

**GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT (GITAM)**  
(Deemed to be University)

VISAKHAPATNAM \* HYDERABAD \* BENGALURU

Accredited by NAAC with A++ Grade

**GITAM School of Business**



**CURRICULUM AND SYLLABUS**

**2 Year Postgraduate Programme**  
**PMGMT01: Master of Business Administration**

w.e.f. 2023-24 Admitted Batch  
(Updated on July 2024)

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

<b>S. No.</b>	<b>Semester</b>	<b>No. of Subjects with PCDs</b>	<b>Core courses Credits</b>	<b>PCDs Credits</b>	<b>Total Credits</b>
<b>1</b>	<b>I</b>	<b>09 + 03</b>	<b>27</b>	<b>3.5</b>	<b>30.5</b>
<b>2</b>	<b>II</b>	<b>09+03</b>	<b>27</b>	<b>2.5</b>	<b>29.5</b>
<b>3</b>	<b>III</b>	<b>08+03</b>	<b>28</b>	<b>2.5</b>	<b>30.5</b>
<b>4</b>	<b>IV</b>	<b>06+02</b>	<b>20</b>	<b>1.5</b>	<b>21.5</b>
	<b>Total</b>	<b>32+11</b>	<b>102</b>	<b>10</b>	<b>112</b>

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**Master of Business Administration (MBA)**

**REGULATIONS**

**(w.e.f. 2023-24 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 semester

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

1. The student participating in co-curricular and extracurricular activities and representing the University, state or country.
2. 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 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%.

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
	<b>Theory/Practical</b>	<b>60</b>	<b>Continuous Evaluation</b>	<p><b><u>1. Mid Semester examinations:</u></b></p> <p>One mid examination will be conducted for : <b>20 marks</b></p> <p><b>NO</b> more re-examinations will be conducted under any circumstances except exceptional cases as approved by the HOI/PC.</p> <p>1.</p> <p><b><u>2. Three Class Room Case Analysis each carry Five Marks</u></b></p> <p>(Each Student will be evaluated for 10 Marks) : 15 Marks</p> <p><b><u>3. Three Quizzes, each carry Five Marks</u></b> : 15 Marks</p> <p><b><u>4. Presentation/ Assignment/ Project</u></b> : 10 Marks</p>
		<b>40</b>	<b>Semester-end Examination</b>	Forty (40) marks for Semester End Examinations
	<b>Total</b>	<b>100</b>		



2	Practical Course MWS	100	Continuous Evaluation	Record: <b>10</b> marks Three surprise subject related quizzes will be conducted out of which best two quizzes will be considered: Ten ( <b>10</b> ) marks. Assignments / Lab Tasks / Written Test: <b>20</b> marks Lab Exam: Sixty ( <b>60</b> ) marks for two 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	Project report carries 50 marks Project viva voce carries 50 marks
4.	Social Project II Semester PCD	50	Continuous Evaluation	Project report carries 30 marks 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.

*Class Attendance* - 100% Attendance is a reflection of one's commitment, discipline, time management that facilitates continuous learning.

- *Presentations/GDs* - This is designed to shed inhibitions of public-speaking, within a controlled class-room environment.
- *Case Analysis*- This is designed to improve analytical skills and proposal/ reflective writing skills.
- *Field Projects/surveys* - Application of theoretical knowledge to practical real- world problems, not only provides an end-solution, but reinforces confidence and zeal to take up bigger challenges. Field or industry projects help groom students to working environment.
- *Viva-voce* - This is designed to test comprehensive knowledge gained and articulation style.
- *Research Papers* - Research is the lifeblood of an educational institution, whose results contribute to the growth of the economy. Students are provided an opportunity to work with faculty in their desired discipline and generate research project/papers that can be published.
- *Workshops/Training* - 2 to 6 days workshops can be conducted as per the requirement of the Course
- *Computer application* - Usage of application or Developing a program, model, portal, application may be used for evaluation.

**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 behaviour 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.

A. The following shall be the structure of question paper for courses with Case Studies

S.No.	Pattern	Marks
1.	Section A: Five one-page answer questions (Five out of Eight questions to be answered).	5 X 2 marks = 10 marks
2.	Section B : Five Essay type questions (either or choice Questions from each UNIT)	5 X 4 marks = 20 marks
3.	Section C : One Case let (not more than 200 words)	1X10 =10 marks
	<b>Total</b>	<b>40 marks</b>

A. The following shall be the structure of question paper for courses without Case Studies

S.No.	Pattern	Marks
1.	Section A: Five one-page answer questions (Five out of Eight questions to be answered).	5 X 2 marks = 10 marks
2.	Section B : Five Essay type questions (either or choice Questions from each UNIT)	5 X 6 marks = 30 marks
	<b>Total</b>	<b>40 marks</b>

- B. The following shall be the structure of question paper for courses with numerical problems.

S.No.	Pattern	Marks
1.	Section A : Five questions ( both theory / problems) (Five out of Eight questions to be answered).	5X 2 marks = 10 marks
2.	Section B : Problems/Theory questions (Five out of Eight questions to be answered)	5 X 6 marks = 30 marks
	<b>Total</b>	<b>40 marks</b>

**Note : If the end exams are on- line, the duration and pattern of examination will be decided by the University and will be communicated to the students.**

### End Term Examination - General Marking Criteria

<b>Well Below Expectations</b>	<b>(0-20%)</b>	Little or no relevant material presented. Unclear or unsubstantiated arguments with very poor accuracy and understanding. Little evidence of achievement of the relevant stated learning outcomes of the course unit.
<b>Below Expectations</b>	<b>(20-40%)</b>	Reveals a weak understanding of fundamental concepts with no critical analysis. Produces answers which may contain factual and/or conceptual inadequacies. Provides poorly written answers that fail to address the question, or answers that are too brief to answer the question properly. Provides solutions to calculative questions that demonstrate inadequate analytical skills.
<b>Meets Expectations</b>	<b>(40-60%)</b>	Demonstrates good understanding of the material. Shows a basic knowledge of relevant literature but draws mainly on lecture material. Addresses the questions and demonstrates reasonable writing skills with some ability to structure the material logically. Provides solutions to calculative questions that demonstrate good analytical skills.
<b>Exceeds Expectations</b>	<b>(60-80%)</b>	Demonstrates an ability to integrate the concepts introduced and applies them to problems with some evidence of critical analysis. Shows evidence of reading beyond lecture notes that is appropriately analyzed and evaluated. Provides clear and competent answers to the questions, well written. Clearly presents solutions to calculative questions and demonstrates very good analytical skills.

<b>Well Above Expectations</b>	<b>(80-100%)</b>	Demonstrates the ability to evaluate concepts and assumptions critically and to thoughtfully apply concepts to problems. Demonstrates independent thinking and insight into theoretical issues. Shows evidence of extensive reading beyond the lecture notes and the ability to synthesize and integrate the relevant literature. Writes well and structures the response so as to provide a succinct, coherent and logical answer. Clearly presents solutions to calculative questions and demonstrates excellent analytical skills.
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The assessments are designed with an objective to achieve the following outcomes:

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

## 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 2<sup>nd</sup> 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 /Programme 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. Retotaling & Revaluation**

- .1. 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.
- .2. 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.
- .3. **Provision for Answer Book Verification & Challenge Evaluation:**
  - 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.
  - 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.

## 12. SUPPLEMENTARY EXAMINATION

- 12.1 The odd semester supplementary examinations will be conducted on daily basis after conducting regular even semester examinations in April/May.
- 12.2 The even semester supplementary examinations will be conducted on daily basis after conducting regular odd semester examinations during Oct/Nov.
- 12.1 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.

## 13.0 BETTERMENT OF GRADES

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.

1. 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.
2. Candidates who have already secured First Class or First Class with Distinction are not eligible for betterment of Grades.
3. Candidates who have completed the programme of study beyond the stipulated period of study i.e. through Special examinations or subsequently, are not eligible for betterment of Grades.
4. Betterment of Grades is permitted only through appearance of the theory examinations.
5. Betterment of Grades is permitted only once, at the end of the program of study, simultaneously along with Special examinations.
6. Candidates can appear for betterment at one course/subject per Semester, 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.
7. The better Grade secured either in the first or betterment appearance shall be considered as the final Grade.
8. New Grade Card/PC shall be issued to candidates who have improved their Grades/Class after submitting the old Grade Card/PC.
9. The date, month and year of the declaration of betterment result shall be printed on the Grade Card/PC
10. Betterment marks shall not be taken into consideration for award of ranks, prizes, and medals.
11. Candidates have to pay a betterment fee as prescribed by the University.

## 14.0 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**

S.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 50 for 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.

## 15.0 GRADE POINT AVERAGE

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

$$\sum m \quad CCCC * GGCC$$

$$CGPA = \frac{\quad}{\quad} - 1$$

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 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.

## 16.0 THE TWINING MBA PROGRAMME IN UNIVERSITY OF NEBRASKA (UNO), OMAHA, USA, Central Michigan University (CMU) and IQS School of Management, Barcelona.

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 programme 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 programme with University of Nebraska (UNO), Omaha, USA The students of BBA, IMBA or MBA can study their last semester in UNO as part of student exchange programme. At the end of the programme, 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.

IQS School of Management is part of a century-old university based in Barcelona, founded by Jesuits as part of Ramon Llull University. Offering undergraduate, postgraduate and doctoral programmes, the university is considered to be one of the most prestigious in both the national and international rankings.

Ramon Llull University (URL) RANKED 501–600th in the World University Rankings 2023.

Students of GSB who complete MBA first year requirements are eligible to join Master of Marketing in digital environment at IQS during their second year and receive Masters from IQS.

### **17.0 ELIGIBILITY FOR AWARD OF MBA DEGREE**

Programme of Four-semester within two years. If due to some unavoidable circumstances that was not possible, a student may extend and complete the programme 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

### **18.0 PEDAGOGY**

The class room pedagogy is customised 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.

### Programme Outcomes and Programme 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 market place using management techniques in order to attain a dominant position in the industry.

### Course Structure

Name of the Course	No. of Courses	Total Credits	Percentage
a. Foundation/General Courses	8	26	
b. Core Courses	10	35	
c. Discipline Centric Electives	10	30	
i. within discipline			
ii. related discipline			
d. skill based	12	18	
e. open elective/contemporary course	3	3	
	43	112	

**Semester – I**

S.No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
1.	HRMG6001	Foundation	Management Theory & Practice	3	-	3	60	40	100	3
2.	IENT6011	Foundation	Business Environment	3	-	3	60	40	100	3
3.	IENT6001	Foundation	Managerial Economics	3	-	3	60	40	100	3
4.	HRMG6011	Foundation	Organizational Behaviour	3	-	3	60	40	100	3
5.	ACCN6001	Foundation	Accounting for Managers	4	-	4	60	40	100	4
6.	OPTS6001	Foundation	Quantitative Techniques	3	-	3	60	40	100	3
7.	HRMG6021	Foundation	Business Laws	3		3	60	40	100	3
8.	OPTS6011	Foundation	Business Research Methodology	3		3	60	40	100	3
9.	BUAN6001	Foundation	Modelling with Spreadsheet		4	2	100		100*	2
			<b>Total</b>	<b>25</b>	<b>04</b>	<b>27</b>	<b>580</b>	<b>320</b>	<b>900</b>	<b>27</b>

\*Modelling with Spreadsheet is 100% internal course.

**Professional Competency Development****PCDs**

S.No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
1	HRMG6081	Value Based	Soft Skills - 1		2	2	50		50	1
2	VEDC6001	Value Based	Venture Discovery	2		2	100		100	2
			<b>Total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>150</b>		<b>150</b>	<b>3</b>

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

\*\*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.

### Semester-II

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
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
			<b>Total</b>	<b>24</b>	<b>4</b>	<b>28</b>	<b>680</b>	<b>320</b>	<b>1000</b>	<b>27</b>

## Professional Competency Development

## PCDs

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
1	HSMCH102	Value	Universal Human Values*	3		3*	100		100	P/F
2	HRMG6071	Skill Set	CBA	1		1	50		50	1
3	INTN6001	Value Based	Social Project**				50		50	1
4	HRMG6061	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.

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.

**SEMESTER – III**

S.No	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	C A	SEE	Total	
1	MKTG7001	Integrated	Strategic Management (Open Elective)	2		2	60	40	100	2
2		Open	Open elective	2		2	60	40	100	2
3		Elective	Elective – 1	3		3	60	40	100	3
4		Elective	Elective – 2	3		3	60	40	100	3
5		Elective	Elective – 3	3		3	60	40	100	3
6		Elective	Elective – 4	3		3	60	40	100	3
7		Elective	Elective – 5	3		3	60	40	100	3
8		Elective	Elective – 6	3		3	60	40	100	3
9	INTN7777	Skill Based	Summer Internship & Viva-Voce			6 4+2	100		100	6 4+2
			<b>TOTAL CREDITS (excluding PCDs)</b>			<b>28</b>	<b>580</b>	<b>320</b>	<b>900</b>	<b>28</b>
10	HRMG7071	Skill	Soft Skills -2		2	1	50		50	1
11	FINA3001	Skill Set	Personal Financial Planning		O n l i n e	1	50		50	1
			<b>TOTAL CREDITS (including PCDs)</b>		<b>2</b>	<b>30</b>	<b>680</b>	<b>320</b>	<b>1000</b>	<b>30</b>

**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 has to produce pass/course completion certificate for conducting Viva voce for awarding marks.

**No. of students for each specialization shall be 20.**

**LIST OF ELECTIVES IN SEMESTER - III**

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 electives 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.

