Conditioning; Cognitive Learning-Learning Theory and Involvement Theory. Outcomes and Measures of Consumer Learning.		
UNIT 4	**Attitude Formation and Social and Cultural Environment**	**9 hours**
Attitude formation and Attitude Change, Attitude Models- Tri Component Model, Multi-attribute Models. Changing the motivational functions of attitude, Influence of family, social class and family lifecycle, Influence of culture, Learning Cultural Values, Indian Core Values. Cross-culture- Localization Vs Standardization.		
UNIT 5	**Consumer Decision and Diffusion of Innovation**	**9 hours**
Levels of consumer decision making; Types of Consumer Decision Making, Consumer Decision Rules, Diffusion and Adoption of Innovation		

Text Books:

- Leon G. Schiffman, Joseph Wisenblit, Consumer behavior, Pearson Education, 12th Edition 2019
- S. Ramesh Kumar, Consumer Behaviour: The Indian Context (Concepts and Cases) Pearson, 2017.

References:

- Roger D. Blackwell (Author), Paul W. Miniard (Author), James F. Engel (Author), Zillur

Rahman (Author) Consumer Behavior , 10th Edition, Cengage Publication,2017

- Michael R. Solomon Pearson ,Consumer Behavior: Buying, Having, and Being Pearson, 12th Edition, 2017

Course Outcomes:

CO1	Analyze key determinants of consumer behavior using a systematic and informed approach.
CO2	Evaluate the impact of environmental factors on consumer decision-making.
CO3	Examine the influence of motivation, perception, and personality on consumer behavior and the role of learning in buying decisions.
CO4	Assess attitude formation and the effects of socio-cultural factors on consumer choices.
CO5	Interpret the consumer decision-making process and its implications for marketing strategies.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	2	-	2	3	1	2	1
CO2	1	3	-	1	2	2	1
CO3	2	2	-	2	1	1	1
CO4	1	2	-	2	2	1	1
CO5	2	1	-	2	2	2	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:			
BOS :	April 2022	**ACADEMIC COUNCIL**	
SDG No. & Statement	12		
Responsible Consumption and Production Ensure Sustainable Consumption and Production Patterns			
SDG Justification:			
This is a course for Marketing Specialization students and will always be beneficial in their sales career.			

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MKTG7021	Sales and Distribution Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Fundamental concepts of Marketing Management						
Co-requisite	Coursera on Models & Frameworks to Support Sales Planning						
Preferable exposure							

Course Description:

Sales and Distribution Management focuses on the sales techniques and the management of the sales force. The success of any sales and marketing department lies in the effectiveness of Salesforce. The goal of the Sales Management course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. A successful Sales Manager needs to understand the fundamentals of the sales process, the relationship between sales and marketing, sales force structure, and issues in recruiting, selecting, training, motivating, compensating, and retaining salespeople. Distribution strategy is the method used to bring products, goods and services to customers or end-users. These distribution channels minimize the gap between the point of production and point of consumption, and thereby create a place, time and possession utilities

Course Educational Objectives:

- To provide students with a firm foundation for the understanding of Sales and Distribution management.
- To make student familiarize with the changing sales environment like new technologies, analytical tools, and sales force automation.
- To equip students to manage multiple marketing channel partners.

UNIT 1	Introduction to Sales Management	9 hours

Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies,

Selling Process. Changing role of sales force and sales as a career. Emerging Trends in sales Management.		
UNIT 2	**Sales Planning and Budgeting**	**9 hours**
Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, Administration of sales Quotas, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.		
UNIT 3	**Sales Force Management**	**9 hours**
Types of sales organizational structure, Key account Management, Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.		
UNIT 4	**Introduction to Distribution Management:**	**9 hours**
• Definition, need for Distribution Channels, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements, online distribution of sales of goods and services, Model of Distribution B2B, B2C, D2C • 3I (Investment, Infrastructure, and Involvement) Model of Distribution Selection, Distribution Management system (CRM-SFA) and Building Market Construct		
UNIT 5	**Managing Distribution Channels:**	**9 hours**
Define Channel Conflict, ways of managing channel conflict, Channel Policies, Market Logistics and supply chain management, Selling in the International Market, and Ethical Issues in Sales and Distribution Management.		

Text Books:

- Krishna K Havaldar, Vasnt M Cavale (2011) Sales and Distribution Management, 2nd edition, Tata McGraw Hill.

References:

- T.K. Panda and S. Sunil, Sales and Distribution Management, 3rd Edition New Delhi Oxford University Press 2019.

- B. Francis and S. Maklan, Customer Relationship Management concepts and technologies, 4th edition, Routledge.

Course Outcomes:

CO1	Explain the key concepts of Sales and Distribution Management and their role in business strategy.
CO2	Apply the concepts of sales and distribution management.
CO3	Analyze data to effectively forecast sales of a company.
CO4	Evaluate the sales performance of the company
CO5	Create a sales and distribution KPI dashboard.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	3	1	1	1	1	3	1
CO2	3	1	1	1	1	3	1
CO3	3	3	1	1	1	3	1
CO4	3	1	3	1	3	3	3
CO5	3	3	1	1	2	3	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
APPROVED IN:			
BOS :	: 17th May, 2023	**ACADEMIC COUNCIL**	
SDG No. & Statement	4		
Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.			
SDG Justification:			

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MKTG7031	Digital Marketing	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Marketing management						
Co-requisite	Basics of Computer						
Preferable exposure							

Course Description:

The era of the digital environment and digital convergence has opened up new opportunities for marketing. The shift in consumer behaviour from brick to click is posing new challenges for marketers. The digital revolution has created opportunities for innovation and empowered customers to digital convergence. The goal of digital marketing is to understand the accessibility of customers to digital media and how it created avenues to investigate the mindset of online consumers

Course Educational Objectives:

- To understand and develop a comprehensive digital marketing strategy.
- To make use of search engines for optimizing the visibility and search results.
- To formulate and implement Social Media Marketing Strategies.
- To create, analyze and send promotional content through E-mails and Mobile
- To apply measurement techniques for evaluating digital marketing efforts.

UNIT 1	Online marketing foundations	9 hours

Digital marketing strategy - exploring digital marketing - starting with a website - user experience design (UXD) - user interface design (UI), Content marketing - foundations of content marketing – the creation of content plan - content creation and promotion - measuring content effectiveness - designing and developing blogs - creating, promoting and measuring blog content - using newsletter in content - using photos in content marketing

UNIT 2	Search Engine optimization	9 hours

An introduction to search engine marketing (SEM) - Enhancing the organic search preferences, keyword allocation for improving the website's searchability - Pay per click marketing - Online Reputation Management to improve SEM - Enhancing the organic search preferences - Keyword allocation for improving the website's searchability - Pay per click marketing - Online reputation management to improve search engine marketing - keywords as the foundation of SEO - managing keyword data - link building strategies - measuring SEO effectiveness - local search - Paid search - creating an advertisement - pay per click advertising - researching keywords - creating a campaign		
UNIT 3	**Social media marketing**	**9 hours**
Understanding social media marketing - building an online community - growing an online community - getting started with Twitter - tweeting on Twitter - building a presence on Twitter - getting started with Facebook - marketing on Facebook - building your presence on Facebook - measuring your efforts - understanding Instagram and advertising on Instagram - developing Linkedin's business strategy - finding an audience - engaging audience		
UNIT 4	**Marketing YouTube, E-Mail, Mobile**	**9 hours**
Understanding YouTube - monetizing with the YouTube partner program - building an audience - customizing the channel - advanced video optimization on YouTube - using YouTube analytics, Email Marketing - Basic components of Email marketing - Designing emails to enhance Email Marketing - Viral email marketing campaigns - email marketing tools and setup - understanding of how email fits into a marketing plan - managing the audience - audience engagement, Mobile Marketing - understanding mobile marketing - Alternative mobile access technologies: platforms, services, devices and speeds - Consumer and corporate applications: content, marketing, sales promotion, ticketing, participation/interaction - Location-based services (Proximity marketing), SMS/ MMS, GPRS based services and marketing - Mobile messaging based Marketing - mobilizing web presence - SMS campaign and building mobile applications		
UNIT 5	**Web Analytics**	**9 hours**
Usage of Google Analytics - Implementation of Google Analytics - understanding analytics core concepts - setting up goals - using different types of reports, Affiliate marketing foundations -		

fundamental affiliate marketing principles - preparations for affiliate marketing - rolling out affiliate efforts.

Text Books:

- Digital Marketing: Strategies for Online Success by Godfrey Parkin, New Holland Publishers.
- The art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson Wiley, 2016.
- eMarketing: the essential guide to marketing in a digital world, Rob Stokes, 5th Edition, Quirk eMarketing (Pvt.) Ltd.

References:

- Facebook Marketing: An Hour A Day by Chris Treadaway and Mari Smith, Sybex
- Fundamentals of Digital Marketing by Puneet Singh Bhatia, Pearson, 2017.
- Online Marketing, Richard Gay, Alan Charlesworth and Rita Esen, Oxford University Press, 2016

Course Outcomes:

CO1	Design and develop promotional content through blogs to enhance digital presence.
CO2	Utilize search engine optimization (SEO) techniques to improve online visibility.
CO3	Create and manage social media campaigns and YouTube channels for effective brand promotion.
CO4	Apply email and mobile marketing strategies to engage and retain customers.
CO5	Analyze website performance using Google Analytics to track and optimize promotional content.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	1	1	1	2	3
CO2	3	3	1	-	1	3	3
CO3	3	3	1	-	-	2	3
CO4	3	3	1	1	1	3	3
CO5	3	2	1	0	1	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
APPROVED IN:			
BOS :	April 2022	**ACADEMIC COUNCIL**	
SDG No. & Statement	9		
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.			
SDG Justification:			
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all			

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MKTG7041	Integrated Marketing Communication	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

This course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication program. It provides learning about various communication tools and their effectiveness, in such a way that fosters creative ideas from the learners for the development of an effective marketing communication program.

Course Educational Objectives:

- To explain the concepts of Integrated Marketing Communication (IMC) program
- To comprehend the significance of development and designing of an effective Integrated Marketing Communication
- 3.To assess the role of advertising and sales promotion in developing IMC
- to learn about Public relations, publicity, and Corporate Advertising in IMC
- To illustrate the digitalization of IMC.

UNIT 1	Introduction to Integrated Marketing Communication (IMC)	9 hours

• Meaning and importance of IMC, Introduction to IMC tools –Advertising, sales promotion, publicity, public relations, event sponsorship, personal selling, and digital/internet marketing

• IMC Planning Process: Review of a marketing plan, promotional program situation analysis, analysis of communication process, budget determination, developing the IMC, monitoring, evaluation, and control

UNIT 2	Understanding the communication & Marketing process	9 hours

• Understanding communication process: Communication response hierarchy- AIDA model, Hierarchy of effect model, The standard learning Hierarchy, Attribution Hierarchy, and low

involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding(FCB) Model

• Role of IMC in Marketing Process: Marketing strategy and analysis, target marketing process, developing positioning strategy, developing marketing planning program

UNIT 3	**IMC – Advertising and Sales promotion:**	**9 hours**

• DAGMAR approach for setting ad objectives. Advertising Agencies: types, services of Ad Agencies. ATL and BTL Advertising Creativity: Role of creativity in advertising, Creativity process. Creativity Implementation and Evaluation: Advertising appeals, Execution styles

• Developing and Implementing Media strategies: Establishing Media objectives, Media Mix, Target Market Coverage, Geographic Coverage, Scheduling, creative aspects, Reach and Frequency, flexibility, budget considerations

UNIT 4	**IMC – Public Relations, Publicity, Corporate Advertising**	**9 hours**

• Role of Public relations: Process of public relations: Determining and evaluating public attitude, Establishing PR plan, developing and executing PR plan, Advantages, and disadvantages of PR, Measuring the effectiveness

• Role of publicity: Power of publicity, controlling and dissemination of publicity, Advantages, and disadvantages of publicity.

• Role of Corporate Advertising: Objectives.

• Types of Corporate Advertising: Image advertising, Event sponsorship, Advocacy advertising,

UNIT 5	**Digital Media & Ethics**	**9 hours**

• Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR

• Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

• Measuring the effectiveness of all Promotional tools and IMC.

Text Books:

- Advertising and Promotion: An Integrated Marketing Communications Perspective, 11th Edition by George Belch and Michael Belch
- Kenneth Clow and Donald Black, "Integrated Advertisements, Promotion and Marketing Communication", Prentice Hall India, New Delhi,2013

References:

- Semeneik, Allen, O'Guinn, Kaufmann "Advertising and Promotions: An Integrated Brand Approach" Cengage Learning
- Philip Kotler, Kevin Lan Keller, Abraham Koshy and Mithileshwar Jha, "Marketing
- Management", Pearson 14th Edition New Delhi 2013

Course Outcomes:

CO1	Analyze key concepts and emerging trends in advertising and various communication methods.
CO2	Evaluate different communication models and processes to enhance marketing effectiveness.
CO3	Apply advertising and sales promotion tools to improve brand communication and consumer engagement.
CO4	Assess the role of public relations, publicity, and corporate advertising in integrated communication strategies.
CO5	Examine the impact of digitalization on integrated communication and marketing effectiveness.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	1	-	-	1	-	1
CO2	3	2	-	-	-	3	-
CO3	3	-	-	-	-	2	2
CO4	2	-	-	-	-	-	1
CO5	1	4	-	-	2	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation		
APPROVED IN:		
BOS :		**ACADEMIC COUNCIL**
SDG No. & Statement	4	
Quality Education		
SDG Justification:		

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HUMAN RESOURCE MANAGEMENT

HRMG7001	Learning and Development	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	NA						

Course Description:

A learning and development strategy outline how an organization develops its workforce's capabilities, skills and competencies to remain successful. It is an important part of an organization's overall business strategy. The objective of this course is to help students understand the various facets of learning and development strategy such as business strategy, operational and cultural factors, the human capital approach, keeping strategy updated, and the investors in people process. The course provides participants with an understanding of the skills required, to employee training needs, design and administer employee training and development programs, and evaluate both the efficiency and effectiveness of such programs.

Course Educational Objectives:

- To understand the basic concepts of 'Learning and Development' and as a tool to develop capabilities of employees in the workplace.
- To identify the strategies in training and their needs assessment for organizational learning and development.
- To identify the fundamental concepts of Learning and Development in Case analysis.
- To acquire knowledge to develop skills and abilities to manage of the organizations.
- To evaluate the process of overall learning and development.

UNIT 1		9 hours

Introduction: Concept and key components of Learning and Development – Overview of Training and Development systems – The forces influencing working and learning – Linking Training & Development to company's strategy – Requisites of effective training.		
UNIT 2		**9 hours**
Strategic Training: Evolution of Training – Learning as a strategic focus – Strategic Training & Development process – Organizational characteristics that influence training. Training Needs Assessment (TNA): Purpose of TNA – Training need assessment at different levels – Approaches to TNA – Training need assessment methods.		
UNIT 3		**9 hours**
Learning and Transfer of Training: Concept of Learning – Learning Theories – Learning Process – Instructional emphasis for learning. Program Design: Considerations in designing effective training programs – Curriculum course, and lessons design – program design implications for transfer of training – using knowledge management for learning and transfer of training.		
UNIT 4		**9 hours**
Training and Development Methods: Traditional Training methods – Technology based training methods – Training Evaluation: Objectives of training evaluation – overview of the evaluation process – outcomes used in evaluation of training programs – Determining whether outcomes are appropriate – Evaluation practices – Determining Return of investment.		
UNIT 5		**9 hours**
The Future of Training & Development: Training for Sustainability – Increased use of new technology for training delivery – Capturing and sharing intellectual capital and social learning – Just-in-time learning and performance support – Increased Emphasis on Performance Analysis: Big Data and learning for business enhancement – Stake holder focused learning – Training partnership and outsourcing.		

Text Books:

- Noe, Raymond A. and Kodwani, Amitabh Deo. Employee Training and Development, McGraw Hill Education India, 7th edition, Special Indian Edition, New Delhi, 2018.

References:

- Noe, Raymond A. and Kodwani, Amitabh Deo. Employee Training and Development, McGraw Hill Education India, 7th edition, Special Indian Edition, New Delhi, 2018.