**III Semester**

S.No.	Course Code	Course Level	Course	Sessions Marks			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
			<b>1. Finance</b>							
1	FINA7001	Elective	Financial Markets and Services	3		3	60	40	100	3
2	FINA7011	Elective	Security Analysis and Portfolio Management	3		3	60	40	100	3
3	FINA7021	Elective	Retail Bank Management	3		3	60	40	100	3
4	FINA7031	Elective	Insurance Management at GSB Vizag	3		3	60	40	100	3
5	FINA7041	Elective	Corporate Valuation (Hyderabad Campus proposal)	3		3	60	40	100	3
6	PPOL6541	Elective	Economic Freedom, Financial Inclusion and Digital Banking (Hyderabad Campus proposal)	3		3	60	40	100	3
7	PPOL6681	Elective	Climate Change and Finance (Hyderabad Campus proposal)	3		3	60	40	100	3
8	PPOL6651	Elective	Environmental Social and Governance: Reporting	3		3	60	40	100	3

			Investing and Governance (Hyderabad Campus proposal)							
			<b>2. Marketing</b>							
9	MKTG7011	Elective	Consumer Behaviour	3	3	60	40	100	3	
10	MKTG7021	Elective	Sales & Distribution Management	3	3	60	40	100	3	
11	MKTG7031	Elective	Digital Marketing	3	3	60	40	100	3	
12	MKTG7041	Elective	Integrated Marketing Communication	3	3	60	40	100	3	
			<b>3. Human Resource Management</b>							
13	HRMG7001	Elective	Learning and Development	3	3	60	40	100	3	
14	HRMG7011	Elective	Employment Laws	3	3	60	40	100	3	
15	HRMG7021	Elective	Performance Management	3	3	60	40	100	3	
16	HRMG7031	Elective	HR Analytics	3	3	60	40	100	3	
17	PPOL6692	Elective	Law and Policy of Global Trade (Hyderabad Campus proposal)	3	3	60	40	100	3	
18	24ODHR7101	Elective	Global Human Resource Management (Visakhapatnam Campus proposal)	3	3	60	40	100	3	
			<b>4. Operations &amp; Supply Chain Management</b>							
19	OPTS7001	Elective	Materials Management	3	3	60	40	100	3	
20	OPTS7011	Elective	Supply Chain Management	3	3	60	40	100	3	
21	OPTS7021	Elective	Project Management	3	3	60	40	100	3	
22	OPTS7031	Elective	Services Operations Management	3	3	60	40	100	3	
			<b>Business Analytics</b>							
22	BUAN7001	Elective	Machine Learning	3	3	60	40	100	3	
23	BUAN7011	Elective	Data Science with R	3	3	60	40	100	3	



Master of Business Administration (MBA)

24	BUAN7021	Elective	Data Visualization	3		3	60	40	100	3
25	BUAN7031	Elective	Web Technologies for Data Analytics	3		3	60	40	100	3
26	PPOL7111	Elective	Challenges of AI Technology Regulations (Hyderabad Campus proposal)	3		3	60	40	100	3
			<b>6. International Business</b>							
22	INTB7001	Elective	Geopolitics & International Business	3		3	60	40	100	3
23	INBS6011	Elective	EXIM Management	3		3	60	40	100	3
24	HRMG7081	Elective	Cross Cultural Management	3		3	60	40	100	3
25	MKTG7081	Elective	International Marketing Management	3		3	60	40	100	3

**SEMESTER – IV**

S. No	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
1		Elective	Elective – 1	3	3	3	60	40	100	3
2		Elective	Elective – 2	3	3	3	60	40	100	3
3		Elective	Elective – 3	3	3	3	60	40	100	3
4		Elective	Elective – 4	3	3	3	60	40	100	3
5		Elective	Elective – 5	3	3	3	60	40	100	3
6		Elective	Elective – 6	3	3	3	60	40	100	3
7	VIVA7999	Skill Based	Comprehensive Viva			2	100		100	2
			<b>TOTAL CREDITS (excluding PCDs)</b>			<b>20</b>	<b>460</b>	<b>240</b>	<b>700</b>	<b>20</b>

8	HRMG6091	Skill Set	Student Club Activity -2		1	1	50		50	1
9	BUAN7071	Skill Set	Business Simulations		2	1	50		50	1
			<b>TOTAL CREDITS(including PCDs)</b>			<b>22</b>	<b>560</b>	<b>240</b>	<b>800</b>	<b>22</b>

### LIST OF ELECTIVES IN SEMESTER IV

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
<b>1. Finance</b>										
1	FINA7041	Elective	International Financial Management	3		3	60	40	100	3
2	FINA7051	Elective	Financial Derivatives	3		3	60	40	100	3
3	FINA7061	Elective	Financial Analytics	3		3	60	40	100	3
<b>2. Marketing</b>										
4	MKTG7051	Elective	Product and Brand Management	3		3	60	40	100	3
5	MKTG7061	Elective	B2B Marketing	3		3	60	40	100	3
6	MKTG7071	Elective	Marketing Analytics	3		3	60	40	100	3
<b>Human Resource Management</b>										
7	HRMG7041	Elective	Compensation Management	3		3	60	40	100	3
8	HRMG7051	Elective	Strategic Human Resource	3		3	60	40	100	3
9	HRMG7061	Elective	Change Management	3		3	60	40	100	3
<b>Operations &amp; Supply Chain Management</b>										
10	OPTS7041	Elective	Supply Chain Analytics	3		3	60	40	100	3
11	OPTS7051	Elective	Improving Business Processes	3		3	60	40	100	3
12	OPTS7061	Elective	Strategic Logistics Management	3		3	60	40	100	3
<b>Business Analytics</b>										
13	BUAN7041	Elective	DBMS and Datawarehouse	3		3	60	40	100	3
14	BUAN7051	Elective	Decision Science with Python	3		3	60	40	100	3
15	BUAN7061	Elective	Big Data Analytics	3		3	60	40	100	3

International Business									
16	INTB7011	Elective	International Trade & Trade	3	3	60	40	100	3
17	INBS7021	Elective	Doing Business with Emerging	3	3	60	40	100	3
18	INTB7021	Elective	Multilateral Trade Institutions	3	3	60	40	100	3

### PROFESSIONAL COMPETENCY DEVELOPMENT (PCDs)

S. No.	Code	Title of course	Level	Credits
SEM 1	VEDC6001	Venture Discovery (Compulsory)	University	2
SEM1	HRMG6081	Soft Skills -1	University	1
SEM 2	HSMCH102	Universal Human Values (Compulsory)	University	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 -1	Skill Set	1
SEM 3	FINA3001	Personal Financial Planning	Online Skill	1
SEM 3	HRMG7071	Soft Skills -2	Skill Set	1
SEM 4	BUAN7071	Business Simulations	Skill Set	1
SEM 4	HRMG6091	Student Club Activities -2	Skill Set	1
		<b>Total</b>		<b>10</b>

\*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** including Venture Discovery credits. The credits will be shown in IV semester only.

### EVALUATION

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**).

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:

**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 has to produce pass/course completion certificate for Viva voce for awarding marks.

### Semester – I

S.No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
1.	HRMG6001	Foundation	Management Theory & Practice	3	-	3	60	40	100	3
2.	IENT6011	Foundation	Business Environment	3	-	3	60	40	100	3
3.	IENT6001	Foundation	Managerial Economics	3	-	3	60	40	100	3
4.	HRMG6011	Foundation	Organizational Behaviour	3	-	3	60	40	100	3
5.	ACCN6001	Foundation	Accounting for Managers	4	-	4	60	40	100	4
6.	OPTS6001	Foundation	Quantitative Techniques	3	-	3	60	40	100	3
7.	HRMG6021	Foundation	Business Laws	3		3	60	40	100	3
8.	OPTS6011	Foundation	Business Research Methodology	3		3	60	40	100	3
9.	BUAN6001	Foundation	Modelling with Spreadsheet		4	2	100		100*	2
			Total	25	04	27	580	320	900	27

\*Modelling with Spreadsheet is 100% internal course.

## Professional Competency Development

## PCDs

S.No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
1	HRMG6081	Value Based	Soft Skills - 1		2	2	50		50	1
2	VEDC6001	Value Based	Venture Discovery	2		2	100		100	2
			<b>Total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>150</b>		<b>150</b>	<b>3</b>

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

HRMG6001	Management Theory and Practice	L	T	P	S	J	C
		3	-	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	Coursera						
<b>Preferable exposure</b>	<p>Repeating exercises, either with the same participants or with others, with the help of semi scripted role plays.</p> <p>Extracted cases from prescribed case studies repository.</p>						
<b>Course Description:</b>							
<p><i>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.</i></p>							
<b>Course Educational Objectives:</b>							
<p>To demonstrate an understanding of current and relevant management knowledge.</p> <p style="padding-left: 40px;">To understand the evolution of management thought and its relevance in decision making.</p> <p style="padding-left: 40px;">To learn various organizational structures and types for the optimum utilization of the available resources.</p> <p style="padding-left: 40px;">To apply leadership theories and demonstrate leadership styles to getting things done through people.</p> <p style="padding-left: 40px;">To validate various controlling techniques to enhance managerial practices to accomplish the predetermined goals of the organization.</p>							
<b>UNIT 1</b>	<b>Introduction to Management</b>					<b>hours</b>	
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.		
<b>UNIT 2</b>	<b>Planning work activities</b>	<b>hours</b>
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.		
<b>UNIT 3</b>	<b>Designing Organizational Structure</b>	<b>hours</b>
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.		
<b>UNIT 4</b>	<b>Directing</b>	<b>hours</b>
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, Pacesetter, Coaching; Challenges of a leader, Sources of leader power, how can a Leader Build Trust, Coordination, and Cooperation.		
<b>UNIT 5</b>	<b>Controlling</b>	<b>hours</b>
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, Glibert, D R, “Management” 6th Edition, Pearson

**Course Outcomes:**

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

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	1	2	2	2			2	2	0	
<b>CO2</b>	3	2	2	2	1			2	2	0	
<b>CO3</b>	3	2	2	2	3			1	1	1	
<b>CO4</b>	3	2	2	2	3			3	3	1	
<b>CO5</b>											

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

**APPROVED IN:**

<b>BOS :</b>	19th, May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	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	3
<b>Pre-requisite</b>	Fundamentals of Business						
<b>Co-requisite</b>	Coursera Course						
<b>Preferable exposure</b>	International Business Strategies						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To understand the basic concepts of Business Environment and PESTEL framework.</li> <li>• To interpret how social and technological factors are impacting the business decisions.</li> <li>• To analyze how economic and legal factors are impacting the business decisions.</li> <li>• To demonstrate the role of Indian Policy framework in development of Indian Economy.</li> </ul>							

- To illustrate the role of Indian Foreign Trade Policy framework in the light of International Business.

<b>UNIT 1</b>	<b>Introduction to Business Environment</b>	<b>9 hours</b>
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		
<b>UNIT 2</b>		<b>9 hours</b>
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		
<b>UNIT 3</b>		<b>9 hours</b>
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).		
<b>UNIT 4</b>		<b>9 hours</b>
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.		
<b>UNIT 5</b>		<b>9 hours</b>
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 McGrawHill, 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:**

- Describe business environment using PESTEL frame work and SWOT analysis.
- Examine Business applications in the light of social and technological factors.
- Relate business decisions to economic system and legal aspects.
- Analyze various economic policies and its implication on business environment.
- Evaluate business practices in the context of international trade environment.

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	2	1	3	2			1	3		
<b>CO2</b>	1	2	3	3	0			0	3		
<b>CO3</b>	1	2	1	3	0			1	3		
<b>CO4</b>	1	1	0	3	0			1	3		
<b>CO5</b>	1	1	0	3	0			1	3		

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

**APPROVED IN:**

<b>BOS :</b>	19th, May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	8		
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all			
<b>SDG Justification:</b>			

The completion of this course will trigger the thinking process among the students (managers or entrepreneurs) to work towards sustained economic growth and creation of employment and decent work for all.