Course Outcomes:

CO1	Apply key concepts of Learning and Development to design effective training programs aligned with company strategy.
CO2	Analyze training needs using assessment methods to improve learning and performance.
CO3	Use learning theories and instructional strategies to enhance knowledge transfer and skill development.
CO4	Evaluate different training methods and measure their effectiveness using appropriate evaluation techniques.
CO5	Integrate new trends like technology, big data, and performance analysis to improve training and development.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	3	-	-	-	1	2	-
CO2	1	2	-	-	-	1	2
CO3	-	3	-	-	1	-	1
CO4	1	2	-	-	-	2	1
CO5	1	-	-	-	1	1	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
APPROVED IN:			
BOS :		**ACADEMIC COUNCIL**	
SDG No. & Statement			
Decent Work and Economic Growth			
SDG Justification:			
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all			

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HRMG7011	Employment Laws	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Industrial legalizations are the laws enacted by the Government to provide economic and social justice to the workers in industries. Generally, these laws provide guidelines to the employers/industrialists in dealing with the matters of wages, wage incentives, facilitates for workers and the working conditions of labour. The first step in establishing social justice is to protect those who can't protect themselves. Industrial laws provide social justice to the workers by ensuring suitable distribution of profits and benefits among the employer and employees. It also provides better working conditions in industry.

Course Educational Objectives:

- To provide an understanding of the concepts of employment Laws
- To impart knowledge to analyse the various employment Laws in India.
- To evaluate the function of employment laws in Industrial Organisations.
- To analyse the Cases and the Judgements of the Supreme Court and High court
- To apply the various sections of the Acts to solve case discussions.

UNIT 1	The Industrial Disputes Act, 1947	7 hours

Significant role and objectives of the Act, Statutory and Non-Statutory Mechanism, Conciliation, Arbitration and Adjudication process, Strikes and Lockouts, Layoff and Retrenchments. Industrial Employment and Standing Orders Act 1946, Certified Officer, Certified Standing Orders, Modification, Posting of Standing Orders, Un Fair Labour Practices, Principle of Natural Justice.

UNIT 2	The Factories Act, 1948	10 hours

Significance and Objective of the Act, Health, Safety and Welfare provisions, Working conditions, Working Hours, Penalties, and the Contract Lab our (Regulation and Abolition) Act, 1970, significance, Registration and Objective of the Act, Abolition and Regulation Mechanism, Health, Safety and Welfare Provisions, Penalties. Payment of Gratuity Act,1976. Significant role of the Compensation and Gratuity Act, Basic application and components of the Gratuity Act, Calculation of the Gratuity, Limit for Gratuity Penalties.		
UNIT 3	**The Employees Provident Fund and Miscellaneous Provisions Act, 1952,**	**9 hours**
and the Maternity Benefit Act,1961. Significance of the Retirement Benefit, Calculation and contributions under the Act, Various types of Provident funds, Withdrawal and Transfers of provident fund, Penalties under the Act. Significance of the Maternity Benefit under the Social security, Maternity Benefit with Wages, Tenure of the Maternity Benefit, Penalties		
UNIT 4	**The Payment of Bonus Act,1965 and, the Equal Remuneration Act, 1976**	**10 hours**
Significance and Objective of the Bonus, Calculation of the Bonus in India, Statutory Bonus, Minimum and maximum Bonus, Set-Off and Set on Bonus, voluntary Bonus, Penalties. Significance of Equal Remuneration, Discrimination Laws in India, Penalties. Unorganized.		
UNIT 5	**The Child Labor (Prohibition & Regulation) Act, 1986, and the A.P. Shops & Establishments Act,198**	**9 hours**
Significant Objective of the Act, Basic Understanding of the Child Labor Laws, Child labor abolition and Regulation Laws in India, Health Safety and Welfare provisions under the Law and Penalties, Shops and Establishment laws in India, Health, Safety and Welfare provisions under the Law		

Text Books:

- Padhi, P.K., "Labor and Industrial Laws", Prentice Hall of India, New Delhi, 2018

References:

- Singh B.D., "Labor Laws for Managers", Excel Books, New Delhi, 2014
- Malik P. L., "Industrial and Labor Laws", Eastern Book Company, 2013
- Mishra S.N., "Labor and Industrial Laws", Central Law Publication, 2012

Course Outcomes:

CO1	Analyze key legal frameworks and their impact on business operations and decision-making.
CO2	Apply relevant financial and managerial concepts to solve real-world business challenges.
CO3	Evaluate strategic marketing and sales techniques to enhance customer engagement and business growth.
CO4	Develop data-driven insights using analytical tools to support business decision-making.
CO5	Assess the role of leadership and organizational behavior in driving business performance.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	3	1	2	3	-	-	3
CO2	2	1	2	3	1	-	2
CO3	3	2	0	3	1	2	3
CO4	1	2	-	3	2	-	3
CO5	2	-	1	3	2	-	2
BOS :							
SDG No. & Statement			8				

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HRMG7021	Performance Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	NA						

Course Description:

Of all the human resource management functions, performance management has a special place since it is a strong determinant of organizational excellence. Organizations of the contemporary era have realized that human resource needs to be continuously excited and provided with opportunities for the gratification of motivational needs to sustain business growth. Performance management as a concept and practice has substantive potential to fulfil the business demands of an organization by integrating its growth with the motivational needs of human resources.

Course Educational Objectives:

- To understand the basic concepts of 'Performance Management as a tool to measure the performance of employees in the workplace
- To identify the fundamental concepts of Performance management in Case analysis
- To acquire knowledge in measuring performance and managing in organizations

UNIT 1	Performance Management:	9 hours

Performance Management: Introduction, Definition of PM – Objectives, Characteristics and Prerequisites of PM – Dimensions of PM – Factors affecting of Performance Management – Linkage of performance management with other HR Sub Systems – Role of HR Professionals in Performance Management.

UNIT 2	Performance Management System (PMS)	9 hours

Introduction to PMS – Objectives and Functions of PMS – Conceptual model of Performance Management System – Characteristics of PMS – Performance Management Process - Theories of Goal Setting and Corporate and Individual levels of goal setting – Expectancy Theory.		
UNIT 3	**Performance Planning**	**9 hours**
Definition and Importance of Performance planning – Objectives and Characteristics of performance planning – Methodologies of Performance Planning – Process of Performance Planning – Barriers to performance planning. Performance Managing: Meaning and Importance – Objectives and Characteristics – Performance Managing Process.		
UNIT 4	**Performance Appraisal**	**9 hours**
Meaning and Characteristics of appraisal – Objectives and Importance of appraisal – Process of Performance Appraisal – Methods of Performance Appraisal – Ethical Issues in Performance management.		
UNIT 5	**Performance Monitoring**	**9 hours**
Definition of Performance Monitoring and Characteristics – Objectives of monitoring – Process of Performance Monitoring – performance management Documentation – Annual Stocktaking – Performance Management Audit – Leading high-performance teams – Integrated Performance Management – Maturity Alignment.		

Text Books:

- Kohil A. S., & Deb, T., “Performance Management”, OXFORD University Press, New Delhi, 2008.
- Herman Aguinis, “Performance Management”, Pearson, New Delhi, 2008.

References:

- Michael Armstrong and Angela Baron, “Performance Management”, Jaico Publishing House, Mumbai, 2009.
- Rao, T. V., “Performance Management and Appraisal Systems”, Response books, New Delhi, 2007Additional Reading.

Course Outcomes:

- Understand about the concept of performance management and its dimensions.
- Explain about the performance management system.
- Analyse the process of Performance Planning and Managing.
- Explain the different appraisal methods.
- Evaluate the process of performance monitoring and documentation.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	-	1	-	1	2	-
CO2	1	2	2	1	-	1	2
CO3	-	1	2	2	2	-	1
CO4	2	1	-	1	1	2	1
CO5	1	1	-	2	1	1	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:			
BOS :		**ACADEMIC COUNCIL**	
SDG No. & Statement	8		
Decent Work and Economic Growth			
SDG Justification:			
Consumer behaviour helps us understand how consumer can be taught responsible consumption and thus ensures sustainable consumption and production patterns			

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HRMG7031	HR Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

This course is designed explicitly for Postgraduates pursuing HRM as a specialization and HR Professionals. In this course, the student will learn measurement metrics for evaluation of HR Functions with new analytical frameworks. It will help them for effective decision-making in organization for a better understanding, control, and hold of this function to contribute significantly to the overall business objective.

Course Educational Objectives:

- To provide knowledge in developing the right HR metrics and analytics based on the organizational requirements.
- To lay the foundation in pruning HR metrics into Analytics for effective management decisions.
- To Explain the preparation of human resource metrics to support business improvement
- To Identify and use human resource data in organizations for decision-making.
- To develop an action plan to drive the use of human resource measurement in organizations

UNIT 1	Introduction to HRM	9 hours

Introduction- Traditional HRM – Changing trends in HRM and Emergence of Strategic HRM- HR Analytics Phase. Understanding HR Analytics- How to conduct a purposeful workforce Analytics- Key Influence in HR Analytics Process – Model for Adoption of HR Analytics – Gartner's Analytics Maturity Model

UNIT 2	Usage of HR Analytics	9 hours

Usage of Analytics in Job Analysis- Employee Profiling – Human Resource Planning – Ratio Analysis, Regression, Markovian matrix- Selection Process- KPI/ Dashboard in Recruitment / Selection- Use of AI in Recruitment - Training and Development- HR Analytics in Training and Development –ROI of Behavioural Training - Metrics for Training.		
UNIT 3	**Benchmarking and best practices**	**9 hours**
Attrition Analytics-Learning and Development Analytics, Diversity Analytics-Employee engagement analytics-Employee satisfaction analytics-(Case studies on HR Analytics)		
UNIT 4	**Measuring HR Contribution**	**9 hours**
Developing HR Scorecard-Developing HR Analytics Culture-HR Analytics as a change - Management process -Establishing a culture of HR analytics ,Build Vs. Buy Approach		
UNIT 5	**Future of HR analytics**	**9 hours**
Understanding the link between HR analytics and business-Role of HR in the growth of HR Analytics-Road map for HR analytics adoption-HR analytics and Job market.		

Text Books:

- Rama Shankar Yadav, Sunil Maheshwari (2021), HR Analytics - Connecting Data and Theory, Wiley publishers, ISBN- 9789390421558
- Mike West (2019), People Analytics, John Wiley & Sons, Inc., ISBN: 978-1-119-43476-4; 978- 1-119-43483-2 (ebk); 978-1-119-43479-5 (ebk)

References:

- Edwards Martin R, Edwards Kirsten (2016), —Predictive H.R. Analytics: Mastering the HR Metric, Kogan Page Publishers, ISBN-0749473924
- Fitz-enz Jac (2010), —The new H.R. analytics: predicting the economic value of your company's human capital investments‖, A.M.A.C.O.M., ISBN-13: 978-0-8144-1643-3

- Fitz-enz Jac, Mattox II John (2014), —Predictive Analytics for Human Resources‖, Wiley, ISBN- 1118940709
- Bernard Marr (2018), Data Driven H.R.: How to use Analytics and metrics to data driven performance, Kindle Edition.
- John Sullivan (2003) H.R. Metrics The World Class Way, Kennedy Information ISBN 978- 1932079012

Course Outcomes:

- To understand the overview of HR analytics
- To Understand the metrics related to sub functions of HRM and creation of dashboards
- To explore and Understand the HR indicators, metrics, and data which would streamline the roots of HR analytics.
- To Learn and Develop HR Scorecard and understand Diversity Analytics, which reflects the Employee engagement analytics.
- To understand the linkage between HR analytics and outcome of the business. Analyze the road map for HR analytics

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	1	1	1	1	-
CO2	1	3	1	1	2	1	-
CO3	3	1	2	1	1	1	-
CO4	1	1	2	1	1	-	1
CO5	1	1	2	1	3	-	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:		
BOS :		**ACADEMIC COUNCIL**
SDG No. & Statement	8	

Decent Work and Economic Growth

SDG Justification:

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

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OPERATIONS & SUPPLY CHAIN MANAGEMENT

OPTS7001	Materials Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

The cost of materials is a significant component in the over-all cost of production in manufacturing & services. To keep costs low, purchase of material, storage and inventory control becomes essential. Materials management is in fact a bridge between optimal acquisition of input materials and the eventual smooth transfer into output of products and services. Prudent management of materials becomes thus a core activity. The various concepts and techniques of Materials management would benefit contemporary as well as the evolving futuristic organizations, for their stability and prosperity. This would also facilitate meeting global competitiveness effectively for organizations.

Course Educational Objectives:

- Understand importance, purchasing process, storage f materials
- Understands forecasting, planning and budgeting
- Enhance skills on storages management

UNIT 1	Materials management an Overview	13 hours

Strategic importance of materials management and its relationship with various functional managements, purchase, stores and inventory control functions.

UNIT 2	Materials Forecasting & Sourcing	10 hours

Demand forecasting, sourcing of materials, vendor developing and seller's relationship.		
UNIT 3	**Materials Planning and Control**	**hours**
Materials planning and budgeting, functions of inventory, Inventory systems and modelling, process of inventory and spare parts management		
UNIT 4	**Stores management**	**12 hours**
Stores functions, material codification, materials standardization, location of stores, stores security and loss function and stores accounting.		
UNIT 5	**Materials Management - Organization & Appraisal**	**13 hours**
Materials management organization, M.I.S for Materials management, Materials management control and its performance appraisal.		

Text Books:

- Materials Management, Dr. A.K. Singh, Laxmi Publications (P) Ltd. New Delhi.

References:

- Materials Management, Rajendra Mishra, Excel Books, New Delhi.
- Materials Management Procedures Text and cases, A.K. Dutta, Prentice-Hall of India Private Ltd., New Delhi.

Course Outcomes:

- To understand the basic concepts of Materials Management for enhancing competitiveness in organizations
- To recognize the fundamental concepts of various decision-making tools used in the Materials Management
- To understand the frame work of Inventory Control in Organizations

- To acquire skills in formulating Materials management strategy
- Evaluate an operation for sustainable materials management.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	-	-	1	1	1	1
CO2	2	2	1	1	2	2	2
CO3	1	-	1	1	2	2	2
CO4	1	3	2	1	1	2	2
CO5	1	2	2	1	2	2	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
APPROVED IN:			
BOS :		**ACADEMIC COUNCIL**	
SDG No. & Statement			
SDG Justification:			

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OPTS7011	Supply Chain Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

This course deals with Uncertainty & vertical disintegration of supply chain architecture is a major component of supply chain management within the contemporary context of economic globalisation.

Course Educational Objectives:

- To develop the students' critical awareness of the contemporary debates relevant to supply chain management using manufacturing and service examples.
- To relate and apply supply chain management concepts and techniques to analysis of real case activity, simulations and game activity between the organisations operating in the supply chain network.
- To provide students with an understanding of formulation of practical solutions and procedures for the strategy development, planning and control of manufacturing and service-related supply chain management at all levels of operations (SME/Large/MNE)

UNIT 1	Understanding the supply chain	9 hours

Basics in supply chain, process view of a supply chain, material and information flow, decision phases, competitive and supply chain strategies, achieving strategic fit, expanding strategic scope, customer perspectives in supply chain and lead time, measuring supply chain performance

UNIT 2	**Managing operations and logistics in a supply chains**	**9 hours**
Matching demand and supply including time based management, forecasting, capacity planning, scheduling, inventory management, JIT, lean and agile thinking		
UNIT 3	**Procurement and relationship management in supply chains**	**9 hours**
Organizational/firm theories, Kraljic model for procurement, sourcing strategies, supplier rationalization, supply structure, supplier selection, supplier development, integration and coordination in the supply chain, managing inter-firm relationships		
UNIT 4	**Retail logistics, warehousing, distribution in supply chains**	**9 hours**
Non-food logistics and food logistics, the role of information technology, factory gate pricing, the role of warehouse in supply chains, warehouse operations, warehouse layout, material handling equipment, home delivery, distribution channels, third and fourth party logistics, e-tailing trends and issues.		
UNIT 5	**Risk management, reverse logistics and sustainability in supply chains**	**9 hours**
The sources of supply chain complexity, mastering complexity, vulnerability in supply chains, understanding the supply chain risk profile, managing supply chain risk, achieving supply chain resilience, product returns, end-of-life disposal schemes, asset value recovery strategies, ethics and impact of supply chain activities on triple bottom line.		

Text Books:

- Chopra, S. and Meindl, P. (2014). Supply Chain Management: Strategy, Planning and Operation, Sixth edition. Chennai: Pearson Education.

- Harrison, A., Van Hoek, R., (2011). Logistics management strategy: competing through the supply chain, Fourth edition. Harlow: Financial Times Prentice Hall.

References:

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- Cousins, P. D., Lamming, R., Lawson, B. and Squire, B. (2008). Strategic Supply Management: Principles, Theories and Practice, First edition. Harlow: Financial Times Prentice Hall.
- Christopher, M. (2011). Logistics & Supply Chain Management, Fourth edition. Harlow: Financial Times Prentice Hall.

Course Outcomes:

- Understand the role of operations and logistics for effective supply chain management.
- Explore the role of procurement and relationship management in supply chain strategy
- Evaluate improvement strategies and solutions to problems in supply chains
- Analyse risk in supply chain and evaluate mitigation strategies
- Evaluate an operation for sustainable supply chains.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	1	1	2	2	-	1	2
CO2	1	1	1	2	2	-	1	2
CO3	2	1	2	2	2	-	1	2
CO4	1	1	1	2	2	1	1	2
CO5	2	2	1	2	2	-	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:		
BOS :		**ACADEMIC COUNCIL**
SDG No. & Statement	12	

SDG Justification: This course is related to managing data which is a vital asset to any organization. This course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

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OPTS7021	Project Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Project management is becoming more important in today's world. Mastery of key tools and concepts could give a significant competitive advantage in the marketplace.

Course Educational Objectives:

- Provide experience in using the concepts, techniques, and decision tools available to project managers.
- Enlarge a basic understanding of the importance of work breakdown structures and networks to planning, scheduling, and controlling projects.
- Create an awareness of potential conflicts and problems that can occur in projects.
- Identify appropriate behavior for successfully managing a project.

UNIT 1	Introduction	8 hours

Definition, Projects and Operations, Project Management- Project Management Body of Knowledge (PMBOK). Application area Knowledge, standards and Regulations, Understanding the Project Environment. Importance of Project management. Project Life Cycle-Project Initiation; Project planning, Project Execution, Monitoring and Control, Project Closure.

UNIT 2	Project Scope Management	8 hours

Conceptual development, the scope statement, Work Breakdown Structure (WBS)-Development of WBS, Organizational Breakdown Structure. Project Communications Management.

UNIT 3	**Project Planning**	**8 hours**
Project Network Analysis-PERT/CPM, Time estimates in Critical Path Analysis, Floats, and Project Time – Cost Trade – off. Project Time Management		
UNIT 4	**Project Risk Management**	**8 hours**
Risk Management Process, Contingency Planning, Project Cost Management, Project Quality Management.		
UNIT 5	**Leadership and project management**	**8 hours**
Leaders vs. Managers, Traits of effective project leaders, Project Champions, Project Stakeholder Management, Project Human Resource Management.		

Text Books:

- Choudhury, S. (2010), Project Management, New Delhi: McGraw Hill India.
- Nagarajan, K. (2015), Project Management, New Delhi: New Age International (P) Ltd Publishers.

References:

- Khanna, R. B. (2012), Project Management, New Delhi: Prentice-Hall of India.
- Chandra, P (2014), Projects Planning, Analysis, Selection, Implementation and Review, New Delhi: McGraw Hill India.

Course Outcomes:

- Understanding of terminologies and concepts of financial risk management
- Apply Tools and techniques deployed in organizations across the risk classes to manage risks
- Analyze information and apply quantitative methods used in Risk Management to support

decision making

- Evaluate Credit /Market / Operational Risks
- Formulate a risk management strategy

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	-	-	1	-	3	-
CO2	3	-	-	2	-	1	3
CO3	2	3	-	-	1	3	2
CO4	2	1	-	-	1	1	3
CO5	2	-	-	3	1	2	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation		
APPROVED IN:		
BOS :		**ACADEMIC COUNCIL**
SDG No. & Statement		
SDG Justification:		

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OPTS7031	Service Operations Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	NA						

Course Description:

Services operations management is related with delivering service to the customers of the service. It involves understanding the service needs of the target customers, managing the processes that deliver the services, ensuring objectives are met, while also paying attention to the constant improvement of the services. Service organizations react to the wants of customers and leave certain experiences in the minds of the customer through a service delivery system. This course provides a general introduction to service operations management. This course aims to familiarize the learner with the major operational problems and issues that confront managers of services, and provide the learner with concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations.

Course Educational Objectives:

- To identify, locate and define operational problems and issues affecting service delivery and cost
- To gain the insights and suitable tools to analyze and deal with managerial challenges
- To link process capabilities and operational capabilities to business strategy
- To learn create cost-effective service processes suitable to the organization
- To understand the linkage between managerial actions and operational performance

UNIT 1	Introduction to Service Operations	10 hours

Role of Services in Economy; -Nature of services-the Service concept-Customers and relationships-Managing supply relationships -Global trends in Services Sector; Changing paradigms in Competitiveness of services		
UNIT 2	**Service Strategy**	**13 hours**
developing an overall vision for the service system-Developing a service strategy- service culture.		
UNIT 3	**Service delivery design-Implications for Service Delivery**	**12 hours**
Design-service Processes; service People, Resource utilization; Performance measurement-Linking operations decisions to business performance		
UNIT 4	**Managing Supply and demand**	**12 hours**
Managing Waiting lines-Queuing Theory Applications in Service Systems- Capacity issues in service systems-Forecasting Demand for services		
UNIT 5	**Global Services Delivery Models in Practice in IT/ITES and Financial Sectors**	**13 hours**
Risk & Security issues in Financial Services Sector; Role of technology; Services Management in various sectors		

Text Books:

- R. Johnston and G. Clark, Service Operations Management, New Delhi: Prentice Hall.
- J. A. Fitzsimmons and M. J. Fitzsimmons, Service Management - Operations, Strategy and Information Technology, New Delhi: McGraw Hill Publishers

References:

- Service Operations Management, Second Edition, David W Parkar
- Successful Service Operations Management by Richard Metters

- Biotech-global-business-services and Optimizing Global Service Delivery Models

Course Outcomes:

- Develop an understanding of the operational aspects of services for their effective management.
- Design the service processes
- Design a Servicescape to facilitate precise delivery of a service.
- Manage the demand and capacity of a service for maximizing the yield.
- Forecast service demand and bridge gap between customer expectation and subsequent deliver

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	-	-	-	-	3	2
CO2	-	-	3	3	-	3	3
CO3	-	3	-	-	-	2	3
CO4	2	3	-	-	-	3	3
CO5	3	2	2	2	3	3	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation		
APPROVED IN:		
BOS :		**ACADEMIC COUNCIL**
SDG No. & Statement		
SDG Justification:		

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BUAN7001	Machine Learning	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	NA						

Course Description:

Machine learning is an application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed.

Course Educational Objectives:

- Understand the concepts of Machine Learning
- Use a tool to implement Supervised Learning Algorithms
- Use a tool to implement Unsupervised Learning Algorithms
- Understand how ANN works
- Understand different applications of Machine Learning

UNIT 1	Introduction to Machine Learning	7 hours
Basics of Machine Learning, Categories of Machine Learning, Steps in Machine Learning, The Machine Learning process, Train and Test Data, Validation Techniques (Cross-Validation).		
UNIT 2	**Supervised Learning**	**7 hours**
Linear Regression, Logistic Regression, Naïve Bayes Classifier, K-Nearest Neighbors Support Vector Machines, Decision Trees, Bagging &Boosting.		
UNIT 3	**Unsupervised Learning**	**7 hours**

Clustering: Distance measures, Different clustering methods (Distance, Density, Hierarchical), Iterative distance-based clustering; Dealing with continuous, categorical values in K-Means, Dimensionality Reduction/ Feature Selection		
UNIT 4	**Reinforcement Learning and Deep Learning**	**7 hours**
Markov Decision, Monte Carlo Prediction, Artificial Neural Networks: Basic Structure of ANN, Types of ANN, Defining and Training of ANN		
UNIT 5	**Applications of Machine Learning**	**7 hours**
Sales and Marketing, Financial Services, Social Media Management, Self Driving Cars, Fraud Detection		

Text Books:

- Saikat Dutt, Subramaniyam Chandramouli, Amit Kumar Das, Machine Learning, Pearson Education

References:

- E. Alpaydin, Introduction to machine learning, 3rd edition, The MIT Press.
- Doug Hudgeon Richard Nichol, Machine Learning for Business. Manning Publications Co.
- Andreas C. Müller & Sarah Guido, Introduction to Machine Learning with Python. by O'Reilly Media, Inc.
- Kevin Gurney, An introduction to neural networks. UCL Press Limited.
- S Haykin, Neural Networks and machine learning, Pearson.

Course Outcomes:

CO1	Apply Machine Learning techniques to preprocess and analyze real-world datasets.
CO2	Implement supervised and unsupervised learning algorithms to solve classification and clustering problems.
CO3	Analyze the performance of different Machine Learning models using validation techniques
CO4	Develop deep learning models and reinforcement learning strategies for intelligent decision-making.
CO5	Evaluate the impact of Machine Learning applications in various industries such as finance, marketing, and automation.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	2	2	-	-	2	1	1
CO2	2	3	-	-	3	1	2
CO3	2	3	-	-	3	1	2
CO4	2	3	-	-	3	1	2
CO5	2	3	-	-	3	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :		**ACADEMIC COUNCIL**	
SDG No. & Statement	8		

Industry, Innovation and Infrastructure

SDG Justification:

This course is related to programming, which is considered important for IT applications, practice of data analytics, and digital infrastructure in the industry. So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

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BUAN7011	Data Science with R	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	NA						

Course Description:

R is an open source programming language for statistical computing and graphics. Being open source, it has found huge acceptance among data scientists and is one of the popular tool for data science and machine learning.

Course Educational Objectives:

- Understand data types and structures using R language
- Understand and practice data processing using control flow in R
- Understand package management and visualization in R
- Practice data analysis using R
- Learn and practice machine learning algorithms using R

UNIT 1	Elements of R	8 hours

Concept of R, IDE of R, Mathematical Operators and Vectors, Assigning Variables, Special Numbers, Logical Vectors, Classes, Different types of numbers, Changing classes, Examining Variables, The workplace, Elements in R – Vectors, Matrices and Arrays, Lists, Conversion between vectors and lists, Combining lists, Data Frames

UNIT 2	Functions, Strings and Flow Control	8 hours

Environments, Functions, 185 Strings, Factors, Flow Controls - Conditional – if and else, Vectorized if, Multiple Selection, Loops – repeat loops, while loops, for loops, Advanced looping – replication, looping over lists, looping over arrays, Multiple – Input Apply, Instant vectorization, Split-Apply-Combine		
UNIT 3	**Packages and Visualization**	**8 hours**
Loading packages, search path, libraries and installed packages, installing packages, maintaining packages, Visualization – The three plotting systems, Scatterplots – base graphics, lattice graphics, ggplots, Line Plots, Histograms, Box Plots, Bar Charts, Other plotting packages and systems		
UNIT 4	**Computing Statistics and Exploratory Data Analysis**	**8 hours**
Summarizing data, calculating relative frequencies, Tabulating Factors and creating contingency tables, testing categorical variables for independence, Calculating Quantiles of a dataset, converting data into z-scores, t-test, testing sample proportions, testing normality, comparing means of two samples, testing correlation for significance, Variations, Missing Values, Covariation, Patterns and Models		
UNIT 5	**Machine Learning and Model Building with R**	**8 hours**
Types of machine learning algorithm, supervised learning algorithms – Linear regression in R, Logistic Regression in R Unsupervised Learning in R -Clustering with R, Recommendation Algorithms, Steps to generate recommendations in R, Model Building: Model basics, Type of Models, Visualizing models – Predictions, Residuals, Model Building, Communicating results – Basics of R Markdown		

Text Books:

- Paul Teetor, R Cookbook, O'Reilly.

References:

- Fred Nwanganga, Mike Chapple, Practical Machine Learning in R, John Wiley & Sons, Inc.

Course Outcomes:

CO1	Implement fundamental R programming concepts, including variables, vectors, matrices, lists, and data frames.
CO2	Apply control structures, functions, and string operations to develop efficient R scripts.
CO3	Analyze datasets using statistical techniques and exploratory data analysis in R.
CO4	Create data visualizations using various R plotting libraries, including ggplot2, base graphics, and lattice.
CO5	Develop machine learning models using R for supervised and unsupervised learning tasks.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	-	1	-	-	2	1	2
CO2	-	2	-	-	2	1	2
CO3	-	2	-	-	2	2	3
CO4	-	3	-	-	3	3	3
CO5	-	2	-	-	2	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	17th May,2022	**ACADEMIC COUNCIL**	17th June,2022
SDG No. & Statement	9		

Industry, Innovation and Infrastructure

SDG Justification:

This course is related to visualization, which helps in understanding the data better and to provide useful insights, practice of data analytics, and digital infrastructure in the industry
So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

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BUAN7021	Data Visualization	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite	Coursera						
Preferable exposure							

Course Description:

Data Visualization is the presentation of data in a pictorial or graphical format. Today analysts are required to deal with large amount of data. Visualization helps in presenting the data in pictorial or graphical format. Such visual representation will help in providing better insights to the decision maker. Tableau and Power BI are popular visualization tools to create visual data.

Course Educational Objectives:

- To understand the concept and benefits of visualization
- Understand the usage of different visual encoding
- Provide hands on working with Tableau and Power BI tool

UNIT 1	Introduction to Visualization	9 hours

Concept and importance of data visualization, choosing appropriate visual encodings – ordering of items, number of distinct values, structure of visualization, Positioning - Placement and Proximity, Graphs and Layouts, Colors, Size, Text and Typography, Shape, Lines

UNIT 2	Charts in Tableau	9 hours

Connecting to Data Source, Tables, Charts, GIS Charts, Data Dashboards, Story

UNIT 3	User defined fields and Customization	9 hours

Using predefined fields, calculating percentages, applying if-then logic, applying logical functions, showing totals and percentages, discretizing data, manipulating text, aggregate data, Customization in Tableau.		
UNIT 4	**Data Visualization with Power BI**	**9 hours**
Introduction to Power BI, Primary tools of Power BI, Reports in BI, Charts in BI, Slicers, Map Visualizations.		
UNIT 5	**Dashboards and Customization with Power BI**	**9 hours**
Dashboard Vs reports, Creating a dashboard, Dashboard Tiles, Pinning Tiles, Custom Visualization		

Text Books:

- Mastering Microsoft Power BI by Greg Deckler, Brett Powell, Second edition
- Mastering Tableau 2021, by Marleen Meier, David Baldwin (Author), 3rd Edition

Course Outcomes:

CO1	Apply data visualization principles to design effective and meaningful visual representations of data.
CO2	Construct various types of charts and dashboards in Tableau for data-driven decision-making.
CO3	Implement user-defined fields, logical functions, and text manipulations for data customization in Tableau.
CO4	Analyze different visualization techniques in Power BI to enhance data interpretation and reporting.
CO5	Develop interactive dashboards and custom visualizations using Power BI for effective business insights.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	1	-	-	2	1	2
CO2	-	2	-	-	2	1	2
CO3	-	2	-	-	2	2	3
CO4	-	3	-	-	3	3	3
CO5	-	2	-	-	2	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	17th May, 2022	**ACADEMIC COUNCIL**	17th June, 2022
SDG No. & Statement	9		

Industry, Innovation and Infrastructure

SDG Justification:

This course is related to programming, which is considered important for IT applications, practice of data analytics, and digital infrastructure in the industry. So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

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BUAN7031	Web Technologies for Data Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	NA						

Course Description:

Web technologies is the work involved in developing digital infrastructure required for business firms and other enterprises. Web technologies can range from developing a simple Single Page Applications (SPA) to a complex web application that addresses the ecommerce needs of businesses. Web engineering, Web design, Web content development, client-side/server-side scripting, Web server and network security configuration, are few typical tasks that are greatly in demand for e-commerce jobs today.