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IENT6001	Managerial Economics	L	T	P	S	J	C
		3	0	0	-	0	3
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>In today's business environment, effective managerial decision making requires use of economic concepts and tools. Business efficiency depends on minimisation of cost and maximisation 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 emphasising on 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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To comprehend the knowledge of key economic concepts which are used for effective business decision-making.</li> <li>• To make use of the conceptual knowledge of demand and supply in pricing decisions.</li> <li>• To combine the knowledge of costs and production to take efficient production decisions</li> <li>• To determine right output and price under different market structures both in private and public sectors.</li> <li>• To recognize the need for various government policies at macro economy level.</li> </ul>							
<b>UNIT 1</b>						<b>9 hours</b>	
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.		
<b>UNIT 2</b>		<b>11 hours</b>
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.		
<b>UNIT 3</b>		<b>9 hours</b>
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.		
<b>UNIT 4</b>		<b>8 hours</b>
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 .		
<b>UNIT 5</b>		<b>8 hours</b>
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:**

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

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	2	0	2	1			1	2		
<b>CO2</b>	2	2	0	1	1			1	2		
<b>CO3</b>	2	2	1	0	1			1	1		
<b>CO4</b>	3	2	1	0	0			0	1		
<b>CO5</b>	2	2	1	1	1			0	1		

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

**APPROVED IN:**

<b>BOS :</b>	19th,May,2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	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
<b>Pre-requisite</b>							
<b>Co-requisite</b>	Coursera						
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>Practicing managers have long understood the importance of interpersonal skills to managerial effectiveness. Till about three decades ago, most business schools focused on the functional aspects of management – specifically finance, accounting, and quantitative techniques. Though Organizational Behaviour was a core course right from the inception of the MBA program, the focus was essentially on gaining a psychological understanding of human behavior, and not on acquiring usable skills. In the last two decades, academia has come to realize the importance of human behavior to managerial effectiveness. This course’s essential focus is on gaining an in-depth understanding of the impact of the organization structure, organizational culture, and change on individual behavior at the workplace. Gaining an understanding and a perspective on these global implications should result in beneficial results in terms of managerial effectiveness and performance.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To Demonstrate the applicability of organizational behavior to understand the behavior of people in the organization.</p> <p>To Demonstrate the applicability of analysing the complexities associated with the management of individual behavior in the organization.</p> <p>To Analyse the complexities associated with the management of group behavior (Group Dynamics) in the organization.</p> <p>To Demonstrate how organizational behavior can integrate into understanding the motivation, Organisational culture, organizational change, and managing stress for creating positive work culture.</p>							

<b>UNIT 1</b>	<b>Interpersonal Skills in the Workplace</b>	<b>9 hours</b>
<p>Manager's Functions, Roles &amp; Skills - Effective versus Successful Managerial Activities  Definition of Organizational Behaviour - The Individual: Nature of Organizational Behaviour - 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.</p>		
<b>UNIT 2</b>	<b>Personality</b>	<b>10 hours</b>
<p>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.</p>		
<b>UNIT 3</b>	<b>Nature of Groups</b>	<b>9 hours</b>
<p>Types of Groups - Stages of Group Development - Group properties - Norms - Status - Group Size - Cohesiveness.  Leadership – Trait Theories - Behavioural Theories - Fiedler Contingency Model - Transformational Leadership.  Conflict – Traditional versus Interactionist view of Conflict - Types of Conflict - Three Loci of Conflict - The Conflict Process</p>		
<b>UNIT 4</b>	<b>Organizational Structure</b>	<b>9 hours</b>
<p>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.</p>		

UNIT 5	Organizational Change	9 hours
<p>Forces for change - Planned change - Unplanned Change - Sources of Resistance to change</p> <p>Managing organizational change - Lewin's Three-Step Model - Kotter's Eight-Step Plan for Implementing Change - Action Research - Organization Development</p> <p>Work stress and its management - Sources of Stress - Consequences of Stress - Individual and Organizational Approaches to Managing Stress</p>		

**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:**

- Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
- Demonstrate the applicability of analysing the complexities associated with management of individual behavior in the organization
- Analyze the complexities associated with management of the group behavior (Group Dynamics) in the organization.
- Demonstrate how the organizational behavior can integrate in understanding the motivation, and organisational culture.
- Analyze and understand organizational change and managing stress for creating positive work culture.

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	1	3	2	2	1			1	3		
<b>CO2</b>	1	2	1	2	3			1	2		
<b>CO3</b>	1	2	1	2	1			1	2		
<b>CO4</b>	2	1	1	2	1			2	2		
<b>CO5</b>	2	1	0	1	0			1	2		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>			19th,May,2022			<b>ACADEMIC COUNCIL</b>					
<b>SDG No. &amp; Statement</b>			8								
Decent Work and Economic Growth											
<b>SDG Justification:</b>											
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	4
<b>Pre-requisite</b>	Bridge Coursework on Accounting and Finance offered by GSB Co-requisite: Fundamentals of Accounting- University of Illinois						
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<b>Course Description:</b> <i>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.</i>							
<b>Course Educational Objectives:</b> 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.							
<b>UNIT 1</b>	<b>Basics of Accounting</b>						<b>15 hours</b>
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.							
<b>UNIT 2</b>	<b>Financial Statement Analysis</b>						<b>17 hours</b>
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.		
<b>UNIT 3</b>	<b>Cost Accounting</b>	<b>8 hours</b>
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.		
<b>UNIT 4</b>	<b>Marginal Costing</b>	<b>12 hours</b>
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.		
<b>UNIT 5</b>	<b>Budgeting and Budgetary Control</b>	<b>9 hours</b>
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, 5<sup>th</sup> 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, 13<sup>th</sup> Ed.
- S.N. Maheshwari, S.K. Maheshwari and CA S.K. Maheshwari (2016). Accounting for Management. Vikas Publishing House, 3<sup>rd</sup> Ed. Noida
- Mohammad Hanif and Amithaba Mukherjee, Financial Accounting –I , 4<sup>th</sup> Edition, Tata Mc.Graw.
- Maheshwari and Maheshwari, Accounting for Management, 4<sup>th</sup> Edition, Vikas Publication

**Course Outcomes:**

- To apply the terminologies and concepts of accounting and Prepare final accounts
- To analyse and interpret the accounting information of financial statements by financial statement analysis
- To prepare cost sheet using the accounting information that is relevant for business
- Apply various costing techniques to relevant business decisions
- To develop the budgets and performance reports for planning and control purposes

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2			3							
<b>CO2</b>	1	2		2				3	1		
<b>CO3</b>								1	1		
<b>CO4</b>		2	1		1				2		
<b>CO5</b>	1		2		1				2		

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

**APPROVED IN:**

<b>BOS :</b>	19 <sup>th</sup> , May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	4		

**SDG Justification:**

As the course is the foundation for understanding financial performance, the course introduces the 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
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To understand the basic concepts of Contracts, Sale of goods, Agency, etc.</p> <p>To acquaint with special legislation dealing with business transactions</p> <p>To evaluate with special Case laws dealing with business transactions</p> <p>To analyze the recent amendments dealing with business Legislation</p> <p>To elucidate the process of formation and winding up of a company</p>							

UNIT 1	Introduction to Basic Mathematics	10 hours
Linear Equations in two variables, Basics of Permutations, and combinations (non-repetition), 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.		
<b>UNIT 3</b>	<b>Correlation &amp; Regression analysis</b>	<b>12 hours</b>
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.		
<b>UNIT 4</b>	<b>Forecasting</b>	<b>12 hours</b>
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.		
<b>UNIT 5</b>	<b>Probability &amp; probability Distributions</b>	<b>13 hours</b>
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:**

- Understand and analyze the properties of Calculus
- Develop the ability to interpret statistical analysis tools commonly used in the workplace

- Learn how many business decisions depend on knowing the specific relationship between two or more variables
- Understand the different approaches to forecasting that can be applied in business
- Apply the concepts of probability distributions to real life problems

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	3	2	1	1			1	2		
<b>CO2</b>	3	3	1	2	2			1	2		
<b>CO3</b>	3	3	1	2	2			1	2		
<b>CO4</b>	3	3	1	1	2			1	2		
<b>CO5</b>	3	3	1	1	2			1	2		

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

**APPROVED IN:**

<b>BOS :</b>	19th,May,2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	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	3
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To understand the basic concepts of Contracts, Sale of goods, Agency, etc.</p> <p>To acquaint with special legislation dealing with business transactions</p> <p>To evaluate with special Case laws dealing with business transactions</p> <p>To analyze the recent amendments dealing with business Legislation</p> <p>To elucidate the process of formation and winding up of a company</p>							
<b>UNIT 1</b>	<b>Significance of Indian contract Act</b>					<b>7 hours</b>	
<p>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</p>							

<b>UNIT 2</b>	<b>Significance of Indian Sale of Goods Act 1930</b>	<b>10 hours</b>
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.		
<b>UNIT 3</b>	<b>Consumer Protection Act 2019</b>	<b>9 hours</b>
Consumer-Commercial Consumer – Basic Rights of Consumers – Consumer Redressal Forum – Complaints – Procedure of Complaints – Penalties – Latest Amendments		
<b>UNIT 4</b>	<b>Information Technology Act-2000</b>	<b>10 hours</b>
Objectives and Salient Features of Act – Applicability of the Act – Offenses under the Act – Latest Amendments to Act		
<b>UNIT 5</b>	<b>Company Law</b>	<b>9 hours</b>
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

**References:**

**Course Outcomes:****CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	1	2	1			0	2	3	
<b>CO2</b>	1	1	2	2	2			1	1	1	
<b>CO3</b>	3	2	3	2	2			1	0	0	
<b>CO4</b>	1	2	2	1	1			1	2	2	
<b>CO5</b>											

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

**APPROVED IN:**

<b>BOS :</b>	19 <sup>th</sup> ,May,2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	8		
Decent Work and Economic Growth			
<b>SDG Justification:</b>			
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all			

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OPTS6011	Business Research Methodology	L	T	P	S	J	C
		3	0	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To understand the formulation of research problem and hypotheses</p> <ul style="list-style-type: none"> <li>To learn critical analysis, problem solving and research skills</li> <li>To enable students to understand the rationale for using a particular qualitative and quantitative research method</li> <li>To enable students to understand various methods to select appropriate research designs and methods to investigate their chosen research problems</li> </ul>							

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.		
<b>UNIT 3</b>	<b>Data Processing &amp; Reporting writing</b>	<b>12 hours</b>
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.		
<b>UNIT 4</b>	<b>Hypothesis Testing &amp; Parametric tests</b>	<b>12 hours</b>
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)		
<b>UNIT 5</b>	<b>Non-Parametric tests &amp; Multivariate Analysis</b>	<b>13 hours</b>
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:**

- 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

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	3	2	2	2			2	2		
<b>CO2</b>	3	3	2	2	2			2	2		
<b>CO3</b>	3	3	2	2	2			3	2		
<b>CO4</b>	3	3	2	2	2			2	2		
<b>CO5</b>											

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 SPREADSHEET	L	T	P	S	J	C
		0	4	0	0	0	2
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<p><i>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.</i></p>							
<b>Course Educational Objectives:</b>							
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							

<b>UNIT 1</b>	<b>Introduction to Excel</b>	<b>8 hours</b>
Basic operations in MS Excel: Worksheet Management, Cell referencing, Building formulas, Sorting, Filters, Conditional Formatting, Working with Charts, Functions in Excel		
<b>UNIT 2</b>	<b>What - if Analysis and Pivot Tables</b>	<b>8 hours</b>
Data Tables, Scenario Manager, Goal Seek, Pivot Tables and Pivot Charts		
<b>UNIT 3</b>	<b>Visualization and Statistical Analysis</b>	<b>8 hours</b>
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		
<b>UNIT 4</b>	<b>Regression Analysis</b>	<b>8 hours</b>
Trend lines and Regression Analysis, Forecasting Techniques, Monte Carlo simulation – Concept, Usage in Excel		
<b>UNIT 5</b>	<b>Optimization</b>	<b>8 hours</b>
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:**

- Perform basic operations in MS Excel
- Perform What-if analysis for a business situation
- Use Excel as a descriptive analytics tool
- Use Excel as a predictive analytics tool
- Use solver to solve optimization problems

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	2	0	0	2			1	1		
<b>CO2</b>	2	3	0	0	3			1	2		
<b>CO3</b>	2	3	0	0	3			1	2		
<b>CO4</b>	2	3	0	0	3			1	2		
<b>CO5</b>	2	3	0	0	3			1	2		

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

**APPROVED IN:**

<b>BOS :</b>	17th,May,2022	<b>ACADEMIC COUNCIL</b>	17th June, 2022
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<b>SDG No. &amp; Statement</b>	4		
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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.

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**Semester-II**

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
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				40		
9	BUAN6011	Core	Business Analytics		4	4	100		100	2
10	VIVA6999	Skill	Year End VIVA-VOCE				100			1
			<b>Total</b>	<b>24</b>	<b>4</b>	<b>28</b>	<b>680</b>	<b>320</b>	<b>1000</b>	<b>27</b>

**Professional Competency Development****PCDs**

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
1	HSMCH1	Value	Universal Human	3		3*	100		100	<b>P/F</b>
2	HRMG60	Skill Set	CBA	1		1	50		50	<b>1</b>
3	INTN600	Value	Social Project**				50		50	<b>1</b>
4	HRMG60	Skill Set	Student Club activities		1	1	50		50	<b>1</b>
			<b>Total</b>	<b>4</b>	<b>1</b>	<b>5</b>	<b>250</b>		<b>250</b>	<b>3</b>

**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
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To familiarize students with the basic concepts, models and principles of the operations research theory.</p> <p>To develop skills in formulating and structuring decision-making problems as mathematical models.</p> <p>To understand the use of software for obtaining solutions of the models formulated and interpretation of results for better decision making.</p> <p>To use Excel-Solver software to solve the proposed models.</p>							
<b>UNIT 1</b>	<b>Introduction of Operation Research</b>						<b>10 hours</b>
History and evolution, nature, characteristics, scope, and role of Operations Research in decision making. Management applications of Operations Research. Introduction to Model Building.							
<b>UNIT 2</b>	<b>Linear Programming</b>						<b>12 hours</b>
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.							