Course Educational Objectives:

- Understanding on internet technologies and their importance for business.
- Understanding on presentation layer and its role in building web-based resources for business firms.
- Understanding on data layer and its role in developing web-based resources for business firms.
- Understanding on network layer and its role in building web resources for business firms.
- Understanding on various web frameworks and their importance in building/developing web resources for business firms.

UNIT 1	Internet Technologies	8 hours

Internet technologies: Concept and evolution of internet, internet domains, WWW. Networking: web server and clients – architecture, types, IP addresses and protocols, types of network layers, services of TCP/IP - SNMP, FTP, DNS etc. Domains: types, registration. Open System Interconnection model (OSI), OSI vs TCP/IP Reference Models, various layers of OSI model.		
UNIT 2	**Client-Side Technologies**	**8 hours**
HTML – HTML tags, commonly used HTML commands, titles and footer, text formatting, text styles, lists, graphics – images and videos, tables, links, frames. CSS – types of insertion, comments, colors, backgrounds, borders, margins, padding, height and width, outlines, text, fonts, icons, tables, opacity, forms, layouts, math functions, backgrounds, gradients, shadows, text effects, 2D and 3D transformations, animations, pagination, multiple columns, media queries, images & videos, frameworks, templates. JavaScript: data types & literals, variables, type casting, operators, control structures, conditional statements, loops, functions, OOPs.		
UNIT 3	**Back-End Technologies**	**8 hours**
Introduction to Object Relational Mapping/Mapper (ORM). Hibernate: Overview & architecture, environment, configuration, sessions, persistence, mapping, annotations, query language, native SQL, batch processing. SQLAlchemy: connecting to databases, creating tables, SQL expressions, selecting rows, using aliases, CRUD expressions, handling multiple tables, joins, conjunctions, functions, set operations, mapping, sessions, adding objects, using queries, updating objects, applying filter, file operators, lists and scalars, relations, joins, loading, dialects.		
UNIT 4	**Network Programming**	**8 hours**
Network programming: Internet protocols, IP addresses, DNS lookup, routing, HTTP – client, server, requests, response, headers, authentication, data downloads; Network interfaces, socket programming, Email – telnet, messages, SMTP, POP3, IMAP, SSH, FTP, SFTP; Web servers, proxy servers; Remote Procedure Calls (RPC), RPC JSON server.		

UNIT 5	Server-Side Technologies	8 hours
Fundamentals of JSP, Servlets: overview, environmental setup, architecture and lifecycle, Syntax, directives, actions, requests and response, HTTP status codes, form processing, cookies, and sessions. Spring boot: Bootstrapping, build systems, code structure, beans & dependency injection, building RESTful web services. Python flask: Installation, application setup, handling databases, templates, static files, modularity & blueprints; Templates- Jinja templating, contexts; Handling errors – logging & debugging, custom error pages, CLI & Shell utilities, deployment options.		

Text Books:

- Kogent Learning Solutions, Web Technologies Black Book, DreamTech Press

References:

- Godbole, Khate, Web Technologies, McGraw Hill

Course Outcomes:

CO1	Implement internet technologies, networking protocols, and OSI/TCP-IP models for web-based applications.
CO2	Develop responsive web pages using HTML, CSS, and JavaScript for client-side functionality.
CO3	Apply back-end technologies such as Hibernate and SQL Alchemy to manage databases and ORM operations.
CO4	Analyze network programming concepts, including socket programming, HTTP requests, and authentication mechanisms.
CO5	Construct server-side applications using JSP, Servlets, Spring Boot, and Flask for web development and deployment.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	1	-	-	2	1	2
CO2	-	2	-	-	2	1	2
CO3	-	2	-	-	2	2	3
CO4	-	3	-	-	3	3	3
CO5	-	2	-	-	2	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
APPROVED IN:			
BOS :	17th May,2022	**ACADEMIC COUNCIL**	17th June 2022
SDG No. & Statement	9		
Industry, Innovation and Infrastructure			
SDG Justification:			
Knowledge on financial markets and services related to 8 & 9 SDGs, as subject deal with factors contributing to economic growth, industrial investments, Innovations and infrastructure development.			

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SEMESTER – IV

S. No	Code №.	Level of the Course	Title of course	Theory /Project Report	Practical /Viva Voce	Credits	Internal Assessment Marks	External Assessment Marks	Total Marks
						NEW			
1		Elective	Elective – 1	3	**3**	**3**	60	40	100
2		Elective	Elective – 2	3	3	**3**	60	40	100
3		Elective	Elective – 3	3	3	**3**	60	40	100
4		Elective	Elective – 4	3	3	**3**	60	40	100
5		Elective	Elective – 5	3	3	**3**	60	40	100
6		Elective	Elective – 6	3	3	**3**	60	40	100
7	**VIVA7999**	Skill Based	Comprehensive Viva			**2**	100		100
		TOTAL CREDITS (excluding PCDs)				**20**	**460**	**240**	**700**
1	**HRMG6091**		Student Club Activity -2		1	**1**	**50**		**50**
2	**BUAN7071**	Skill Set	Business Simulations		2	**1**	**50**		**50**
		TOTAL CREDITS (including PCDs)				**22**	**560**	**240**	**800**

FINANCE

FINA7041	International Financial Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	NA						

Course Description:

Finance function cannot be isolated from the forces of Globalization. The growth of Multinationals, the liberalization of capital and foreign exchange markets of various nations and the subsequent increase in the private capital flows across the globe demand the study of International Financial Management (IFM). The increasing contagion effects of financial crisis triggered to the rest of the world has compelled the CFOs of even firms with purely domestic focus. This course draws its concepts from the macro level course in International Economics and the fundamental course in Financial Management, and adds additional dimensions, for building theories and models for decision making at the firm level, especially in an international context.

Course Educational Objectives:

- The broad objective of this course is to expose the students to the various issues related Investment, Financing and Risk Management functions of Corporate Financial Management in an international context. In this process it aims at the following specific objectives
- To differentiate International Financial Management from Financial Management
- To understand the environment which add new dimensions to the subject
- To appreciate the conceptual underpinnings in practicing the Finance function in an international context
- To apply a few specific techniques for effective decision making

UNIT 1	International Finance	5 hours
International Finance: Finance function in a global context, global financial markets, International Monetary System- Introduction to IDR-Sovereign Risk. International Financial Environment – IMF - SDR – EMU – CAD (BOP)		
UNIT 2	**Foreign Exchange Market**	**10 hours**
Foreign Exchange Market: Structure, mechanism of currency trading, exchange rate quotations, forward contracts, interest arbitrage, exchange rate regimes and the foreign exchange market in India (NP)		
UNIT 3	**Management of Currency Exposure**	**8 hours**
Management of Currency Exposure: Measurement of exposure and risk, managing transaction exposure, operating exposure, short-term financial management in multinational corporation(NP). Currency Derivatives –Netting – forfeiting		
UNIT 4	**International Financing Decision**	**7 hours**
International Financing Decision: Evaluating borrowing options, funding avenues in global corporate markets, international equity financing, introduction to ADRs, GDRs, Private Equity, understanding International transferring. International Capital Structure, International Portfolio		
UNIT 5	**International Project appraisal**	**6 hours**
International Project appraisal: Problems and issues in foreign investment analysis, methods of Capital Budgeting, NPV and APV methods(NP).		

Text Books:

- Jeff Madura, International Corporate Finance, Cengage Learning, Latest Edition.
- Alan C Shapiro, Multinational Financial Management, John Wiley & Sons.

- P.G.Apte, International Financial Management, Tata McGraw Hill Co. Ltd.
- Eun& Resnick, International Financial Management, Tata McGraw Hill Co. Ltd.
- C.Jeevanandam, Foreign Exchange & Risk Management, Sultan Chand Publishers
- Eitman, Stone Hill, and Muffet, Multinational Financial Management

References:

- Read Chapters 1:Jeff Madura, International Corporate Finance, Cengage Learning

Course Outcomes:

CO1	Analyze the role of international finance and how global financial markets work.
CO2	Apply knowledge of foreign exchange markets to understand currency trading and exchange rates.
CO3	Evaluate different ways to manage currency risks using hedging techniques.
CO4	Compare global financing options like ADRs, GDRs, and private equity.
CO5	Assess investment decisions for international projects using NPV and APV methods.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	3	2	-	2	1	1	2
CO2	2	2	-	1	1	1	2
CO3	2	2	1	-	1	1	1
CO4	3	2	1	-	-	-	1
CO5	2	2	1	1	1	-	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:			
BOS :	19th May, 2022	**ACADEMIC COUNCIL**	
SDG No. & Statement	12		
Responsible Consumption and Production			
SDG Justification:			
Promote sustained, inclusive economic growth; full and productive employment and decent work for all			

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FINA7051	Financial Derivatives	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Financial Management						
Co-requisite	Global Financial Markets and Instruments- Rice University						
Preferable exposure	NA						

Course Description:

Financial Markets are the lifeblood of an economy and country. Since the financial deregulations in1991, Indian economy has grown significantly and businesses have learnt and tapped the other sources of capital, than just bank loans. The Capital Markets course offers the basic foundation of Equities/ Stocks, upon which the Financial Derivatives markets are built upon. Those who plan to become financial analysts in organizations need to manage client funds more efficiently by hedging the financial risk exposure. Financial Derivative products are one of the effective tools for hedging financial risk. The objective of this course is to introduce the participants to derivative instruments, namely, forwards, futures, options and swaps, and their valuation.

Course Educational Objectives:

- To understand the basic concepts of Derivatives and Trading Clearing & Settlement
- To understand Forwards & Futures, Pricing & Trading
- To learn the basic concepts of Option Pricing Models (Binomial and Black Scholes)
- To apply option trading strategies
- To understand the basic concepts of Currency and Interest Rates Swaps and apply them to hedge risk exposure

UNIT 1	Introduction of Financial Derivatives	6 hours

Introduction of Financial Derivatives -types of derivatives- Trading mechanism and contracts of the main Financial Derivatives instruments: Clearing and settlement of trades, margin trading

UNIT 2	**Forwards and Futures**	**6 hours**
Forwards and Futures trading and differences between them: Trading in Forwards, Futures: theory, pricing and hedging strategies for foreign exchange, short and long-term interest rate and Index Futures.		
UNIT 3	**Options**	**6 hours**
Options Market: Trading and hedging using Options; equity Options; Options vs. Futures. Option pricing using Black-Scholes Model and Binomial Analysis; Options on Stock Indices and currency; Option Greeks; Exotic Options (NP)		
UNIT 4	**Options trading Strategies**	**6 hours**
Options trading Strategies - Spreads (Bull Spreads, Bear Spreads and Butterfly Spreads) - Combinations (Straddles, Strangles, Strips and Straps)		
UNIT 5	**Swaps**	**6 hours**
Swaps Markets: Structure, currency, interest-rate, equity and commodity Swaps- pricing of swaps - pricing simulations. (N.P. - Numerical Problems)		

Text Books:

- Gupta, S. L., "Financial Derivatives, Theory, Concepts & Problems", PHI Learning Pvt. Ltd., New Delhi, 201
- John C Hull and ShankarshanBasu" Options and futures and other derivatives" ninth edition, 2015, Pearson Publishers.

References:

- Ranganatham, M., &Madhumathi, R., "Derivatives and Risk Management", Pearson, New Delhi, 2014
- Kevin, S., "Commodity and Financial Derivatives", Pearson, New Delhi, 2014
- https://www.coursera.org/learn/global-financial-markets-instruments
- https://www.coursera.org/learn/understanding-financial-markets
- https://www.nseindia.com/resources/publications-indian-securities-ismr

Course Outcomes:

CO1	Apply knowledge of financial derivatives to understand their types, trading mechanisms, and settlement processes.
CO2	Analyze the differences between forwards and futures and their role in hedging foreign exchange and interest rate risks.
CO3	Evaluate option pricing models like Black-Scholes and Binomial Analysis to assess option strategies.
CO4	Develop effective options trading strategies using spreads and combinations for risk management.
CO5	Assess the structure and pricing of swaps, including currency, interest rate, and commodity swaps.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	3	-	-	-	-	3	-
CO2	3	-	-	-	-	3	-
CO3	3	3	-	-	-	3	3
CO4	3	3	-	-	-	3	3
CO5	3	3	-	-	-	3	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:			
BOS :	19th May, 2022	**ACADEMIC COUNCIL**	
SDG No. & Statement	4		
Equity in education			
SDG Justification:			

As the course is the foundation for understanding financial Analytics, the course introduces the topics with pedagogy designed to include all types of students. This will ensure that every learner achieves the desired outcomes and receives a quality education.

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FINA7061	Financial Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Financial Management						
Co-requisite	Applying Data Analytics In Finance-Illinois University						
Preferable exposure	NA						

Course Description:

Financial analytics helps analyse financial statements and forecast possible future economic scenarios. Financial analysis software can speed up the creation of reports and present the data in a graphical presentation that is easier to read and interpret.

Course Educational Objectives:

- To understand financial performance and financial position
- Forecast financial statements to make informed decisions
- Develop skills in Financial Analysis, Financial Statements, and Financial Modeling
- Learn and apply quantitative methods of financial analysis in their regular businesses
- Analyse real-life proposals for financial investment in a meaningful manner

UNIT 1	Financial Statements Analysis:	hours

Introduction -Analysis of Financial Statements using Ratios and Comparisons among Statements:-Prepare a comprehensive ratio analysis including liquidity, activity, leverage, profitability and market s and investor ratios.

UNIT 2	Preparation of Common Size Statements:	hours

Comparative and Common Size Statements and Percentage Changes and interpretation of comparative financial statements. Perform a basic analysis and interpretation of the financial statements,-comparative and common-size income statements and balance sheets.		
UNIT 3	**Predictive Cash Flows:**	**hours**
Statement of Cash Flows analysis: Indirect Method. Patterns of Cash Flows: Analysis of net cash flow from operating activities, net cash flow from investing activities and net cash flow from financing activities- Forecasting cash flow		
UNIT 4	**Predictive Funds Flow:**	**hours**
Statement of funds flow analysis: Changes in working capital and changes in other operating results and other changes.- Forecasting Funds Flow		
UNIT 5	**Comprehensive Financial Modeling using Excel:**	**hours**
Introduction – How Financial Models Work - Collecting and Analyzing Historical Data - Selecting the Key Forecast Drivers -Modelling the Income Statement - Modelling the Balance Sheet - Modelling Interest and Circular References - Modelling the Cash Flow Statement		

Text Books:

- Michael Samonas (2015), Financial Forecasting, Analysis and Modelling: A Framework for Long-Term Forecasting, New Delhi: Wiley Publishing.

References:

- Mark J. Bennet, Dirk L. Hugen (2016), Financial Analytics with R, Cambridge: Cambridge University Press.

- Chandan Sengupta (2011), Financial Analysis and Modeling using Excel and VBA, New Delhi: Wiley India.
- Scott Proctor K (2010), Building Financial Models with Microsoft Excel, New Delhi: Wiley India

Course Outcomes:

CO1	Apply financial ratio analysis techniques to assess a company's liquidity, profitability, and market performance.
CO2	Analyze comparative and common-size financial statements to interpret business performance and trends.
CO3	Evaluate cash flow patterns using the indirect method to forecast future cash flow effectively.
CO4	Develop funds flow statements to track changes in working capital and operating results for financial decision-making.
CO5	Construct comprehensive financial models in Excel by integrating historical data, forecasting key drivers, and modeling financial statements.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	1	2	3	4	5	1	2
CO2	2	-	1	-	1	1	1
CO3	2	2	1	1	-	1	1
CO4	2	3	-	1	1	1	1
CO5	3	3	1	1	-	1	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:			
BOS :		**ACADEMIC COUNCIL**	
SDG No. & Statement	4		
SDG Justification:			
Ensure sustainable consumption and production patterns			

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MARKETING

MKTG7051	Product & Brand Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Fundamental concepts of Marketing Management						
Co-requisite	Coursera Product Ideation, Design, and Management						
Preferable exposure	NA						

Course Description:

To familiarize the students with Product and Branding Strategies.

Course Educational Objectives:

- To understand product management as a concept and the need as a revenue enhance
- To examine Product Manager/ Category Manager roles
- To assess Product portfolio, New Product Development, and Approaches to Product Portfolio Analysis
- To evaluate Theories behind brand building
- To interpret the Concept of brand audit, branding research, and brand evaluation

UNIT 1	Introduction to the Product Manager concept	8 hours

Role relevance, and importance in a marketing context.

Exposure and relevance of Igor Ansoff matrix on Product Strategy, Overview of the Product, Category, Competition, Uncovering Needs & Buyer Behaviour

UNIT 2	Understanding the PLC concept in detail	9 hours

Understanding the PLC concept in detail with a contemporary approach on 4 stages PLC and 7 stages Stretched PLC with categories beyond the brick and mortar, Product Portfolio roles, and the Strategic dimension, Product Mix Strategy. Exposure to BCG growth-share, GE-Mckinsey, and Shell directional policy matrix

UNIT 3	**New Product Strategy**	**8 hours**
New Product Strategy, New Product Ideation, Concept Development & Product Testing, New Product Pricing, Commercialization, Booze, Allen, Hamilton Model of NPD, Stage gate model of NPD. Disruption and Innovation, Managing Growth and Mature cycles, Disruption, and Innovation.		
UNIT 4	**Introduction to Brand and Branding**	**12 hours**
Introduction to Brand and Branding, The four steps of Brand Building, Brand Resonance model, Brand Value chain, Understanding Brand elements, Brand Equity, Positioning & Value chain, Understanding Brand Equity Models		
UNIT 5	**Brand Design**	**8 hours**
Brand Design, Architecture, and Hierarchy, Brand Identity, Image, Personality and Brand extension guidelines		

Text Books:

- Product Strategy and Management, by Michael Baker & Susan Hart, Pearson,
- Keller, Vanitha, Parameswaran and Jacob. “Strategic Brand Management: Building, Measuring, and Managing Brand Equity”, 4e, Pearson Education

References:

- Marketing Myopia by Theodore Levitt

Course Outcomes:

CO1	Apply the Igor Ansoff matrix to develop strategic product decisions based on market conditions and competition.
CO2	Analyze the Product Life Cycle (PLC) stages and evaluate product portfolio strategies using models like BCG and GE-McKinsey.
CO3	Develop innovative new product strategies by implementing ideation, testing, pricing, and commercialization techniques.
CO4	Evaluate brand-building frameworks, including brand resonance and brand equity models, to assess brand positioning.
CO5	Design a comprehensive brand architecture and identity, incorporating personality, image, and extension strategies.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	3	3	-	-	1	2	3
CO2	3	3	-	1	2	3	3
CO3	3	3	1	1	3	3	2
CO4	2	2	-	1	-	3	3
CO5	3	3	-	1	2	3	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:			
BOS :	May, 2022	**ACADEMIC COUNCIL**	
SDG No. & Statement	4		
Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.			
SDG Justification:			

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MKTG7061	B2B Marketing	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Basics of Marketing						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Business to Business (B2B) marketing in India is undergoing a phenomenal change; what was looked upon as an underdeveloped nation is now regarded as a potential economic powerhouse, providing multinational companies with unparalleled opportunities. With liberalization and privatization taking place in almost all major sectors of the economy, the dynamics of industrial marketing are rapidly changing to gain a competitive advantage. It is imperative that Management students aiming to move into the B2B marketing sector be sensitized to the value implications of the B2B market environment and acquaint themselves with the fundamental concepts of B2B marketing, industrial buyer behavior, B2B marketing opportunities, B2B Branding, and marketing strategy.

Course Educational Objectives:

- To understand the basic concepts of B2B marketing.
- To examine the organizational buyer behavior and enrich the knowledge on relevant models and methods of B2B buyer behavior.
- To assess B2B Marketing Strategies and tools.
- To evaluate how market segmentation, targeting, and positioning are carried out in B2B Markets.
- To interpret the impact of Pricing and Marketing Communication Mix on B2B Markets.

UNIT 1	**Introduction to new generation Business-to-Business Marketing:**	**9 hours**
Meaning of Business Markets, Business Customers and B2B Marketing – Importance and Characteristics of B2B Marketing - Business and Consumer Marketing: A contrast, B2B value chain, Trends and changes in B2B marketing.		
UNIT 2	**Organizational buying process:**	**9 hours**
Classifying Products, Customers and Organizations - Types of organizational customers and their unique characteristics – Buying Centre (DMU) - Organizational Buying Behaviour, Organizational Buying Process – Models of OBB (Wester and Wind Model, Sheth Model, Buygrid model)		
UNIT 3	**Establishing enduring relationships in B2B marketing:**	**9 hours**
New generation value-added partnerships roles in B2B Marketing, Managing buyer-seller relationships. Segmenting Business Markets and Demand Analysis: Segmenting, Targeting and Positioning – Value-based segmentation - Organizational demand analysis - determining market and sales potential - Sales forecasting methods.		
UNIT 4	**B2B Marketing Mix:**	**9 hours**
Product: New product development process, Building Customer-Based Brand Equity; Place: Direct & Indirect channels, Distributors & Manufacturers rep, Channel objectives & Design, Selection & Motivation of channel members; Price: Pricing in Business-to-Business Marketing. Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing; Promotion: B2B Advertising, Trade shows, Personal selling, Direct Marketing.		
UNIT 5	**Strategic Perspectives in Business Marketing Planning:**	**9 hours**

Managing services for Business Markets, e-commerce for business customers, and e-Supply chains in industrial markets; Selling Strategies in B2B Marketing: Designing sales process, selling channels, Key account management;

Text Books:

- B2B Marketing Text &Cases, Krishna K.Havaldar & Shailendra Dasari, MHE,5e July 202
- Robert Vitale, Waldemar Pfoertsch and Joseph Giglierano, “Business to Business Marketing”, Pearson Publications, New Delhi, 201

References:

- Michael D. Hutt and Thomas W. Speh, "Business Marketing Management: B2B", 10th Ed., Cengage Learning India Pvt. Ltd., New Delhi, 2012
- Andris A Zoltners, Prabhakant Sinha and Sally E Lorimer, “Sales Force Design for strategic advantage”, 1st Edition, Palgrave McMillan, NY, 2007.

Course Outcomes:

CO1	Apply B2B marketing concepts to understand how business markets differ from consumer markets.
CO2	Analyze how businesses make buying decisions using different models.
CO3	Develop strategies to segment and target business customers effectively.
CO4	Evaluate different marketing strategies, including pricing, distribution, and promotions, in B2B markets.
CO5	Create a marketing plan for a business, considering market trends and customer relationships.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	3	1	2	1	2	1
CO2	3	2	-	2	-	2	1
CO3	3	3	-	2	-	2	1
CO4	3	2	1	1	-	2	3
CO5	3	2	1	1	-	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	May, 2022	**ACADEMIC COUNCIL**	
SDG No. & Statement	9		

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

SDG Justification:

The course outline and the subject lead to quality inputs that shall create a foundation and stay with the participant for life.

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MKTG7071	Marketing Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Knowledge of Marketing Management course at the application level						
Co-requisite	Basic Excel and SPSS						
Preferable exposure	NA						

Course Description:

This course intends to develop decision-making skills in the marketing Specialization students and Provides exposure to data-driven decision-making techniques.

Course Educational Objectives:

- To explain data-driven marketing tools and use research for marketing decisions.
- To learn about the use of data for segmenting and identifying customer groups
- To illustrate Data-driven pricing decisions, and understand the relationship between price and demand.
- To comprehend the importance of customer needs and life values.
- To measure advertising effectiveness.

UNIT 1	Introduction	9 hours

Use of data for Marketing decisions. (Using Excel or SPSS), Data Collecting and developing a data file relevant for decision making.

Pricing- Estimating demand curves, Non-linear pricing, Price skimming and sales, Revenue management, Segmentation-Cluster Analysis

UNIT 2	correlation and regression	9 hours

forecasting in special events, trends and seasonality, ratio to moving average forecasting method, forecasting new product sales. -Using S curves to forecast sales of a new product, the bass diffusion model, using the Copernican principle to predict the duration.

UNIT 3	**Conjoint Analysis**	**9 hours**
Understanding customer wants (Conjoint Analysis) Calculating customer lifetime value, using customer value to value a business, customer value		
UNIT 4	**Advertising**	**9 hours**
Measuring effectiveness of advertising, media selection models, pay-per-click online advertising. Internet and social Marketing -Networks, Viral Marketing, Text Mining		
UNIT 5	**Market basket analysis**	**9 hours**
Market basket analysis and lift, RFM Analysis, Allocating retail space and sales resources		

Text Books:

- Text Books: Wayne L. Winston (2014): Marketing Analytics, Wiley Publication. Reprint edition:201
- Malhotra & Dash (2016): Marketing Research Pearson Education, 14th Edition

References:

Course Outcomes:

CO1	Apply data analysis techniques using Excel or SPSS to support marketing decision-making and pricing strategies.
CO2	Analyze trends, seasonality, and forecast models to predict sales and market demand.
CO3	Evaluate customer preferences using Conjoint Analysis and assess customer lifetime value for business valuation.
CO4	Assess the effectiveness of advertising campaigns using media selection models and digital marketing techniques.
CO5	Implement Market Basket Analysis and RFM Analysis to optimize retail space and sales resource allocation.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	2	3	-	2	3	2	2	3
CO2	2	3	-	2	2	2	2	3
CO3	2	3	-	3	3	2	2	3
CO4	2	3	-	2	2	2	2	3
CO5	2	3	-	2	2	2	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:		
BOS :	May, 2022	**ACADEMIC COUNCIL**
SDG No. & Statement	4	
Quality education for all		
SDG Justification:		

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HUMAN RESOURCE MANAGEMENT

HRMG7041	Compensation Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Compensation management is one of the essential and complex functions of human resource management. Compensation is one of the strategies to attract and retain talent in organizations. It is a function that involves many principles, procedures, and legislations. Knowledge of this function is vital for every employee as most disputes in organizations are around the wages and salaries of employees. This course will equip the student with all the knowledge and skill to design the compensation structure of employees in organizations.

Course Educational Objectives:

- To understand the various concepts related to compensation and wages.
- To understand the concept of rewards and performance-linked compensation.
- To examine the different incentive systems adopted in organizations
- To analyze the structuring of wages and compensation in organizations
- To examine the differences in executive and non-executive remuneration and the challenges of compensation management in MNCs.

UNIT 1	Compensation and wages	10 hours

Meaning and objectives of compensation; Scope; Significance; Dimensions of compensation; 3P compensation concept; Concepts of Wage- Wages, Salary, Earnings, Take-Home pay, C.T.C; Types of Wages- Minimum wages, Fair wages, Living wages, Nominal wages, Real wages; Wage

Payments -Time Rate system, Piece Rate system, Payment by results, work study, Balance or debt method, Incentive rate system; Wage theories- Subsistence theory, Wage fund theory, Marginal productivity theory, Residual claimant theory, Bargaining theory. Wage Structure: Components of wage structure- Basic; Dearness Allowance; Variable Dearness Allowance (V.D.A.) and Calculation of V.D.A.; Incremental system; Fringe benefits.		
UNIT 2	**Performance linked Reward system**	**10 hours**
Concept of reward, Reward systems; Performance descriptors and Performance related pay; Variable pay- Types of variable pay plans – Individual, Group and Organization-wide plans; Factors affecting the success of variable pay plans, Benefits of Variable pay plan; Forms and types of performance linked reward system- Merit pay, Skill-based pay, Competency-based pay, Shop floor incentive and bonus schemes- Individual piece work, work measure schemes, Measured day work, Incentives.		
UNIT 3	**Wage Incentive system**	**10 hours**
Classification of incentives-Individual incentive plans- Halsey system, Rowan system, Bedaux Point system, Differential piece rate system, Emerson's plan, Gantt Premium, and task bonus, Accelerated Premium system: Group incentive plans- Scanlon Plan, Rucker plan; Organization based incentive plans- Gainsharing plans, Goal sharing plans, profit sharing plans, ESOPs – types of ESOPs, Annual Bonus, Economic value added / Market value added; Principles and procedures for installing incentive systems; Linking wages with productivity.		
UNIT 4	**Wage Fixation**	**8 hours**
Compensation Policies (Micro level), Compensation strategy at Micro level, developing a total compensation strategy; Wage differentials- types; Wage curves, pay grades, broad banding; Pay surveys; Factors influencing wage determination; Wage determination process- Job evaluation-		

methods of job evaluation; Methods of Wage Fixation - Collective Bargaining; Wage Boards; Pay Commissions; Adjudication.		
UNIT 5	**Executive Remuneration**	**7 hours**
Criteria for fixing executive remuneration; Unique features of Executive Remuneration; Why managers should be paid more; New developments in CEO's compensation; Principles & Procedures for Preparation of Remuneration for Consultants and Other Outsourcing Agencies; Role of HR department in Compensation Administration; Challenges of compensation management in MNC.		

Text Books:

- Singh, B.D., Compensation & Reward management. Excel books. New Delhi

References:

- Aswathappa, K ., Human Resources & Personnel Management. Tata Mc Graw Hill Publishing Limited. New Delhi.
- Sharma,A.M., Understanding wage systems in India. Himalaya Publishing House, Mumbai.

Course Outcomes:

CO1	Apply compensation concepts and wage theories to design fair and effective wage structures.
CO2	Analyze performance-linked reward systems and variable pay plans to enhance employee motivation and productivity.
CO3	Evaluate different wage incentive systems and their impact on organizational performance.
CO4	Assess wage fixation methods and compensation strategies to ensure equitable pay structures.
CO5	Develop executive remuneration plans considering industry trends, HR policies, and global challenges.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	2	-	3	1	1	1	3
CO2	2	-	1	2	1	1	2
CO3	2	1	1	1	2	1	2
CO4	1	-	1	-	3	2	2
CO5	0	-	1	1	1	1	2
BOS :			19th May, 2022				
SDG No. & Statement			8				

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HRMG7051	Strategic Human Resource Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Human Resource Management						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Course Description: Though the concepts of Strategic Human Resource Management students will be able to understand the link between human resources department and strategic goals and objectives of the organization to improve the organization's performance and develop the organization's culture to ensure that there is innovation and flexibility. Strategic Human Resource Management requires the accepting of the Human resource function as a partner in the formulation of the company's strategies and also in the implementation of those strategies through the human resource activities of the company. Strategic Human Resource Management deals with taking care of the organization's human resource and managing the human resource appropriately to help in the generation of the organization's profit and also drive the organization towards achieving its goals.

Course Educational Objectives:

- Understand the relationship of HR strategy with other functional and overall corporate strategy
- How to formulate HR strategy, apply different models to business needs
- Apply different models to develop strategies, where different HR practices requires
- Evaluate and audit different practices of HR

UNIT 1	Introduction to Strategic Human Resource Management	hours

Definition of SHRM, Need for and Importance of SHRM; Human resources as a source of competitive advantage; Traditional HR Vs. Strategic HR, Barriers to strategic HR, Types of Strategies - Corporate Strategy, Business strategy and HR Strategy.		
UNIT 2	**Integration of HR Strategy**	**hours**
Integration of HR Strategy: Integration of HR Strategy with corporate and business strategies; Different approaches to integration; the 5-P model for linking people with strategic needs of business; Role of HRM in strategy formulation and implementation; HR as a Strategic partner.		
UNIT 3	**HR Environment and Strategic HR Processes**	**hours**
Impact of Technology, changing nature of work, demographic changes, workforce diversity etc., on HR; HR Planning, Strategic issues in staffing; Performance Management: Meaning and need for performance management, performance appraisal systems and their limitations.		
UNIT 4	**Training and Development Strategies**	**hours**
Cross - cultural training, Multi-skilling, Succession Planning; Creating a learning organization; Strategically oriented compensation and reward systems: Skill - based pay broad banding, variable pay, profit sharing, employee stock option plans, executive compensation.		
UNIT 5	**Systems of high-performance human resource practices**	**hours**
Systems of high-performance human resource practices; Human resource Evaluation; Measures of Evaluation; HR Audit.		

Text Books:

- Jeffrey A. Mello “Strategic Human Resource Management” – Cengage Learning

- Charles R. Greer., Strategic Human Resource Management- A general managerial approach. Pearson Education (Singapore) Pvt. Ltd.
- Rajib Lochan Dhar., Strategic Human Resource Management, Excel Books, New Delhi
- Tanuja Aggarwala., Strategic Human Resource Management, Oxford University Press, New Delhi.