<b>UNIT 3</b>	<b>Transportation &amp; Assignment Problems</b>	<b>8 hours</b>
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.		
<b>UNIT 4</b>	<b>Game Theory and Simulation</b>	<b>5 hours</b>
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.		
<b>UNIT 5</b>	<b>Network Scheduling by PERT / CPM</b>	<b>10 hours</b>
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:**

- Recognize, classify and use of various models for solving a problem under consideration
- Know the components and formulation of linear programming problem (LPP).
- Handle unbalanced transportation and assignment problems
- Know the commonly observed game models and understand simulation.
- Know the use of the techniques of PERT and CPM in project management

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	2	1	1	1	NA	NA	1	2	NA	NA
<b>CO2</b>	3	3	2	2	1	NA	NA	1	2	NA	NA
<b>CO3</b>	2	3	1	1	1	NA	NA	1	2	NA	NA
<b>CO4</b>	2	3	1	1	2	NA	NA	1	2	NA	NA

<b>CO5</b>	3	3	2	1	1	NA	NA	1	2	NA	NA
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>	19th,May,2022		<b>ACADEMIC</b>								
			<b>COUNCIL</b>								
<b>SDG No. &amp; Statement</b>	8										
<b>SDG Justification:</b>											

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FINA6001	Financial Management	L	T	P	S	J	C
		3	0	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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 organisations in planning and acquisition of funds; effectively utilising 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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To introduce time value of money and risk return trade off</p> <p>To familiarize students with assumptions and concepts underlying the decision making.</p> <p>To impart knowledge on capital structure, capital budgeting, working capital and dividend decisions</p> <p>To impart critical thinking skills in the area of capital budgeting and capital structure</p>							

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)		
<b>UNIT 3</b>	<b>Investment Decisions (CAPEX)</b>	<b>8 hours</b>
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)		
<b>UNIT 4</b>	<b>Working Capital Management</b>	<b>8 hours</b>
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)		
<b>UNIT 5</b>	<b>Dividend Decisions</b>	<b>6 hours</b>
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:**

- Describe business environment using PESTEL frame work and SWOT analysis.
- Examine Business applications in the light of social and technological factors.
- Relate business decisions to economic system and legal aspects.
- Analyze various economic policies and its implication on business environment.
- Evaluate business practices in the context of international trade environment.

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	1	0	0	0	0	NA	NA	1	0	NA	NA
<b>CO2</b>	0	1	0	3	0	NA	NA	0	2	NA	NA
<b>CO3</b>	0	0	2	1	0	NA	NA	1	0	NA	NA
<b>CO4</b>	0	3	0	0	1	NA	NA	0	2	NA	NA
<b>CO5</b>	3	2	0	2	1	NA	NA	2	1	NA	NA

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

**APPROVED IN:**

<b>BOS :</b>	19th,May,2022	<b>ACADEMIC COUNCIL</b>	NA
<b>SDG No. &amp; Statement</b>	8		

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

**SDG Justification:**

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.

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MKTG6001	Marketing Management	L	T	P	S	J	C
		3	0	0	0	0	3
<b>Pre-requisite</b>	Coursera - Introduction to Marketing, University of Pennsylvania						
<b>Co-requisite</b>	NIL						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p> <p><i>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</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To explain the conceptual framework of marketing and its application in “the real world”</p> <p>To apply marketing concepts to make business decisions under various environmental constraints</p> <p>To illustrate the functionality and application of elements of Marketing Mix</p> <p>To create a suitable Marketing plan for a product</p> <p>To assess the range of common strategies used, with each of the various promotional mix tools</p> <p>To explain the conceptual framework of marketing and its application in “the real world”</p>							

<p>To apply marketing concepts to make business decisions under various environmental constraints</p> <p>To illustrate the functionality and application of elements of Marketing Mix</p> <p>To create a suitable Marketing plan for a product</p> <p>To assess the range of common strategies used, with each of the various promotional mix tools</p>		
<b>UNIT 1</b>	<b>Understanding Marketing Management</b>	<b>9 hours</b>
<p>Core concepts, The new Marketing realities, Marketing and customer value, Strategic Business Units</p> <p>Marketing Plan, Implementation Control and Performance, New technology, e-commerce and the Internet, Services Marketing, International Marketing, Ethical and social aspects of marketing</p>		
<b>UNIT 2</b>	<b>Analyzing Consumers</b>	<b>9 hours</b>
<p>Components of a modern marketing information system- Quantitative &amp; 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.</p>		
<b>UNIT 3</b>	<b>Creation and selection of Customer Segments</b>	<b>9 hours</b>
<p>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</p>		
<b>UNIT 4</b>	<b>Product Characteristics and Pricing Decisions</b>	<b>9 hours</b>
<p>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</p>		
<b>UNIT 5</b>	<b>Delivering and communicating the Value</b>	<b>9 hours</b>
<p>Marketing channels and Value networks, Understanding of Multi-Level Marketing, Integrating Multi-channel Marketing, Channel design decisions, Go-to-Market Strategy,</p>		

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
- 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:**

- To familiarize students with theories, concepts, contexts, and practical application of Marketing in real life business environment
- To locate, interpret, and evaluate marketing information for decision making by analyzing the marketing environment with appropriate tools and techniques
- Apply the tools and concepts of STP and Marketing mix to develop a customer-driven marketing strategy
- To develop an understanding of Product and Pricing decisions in a firm's marketing strategy
- To understand Go to Market strategies needed for a successful product offering.

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	2	0	NA	NA	3	1	NA	NA
CO2	1	2	1	1	0	NA	NA	2	1	NA	NA

<b>CO3</b>	2	3	1	0	1	NA	NA	2	1	NA	NA
<b>CO4</b>	2	1	1	1	1	NA	NA	3	2	NA	NA
<b>CO5</b>	3	1	1	2	0	NA	NA	3	1	NA	NA
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>	19th,May,2022		<b>ACADEMIC COUNCIL</b>				NA				
<b>SDG No. &amp; Statement</b>	8										
Goal 12 Ensure sustainable consumption and production patterns											
<b>SDG Justification:</b>											
Ethical aspects of marketing is covered in Unit 1. Also responsible consumption is discussed in Unit 2											

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OPTS6021	OPERATIONS MANAGEMENT	L	T	P	S	J	C
		3	0	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	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.

<b>UNIT 1</b>	<b>Introduction to Operations Management-</b>	<b>9 hours</b>
Scope, Need, Input-Process-Output Model, Nature of Operations, Goods Vs. Services, Four Vs, Five Performance Objectives, Operations Strategy and its Formulation.		
<b>UNIT 2</b>	<b>Designing Products and Services</b>	<b>9 hours</b>
Product Development, Sequential vs Concurrent Design. Process Design: Manufacturing and Service Process Types, Service Delivery Systems. Facilities Location – Location Decision Relevant Factors.		
<b>UNIT 3</b>	<b>Layout Planning</b>	<b>9 hours</b>

Types of Layout, Implications for Layout Planning, Layout Design. Dependent and Independent Demand, Strategies to Meet Demand, Loading – Finite and Infinite, Sequencing, Capacity Planning.		
<b>UNIT 4</b>	<b>Aggregate Production Planning (APP)</b>	<b>9 hours</b>
Strategies, Master Production Scheduling – Linkages with APP. Evolution of ERP – Developing MRP Logic - Bill of Materials (BoM), Lot Sizing Rules, Inventory Management.		
<b>UNIT 5</b>	<b>Introduction to Quality and its Characteristics, Quality Philosophy</b>	<b>9 hours</b>
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, Stuart Chambers, Robert Johnston. Operations Management. Sixth edition, Edinburgh Gate Harlow Essex CM20 2JE England, Pearson Education Ltd.

**Course Outcomes:**

- Understand the basics of operations management using manufacturing and service examples.
- Identify the roles and responsibilities of operations managers in different organizational contexts.
- Apply the planning and control concepts for decision-making
- Analyse the operations to identify areas for improvement
- Evaluate strategies for improvement in manufacturing and service contexts Understand sampling and data collection methods.

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
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<b>CO1</b>	3	0	0	0	0			1	3		
<b>CO2</b>	3	2	0	3	2			1	1		
<b>CO3</b>	0	3	3	0	2			0	2		
<b>CO4</b>	3	0	3	2	2			1	1		
<b>CO5</b>	0	0	0	0	0			1	3		

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

**APPROVED IN:**

<b>BOS :</b>	NA	<b>ACADEMIC COUNCIL</b>	NA
<b>SDG No. &amp; Statement</b>	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	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>Comprehend in-depth the theoretical framework and the basic principles of HRM.</p> <p>Comprehend in-depth functions of HRM (Job analysis, manpower planning, and recruitment, selection, onboarding, training &amp; development, appraisal, compensation).</p> <p>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</p>							

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		
<b>UNIT 3</b>	<b>Development: Training</b>	<b>9 hours</b>
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		
<b>UNIT 4</b>	<b>Compensation and Maintenance: Compensation</b>	<b>9 hours</b>
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.		
<b>UNIT 5</b>	<b>Integration and Separation</b>	<b>9 hours</b>
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:

- Understand the fundamentals, evolution & challenges of HRM
- Explore the role of HRM in procurement of human resources
- Evaluate training needs, methods of appraisal and perceptual errors
- Analyze the basic factors in designing the compensation
- Evaluate the process of integration and separation for quality of work life

### CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	3	2	2	1			1	3		
<b>CO2</b>	1	2	1	2	3			1	2		
<b>CO3</b>	1	2	1	2	1			1	2		
<b>CO4</b>	2	1	1	2	1	NA	NA	2	2	NA	NA
<b>CO5</b>	2	1	0	1	0	NA	NA	1	2	NA	NA

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

### APPROVED IN:

<b>BOS :</b>	19th,May,2022	<b>ACADEMIC COUNCIL</b>	NA
<b>SDG No. &amp; Statement</b>	8		
Decent Work and Economic Growth			
<b>SDG Justification:</b>			
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all			

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HRMG6041	Organisational Communication	L	T	P	S	J	C
		3	0	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To understand the fundamentals of interpersonal communication and interpersonal relationships.</li> <li>• To explore the communication-process model to understand the variables of organizational communication.</li> <li>• To evaluate the three models of interpersonal communication for effective communication.</li> <li>• To analyze the dynamics of power, barriers to communication, and interpersonal influence within the context of the organizational hierarchy.</li> </ul>							

UNIT 1	Functions of Communication	9 hours
<p>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.</p> <p>Communication and Management - The Paradox of Human Communication - Problems with Multiple Messages – Problems with Differences in Language and Meaning – The</p>		

<p>Management Process and Communication – Planning, Organizing, Directing, Controlling -Interdependence of Management and Communication.</p> <p>Communication as a process – Source-Encoder, Message, Channel, Receiver-Decoder – The Nature of the Human Communication Process – Semantic Noise and Semantic Receivers -</p> <p>Achieving effectiveness in Human Communication - The Concept of Richness</p>		
<b>UNIT 2</b>	<b>Intrapersonal Foundations for Communication</b>	<b>9 hours</b>
<p>Intrapersonal Foundations for Communication – Managing Motivation to Influence Interpersonal Communication – The Need for Inclusion, The Need for Control, The Need for Affection -</p> <p>Interpersonal Perception Upon Communication – Interpersonal Perception and Superior-Subordinate Relations;</p> <p>The Role of Emotions in Interpersonal Communication – Fear in Interpersonal Communication, Anger in Interpersonal Communication.</p>		
<b>UNIT 3</b>	<b>Exchange Theory as a Model for Interpersonal Communication</b>	<b>9 hours</b>
<p>Exchange Theory as a Model for Interpersonal Communication;</p> <p>Johari Window as a Model for Interpersonal Communication;</p> <p>Transactional Analysis as a Model for Interpersonal Communication</p>		
<b>UNIT 4</b>	<b>Barriers to communication</b>	<b>9 hours</b>
<p>Barriers to communication: Power Differences as a Barrier to Communication – Power Tactics – Taking Counsel, Manoeuvrability, 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.</p>		
<b>UNIT 5</b>	<b>Interpersonal Influence</b>	<b>9 hours</b>
<p>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</p>		

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:**

- Understand the fundamentals of communication and analyze the significance of communication in management
- Understand the Intrapersonal Variables of communication and evaluate the role of motivation, perception, and emotions in interpersonal communication
- Understand the various models of interpersonal relationships and apply the models for understanding interpersonal relationships
- Identify the barriers to effective communication and understand the different approaches to communication that provokes defensiveness
- Understand the process of influencing and the concept of resistance to change; Analyze the process of changing attitudes and be

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	1	0	0	0	NA	NA	1	3	NA	NA
<b>CO2</b>	3	3	1	1	3	NA	NA	1	2	NA	NA
<b>CO3</b>	1	1	1	0	3	NA	NA	1	2	NA	NA
<b>CO4</b>	0	0	3	0	3	NA	NA	2	2	NA	NA
<b>CO5</b>	2	1	0	1	0	NA	NA	1	2	NA	NA

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

**APPROVED IN:**

<b>BOS :</b>	19th,May,2022	<b>ACADEMIC COUNCIL</b>	NA
<b>SDG No. &amp; Statement</b>	8		
Decent Work and Economic Growth			
<b>SDG Justification:</b>			
Promote sustained, inclusive, and sustainable economic growth, and full productive employment and decent work for all			

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IENT6021	Innovation & Entrepreneurship	L	T	P	S	J	C
		3	0	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<p><i>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.</i></p>							
<b>Course Educational Objectives:</b>							
<p>This course aims to enable the students to know how the innovations, opportunities, and ideas convert into a new business.</p> <p>To know various theories of entrepreneurship and trends.</p> <p>To generate new business ideas from various sources.</p> <p>To identify various issues and challenges in starting a new venture.</p> <p>To know the elements of a business plan and designing a business model.</p> <p>To compare and contrast the entrepreneurship practices in the family business and social enterprise.</p>							

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.		
<b>UNIT 2</b>	<b>Innovation, Opportunity Identification</b>	<b>10 hours</b>
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.		
<b>UNIT 3</b>	<b>Venture Creation and legal issues of entrepreneur</b>	<b>9 hours</b>
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.		
<b>UNIT 4</b>	<b>Business plan and Business Models</b>	<b>10 hours</b>
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.		
<b>UNIT 5</b>	<b>Family Business and Social Entrepreneurship</b>	<b>10 hours</b>
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:

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

### CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	0	1	1	3	NA	NA	1	1	NA	NA
CO2	1	2	1	2	2	NA	NA	2	2	NA	NA
CO3	1	1	1	2	2	NA	NA	1	2	NA	NA
CO4	2	1	2	2	2	NA	NA	1	2	NA	NA

<b>CO5</b>	0	0	1	1	3	NA	NA	1	2	NA	NA
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>	19th,May,2022		<b>ACADEMIC COUNCIL</b>				NA				
<b>SDG No. &amp; Statement</b>	9										
Building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation											
<b>SDG Justification:</b>											
The course aims to articulate learners with a mindset to align themselves in the route to Sustainable and inclusive industrialization. In doing so, the learner will be exposed to Innovative thinking and problem solving.											