References:

- K. Prasad, Strategic Human Resource Management, K. Prasad. Macmillan India Ltd.

Course Outcomes:

CO1	Apply the concepts of traditional and strategic human resource management.
CO2	Explain the role of strategic HRM in strategy formulation and implementation.
CO3	Analyse the HR environment and business strategy.
CO4	Synthesize the benefits of training and development strategies.
CO5	Create Systems of high-performance human resource practices.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	-	-	1	-	3	-
CO2	3	-	-	1	-	1	3
CO3	3	1	-	-	-	3	3
CO4	2	3	-	-	-	3	2
CO5	2	-	-	3	-	2	1
BOS :							
SDG No. & Statement							

SDG Justification:
Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work. This course will equip the student with all the knowledge and skill to design the compensation structure of employees in organizations.

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HRMG7061	Change Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Course Description: This course is designed to provide students with a conceptual framework addressing the strategic importance of managing change and organizational development. This course also focuses on how to plan and implement change in various contemporary business settings. Effective change management maximizes the congruence between organizational vision, mission, goals, people, culture, and reward systems. Managing successful change requires an understanding of the systematic interrelationships among these factors. Within this context of complex organizations, students will be able to examine the role of change agents at various levels of the organization.

Course Educational Objectives:

- Learn the theories and perspectives of organizational change and organizational development
- Apply theories and perspectives of managing change
- Understand the dynamics and issues in implementing change strategy or an OD Intervention
- Understand why people resist change and learn techniques for overcoming resistance to change.
- Formulate the strategies and tactics for organizational change and OD Interventions.

UNIT 1	Organizational Change	9 hours

Introduction - Forces of change - Planned internal change - Planned external change - Types of change		
UNIT 2	**Models of Change**	**9 hours**
Characteristics - Systems Model - Lewin's Force Field Analysis - Continuous Change Process Model - Change and its impact - Resistance to change		
UNIT 3	**Organizational Culture and Change**	**9 hours**
Corporate culture - A systematic approach to making change - Ten keys to effective Change Management		
UNIT 4	**Organizational Development**	**9 hours**
Characteristics - Assumptions of OD - Model of OD - Action Research		
UNIT 5	**OD Interventions**	**9 hours**
Selecting OD intervention - Classification of OD interventions - OD interpersonal interventions - OD Team Development interventions - OD Intergroup Development interventions		

Text Books:

- Robert A Patton, James McCalman, "Change Management – A Guide to Effective Implementation" 3rd Edition, SAGE South Asia Edition
- Kavitha Singh, "Organization Change and Development", Excel Books, 2019

References:

- Radha R. Sharma, "Change Management", Tata McGraw Hill, New Delhi, 2010
- Nilakant and Ramanarayan, "Change Management", Response Books, New Delhi, 2008

- Kirpatrick, D. L., “Managing Change Effectively”, Butterworth, New Delhi, 2002

Course Outcomes:

CO1	Apply concepts of organizational change to analyze internal and external forces influencing change.
CO2	Examine various change models, including Lewin’s Force Field Analysis, to understand resistance and impact.
CO3	Evaluate the role of organizational culture in driving and sustaining change initiatives.
CO4	Implement organizational development (OD) models and action research to facilitate planned change.
CO5	Assess OD interventions to enhance individual, team, and intergroup effectiveness within organizations.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	2	-	3	1	1	1	3
CO2	2	-	1	2	1	1	2
CO3	2	1	1	1	2	1	2
CO4	1	-	1	-	3	2	2
CO5	-	1	1	1	1	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :		**ACADEMIC COUNCIL**	
SDG No. & Statement	8		

Decent Work and Economic Growth

SDG Justification:

Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work. This course will equip the student with all the knowledge and skill to design strategic HRM in organizations.

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OPERATIONS & SUPPLY CHAIN MANAGEMENT

OPTS7041	Supply Chain Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Supply chain analytics refers to the processes organizations use to gain insight and extract value from the large amounts of data associated with the procurement, processing and distribution of goods. Supply chain analytics is an essential element of supply chain management (SCM). Businesses choose supply chain analytics to stay ahead of the competition and meet customer demand and satisfaction. Predictive analytics done on point-of-sale data can help predict customer demand. Supply chain analytics also helps companies understand where supply chain bottlenecks occur and take steps to fix them.

Course Educational Objectives:

- To understand the importance of the basics of Supply Chain Analytics
- To understand the role and applications of Descriptive Analytics, Predictive Analytics and Prescriptive Analytics in a Supply Chain

UNIT 1	Introduction to Supply Chains Analytics (SCA)	8 hours
Understanding and defining SCA, Review of Supply Chain Management basics, Role and importance of analytics in a supply chain, Relating Operations Management with Supply Chain concepts and SCA, role and importance of flows in a supply chain.		
UNIT 2	**Supply chain analytics**	**8 hours**

Key issues in Supply Chain Analytics, SCA Process, Concept of Descriptive Analytics in a Supply Chain, SCA applications in Indian context, Decision Domains in Supply Chain Analytics		
UNIT 3	**Foundation of Business Analytics (BA)**	**8 hours**
Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Mathematical or interpretative modeling for SC Decisions, Role of Data in Analytics, Analytics of a Transportation problem and implication SCA results.		
UNIT 4	**Importance of Network Planning**	**8 hours**
Foundation of Prescriptive Analytics in network planning in a Supply Chain, Design of Logistics Network using Heuristics/optimization, Concept of 3PL/4PL.		
UNIT 5	**Foundation of Modeling Coordination**	**8 hours**
Decisions in Supply Chain Management, Performance management in SCM, IT enablement of supply chains, Role of ICT in Supply chains.		

Text Books:

- Supply Chain Analytics, T. A. S. Vijayaraghavan, Wiley (2021)

References:

- Supply Chain Analytics and Modelling - Quantitative Tools and Applications, Nicoleta Tipi, Kogan Page (2021)
- Supply Chain Planning and Analytics: The Right Product in the Right Place at the Right Time, Gerald Feigin, Business Expert Press

Course Outcomes:

CO1	Apply supply chain analytics (SCA) concepts to improve decision-making and operational efficiency.
CO2	Analyze key issues and decision domains in SCA to enhance supply chain performance in the Indian context.
CO3	Evaluate business analytics models, optimization techniques, and simulation approaches for supply chain decision-making.
CO4	Design logistics networks using prescriptive analytics and heuristic optimization methods.
CO5	Assess the role of IT and ICT in enhancing coordination, decision-making, and performance management in supply chains.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	3	1	-	-	-	2	2
CO2	2	1	-	2	-	-	2
CO3	2	1	-	-	2	-	2
CO4	2	1	1	-	-	3	2
CO5	2	1	1	-	-	2	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	19th May, 2022	**ACADEMIC COUNCIL**	
SDG No. & Statement	4 & 17		

Goal no: 4 ; Quality education
Goal no: 17: Partnerships to achieve the Goal

SDG Justification:

**Introduction to global financial systems, concepts in the Unit-2 to 5 on sustainable production and supply methods and sustainable means of usage of resources in Emerging markets are in correlation with the SDG goal 17.

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OPTS7051	Improving Business Process	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

The Course explains how organizations optimize their underlying processes to achieve more efficient results. It focuses on designing and managing business processes to support the strategic objectives of the organization. studying the core concepts in operations, which is one of the three major functional fields in business management, along with finance and marketing. The course views the task, and the most important reason or purpose, of operations management as structuring (designing), managing, and improving organizational processes and use the process view as the unifying paradigm to study operations. The course addresses manufacturing as well as service operations in make-to-stock as well as make-to-order environments.

Course Educational Objectives:

- The Course will help the students understand how organizations optimize their underlying processes
- The course will help students to get introduced various models that are critical to achieve more efficient results.
- The course focuses on designing and managing business processes to support the strategic objectives of the organization.
- The course highlights efficient and optimum usage of organization resources to ensure maximum productivity
- The students will be introduced to various strategies that reduces bottleneck and hence enhance throughput

UNIT 1	Operations Strategy & Management	10 hours
Competencies that support Firm strategy and trade-offs to be managed, Operations frontier, Strategic Fit, Process view of Organizations, VCAP Framework		
UNIT 2	**Process Mapping**	**13 hours**
Workflow, Key Process Flow Measures, Little s Law, Introduction to throughput accounting, Linkage between Operational and Financial Measures.		
UNIT 3	**Flow time Analysis**	**12 hours**
Throughput , Managerial levers to reduce flow time and improve throughput, Critical path, Work content of activities, Capacity Analysis, Bottleneck resources, Resource view of operationsPrediction Using the Regression Equations.		
UNIT 4	**Inventory control**	**12 hours**
Managerial levers to reduce inventory, Flow measures under variability, Safety inventory, Safety capacity, Safety time, Service operations, Introduction to queuing		
UNIT 5	**Process variability**	**13 hours**
Process control, Control charts, Capability of processes, Lean Management, Six Sigma, Implementing a continuous Improvement project		

Text Books:

- Managing Business Process Flows – Ravi Anupindi & Sunil Chopra

References:

- International Journal of Operations and Quantitative Management, USA
- Journal of Operations and supply chain management.

- International Journal of Supply Chain and Operations Resilience
- Journal of Operations Management
- Journal of supply chain management

Course Outcomes:

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	1	-	2	3	2	3
CO2	2	-	1	2	2	3	2
CO3	1	2	3	2	3	1	3
CO4	2	2	-	3	2	3	2
CO5	2	3	2	-	3	3	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
APPROVED IN:			
BOS :	May, 2022	**ACADEMIC COUNCIL**	
SDG No. & Statement			
SDG Justification:			

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OPTS7061	Strategic Logistics Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						

Course Description:

Traditionally, "Logistics" had been treated as an operational activity and was perceived as an activity which does not have any function other than "transportation". However, over the past two decades, perceptions on this have changed dramatically and "logistics" gained attention to be included in the strategic planning processes of firms. It has increased its importance from a "minimum necessary function" to (i) an activity of significant cost savings (ii) an activity that had enormous potential to provide better customer service and (iii) a marketing weapon that could be effectively utilized to gain sustainable competitive advantage. The improved logistics capabilities will complement the supply chain operations.

Course Educational Objectives:

- To provide students with an understanding of conceptual framework in logistics, logistics mix, approaches to logistics management.
- To provide students the ability of risk assessment while developing strategies in the logistics decision areas such as inventory management, transportation, warehousing and emerging trends in information systems.
- To make students understand the importance of reverse logistics to protect resource usage and humanitarian logistics to contribute to the betterment of society.

UNIT 1	Introduction to strategic logistics planning	6 hours

conceptual framework of logistics; logistics mix, logistics – a system concept; logistics for business excellence; customer service – a key element in logistics; service attributes; value

added logistical services; logistics outsourcing – benefits, 3PLs & 4PLs; logistics and competitive strategy: gaining competitive advantage through logistics; the mission of logistics management; the changing logistics environment		
UNIT 2	**Transportation, storage and material handling**	**7 hours**
Transportation modes & options; infrastructure; freight management; transportation networking; Storage: warehousing functions; options; layout design; costing and performance; cold chain infrastructure; Material handling: its role; equipment and systems; packaging		
UNIT 3	**Inventory management & logistics information systems**	**6 hours**
Its functions; costs related to inventory and controls; Kanban; just-in-time; Logistics information systems (LIS): information needs, designing LIS; role of technology; automatic identification technology; communication technology; simulation.		
UNIT 4	**Network design analysis**	**5 hours**
Facility location analysis: network design, its alternatives and costs associated with them; the infinite set approach - centre of gravity of supply and demand; the feasible set approach - location weighted score method		
UNIT 5	**Reverse logistics and humanitarian logistics**	**6 hours**
why reverse logistic and its scope; product returns; end-of-life disposal schemes; asset value recovery strategies; ethics and impact of logistics & supply chain activities on triple bottom line; green logistics management; Humanitarian logistics: insights & challenges		

Text Books:

- Sople, V.V. (2013). Logistics management (3rd edition). Pearson publications: New Delhi.

References:

- Harrison, A., Van Hoek, R., (2011). Logistics management strategy: competing through the supply chain, Fourth edition. Harlow: Financial Times Prentice Hall.
- Chopra, S. and Meindl, P. (2014). Supply Chain Management: Strategy, Planning and Operation, Sixth edition. Chennai: Pearson Education.
- Christopher, M. (2011). Logistics & Supply Chain Management, Fourth edition. Harlow: Financial Times Prentice Hall.
- Stock, J.R., & Lambert, D.M. (2000). Strategic logistics management, Fourth edition. McGraw-Hill/Irwin publications: USA.
- Kovács, G. and Spens, K. M. (2007). "Humanitarian logistics in disaster relief operations", International Journal of Physical Distribution & Logistics Management, Vol. 37, No. 2, pp.99- 11
- Taticchi, P., Garengo, P., Nudurupati, S. S., Tonelli, F. and Pasqualino, R. (2015). "A Review of Decision-Support Tools and Performance Measurement for Sustainable Supply Chain Management", International Journal of Production Research, Vol.53, No.21, pp. 6473-6494

Course Outcomes:

- Understand the role of logistics in strategic planning.
- Explore the role of transportation, storage, distribution and risk management in strategic planning
- Evaluate the storage capacity and other factors for better utilization of warehouse space
- Analyze the network design to evaluate the location decisions
- Evaluate strategies for reverse logistics and humanitarian logistics

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	-	-	1	-	3	-
CO2	3	-	-	1	-	1	3
CO3	3	1	-	-	-	3	3
CO4	2	3	-	-	-	3	2
CO5	2	-	--	3	-	2	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
APPROVED IN:			
BOS :	19th May, 2022	**ACADEMIC COUNCIL**	
SDG No. & Statement	8		
SDG Justification:			

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BUSINESS ANALYTICS

BUAN7041	DBMS and Data Warehousing	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	Coursera						
Preferable exposure	NA						

Course Description:

Each and every organization maintains database related to their business such as employees, customers, products, sales and so on. As the business grows, amount of data that is accumulated over the years and in different sources will also grow. Building and managing such database is important for efficient querying and analysis of data. An understanding of the concepts of DBMS and Data Warehousing will help in building efficient database system.

Course Educational Objectives:

- Understand different concepts in DBMS and Data warehousing
- Understand the concept of OLAP
- Gain hands on experience in working with SQL

UNIT 1	Database	7 hours
Concept of database and DBMS, Components of DBMS, Relational data model, Entity relational model, Integrity constraints and Keys, Normalization		
UNIT 2	**SQL**	**7 hours**
Introduction to SQL, DDL Statements – Create, Alter, Drop, DML statements – Insert, Select, Update, Delete, Commit and Rollback, Grant and Revoke, Group functions, Join condition, Sub queries		
UNIT 3	**Data warehousing**	**9 hours**

Concept, Features of data warehouse, Data warehouse Architecture, Meta data, Data Marts, ETL Process, Dimensional Modeling		
UNIT 4	**OLAP in Data Warehouse**	**9 hours**
Concept of OLAP, Multidimensional Analysis, OLAP functions, OLAP Applications, OLAP Models – MOLAP, ROLAP, HOLAP, DOLAP, OLAP Design Considerations.		
UNIT 5	**SQL Analytic Functions Data Visualization**	**9 hours**
Introduction, Query partition clause, Order By clause, Windowing clause, Analytics Functions		

Text Books:

- Abraham Silberschatz, Henry F Korth, Database System Concepts, McGraw Hill Education
- Thareja, R., Data Warehouse, New Delhi: Oxford University Press.

References:

- Hoffer Jeffrey, V. Ramesh, Topi Heikki, Modern Database Management, Pearson
- Laberge, R., The Data Warehouse Mentor- Practical Data Warehouse and Business Intelligence Insights, New Delhi. Tata McGraw Hill.
- Prabhu, C.S.R., Data warehousing: Concepts, Techniques, Products and Applications, New Delhi: Prentice Hall of India.

Course Outcomes:

CO1	Apply database management concepts, relational models, and normalization techniques to design structured databases.
CO2	Develop SQL queries using DDL, DML, and analytical functions to manipulate and retrieve data effectively.
CO3	Analyze data warehousing concepts, architectures, and ETL processes for efficient data storage and retrieval.
CO4	Evaluate OLAP models and multidimensional analysis techniques for business intelligence applications.
CO5	Implement SQL analytic functions and data visualization techniques to enhance decision-making and data interpretation.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	-	1	-	-	2	1	2
CO2	-	2	-	-	2	1	2
CO3	-	2	-	-	2	2	3
CO4	-	3	-	-	3	3	3
CO5	-	2	-	-	2	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	17th May, 2022	**ACADEMIC COUNCIL**	17th June, 2022
SDG No. & Statement	9		

Industry, Innovation and Infrastructure

SDG Justification:

This course is related to programming, which is considered important for IT applications, practice of data analytics, and digital infrastructure in the industry. So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

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BUAN7051	Data Science with Python	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							

Course Description:

Python is an open source high level interpreter based language. Python is interactive and object oriented language with wide range of applications. Python is commonly used in the area of data science and web based analytics.

Course Educational Objectives:

- Understand the programming concepts of python
- To handle data on Python
- To be able to Descriptive Analytics using python
- To be able to do Predictive Analytics using python
- To Build Machine Learning models using python

UNIT 1	Introduction to Python	8 hours

Keywords and Identifiers, Statements and Comments, Input-Output and Import, Operators, Python namespace, Data types - Numbers, Strings, Lists, Tuples, Set, Dictionaries, Arrays, Matrix, Flow Control: If – else, for loop, while loop, break and continue, Pass statement, Looping technique

UNIT 2	Functions and OOP Concepts	8 hours

Defining and calling a function, Types of Function, Recursion, Python Modules, Packages, OOP Concepts: OOP concepts in Python – Class, Inheritance, Multiple Inheritance, Operator Overloading

UNIT 3	I Python, NumPy and Pandas	8 hours

IPython Basics, code development in IPython, IPython features, NumPy Basics, NumPyArrays, Vectorized Computation, Indexing and sorting arrays, Structured arrays, Pandas Basics, Pandas data structures, Descriptive statistics, Handling missing data, Hierarchical Indexing, Vectorized string operations, working with time series		
UNIT 4	**Working with Data**	**8 hours**
Reading and writing data in text format, binary data formats, interacting with web, interacting with database, Combining and merging data sets, Reshaping and Pivoting, Data Transformation, Data Aggregation, Pivot tables and Cross Tabulation		
UNIT 5	**Data Visualization**	**8 hours**
Introduction to Matplotlib, line plots, scatter plots, visualizing errors, Density and contour plots, Histograms and Binnings, Text and Annotation, Three dimensional plotting in Matplotlib		

Text Books:

- Wes McKinney, Python for Data Analysis, Mumbai: O'Reilly - Shroff Publishers & Distributors Pvt. Ltd.

References:

- Kenneth A Lambert , Fundamentals of Python, New Delhi: Cengage Learning
- Davy Cielen, Arno D.B. Meysman, Mohamed Ali, Introducing Data Science: Big Data, Machine Learning and More, Using Python Tools, New Delhi: Wiley India
- Guttag, John V, Introduction to Computation and Programming with Application to Understanding Data, New Delhi: Prentice Hall of India
- Will Richert, Luis Pedro Coelho, Building Machine Learning Systems with Python, Mumbai: PACKT / Shroff Publishers.

Course Outcomes:

CO1	Apply Python programming concepts, data types, and control structures to develop efficient programs.
CO2	Implement functions, recursion, and object-oriented programming principles to build modular and reusable code.
CO3	Analyze data using IPython, NumPy, and Pandas for efficient computation, manipulation, and statistical operations.
CO4	Evaluate various data handling techniques, including reading, merging, transforming, and aggregating data from multiple sources.
CO5	Create data visualizations using Matplotlib to interpret and communicate insights effectively.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	-	2	-	-	2	1	1
CO2	2	3	-	-	3	1	2
CO3	-	3	-	-	3	1	2
CO4	2	3	-	-	3	1	2
CO5	3	3	-	-	3	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	: 17th May, 2022	**ACADEMIC COUNCIL**	17th June, 2023
SDG No. & Statement	9		

Industry, Innovation and Infrastructure

SDG Justification:

This course is related to programming, which is considered important for IT applications, practice of data analytics, and digital infrastructure in the industry. So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

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BUAN7061	Big Data Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							

Course Description:

Big data is a term used to describe a massive amount of structured and unstructured data collected over the years from different sources. Analysis of such data may provide great insights for a business. However, traditional data management functions are not capable for handling such data and requires specialized tool. Hadoop is a popular platform for carrying out big data analytics. This course offers basic level content related to theory and practice of big data analytics using Hadoop ecosystem.

Course Educational Objectives:

- To understand the concept of big data and processing the same using software tools
- To learn MapReduce paradigm and know how to use it for big data analytics
- To learn local and parallel data processing using Apache Pig
- To learn and practice SQL like operations for big data using APACHE Hive
- To understand suitability of NoSQL for big data analytics using APACHE HBase

UNIT 1	Introduction to big data analytics	9 hours

Concept, Features of big data, big data challenges, Hadoop and its features, Hadoop Ecosystem, Hadoop Components, Hadoop Architecture, Hadoop Cluster, Installation methods, HDFS

UNIT 2	Hadoop Mapreduce	9 hours

Concept, YARN components, YARN, architecture, YARN mapreduce application execution flow, YARN workflow, Java for Mapreduce programming; Mapreduce examples; Mapreduce for data

analytics: analyzing numerical and categorical data sets; Mapreduce for statistical analysis; Hadoop streaming.		
UNIT 3	**Introduction to Apache Pig**	**9 hours**
Installation, Pig Components & Execution, Pig data types, Data models in Pig, Programming in Pig.		
UNIT 4	**Introduction to Apache Hive**	**9 hours**
Installation, Architecture and components, data types and data models, HIVE partitioning and bucketing, HIVE tables, HIVE QL: joining tables, dynamic partitioning. Introduction, Architecture and components, Run modes, configuration, data models, HIVE data loading techniques.		
UNIT 5	**Introduction to Apache Spark**	**9 hours**
Installation, Interactive analysis, RDD programming; Spark SQL, Handling data sets and Data Frames in Spark		

Text Books:

- Hadoop: The Definitive Guide, Tom White, 4th Edition, O'Reilly Media.

References:

- Big Data Analytics, Introduction to Hadoop, Spark, and Machine-Learning, By Preeti Saxena and Raj Kamal, McGraw Hill Education India. Big Data and Analytics, 2nd Edition, Seema Acharya and Subhashini Chellapan, Wiley Publications India.
- Big Data Analytics, 2nd Edition, Radha Shankarmani and M. Vijayalakshmi,Wiley Publications India.
- Big Data Analytics, 1st Edition, G. Sudha Sadasivam and R. ThiruMahal,Oxford Higher Education.

Course Outcomes:

CO1	Apply big data concepts and Hadoop ecosystem components to manage large-scale data processing.
CO2	Implement MapReduce programming techniques to analyze numerical and categorical datasets for data analytics.
CO3	Develop data processing workflows using Apache Pig for efficient data transformation and management.
CO4	Evaluate Apache Hive's architecture, partitioning, and querying techniques for structured data processing.
CO5	Analyze big data using Apache Spark's RDD programming and Spark SQL for interactive data handling and analytics.

CO-PO Mapping:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
CO1	2	2	-	-	2	1	1
CO2	2	3	-	-	3	1	2
CO3	2	3	-	-	3	1	2
CO4	2	3	-	-	3	1	2
CO5	2	3	-	-	3	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	: 17th May, 2023	**ACADEMIC COUNCIL**	17th June, 2024
SDG No. & Statement	9		

Industry, Innovation and Infrastructure

SDG Justification:

The course provides understanding about the financial derivatives market. A the course introduces the topics from the basics to applications, it provides quality education and also kindles the interest amongst the students to explore further for better investment opportunities for the future.

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PROFESSIONAL COMPETENCY DEVELOPMENT (PCDs)

S.№.	Code	Title of course	Level	Credits
SEM 1	VEDC6001	Venture Discovery (Compulsory)	University	**2**
SEM1	HRMG6081	Soft Skills	University	**1**
SEM 1	HRMG6051	Student Club activities -1	Skill based	**1**
SEM 2	HSMCH102	Universal Human Values (Compulsory)	Value	**P/F**
SEM 2	HRMG6071	Current Business Affairs (CBA)	Skill Set	**1**
SEM 2	INTN6001	Social Project	Value based	**1**
SEM 2	HRMG6061	Student Club activities -2	Skill based	**1**
SEM 3	FINA3001	Personal Financial Planning	Skill Set	**1**
SEM 3	LANG2222	British English Course (BEC)	Skill Set	**1**
SEM 4	BUAN7071	Business Simulations	Skill Set	**1**
		Total		**10**

*Non Credit Courses – Mandatory to complete and the student will be awarded P/F but will not be part of CGPA. Out of 10 PCD credits the student has to earn 7 credits

GITAM SCHOOL OF BUSINESS
GITAM (Deemed to be University)

Course Code: VEDC6001	**Course Title**: Venture Discovery
Semester: I **Course Type:** PCD Internal	**Credits**: 2
Program: All MBA Program	
Course Leader: Venture Discovery Centre	

Course description and learning outcomes

India as part of its Make in India initiative has been focusing on creating incubation centers within educational institutions, with an aim to generate successful start-ups. These start-ups will become employment creators than employment seekers, which is the need of the hour for our country.

This common course for all the disciplines is a foundation on venture development. It is an experiential course that lets students venture and find out what is a business, financial and operating models of a business are. How to design and prototype a solution that meets their customers' needs and generate revenue for the business.

Course Objectives

- Discover who you are – Values, Skills, and Contribution to Society.
- Gain experience in actually going through the innovation process.
- Conduct field research to test or validate innovation concepts with target customers.
- Understand innovation outcomes: issues around business models, financing for start-ups, intellectual property, technology licensing, corporate ventures, and product line or service extensions.

Course outline and indicative content

Unit I (8 sessions)

Personal Values: Defining your personal values, Excite & Excel, build a Team, Define purpose for a venture. Four stages: Personal Discovery, Solution Discovery, Business Model Discovery, Discovery Integration.

Unit II (8 sessions)

Solution Discovery: Craft and mission statement, Experience design, Gaining user insight, Concept design and positioning, Product line strategy, Ideation & Impact.

Unit III (8 sessions)

Business Model Discovery: Prototyping solutions, Reality Checks, understand your industry, Types of business models, Define Revenue Models, Define Operating Models

Unit IV (8 sessions)

Discovery Integration: Illustrate business models, validate business models, Define company impact

Unit V (8 sessions)

Tell a Story: Can you make money, Tell your venture story.

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

	Course Outcome	Assessment
1	Understand conceptual framework of the foundation of a venture	A1, A2
2	Understand the concept of purpose, mission and value-add service offered by a venture	A3
3	Analyze design and positioning of the product	A3
4	Demonstrate prototyping	A3
5	Analyze business, revenue and operating models	A3

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Assignments	Individual	Report/Presentation	20
A2. Case / Project/Assignment	Groups* or Individual	Presentations/Report/Assignment	40
A3. Project	Individual/Group	Report/Pitch	40

Transferrable and Employability Skills

	Outcomes	Assessment
1	Know how to use online learning resources: G-Learn, online journals, etc.	A1 & A2
2	Communicate effectively using a range of media	A1& A2
3	Apply teamwork and leadership skills	A2
4	Find, evaluate, synthesize & use information	A1 & A2
5	Analyze real world situation critically	A3
6	Reflect on their own professional development	A3
7	Demonstrate professionalism & ethical awareness	A2
8	Apply multidisciplinary approach to the context	A2

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group)

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However, you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyze cases and evaluate projects. Some of these reference books given below will be available in our library.

***Prescribed Modules*:**

Access to NU-IDEA online modules will be provided.

***Referential text books and journal papers*:**

Personal Discovery Through Entrepreneurship, Marc H. Meyer and Chaewon Lee, The Institute of Enterprise Growth, LLC Boston, MA.

Suggested journals:

Vikalpa, Indian Institute of Management, Ahmedabad
Journal of General Management, Mercury House Business Publications, Limited Harvard Business Review, Harvard Business School Publishing Co. USA

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HRMG6081 SOFT SKILLS

INTRODUCTION

Management involves utilizing the human capital of an enterprise to contribute to the success of the enterprise. Management is the act of coordinating the efforts of people to accomplish desired goals using available resources efficiently and effectively.

Today's workforce comes from varied social and cultural backgrounds, with differing standards of behaviour. These may not always be in sync with the norms of the organization. The ability to deal with differences, multiculturalism and diversity is needed more than ever. It is important, for students who would be entering the corporate world for the first time, to inculcate behaviour that is appropriate for the workplace. The importance of personal grooming, business etiquette, verbal and non-verbal communication, telephone etiquette and general professional conduct, can never be undermined.

Soft Skills is now recognized as key to making businesses more profitable and better places to work. Increasingly, companies aren't just assessing their current staff and future recruits on their business skills. They are now assessing them on a whole host of soft skill competencies around how well they relate and communicate to others.

It has been found that soft skills can be developed and honed on an on-going basis through good training, insightful reading, observation, and of course, practice, practice, practice.

Students can focus on areas of self-improvement to help improve their behaviour, transform their professional image and create a positive impact in their careers. Greater awareness of grooming and etiquette will help one to develop poise and confidence. This will significantly impact the image that one has in any formal, professional and social situations

LEARNING OBJECTIVES

1. To understand and enhance social skills
2. To develop logical reasoning and quantitative abilities
3. To help build greater confidence when interacting with people
4. To build on the ability to make a positive first impression
5. To help improve the overall appearance

LEARNING OUTCOMES

Soft skills would enable the student in

1. Understanding the strengths and weaknesses of oneself and
2. Gaining confidence in participating in group discussion on current topics.
3. Improving problem solving abilities (Quantitative and Logical)

ACTIVITY STRUCTURE DURING WORK SHOP

The ideal duration of the work shop would be 6 days; however, the Institute may decide the duration of the work shop according to the requirements.

Students would be focusing on the following major activities during the workshop:

a) Grooming & etiquette
b) Introspection, self- awareness and self-introduction
c) CV writing
d) Facing interviews
e) Training in aptitude and employability tests.

Guidance on the above issues would be given by an expert and the deputed Faculty would be guiding them through one-to-one interaction. Assessing them on their performance would be done by the concerned Faculty.

The assessment would be for 50 marks.

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UNIVERSAL HUMAN VALUES 2: UNDERSTANDING HARMONY

Course code: HSMCH102 Credits: 2-1-0-3 Semester: 3rd or 4th
L-T-P-C: 2-1-0-3
Course No.: HSMC (H-102)
Course Title: Universal Human Values 2: Understanding Harmony
Pre-requisites: None. Universal Human Values 1 (Desirable)
Human Values Courses: During the Induction Program, students would get an initial exposure to human values through Universal Human Values – I. This exposure is to be augmented by this compulsory full semester foundation course.

OBJECTIVE: The objective of the course is four fold:
Development of a holistic perspective based on self- exploration about themselves (human being), family, society and nature/existence.
Understanding (or developing clarity) of the harmony in the human being, family, society and nature/existence
Strengthening of self-reflection.
Development of commitment and courage to act.

COURSE TOPICS: The course has 28 lectures and 14 practice sessions in 5 modules:

Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education

1. Purpose and motivation for the course, recapitulation from Universal Human Values-I.
2. Self-Exploration–what is it? - Its content and process; 'Natural Acceptance' and Experiential Validation- as the process for self-exploration.
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facility- the basic requirements for fulfilment of aspirations of every human being with their correct priority.
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfil the above human aspirations: understanding and living in harmony at various levels.

Include practice sessions to discuss natural acceptance in human being as the innate acceptance for living with responsibility (living in relationship, harmony and co-existence) rather than as arbitrariness in choice based on liking-disliking.

Module 2: Understanding Harmony in the Human Being - Harmony in Myself!

1. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'.
2. Understanding the needs of Self ('I') and 'Body' - happiness and physical facility.
3. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer).
4. Understanding the characteristics and activities of 'I' and harmony in 'I'.
5. Understanding the harmony of I with the Body: Sanyam and Health; correct appraisal of Physical needs, meaning of Prosperity in detail.
6. Programs to ensure Sanyam and Health.

Include practice sessions to discuss the role others have played in making material goods

available tome. Identifying from one's own life.