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MKTG6011	SERVICES MANAGEMENT	L	T	P	S	J	C
		3	-	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To understand the basic concepts of Services Management.</li> <li>• To examine the process of service design and service-scape.</li> <li>• To design and execute the process of branding and pricing of services.</li> <li>• To examine the process of service delivery and measure the service performance.</li> <li>• To develop innovative services and design strategies for the internationalization of services.</li> </ul>							

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.		
<b>UNIT 3</b>	<b>Branding &amp; Pricing services</b>	<b>9 hours</b>
Service branding, Positioning Services, promoting services Developing a framework for pricing decisions, Pricing objectives, Pricing strategies, Pricing structure. Pricing levels and tactics.		
<b>UNIT 4</b>	<b>Delivering services</b>	<b>9 hours</b>
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		
<b>UNIT 5</b>	<b>Developing services</b>	<b>9 hours</b>
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:**

- Understand Services Concept and examine the interactions among service firm, customers and employees.
- Design the service planning, service process and service-scape.
- Design branding and positioning strategies for services and analyze pricing process of services.
- Analyze demand and service delivery capacity, design strategies for customer loyalty and customer engagement.
- Analyze service innovations and understand the concept of servitization

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	3	1	1	1			2	3		
<b>CO2</b>	3	3	0	2	2			2	2		
<b>CO3</b>	3	3	0	2	0			2	1		
<b>CO4</b>	3	1	1	1	1			2	3		
<b>CO5</b>	3	1	1	3	1			2	3		

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

**APPROVED IN:**

<b>BOS :</b>	19th,May,2022	<b>ACADEMIC COUNCIL</b>	NA
<b>SDG No. &amp; Statement</b>	9		
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.			
<b>SDG Justification:</b>			
The students are able to create a service and its delivery infrastructure which can foster innovation and sustainable business.			

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<b>BUAN6011</b>	<b>BUSINESS ANALYTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>J</b>	<b>C</b>
		<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<p><i>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.</i></p>							
<b>Course Educational Objectives:</b>							
<ul style="list-style-type: none"> <li>• To provide an understanding of basic concepts in Business Analytics</li> <li>• To provide an understanding of data exploration methods</li> <li>• To provide an understanding of the applications in Analytics</li> </ul>							

<b>UNIT 1</b>	<b>Introduction to Business Analytics</b>	<b>8 hours</b>
Descriptive, Predictive and Prescriptive Analytics, Data types, Categorical Data, Cross-section and Time series data		
<b>UNIT 2</b>	<b>Data Exploration</b>	<b>8 hours</b>
Data Preparation, Data Cleaning, Data type conversion, Missing value treatment, Data summarization		
<b>UNIT 3</b>	<b>Introduction to Data Visualization</b>	<b>8 hours</b>
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		
<b>UNIT 4</b>	<b>Statistical Analysis</b>	<b>8 hours</b>
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.		
<b>UNIT 5</b>	<b>Application of Analytics</b>	<b>8 hours</b>



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:**

- Differentiate different types of Analytics
- Perform data exploration using a tool
- Work with Tableau for data visualization
- Perform statistical analysis on data using a tool
- Differentiate different applications of analytics

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	2	0	0	2			1	1		
<b>CO2</b>	2	3	0	0	3			1	2		
<b>CO3</b>	2	3	0	0	3			1	2		
<b>CO4</b>	2	3	0	0	3			1	2		
<b>CO5</b>	2	3	0	0	3			1	2		

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

**APPROVED IN:**

<b>BOS :</b>	17th May, 2022	<b>ACADEMIC COUNCIL</b>	17th June, 2022
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<b>SDG No. &amp; Statement</b>	4		
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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.

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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.

**SEMESTER – III**

S.No	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SE	Total	
1	MKTG 7001	Integrated	Strategic Management (Open Elective)	2		2	60	40	100	2
2		Open	Open elective	2		2	60	40	100	2
3		Elective	Elective – 1	3		3	60	40	100	3
4		Elective	Elective – 2	3		3	60	40	100	3
5		Elective	Elective – 3	3		3	60	40	100	3
6		Elective	Elective – 4	3		3	60	40	100	3
7		Elective	Elective – 5	3		3	60	40	100	3
8		Elective	Elective – 6	3		3	60	40	100	3
9	INTN7 777	Skill Based	Summer Internship & Viva-Voce			6 4+ 2	10 0		100	6 4+2
			<b>TOTAL CREDITS (excluding PCDs)</b>			<b>28</b>	<b>580</b>	<b>320</b>	<b>900</b>	<b>28</b>
10	HRMG 7071	Skill	Soft Skills -2		2	1	50		50	1
11	FINA3 001	Skill Set	Personal Financial Planning		Online	1	50		50	1
			<b>TOTAL CREDITS (including PCDs)</b>		<b>2</b>	<b>30</b>	<b>680</b>	<b>320</b>	<b>1000</b>	<b>30</b>

**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 has to produce pass/course completion certificate for Viva voce for awarding marks.

**No. of students for each specialization shall be 20.**

### LIST OF ELECTIVES IN SEMESTER III

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 electives 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. III Semester

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
			<b>1. Finance</b>							
1	FINA7001	Elective	Financial Markets and Services	3		3	60	40	100	3
2	FINA7011	Elective	Security Analysis and Portfolio Management	3		3	60	40	100	3
3	FINA7021	Elective	Retail Bank Management	3		3	60	40	100	3
4	FINA7031	Elective	Insurance Management at GSB Vizag	3		3	60	40	100	3

5	FINA704 1	Elective	Corporate Valuation (Hyderabad Campus proposal)	3	3	60	40	100	3
			<b>Marketing</b>						
6	MKTG70 11	Elective	Consumer Behaviour	3	3	60	40	100	3
7	MKTG70 21	Elective	Sales & Distribution Management	3	3	60	40	100	3
8	MKTG70 31	Elective	Digital Marketing	3	3	60	40	100	3
9	MKTG70 41	Elective	Integrated Marketing Communication	3	3	60	40	100	3
			<b>3. Human Resource Management</b>						
10	HRMG7 001	Elective	Learning and Development	3	3	60	40	100	3
11	HRMG7 011	Elective	Employment Laws	3	3	60	40	100	3
12	HRMG7 021	Elective	Performance Management	3	3	60	40	100	3
13	HRMG7 031	Elective	HR Analytics	3	3	60	40	100	3
			<b>4. Operations &amp; Supply Chain Management</b>						
14	OPTS700 1	Elective	Materials Management	3	3	60	40	100	3
15	OPTS701 1	Elective	Supply Chain Management	3	3	60	40	100	3
16	OPTS702 1	Elective	Project Management	3	3	60	40	100	3
17	OPTS703 1	Elective	Services Operations Management	3	3	60	40	100	3

			<b>Business Analytics</b>							
18	BUAN7001	Elective	Machine Learning	3		3	60	40	100	3
19	BUAN7011	Elective	Data Science with R	3		3	60	40	100	3
20	BUAN7021	Elective	Data Visualization	3		3	60	40	100	3
21	BUAN7031	Elective	Web Technologies for Data Analytics	3		3	60	40	100	3
			<b>6. International Business</b>							
22	INTB7001	Elective	Geopolitics & International Business	3		3	60	40	100	3
23	INBS6011	Elective	EXIM Management	3		3	60	40	100	3
24	HRMG7081	Elective	Cross Cultural Management	3		3	60	40	100	3
25	MKTG7081	Elective	International Marketing Management	3		3	60	40	100	3

MKTG7001	Strategic Management	L	T	P	S	J	C
		2	3	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>Any change that a business plans to implement has a strategy. Organizations that engage in strategic management generally outperform those that do not. The attainment of an appropriate match or fit between an organization's environment and its strategy, structure, and processes has positive effects on the organization's performance. As the world's environment becomes increasingly complex and changing, strategic management is used by today's corporations as one way to make the environment more manageable. However, strategic decisions need to be made on sound judgement. The key to any successful strategy is the thoroughness of its formulation, implementation and control. Hence it is imperative that every management student is exposed to basic methodology of strategic management and the steps taken for rolling out an effective strategy. This course intends to make the students well versed with the understanding, analysis and evaluation of various stages of strategic management process and development of strategies.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• Be familiar with the concepts of Strategic management and to know the Industry analysis, Competitor Analysis and Organizational Analysis to gain Competitive Advantage.</li> <li>• Realize the Strategy Formulation framework to arrive at strategic choice/formulation.</li> <li>• Identify the various aspects of Strategy Implementation and Control for accomplishing desired results</li> </ul>							

<b>UNIT 1</b>	<b>Basic concepts of Strategic Management</b>	<b>8 hours</b>
Strategy, Strategic Decisions, Strategic Management, Evolutionary Phases of Strategic Management, Benefits of Strategic Management, Basic Model of Strategic Management, Pitfalls in Strategic Planning, Levels of Strategic Management, Vision, Mission and Objectives-Strategy as a competitive advantage.		
<b>UNIT 2</b>	<b>Strategic Analysis</b>	<b>9 hours</b>
Environmental scanning: Components of the external environmental analysis, Identifying External Environmental Variables. Industry analysis: Industry Life Cycle Analysis, Porters Five Force Model, Strategic Groups. Competitor Analysis: Analysing Market Commonality and Resource Similarity, Competitive Intelligence, Monitoring Competitors for Strategic Planning. Organizational Analysis and Competitive Advantage: Resources, Capabilities, and Core Competencies, Building Core Competencies through VRIO framework and Value Chain Model.		
<b>UNIT 3</b>	<b>Strategy Formulation</b>	<b>8 hours</b>
Strategy Formulation framework, SWOT Matrix, Boston Consulting Group (BCG) Matrix, GE Matrix, The Grand Strategy Matrix-Blue ocean strategy, Resource based strategy formulation.		
<b>UNIT 4</b>	<b>Formulation of Corporate, Business and Functional Strategies</b>	<b>8 hours</b>
Corporate Level Strategies: Stability Strategies, Growth Strategies: Intensive Strategies - Integration Strategies - Diversification Strategies, Defensive Strategies: Turnaround – Divestment – Liquidation. Business Level Strategies: Michael Porter’s Generic Strategies: Cost Leadership – Differentiation – Focus. Functional Level Strategies: Marketing, Finance, Production, R&D, Human Resources, Logistics, Information Technology.		
<b>UNIT 5</b>	<b>Strategy Implementation and Control</b>	<b>8 hours</b>
Issues of Strategy Implementation, Strategy – Structure relationship, Types of Organizational Structure for Strategy Implementation: Functional, Divisional, SBU, Matrix and Network/Virtual structures. Strategic leadership, Strategy supportive culture, Strategic change management, Strategy Control, Balanced Score card approach.		

**Text Books:**

- Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman and Charles E. Bamford



“Concepts in Strategic Management and Business Policy”, Pearson Education Limited, NewDelhi,2018.

- Fred R. David and Forest R. David “Strategic Management: Concepts and Cases - A Competitive Advantage Approach”, Pearson Education Limited, New Delhi

**References:**

Charles W. L. Hill and Gareth R. Jones, Strategic Management Theory: An Integrated Approach, Cengage Learning, New Delhi, 2010.

- Hitt, Ireland, and Huskisson “Strategic Management: Competitiveness and Globalization (Concepts and Cases)”, Cengage Learning, New Delhi, **2017**.
- John A Pearce, Richard B Robinson and Amita Mittal, “Strategic Management: Formulation, Implementation, and Control”, McGraw Hill, NewDelhi,**201**

**Course Outcomes:**

- Describe strategic management and present its model through the examination of vision, mission and objectives of an organization.
- Illustrate industry & competitive analysis as well as resource-based view of the firm to assess the competitive position of the firm.
- Generate alternative strategies by aligning key external and internal factors using appropriate techniques.
- Evaluate the directional strategies in a typical organization and build competitive advantage through business and functional level strategies.
- Explain various issues of strategy implementation and evaluate strategic performance using strategic measures.

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	1	2	1	2			1	3		

<b>CO2</b>	3	2	1	2	1			1	3		
<b>CO3</b>	1	1	1	2	2			1	2		
<b>CO4</b>	1	1	1	1	3			1	3		
<b>CO5</b>	2	1	3	3	2			2	2		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>			19th May, 2022			<b>ACADEMIC COUNCIL</b>					
<b>SDG No. &amp; Statement</b>			9 & 17								
GOAL 9: Industry, Innovation and Infrastructure GOAL 17: Partnerships to achieve the Goal											
<b>SDG Justification:</b>											
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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**OPEN ELECTIVE**

<b>CoureCode</b>	<b>CSEN114</b>	<b>Fundamentals of Data</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>J</b>	<b>C</b>
<b>SDG No.</b>	<b>1</b>	<b>Science</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Course Description:**

*Pre-requisites* : None

*Alternate Exposure* : None

*This course is designed as a window to the field of Data Science. Students will get a bird's eye view of the technology and process involved in using Data Science for meaningful inferences. They can also gain enough knowledge to understand the machine learning process for data science and complete a hands-on project using standard data sets.*

**Course Objectives:**

- Provide a basic foundation for data science and application areas related to it.
- Understand the underlying core concepts and emerging technologies in data science.
- Learn the process of working with data on a large scale.
- Explore the concepts of data preprocessing, model development and evaluation and tuning.

<b>UNIT 1</b>	<b>Introduction</b>	<b>5 hours</b>
<p>What is Data Science?, Fundamentals of Data Science, The many paths to Data Science, Data Science Topics and Algorithms, Cloud for Data Science; Foundations of Big Data, What is Hadoop?, How Big Data is driving Digital Transformation, Data Science Skills and Big Data, Neural Networks and Deep Learning, Applications of Machine Learning; How should Companies Get Started in Data Science?, Applications of Data Science, How can someone become a Data Scientist?, Recruiting for Data Science.</p> <p><b>Learning Outcomes:</b></p> <p>After completion of this unit, the student will be able to:</p> <ul style="list-style-type: none"> <li>• learn the definition and importance of Data Science (L2).</li> <li>• describe how Big Data affects Digital Transformation (L2).</li> <li>• Identify areas where Machine Learning can be applied (L3).</li> <li>• Identify areas where Data Science can be applied (L3).</li> </ul>		

UNIT 2	Importing Datasets and Data Wrangling with Python	6 hours
<p>Understanding Data, Python Packages for Data Science, Importing and Exporting Data in Python, Analyzing Data with Python, Accessing Databases with Python.</p> <p><b>Learning Outcomes:</b></p> <p>After completion of this unit, the student will be able to:</p> <ul style="list-style-type: none"> <li>• Identify and import Python Packages for Data Science (L2).</li> <li>• Import and Export Data using Python (L2).</li> <li>• Analyze data using Python (L4).</li> <li>• Access data from databases using Python (L3).</li> </ul>		
UNIT 3	Data Preprocessing and Analysis with Python	6 hours
<p>Python for - Pre-processing Data, Dealing with Missing Values, Data Formatting, Data Normalization, Binning, Turning categorical variables into quantitative variables; Exploratory Data Analysis, Descriptive Statistics, Groupby in Python, Correlation, Correlation - Statistics, Association between two categorical variables: Chi-Square.</p> <p><b>Learning Outcomes:</b></p> <p>After completion of this unit, the student will be able to:</p> <ul style="list-style-type: none"> <li>• Pre-process data using Python (L3).</li> <li>• Perform exploratory data analysis (L3).</li> <li>• Define correlation and find correlation using Python (L2)</li> <li>• Find Association using Python (L2).</li> </ul>		
UNIT 4	Model Development and Evaluation	6 hours
<p>Model Development, Linear Regression and Multiple Linear Regression, Model Evaluation using Visualization, Polynomial Regression and Pipelines, Measures for In-Sample Evaluation, Prediction and Decision Making</p> <p><b>Learning Outcomes:</b></p> <p>After completion of this unit, the student will be able to:</p> <ul style="list-style-type: none"> <li>• define linear and multiple regression (L2).</li> <li>• evaluate models using visualization (L3).</li> <li>• apply regression for in-sample evaluation (L4).</li> <li>• apply regression fro prediction and decision making (L4)</li> </ul>		

UNIT 5	Model Refinement and Tuning	5 hours
<p>Model Evaluation and Refinement, Overfitting, Underfitting and Model Selection, Ridge Regression Introduction, Grid Search</p> <p><b>Learning Outcomes:</b></p> <p>After completion of this unit, the student will be able to:</p> <ul style="list-style-type: none"> <li>• refine models (L3).</li> <li>• check the model design for overfitting and underfitting (L4).</li> <li>• perform ridge regression for model tuning (L4).</li> <li>• use grid search for model tuning (L4)</li> </ul>		

**Textbooks:**

- Introducing Data Science, Davy Cielen, Arno D. B. Meysman and Mohamed Ali, Manning Publications, 2016.
- Think Like a Data Scientist, Brian Godsey, Manning Publications, 2017.

**References:**

- <https://www.coursera.org/learn/what-is-datascience#about>
- <https://www.coursera.org/learn/data-analysis-with-python/home/info>
- Data Science from Scratch: First Principles with Python, Joel Grus, O'Reilly, 1st edition, 2015.
- Doing Data Science, Straight Talk from the Frontline, Cathy O'Neil, Rachel Schutt, O'Reilly, 1st edition, 2013

**Course Outcomes:**

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

- Understand the fundamental concepts of data science.
- Evaluate the data analysis techniques for applications handling large data
- Experiment with the data science process.
- Apply the concept of machine learning in the data science process.
- Visualize and present model inference using various tools

<b>APPROVED IN:</b>	
<b>BOS :&lt;&lt; date &gt;&gt;</b>	<b>ACADEMIC COUNCIL: &lt;&lt;date&gt;&gt;</b>

<b>SDG No. &amp; Statement:</b>	
<b>SDG Justification:</b>	

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**FINANCE**

FINA7001	Financial Markets and Services	L	T	P	S	J	C
		3	0	0	0	0	3
<b>Pre-requisite</b>	Financial Management						
<b>Co-requisite</b>	<a href="https://in.coursera.org/learn/financial-markets-global/home/week/1">https://in.coursera.org/learn/financial-markets-global/home/week/1</a>						
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>Understand what a financial system is and does, and the distinct functions of each component</p> <p>Understand some important financial instruments and the economic principles underlying their use</p> <p>Able to understand credit rating mechanism and working of mutual funds.</p>							
<b>UNIT 1</b>	<b>Structure of Financial System</b>					<b>10 hours</b>	
<p>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</p>							

Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.		
<b>UNIT 2</b>	<b>Financial Services</b>	<b>10 hours</b>
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		
<b>UNIT 3</b>	<b>Venture Capital</b>	<b>15 hours</b>
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		
<b>UNIT 4</b>	<b>Credit Rating</b>	<b>5 hours</b>
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)		
<b>UNIT 5</b>	<b>Mutual Funds</b>	<b>5 hours</b>
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,TMH, 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:**

- Analyse & Apply knowledge of Financial Systems and markets
- Analyse and Apply Various Financial and various Merchant Banking Services and their Growth.
- Analyse Leasing types and Evaluate leasing vs. buying
- Analyse Credit Rating systems and evaluate Factoring services
- Understand and Mutual funds and types and evaluate NAV calculations models.

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	0	1	0			1	0		
<b>CO2</b>	0	1	0	1	0			1	0		
<b>CO3</b>	0	3	0	1	0			1	0		
<b>CO4</b>	1	3	0	1	0			1	0		
<b>CO5</b>	1	2	0	1	0			1	0		

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

**APPROVED IN:**

<b>BOS :</b>	19th,May,2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	8 & 9		

SDG:8- Decent Work and Economic Growth  
SDG: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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FINA7011	Security Analysis and Portfolio Management	L	T	P	S	J	C
		3	0	0	0	0	0
<b>Pre-requisite</b>	Financial Accounting and Financial Management						
<b>Co-requisite</b>	CC1: Portfolio and Risk Management-University of Geneva CC2: Investment and Portfolio Management- Rice University						
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>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</p>							

<b>UNIT 1</b>	<b>Introduction to security Analysis and Portfolio Management</b>	<b>8 hours</b>
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)		
<b>UNIT 2</b>	<b>Fundamental Analysis</b>	<b>8 hours</b>

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)		
<b>UNIT 3</b>	<b>Technical Analysis</b>	<b>8 hours</b>
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)		
<b>UNIT 4</b>	<b>Portfolio Construction and selection:</b>	<b>8 hours</b>
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)		
<b>UNIT 5</b>	<b>Performance Evaluation of Portfolios:</b>	<b>8 hours</b>
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:**

- Understanding of terminologies and concepts of Security Analysis and Portfolio Management

- Apply Fundamental analysis to estimate/calculate the company reports
- Analyse information using Technical analysis and Fundamental Analysis
- Make use of models and theories used for the Portfolio construction and selection
- Evaluate the performance of Portfolios

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	0	0	0	0			1	0		
<b>CO2</b>	2	2	0	1	0			1	0		
<b>CO3</b>	2	3	0	1	1			1	1		
<b>CO4</b>	3	3	0	1	0			1	1		
<b>CO5</b>	3	0	3	2	0			2	2		
Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>			April 2022			<b>ACADEMIC COUNCIL</b>					
<b>SDG No. &amp; Statement</b>			4 & 8								
GOAL 4: Quality Education GOAL 8: Decent Work and Economic Growth											
<b>SDG Justification:</b>											
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
<b>Pre-requisite</b>	Financial Management						
<b>Co-requisite</b>	Banking and Financial Institutions (Illinois university)						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<p><i>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.</i></p>							
<b>Course Educational Objectives:</b>							
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.		

<b>UNIT 3</b>	<b>Ancillary Services</b>	<b>8 hours</b>
Interbank Transfer - Electronic Clearing Services (ECS), Electronic Funds Transfer - NEFT, RTGS, SWIFT, Electronic cheques; Safe Deposit Lockers; FOREX service; DEMAT and Custodial service.		
<b>UNIT 4</b>	<b>Retail Lending</b>	<b>8 hours</b>
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.		
<b>UNIT 5</b>	<b>Responsibility of Banks</b>	<b>8 hours</b>
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:**

- Would be able to deal with banking transactions, personal or professional with a better understanding
- Would be able to tackle investment decisions with respect to Portfolio Management
- Would develop a clarity of RBI regulations will make them handle various financial services with diligence, ensuring they are on the right side of law

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	0	0	0			0	0		

<b>CO2</b>	3	2	0	0	0			0	0		
<b>CO3</b>	3	0	0	0	0			0	0		
<b>CO4</b>	3	0	0	0	0			0	0		
<b>CO5</b>	3	2	0	0	0			0	0		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>							<b>ACADEMIC COUNCIL</b>				
<b>SDG No. &amp; Statement</b>			4 & 8								
Goal 4: Quality Education Goal 8: Decent Work and Economic Growth											
<b>SDG Justification:</b>											
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
<b>Pre-requisite</b>	FINA2001/FINA2021 Financial Management						
<b>Co-requisite</b>	CC1 Risk Management in Personal Finance-SoFi- Coursera Certificate. CC2 Digital Competition in Financial Services-Copenhagen Business School						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<p><i>This course introduces students to the concepts of risk &amp; 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</i></p>							
<b>Course Educational Objectives:</b>							
<p>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</p>							

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.		



<b>UNIT 2</b>	<b>Introduction to Insurance</b>	<b>8 hours</b>
Basic Characteristics of Insurance – Fundamental Legal Principles of Insurance – Requirements of Insurance Contract – Benefits of Insurance to Society.		
<b>UNIT 3</b>	<b>Life Insurance</b>	<b>8 hours</b>
Principles of Life Insurance – Types of Life Insurance – Variation of Life Insurance		
<b>UNIT 4</b>	<b>General Insurance</b>	<b>8 hours</b>
-Principles of General Insurance – Fire, Marine, Motor, Engineering, Miscellaneous, Liability, and Agricultural Insurance.		
<b>UNIT 5</b>	<b>Insurance Company Operations</b>	<b>8 hours</b>
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:**

- Students will enhance their knowledge of insurance and banking operations in India.
- Students will develop basic ideas on thrust areas in insurance and banking.
- Students will enhance their knowledge of general insurance and its principles.
- Students will enhance their skills in insurance management and operations.
- Students will enhance their knowledge of the functioning of the insurance market.