Differentiate between prosperity and accumulation. Discuss program for ensuring health vs dealing with disease

Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship

1. Understanding values in human-human relationship; meaning of Justice (nine universal values in relationships) and program for its fulfilment to ensure mutual happiness; Trust and Respect as the foundational values of relationship
2. Understanding the meaning of Trust; Difference between intention and competence
3. Understanding the meaning of Respect, Difference between respect and differentiation; the other salient values in relationship
4. Understanding the harmony in the society (society being an extension of family): Resolution, Prosperity, fearlessness (trust) and co-existence as comprehensive Human Goals
5. Visualizing a universal harmonious order in society- Undivided Society, Universal Order- from family to world family.

Include practice sessions to reflect on relationships in family, hostel and institute as extended family, real life examples, teacher-student relationship, goal of education etc. Gratitude as a universal value in relationships. Discuss with scenarios. Elicit examples from students' lives.

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Coexistence

1. Understanding the harmony in the Nature
2. Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation in nature.
3. Understanding Existence as Co-existence of mutually interacting units in all- pervasive space.
4. Holistic perception of harmony at all levels of existence.
5. Include practice sessions to discuss human being as cause of imbalance in nature (film "Home" can be used), pollution, depletion of resources and role of technology etc.

Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics

1. Natural acceptance of human values
2. Definitiveness of Ethical Human Conduct
3. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
4. Competence in professional ethics: a. Ability to utilize the professional competence for augmenting universal human order b. Ability to identify the scope and characteristics of people friendly and eco-friendly production systems, c. Ability to identify and develop appropriate technologies and management patterns for above production systems.
5. Case studies of typical holistic technologies, management models and production systems
6. Strategy for transition from the present state to Universal Human Order:
   a. At the level of individual: as socially and ecologically responsible engineers, technologists and managers

b. At the level of society: as mutually enriching institutions and organizations

1. Sum up.

Include practice Exercises and Case Studies will be taken up in Practice (tutorial) Sessions e.g. To discuss the conduct as an engineer or scientist etc.

READINGS: Text Book

1. Human Values and Professional Ethics by R R Gaur, R Sangal, G P Bagaria, Excel Books, New Delhi, 2010

Reference Books

1. Jeevan Vidya: EkParichaya, A Nagaraj, Jeevan Vidya Prakashan, Amarkantak, 1999.
2. Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004.
3. The Story of Stuff (Book).
4. The Story of My Experiments with Truth - by Mohandas Karamchand Gandhi.
5. Small is Beautiful - E. F Schumacher.
6. Slow is Beautiful - Cecile Andrews
7. Economy of Permanence - J C Kumarappa
8. Bharat Mein Angreji Raj - PanditSunderlal
9. Rediscovering India - by Dharampal
10. Hind Swaraj or Indian Home Rule - by Mohandas K. Gandhi
11. India Wins Freedom - Maulana Abdul Kalam Azad
12. Vivekananda - Romain Rolland (English)
13. Gandhi - Romain Rolland (English)

MODE OF CONDUCT (L-T-P-C 2-1-0-3 or 2L:1T:0P 3 credits): Lectures hours are to be used for interactive discussion, placing the proposals about the topics at hand and motivating students to reflect, explore and verify them.

Tutorial hours are to be used for practice sessions.

While analyzing and discussing the topic, the faculty mentor's role is in pointing to essential elements to help in sorting them out from the surface elements. In other words, help the students explore the important or critical elements.

In the discussions, particularly during practice sessions (tutorials), the mentor encourages the student to connect with one's own self and do self- observation, self-reflection and self- exploration.

Scenarios may be used to initiate discussion. The student is encouraged to take up "ordinary" situations rather than" extra-ordinary" situations.

Such observations and their analyses are shared and discussed with other students and faculty mentor, in a group sitting.

Tutorials (experiments or practical) are important for the course. The difference is that the laboratory is everyday life, and practical are how you behave and work in real life. Depending on the nature of topics, worksheets, home assignment and/or activity are included. The practice sessions (tutorials)would also provide support to a student in performing actions commensurate to his/her

beliefs. It is
intended that this would lead to development of commitment, namely behaving and working based on basic human values.

It is recommended that this content be placed before the student as it is, in the form of a basic foundation course, without including anything else or excluding any part of this content. Additional content may be offered in separate, higher courses.

This course is to be taught by faculty from every teaching department, including HSS faculty.

Teacher preparation with a minimum exposure to at least one 8- day FDP on Universal Human Values is deemed essential.

ASSESSMENT:
This is a compulsory credit course. The assessment is to provide a fair state of development of the student, so participation in classroom discussions, self-assessment, peer assessment etc. will be used in evaluation.

Example:
Assessment by faculty mentor: 10 marks Self-assessment: 10 marks
Assessment by peers: 10 marks
Socially relevant project/Group Activities/Assignments: 20 marks Semester End Examination: 50 marks
The overall pass percentage is 40%. In case the student fails, he/she must repeat the course.

OUTCOME OF THE COURSE: By the end of the course, students are expected to become more aware of themselves, and their surroundings (family, society, nature); they would become more responsible in life, and in handling problems with sustainable solutions, while keeping human relationships and human nature in mind.

They would have better critical ability. They would also become sensitive to their commitment towards what they have understood (human values, human relationship and human society). It is hoped that they would be able to apply what they have learnt to their own self in different day-to-day settings in real life, at least a beginning would be made in this direction.

This is only an introductory foundational input. It would be desirable to follow it up by
a) faculty-student or mentor-mentee programs throughout their time with the institution
b) Higher level courses on human values in every aspect of living. E.g. as a professional

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HRMG6071 CURRENT BUSINESS AFFAIRS

INTRODUCTION

Knowledge is Power - Sir Francis Bacon.

It is certain that with knowledge or education one's potential or abilities in life will certainly increase. Having and sharing knowledge is widely recognized as the basis for improving one's reputation and influence. This means a person has the resourcefulness to obtain and criticize useful and informative information in order to become well informed citizens who can make intelligent decisions based upon their understanding and awareness of everyday situations. Equipped with knowledge, a person can project a confident demeanor.

Management students, aspiring to enter the corporate world, need to know what is happening around them and remember them. This can be made easy by inculcating a habit of keenly following the happenings in the world, that can have impact on business, through regular reading, which should include newspapers, magazines - business and other, listen to news and keep a healthy interaction with the whole world.

LEARNING OBJECTIVES

Improve reading habit

1. To create awareness on current business matters
2. Improve critical thinking on business issues
3. Equip students with knowledge and skill to succeed in job interviews

LEARNING OUTCOMES

On participation in the discussion and giving the online test On Current Business Affairs the student would

1. Gain an understanding on the issues being dealt currently in the country.
2. Gain confidence in participating in group discussion on current topics.

COURSE STRUCTURE

The student is required to read a Business magazine supplied by the Institution and appear for a weekly online quiz conducted on each Issue. During the class session (two sessions per week) Group Discussion is conducted (group of 6-8) on current topics relevant to that period and which are considered important for Management students.

REFERENCES

Suggested readings:

Newspapers:

Economic Times Mint
Business Line The Hindu

Magazines:

Business World Business India Today Business

Today

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INTN6001 SOCIAL PROJECT

INTRODUCTION

In a large democracy like India, social issues or concerns are many within various commUNITies. Some of them could be common, some unique and depends on the surroundings/environment that the commUNITy is exposed to. Even though there could be interventions from governmental and non-governmental bodies, some of these persist, which the community wishes would vanish. This course, Social Project is designed as a study that can take social concerns, research the facts, constraints, alternatives and recommend implementable solutions that can alleviate the concern within a commUNITy. Students are expected to go into the commUNITy to identify the perennial problem and see the best way to resolve them, by interacting with commUNITy members, NGOs and other governmental bodies.

LEARNING OBJECTIVES

1. To understand the concerns of a commUNITy.
2. To pick a concern that can add maximum value to the commUNITy
3. Analyze, organize and prioritize constraints/concern.
4. Recommend a solution that is implementable.

LEARNING OUTCOMES

On completing this course the student

1. Will be able to empathize with the social concern within the commUNITy.
2. Will be able to assess and gather relevant information.
3. Will be proud that they have made a difference to the commUNITy.

ACTIVITY STRUCTURE:

Before the course starts, students are assigned a specific faculty mentor, who will be their point of contact for the social project. As this course is a self- study assessment of concerns within the commUNITy. Students are expected to go out into the commUNITy to assess problems and work with their faculty mentor to finalize the project and submit a report to earn credits.

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LANG2222 BUSINESS ENGLISH CERTIFICATE (BEC)

INTRODUCTION

The world may be getting smaller, but people still speak different languages. International trade and business needs a common language and as all are aware, that place has been taken by English language. However, the words of business are different to everyday use so it's not really something everyone picks up intuitively.

Business English Certificate (BEC) programme is one of the value added Programmes offered by GITAM Institute of Management in collaboration with University of Cambridge & British Council. BEC is used by hundreds of employers, either as part of their staff development programme or as a qualification that they look for when recruiting staff. BEC is a globally recognized qualification and it enhances the job prospects and adds value to the CV of the student. BEC gives the opportunity to learn practical workplace English skills. Preparing for BEC improves one's confidence in using business English, particularly speaking. Many Universities internationally recognize BEC for business courses.

LEARNING OBJECTIVES

1. To understand the nuances of Business English
2. To enhance the student's English speaking skills
3. To clearly understand the difference between business English and colloquial English
4. To achieve maximum proficiency in business English

LEARNING OUTCOMES

Upon completion of this course, students will -

1. Learn to confidently communicate in English at the workplace
2. Acquire the following Business English skills in accordance with their BEC Levels:
3. BEC Preliminary: read reports, charts and advertisements; write short email or memo; understand short conversations; give short presentations.
4. BEC Vantage: read longer business reports and company documents; write letters or proposals; listen to short discussions; contribute to a discussion about a business topic.
5. BEC Higher: understand authentic business articles; write reports and summarize graphs; listen to extended discussions and presentations; give presentations and express opinions in a business discussion.

ACTIVITY STRUCTURE:

1. BEC is offered at three levels namely, BEC Preliminary, BEC Vantage and BEC Higher, based on four skills - Reading, Writing, Listening and Speaking.
2. BEC Preliminary is a lower intermediate level and is meant for candidates having limited confidence in their usage of English.

3. BEC Vantage is at intermediate level and is suitable for candidates who have fluency in English.
4. BEC Higher is an advanced level certificate and is for candidates who can use English very confidently in both professional and social situations.

The students would be evaluated based on their performance in various tests conducted.The tests include:

1. Diagnostic test
2. Speaking test
3. Mock test conducted by the Institute Test conducted by British Council.

Performance in BEC would be evaluated for 50 marks each. A certificate would be awarded to those students who clear the test conducted by the British Council.

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FINA3001	PERSONAL FINANCIAL PLANNING	L	T	P	S	J	C
		0	0	2	0	0	1*
Pre-requisite	None						
Co-requisite	None						
Preferable exposure	Risk Management in personal financing Fundamentals of Investing Personal and Family Financial Planning Introduction to Personal Finance Portfolio Selection and Risk Management						

Course Description:

Personal Financial Planning is one of the most significant factors in our lives. It is essential that funds are available as and when required at various stages of life. Unavailability of funds at critical stages of our life leads to financial distress and leads to many medical and non- medical problems. There are certain planned and unplanned events in our life. On the one hand, education of our children, their marriage, our retirement etc. are some of the planned events ofour life, but at the same time, some medical urgency, accident or death of an earning member might be some unplanned events. Many of these events are beyond our control, but the availability of funds can be planned to avoid any financial distress. In other words, we cannot stop the rain but can plan for an umbrella.
This course looks at the many challenges an individual faces in a complex financial environment and the rising uncertainties of one's life. It focuses on achieving long-term financial comfort of individual and family through goal setting, developing financial and life strategies, acquiring personal financial planning knowledge and managing risk throughout one's life.

Course Educational Objectives:

- To build students' ability to plan for long-term financial comfort of individual and family through goal setting, developing financial and life strategies.
- To provide students with knowledge on terms, techniques to evaluate investment avenues.
- To build the skill set of the student to enable them to file their tax returns.

UNIT 1 Basics of Financial Planning

Financial Planning Meaning, Need, Objectives, Financial Planning Process, Time Value of Money and its application using excel (NP)

UNIT 2

Risk and Insurance Management

Need for insurance, Requirement of insurance interest, Role of insurance in personal finance, Steps in insurance planning, Life and Non-life insurance products, Life insurance needs analysis (NP)

UNIT 3

Investment Products and Measuring Investment Returns

Investment Products: Small Saving Instruments, Fixed Income Instruments, Alternate Investments, Direct Equity

Measuring Investment Returns: Understanding Return and its concept, Compounding concept, Real vs Nominal Rate of Return, Tax Adjusted Return, Risk-Adjusted Return (NP)

UNIT 4 Retirement Planning

Introduction to the retirement planning process, estimating retirement corpus, Determining the retirement corpus, Retirement Products (NP)

UNIT 5 Tax Planning

Income Tax: Income tax principles: Heads of Incomes, Exemptions and Deductions, Types of Assesses, Rates of Taxation, Obligations for Filing and Reporting, Tax aspects of Investment Products, Wealth Tax

Textbooks:

1. National Institute of Securities Management (NISM) Module 1 & XA
2. Madhu Sinha, Financial Planning, 2 Edition, McGraw Hill India
3. Simplified Financial Management by Vinay Bhagwat, The Times Group

References:

1. Personal Financial Planning (Wealth Management) by S Murali and K R Subbakrishna, Himalaya Publishing House.
2. Mishra K.C., Doss S, (2009). Basics of Personal Financial Planning 1e. National Insurance Academy, New Delhi: Cengage Learning.
3. Risk Analysis, Insurance and Retirement Planning by Indian Institute of Banking and Finance.

Course Outcomes:

1. Describe the financial planning process and application of time value of money
2. Application of life and non-life insurance products in financial planning
3. Understand the investment avenues and analysis of investment returns
4. Understand the retirement planning and its application
5. Describe and analysis the Tax Planning

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	1	1	-	-	1	3	1
CO2	2	2	-	-	1	3	1
CO3	3	2	1	-	1	3	2
CO4	3	2	-	1	1	2	2
CO5	3	3	-	1	1	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS : 01-02-2022 **ACADEMIC COUNCIL: 01-04-2022**

SDG No. & Statement:

SDG Justification:

BUAN7071 BUSINESS SIMULATIONS

INTRODUCTION

People learn best by doing.

Business is particularly in need of professionals who are able to turn theory into practice. As the use of interactive technology in games, communication and business expands, so does the need to offer courses based on interactive learning experiences. An emotional involvement is essential to motivate inquiry, to retain information, and to develop strategic thinking skills.

Students learn more and give better evaluations when they enjoy their educational experience. Simulations teach using the ultimate educational combination of reading, lecture and hands-on experience. Students may forget what they read and hear, but few forget a simulation-based course because they inject realism, enthusiasm and interactivity into education. Interaction is "a necessary and fundamental mechanism for knowledge acquisition and the development of both cognitive and physical skills".

Business Simulation is a comprehensive introduction to basic business concepts, providing hands-on decision making experience in R&D, marketing, production and finance. Capstone business simulation teaches business strategy using a more complex business model operating in a multi-layered marketplace.

OBJECTIVES

Demonstrate effectiveness of multi-discipline teams working together To use strategic thinking to an advantage
Understand overall interaction and impact of various parts of a business on one another
Grow an awareness of competition in the business world
To gain knowledge through experiential learning, as to how a business operates, understand key financial metrics, and leverage team-mates' expertise.

LEARNING OUTCOMES

By the end of the semester, students should be able to:

Demonstrate understanding of the underlying principles of marketing, management, finance, and accounting and the interrelatedness and impact of these areas on business strategy.

Demonstrate problem-solving skills involving quantitative and statistical analysis Demonstrate effective oral and written communication skill through case analysis, class discussion and presentations

ACTIVITY STRUCTURE

Students would be assigned into teams and would be given a simulation exercise where they would face a complex and rapidly evolving scenario in which business

acumen is tested and enhanced through modelling, analysis and strategic planning. The students would be evaluated based on their participation, the strategies used and the performance of the individual as well as their firm.The assessment would be for 50 marks.

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