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	2	2	2	2			1	0		
<b>CO2</b>	3	2	3	3	3			1	0		
<b>CO3</b>	3	2	3	3	3			1	1		
<b>CO4</b>	3	3	3	3	3			1	1		
<b>CO5</b>	3	3	3	3	3			1	1		

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

**APPROVED IN:**

<b>BOS :</b>	1 <sup>st</sup> February,2022	<b>ACADEMIC COUNCIL</b>	1 <sup>st</sup> April,2022
<b>SDG No. &amp; Statement</b>	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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<b>FINA7041</b>	<b>Corporate Valuation and Restructuring</b>		<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>J</b>	<b>C</b>
			<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Course Owner</b>	<b>Dept. of F &amp; A</b>		<b>Theory / Practical</b>					
<b>Course Faculty</b>	<b>AVK</b>							
<b>Name of the Program</b>	<b>MBA</b>	<b>Semester: III</b>			<b>Academic Batch</b>			
<b>Department / School</b>	<b>GITAM School of Business</b>	<b>Created on:</b>			<b>2023-24</b>			
<b>S.No</b>	<b>Course Educational Objectives:</b>							
1	Know and Apply Tools of Valuation like DCF, Relative Metrics, Asset Based Methods to Value Business							
2	Critically Evaluate the Leverage on Valuation							
3	Know the significance of Value Creation in the context of competitiveness and Business Survival							
4	Apply the tools of option pricing to valuation							
5	Critically evaluate the valuation of private companies							

**1. Course requisites: (if any)**

<b>Course prerequisite(s)</b>	<b>Course Co-requisite(s)</b>	<b>Alternate Exposure</b>
Nil	Coursera Course	Nil

**2. a. Schedule of teaching and learning [furnished as Annexure 1]**

<b>Contact Hour</b>	<b>Topic</b>	<b>Mode of delivery</b>	<b>Teaching Aids</b>	<b>Reference / Source</b>	<b>Bloom's level L1 to L6</b>	<b>CO</b>
<b>1</b>	Intro to Valuation Income Based Approach	Induction, Group Discussion	PPT	T1	<b>L2</b>	<b>CO1</b>
<b>2-4</b>	<b>Cost of Capital</b>	Lecture	PPT	T1	<b>L1</b>	<b>CO1</b>

	<b>Case: Marriot Corp</b>					
<b>5-7</b>	Measuring and Forecasting Free Cash Flows	Lecture	PPT	R2	<b>L1</b>	<b>CO1</b>
<b>8-11</b>	<b>Advanced Issues of Free Cash Flows</b> <b>Case: Pinkerton (A)</b>	Lecture	PPT	T1	<b>L3</b>	<b>CO1</b>
<b>12-14</b>	Capital Structure, APV	Lecture	PPT	T1	<b>L3</b>	<b>CO1</b>
<b>A1</b>	Mid Term Exam					
<b>15-17</b>	Market Based Approach. Relative, fundamental multiples, growth multiples, sector multiples Case: Interco	Classroom Discussion	Online platform	T1	<b>L2</b>	<b>CO2</b>
<b>18-19</b>	Multiples and Continuation Value, Dispersion in Multiples, Cross Country Difference, Emerging Market Multiples, country risk adjustments					
<b>20-22</b>	Asset Based Approaches/ Intangibles Valuation	Lecture	PPT	R1	<b>L1</b>	<b>CO3</b>
<b>23-27</b>	Real Options, B S Models, and Binomial Model, Sectorial Analysis, ESOPs Case: Arundel Partners	Lecture	PPT	R1	<b>L1</b>	<b>CO4</b>

<b>28-32</b>	Private Company Valuation, Starup Valuation Case Applied Mobile Labs	Classroom Discussion	Online platform	T2	L6	CO5
<b>33-36</b>	Strategic Issues of Valuation, The value of Control, Value of Synergy, the value of illiquidity					
<b>37-40</b>	Valuation Issues of M&A Case: L&T Restructuring the Cement Business					
<b>41-45</b>	Presentations					

### 3. a. Course material and References (in IEEE format)

#### Textbooks

S.No	Textbooks title
1	Valuation: Measuring and Managing the Value of Companies, Tim Koller, 7e
2	Damodaran on Valuation:2e, A Damodaran
3	Financial Valuation , 4e, James Hitchner

#### Reference Books

S.No	Reference Books title
1	
2	
3	
4	
5	

#### b. MOOC Courses:

##### 1. Coursera Course

#### 4. Assessment Scheme:

Components	Weightage (%)	Due Date
Mid Term Test [A1]		
Case Study Report Submission and Presentation [A2]		
Coursera [A3]		
Moodle Quiz [A4]		
End Term Exam [A5]		
<b>Assignment/class test</b>		
<b>Quiz</b>		
<b>Total</b>		

#### 5. Course Outcomes (COs):

CO	Description
CO1	Know and Apply Tools of Valuation like DCF, Relative Metrics, Asset Based Methods to Value Business
CO2	Critically Evaluate the Leverage on Valuation
CO3	Know the significance of Value Creation in the context of competitiveness and Business Survival
CO4	Apply the tools of option pricing to valuation
CO5	Critically evaluate the valuation of private companies

#### Program Outcomes (POs) and Program Specific Outcomes (PSOs):

PO	Description
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 market place using management techniques in order to attain a dominant position in the industry.

#### CO-PO-PSO mapping:

<b>Program Objectives (POs)</b> <b>Mapping to be done on a scale of 0-3</b>
--

CO	1	2	3	4	5	PSO-1	PSO-2	Total
CO1								
CO2								
CO3								
CO4								
CO5								
<b>Total</b>								
<b>SDG Number and Statement</b>	<b>SDG GOAL-</b>							
<b>Justification</b>								

## 6. Mapping of course outcomes with learning activities and assessments

Course outcomes	Learning activities	Assessments	MID TERM TEST * %		Other Components * %					End Term * %
			1	2	Presentation	viva	Quiz	Case Study Report submission	Coursera Certification	
CO 1	Lecture Discussion Projects Exercises Case Study	Moodle Quiz Exercise Case study Pen & Paper Submission								
CO 2	Lecture Discussion Projects Exercises Case Study	Moodle Quiz Exercise Case study Pen & Paper Submission								
CO 3	Lecture Discussion Projects	Moodle Quiz Exercise Case								

	Exercise s Case Study	study Pen & Paper Submissi on								
CO 4	Lecture Discussi on Projects Exercise s Case Study	Moodle Quiz Exercise Case study Pen & Paper Submissi on								
CO 5	Lecture Discussi on Projects Exercise s Case Study	Moodle Quiz Exercise Case study Pen & Paper Submissi on								

*\* % of marks in the question paper /evaluation metrics relevant to the respective outcomes.*

*Column wise all evaluation components should add up to 100 %*



PPOL6541	ECONOMIC FREEDOM, FINANCIAL INCLUSION, AND DIGITAL BANKING	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	None						
Co-requisite	None						
Preferable Exposure	None						

**Course Description:**

The advent of technology has disrupted the traditional role of banks as financial intermediaries. In the initial phase of this disruption, banks responded by digitizing their activities and providing customer convenience. Digital banking thus witnessed proliferation of ATMs, internet banking, mobile banking, digital wallets, and automated internal processes (such credit lending decisions, portfolio monitoring and risk management). Continued innovations in payment technology has further disrupted the banking landscape. Considering the role of payments, these innovations have further witnessed support from regulatory authorities. Plastic cards have paved the way for contactless cards. Innovations in QR code technology further made payment mechanisms seamless. Technology thus enhanced competition between banks and non-bank players in the payments space with multiple applications being launched every day on customer mobiles. Innovations in payment technology coupled with the advent of bitcoin led to the introduction of digital currencies. Distributed ledgers and programmable money became a convenient way to transact finance through smart contracts. Several private sector players started issuing their own digital currencies exposing financial systems to various opportunities and risks. This has led to regulators responding by way of prohibitions and licensing approaches. A key regulatory response is the experiments towards central bank digital currencies. In the private sector, the big data generated by the payment systems and digital currencies enabled fintech applications and decentralized finance. The entry of big-tech players further disrupted the competitive landscape of banking and financial services. Digital lending applications have provided several opportunities for easing the procedures for credit underwriting and assessment. They have at the same time exposed the financial sector to new risks. Regulators are today grappling with issues relating to competition and promoting level playing field for various fintech players. This course provides a detailed introduction to these developments in digital banking and financial sector from a regulatory and policy perspective. It provides an international context to these developments. A comparative perspective of the evolution of India and China in this space is also provided in the course. Lastly, the challenges to the regulators in regulating fintech and the response by regulatory authorities are also captured in the course.

**Course Educational Objectives:**

- Evolution of money and its relevance for financial intermediation
- Evolution of payment systems and data economy
- Digital disruption to banking and emergence of fintech
- Digital Currencies and the opportunities and challenges
- Entry of Big-tech players into finance and big-data risks and regulatory challenges
- Fintech regulatory approaches and the central bank digital currencies

**MODULE 1 MONEY, BANKING AND FINANCIAL CRISIS**

**9 Hrs**

Evolution of Money as a social contract  
 Money, Banking and Financial Intermediation – An introduction  
 Financial regulation and central banking – An introduction  
 Global financial crisis 2007 – Causes and Consequences  
 Global financial crisis 2007 – Regulatory failures and reforms thereafter  
 Case Study: Stone Money of Island of Yap (Federated States of Micronesia)

**MODULE 2 DIGITAL BANKING AND PAYMENT SYSTEMS**

**9 Hrs**

Payment system regulatory structures after the global financial crisis  
 Evolution of Digital Banking  
 Indian Demonetization as an experiment towards digital payment  
 International Trends – Aadhaar, WeChat, Apple/Google Pay  
 Indian Perspectives – Aadhaar and the Unified Payment Interface (UPI)  
 Case Study- Comparative evolution of Payment Systems in India & China

**MODULE 3 DIGITAL CURRENCIES AND DISTRIBUTED LEDGERS**

**9 Hrs**

Digital Currencies – An introduction to Bitcoin  
 Distributed Ledgers – An overview of underlying blockchain technology  
 Digital Currency – Regulatory Issues I (Financial crimes and Money laundering)  
 Digital Currency – Regulatory Issues II (Classification, Taxation, Smart Contract regulation)  
 Central Bank Digital Currencies  
 Case Study- Facebook Diem – Digital Currency by Private Sector

**MODULE 4 BIG DATA, FINTECH AND FINANCIAL INTERMEDIATION**

**9 Hrs**

Payments as a foundation for fintech and data economy  
 The experiment of Payment Banks in India  
 Fintech and Financial Disintermediation – An introduction to decentralized finance  
 Big Data and entry of Big Tech - Trust and Competition issues  
 New players in banking – The entry of challenger banks  
 Case Study - Ant Financial Services IPO – Algorithm Lending and Regulatory Issues

**MODULE 5 FINTECH REGULATION AND CENTRAL BANKING IN A DIGITAL AGE**

**9 Hrs**

Fintech regulation: Key issues and perspectives (Privacy and Financial Crime Compliance)  
 Reg-tech and Sup-tech: Leveraging fintech for financial regulation  
 Regulatory sandboxes: A new framework for fintech  
 Impact of digital currencies and payments on monetary policy  
 Global fintech regulatory landscape and capacity building  
 Case Study- India Stack: Aadhaar and the Privacy Debate

**Textbook(s):**

1. Martin, Felix, Money: the unauthorized biography from coinage to cryptocurrencies., Vintage, 2015
2. Cooper, George, The origin of financial crises, Vintage, 2008
3. Bernanke, B. S., The Federal Reserve and the financial crisis, Princeton University Press., 2013

**Reference(s):**

**Course Outcomes:**

1. Understand the various technologies that are disrupting the digital technology space.
2. Describe the role of digital technologies in the changing landscape across various industries and governance.
3. Critically analyse developments in digital banking and financial sector from a regulatory and policy perspective
4. Demonstrate a fundamental understanding of the regulatory challenges and risk posed by innovations in digital banking and financial technologies.
5. Understand the regulatory hurdles and effective strategic mechanisms to meet the challenges posed by new technologies.

**Course Articulation Matrix:**

	<b>POs</b>	<b>PSOs</b>
--	------------	-------------

CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4
1																				
2																				
3																				
4																				
5																				

3 – High, 2 – Medium & 1 – Low Correlation

**APPROVED IN MEETINGS HELD ON:**

BOS : 11-09-2021

Academic Council Number: 27

Academic Council : 06-07-2023

**SDG No(s). & Statement(s) :**

8 & Decent Work and Economic Growth : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

9 & Industry, Innovation and Infrastructure : Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

16 & Peace and Justice Strong Institutions : Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

17 & Partnerships to achieve the Goal : Strengthen the means of implementation and revitalize the global partnership for sustainable development.

**SDG Justification(s):**

The course deals with the themes associated with SDG's 8, 9, 16 and 17.

PPOL6681	CLIMATE CHANGE AND FINANCE	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	None						
Co-requisite	None						
Preferable Exposure	None						

**Course Description:**

Climate change is one of the biggest challenges facing humanity in modern times. As per the Paris Agreement the nations have agreed to limit greenhouse gas emissions so that global warming can be limited to 1.5 degree Celsius from pre industrialization era. This will require the right combination of planning, strategic priorities and availability of finance. Climate finance entails the management of risks and investment opportunities related to climate change using new and established financial market instruments and practices, as well as the inclusion of such factors in stock valuation and selection processes. In order to manage risks and seize new opportunities, asset owners and managers, banks, insurance firms, venture capitalists, corporations, and governmental organizations are getting more and more involved in the finance of climate change mitigation and resilience. This field is nascent and it offers great opportunities and challenges for the policy makers, particularly in capital starved emerging economies like India. The course will help the public policy students in understanding the basic dynamics of climate change, its impact on sustainable development goals, development of an alternate green market to finance sustainable projects, major green financial products, its demand and supply dynamics and climate action reporting standards.

**Course Educational Objectives:**

- Explains the core concepts of climate finance and relevance of sustainability considerations for the key actors in the financial system.
- Explains the potential contribution of climate finance to achieving the sustainable development.
- Describes the role of regulations and policy initiatives in shaping the climate finance.
- Describes different climate finance products that may be available to provide the capital needed to support the delivery of the sustainable development goals.
- Explain the opportunities and challenges of climate finance in the world and India

**MODULE 1 INTRODUCTION TO CLIMATE CHANGE AND CLIMATE RELATED FINANCIAL RISKS**

**9 Hrs**

Introduction to climate change science  
 Climate change impact ,mitigation and adaptation  
 Vulnerability of financial sector to climate change  
 Climate change finance , definition and purpose  
 Climate finance and Sustainable Development Goals (SDGs)  
 Emerging National and international approaches to climate finance

**MODULE 2 CLIMATE FINANCE IN INDIA AND THE WORLD**

**9 Hrs**

Climate finance in India, progress, and challenges  
 Policies and regulation of climate finance in India  
 Experiences from global leading actors in the climate finance  
 International initiatives to accelerate climate finance  
 India's involvement with global climate finance Initiatives

**MODULE 3 CLIMATE FINANCE PRODUCTS****9 Hrs**

Overview of climate finance products and principles  
 Green bonds / Green Loans /Green banks  
 Key elements of a Green Bond, Green Loan Instrument and Green Bank  
 Comparison of Green bond with other financial securities

**MODULE 4 DEMAND AND IMPACT OF GREEN BOND****9 Hrs**

Demand for green bond  
 Opportunities for green bond  
 Factors associated with growth and impact of green bond  
 Making the transition as a financial institution towards green finance

**MODULE 5 CLIMATE INVESTMENTS / METRICS AND ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) REPORTING****9 Hrs**

Introduction to Environmental, Social, and Governance (ESG)  
 Commonly used ESG reporting guidelines / standards  
 Integration of sustainability (ESG) into investment decision making  
 Climate investment and its role in resilience and adaptation building  
 Analytical frameworks for climate change risk assessment and mitigation  
 Green Accounting

**Textbook(s):**

1. Schoemaker, D., & Schramade, W. , Principles of sustainable finance, Oxford University Press, 2018
2. Bhattacharyya, R., Green finance for energy transition, climate action and sustainable development: overview of concepts, applications, implementation and challenges, Green Finance, 2022
3. Tangney, P. , Understanding climate change as risk: a review of IPCC guidance for decision-making, Journal of Risk Research, 2020

**Reference(s):****Course Outcomes:**

1. Understand the fundamentals of climate finance.
2. Understand the role of green bonds in improving the sustainability outcomes.
3. Learn to evaluate public / private companies from an Environmental, Social and Governance (ESG) perspective.
4. Apply policy frameworks to measure and monitor green investment opportunities.

**Course Articulation Matrix:**

CO	POs																PSOs				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4	
1																					
2																					
3																					
4																					

3 – High, 2 – Medium & 1 – Low Correlation

**APPROVED IN MEETINGS HELD ON:**

BOS : 05-09-2022

Academic Council Number: 27

Academic Council : 06-07-2023

**SDG No(s). & Statement(s) :**

11 & Sustainable Cities and Communities : Make cities and human settlements inclusive, safe, resilient and sustainable.

13 & Climate Action : Take urgent action to combat climate change and its impacts.

16 & Peace and Justice Strong Institutions : Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

17 & Partnerships to achieve the Goal : Strengthen the means of implementation and revitalize the global partnership for sustainable development.

**SDG Justification(s):**

The course deals with the themes associated with SDG's 11, 13, 16 and 17.

PPOL6651	ENVIRONMENTAL SOCIAL AND GOVERNANCE: REPORTING, INVESTING AND GOVERNANCE	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	None						
Co-requisite	None						
Preferable Exposure	None						

**Course Description:**

This course offers insight into evolving ESG principles, methodologies, and applications. While ESG is often spoken of in terms of corporates, multiple stakeholders are involved with interconnected interests. Students will learn the fundamentals of Environment, Social, and Corporate Governance and understand why it is becoming a market and public sector norm. Students will learn the fundamentals of ESG compliance, reporting, investing and the underlying policy and market drivers. This course will help students gain critical insights into ESG, its role in investment analysis, and tools and frameworks for the integration of ESG factors into projects, investments, and entire corporations. The course will also help students draw distinctions between ESG and CSR, ESG investing, and financial market requirements. Particular focus has been accorded to ESG investing in India, its nuances, and its challenges. Students will also learn how the global financial system is slowly (albeit surely) moving towards sustainability, sustainable ESG-compliant investing and sustainable ESG-compliant reporting. Students will understand and evaluate the challenges firms face when it comes to making a business case for ESG-compliant investing in a highly competitive margin-driven business world. The course will also highlight different ESG roles across the public and private sector and career opportunities. By the end of this course, students would be able to understand the importance of ESG reporting, and risks and rewards associated with ESG investing.

**Course Educational Objectives:**

- Understand key ESG concepts and drivers, comprehending their interconnectedness and trade-offs within the context of global sustainability goals.
- Explore how ESG can enhance business resilience by facilitating risk management and value creation.
- Develop the skills to compare, analyze, and critique ESG practices across various industries.
- Acquire a comprehensive understanding of ESG investing applications and the prevailing trends within financial markets.
- Familiarize yourself with ESG-related national and international policy implementation and reporting frameworks.
- Apply fundamental ESG concepts, explicitly focusing on their relevance to India.
- Gain insight into the ethical and leadership challenges inherent in ESG compliance.

**MODULE 1 ESG FRAMEWORK: HISTORY AND UNDERLYING RATIONALE**

**7 Hrs**

This unit deals with the history of ESG and the underlying rationale of evolving ESG policies

ESG History and Development

SDGs, Stakeholder Capitalism, and other Key Concepts Underlying ESG Progress

Evolving International Policy Framework around ESG

ESG, Interconnectedness and Trade off's, Key Actors and Firm Signatories

ESG Careers Landscape

**MODULE 2 GOVERNMENT POLICY AND ESG REGULATORY FRAMEWORKS**

**8 Hrs**

This unit explores the regulatory aspect of ESG from the lens of government policies, investors, and other stakeholders' interests.

ESG materiality risks and key concerns

Legal frameworks (Environment and Social Impact assessments, disclosures), Performance Standards, Industry ESG benchmarks

Emerging International ESG Policy

Emerging ESG policy in India: SEBI and BRSR

India's CSR experience shaping ESG strategies

ESG integration versus ESG investing

### **MODULE 3 ESG AND CORPORATIONS**

**10 Hrs**

This unit deals with ESG's value to corporations and how companies integrate ESG considerations in their operations.

ESG and Firm value: Does ESG Contribute to Firm Value

Circular Economy: Transition for Future Sustainability

Just Transition, Transition Risk Modelling

Net zero strategy and Scenario Planning under SBTi= Science based targets initiative

Case Studies on ESG linked risks and value creation in corporations

### **MODULE 4 ESG REPORTING, ESG RATINGS, TRANSPARENCY AND VALUATION**

**10 Hrs**

This unit deals with different compliance related requirements pertaining to ESG.

Deep dive on Environment: Emissions Reporting: Scope 1, Scope 2 and Scope 3; Life Cycle Assessment; Nature & Biodiversity

Deep dive on Social: Labor, Human Rights and Wages, Land Rights, OHS

Deep Dive on Governance: Board Composition, Transparency, Ethics and Anti-Corruption

ESG Reporting and Accounting Frameworks – PRI, TCFD, GRI, SASB, TNFD; Emerging Software Services

ESG Ratings Agencies – MSCI, Sustainalytics, S&P Global, Moody's

### **MODULE 5 ESG INVESTING AND PORTFOLIO MANAGEMENT**

**5 Hrs**

This unit dives deep into methodology of ESG reporting and how ESG can be incorporated into a company's investment portfolio management.

Business Models and Business Case that Drive Change

Sustainability Risk.

Impact of ESG Investing on Asset Prices and Portfolio Returns

ESG scores, ratings, data and indices

Equity Portfolio Optimization with ESG Scores

Types of ESG investing (Exclusion, Integration, Impact-based, Engagement-based)

Deep dive-Climate Risk in practice : tools, dashboard and landscape

Case Study

### **MODULE 6 ESG CHALLENGES AND FURTHER SPECIALIZATION**

**5 Hrs**



The unit explores challenges with due diligence, meeting both financial as well as sustainability goals, and the role of leadership in doing so.

Divergence in ESG ratings and ‘aggregate confusion’

ESG vs Impact

ESG Politics, Backlash and Response

Identifying Greenwash

Ethical and leadership challenges inherent in ESG compliance.

Advancing ESG Leadership Skills

**Textbook(s):**

1. Kate Raworth, Doughnut Economics: Seven Ways to Think Like a 21st Century Economist,
2. Elisa Aracil and Ibrahim Sancak, Essential Concepts of Sustainable Finance: An A-Z Guide,,
3. Klaus Schwab and Peter Vanham, Stakeholder Capitalism: A Global Economy that Works for Progress, People and Planet,
4. Alex Edmans, Grow the Pie: How Great Companies Deliver Both Purpose and Profit,
5. Urvashi Bhatnagar and Paul Anastas, The Sustainability Scorecard: How to Implement and Profit from Unexpected Solutions,
6. Carlos Vargas, Sustainable Finance Fundamentals,
7. Handbook on Sustainable Investments: Background Information and Practical Examples for Institutional Asset Owners By Swiss Sustainable Finance,

**Reference(s):**

**Course Outcomes:**

1. Explain key concepts and principles underlying ESG and their significance for governments and businesses.
2. Integrate ESG considerations into various stages of decision-making, from strategic planning to investment analysis.
3. Have a working knowledge of ESG metrics, reporting frameworks and scorecards used to measure and communicate ESG performance.
4. Be proficient in ESG integration and ESG investing strategies relevant to the Indian market
5. Be conversant with the ethical and leadership challenges in ESG.

**Course Articulation Matrix:**

CO	POs																PSOs				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4	
1																					
2																					
3																					
4																					
5																					

3 – High, 2 – Medium & 1 – Low Correlation

**APPROVED IN MEETINGS HELD ON:**

BOS : 12-09-2023

Academic Council Number: 27

Academic Council : 06-07-2023

**SDG No(s). & Statement(s) :**

3 & Good Health and Well-being : Ensure healthy lives and promote well-being for all at all ages.

7 & Affordable and Clean Energy : Ensure access to affordable, reliable, sustainable and modern energy for all.

9 & Industry, Innovation and Infrastructure : Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

11 & Sustainable Cities and Communities : Make cities and human settlements inclusive, safe, resilient and sustainable.

13 & Climate Action : Take urgent action to combat climate change and its impacts.

16 & Peace and Justice Strong Institutions : Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

**SDG Justification(s):**

The course deals with the themes associated with SDG's 3, 7, 9, 11, 13 and 16.

**MARKETING**

<b>MKTG7011</b>	<b>Consumer Behaviour</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>J</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite</b>	Fundamental concepts of Marketing Management						
<b>Co-requisite</b>	Coursera Course- Market Research and Consumer Behaviour- IE Business School						
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To identify Key Determinants of Consumer Behaviour in an informed and systematic way.</li> <li>• To Describe environmental dimensions that influence consumer decisions making.</li> <li>• To examine how motivation, perception and personality dimensions influence consumer behavior and the role of Learning on consumer buying behaviour.</li> <li>• To appraise the students' perspective on attitude formation and socio-cultural environment.</li> <li>• To assess how consumer decision-making is done.</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to Consumer Behaviour</b>					<b>9 hours</b>	

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		
<b>UNIT 2</b>	<b>Consumer Motivation, Perception, and Personality</b>	<b>9 hours</b>
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.		
<b>UNIT 3</b>	<b>Learning</b>	<b>9 hours</b>
Elements of Consumer Learning, Behavioral learning theories -Classical Conditioning, Instrumental Conditioning; Cognitive Learning-Learning Theory and Involvement Theory. Outcomes and Measures of Consumer Learning.		
<b>UNIT 4</b>	<b>Attitude Formation and Social and Cultural Environment</b>	<b>9 hours</b>
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.		
<b>UNIT 5</b>	<b>Consumer Decision and Diffusion of Innovation</b>	<b>9 hours</b>
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:**

- Identify Key Determinants of Consumer Behaviour in an informed and systematic way.
- Describe environmental dimensions that influence consumer decisions making.
- Examine how motivation, perception and personality dimensions influence consumer behavior and the role of Learning on consumer buying behavior.
- Appraise the student's perspective on attitude formation and socio-cultural environment
- Assess how consumer decision-making is done

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	0	2	3	1			2	1		
<b>CO2</b>	1	3	0	1	2			2	1		
<b>CO3</b>	2	2	0	2	1			1	1		
<b>CO4</b>	1	2	0	2	2			1	1		
<b>CO5</b>	2	1	0	2	2			2	1		

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

**APPROVED IN:**

<b>BOS :</b>	April 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	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
		0	0	0	3	0	3
<b>Pre-requisite</b>	Fundamental concepts of Marketing Management						
<b>Co-requisite</b>	Coursera on Models & Frameworks to Support Sales Planning						
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To provide students with a firm foundation for the understanding of Sales and Distribution management.</p> <p style="padding-left: 40px;">To make student familiarize with the changing sales environment like new technologies, analytical tools, and sales force automation.</p> <p style="padding-left: 40px;">To equip students to manage multiple marketing channel partners.</p>							

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.		
<b>UNIT 2</b>	<b>Sales Planning and Budgeting</b>	<b>9 hours</b>
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.		
<b>UNIT 3</b>	<b>Sales Force Management</b>	<b>9 hours</b>
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.		
<b>UNIT 4</b>	<b>Introduction to Distribution Management:</b>	<b>9 hours</b>
<ul style="list-style-type: none"> <li>• 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</li> <li>• 3I (Investment, Infrastructure, and Involvement) Model of Distribution Selection, Distribution Management system (CRM-SFA) and Building Market Construct</li> </ul>		
<b>UNIT 5</b>	<b>Managing Distribution Channels:</b>	<b>9 hours</b>
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.
- Francis and S. Maklan, Customer Relationship Management concepts and technologies, 4th edition, Routledge.
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**Course Outcomes:**

- Will be able to understand the concepts of Sales & Distribution management.
- Apply the concepts of sales and distribution management.
- Analyse data to effectively forecast sales of a company
- Evaluate the sales performance of the company
- Create a sales and distribution KPI dashboard

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	1	1	1	1			3	1		
<b>CO2</b>	3	1	1	1	1			3	1		
<b>CO3</b>	3	3	1	1	1			3	1		
<b>CO4</b>	3	1	3	1	3			3	3		
<b>CO5</b>	3	3	1	1	2			3	3		

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

**APPROVED IN:**

<b>BOS :</b>	: 17th May, 2023	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	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
<b>Pre-requisite</b>	Marketing management						
<b>Co-requisite</b>	Basics of Computer						
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To understand and develop a comprehensive digital marketing strategy.</p> <ul style="list-style-type: none"> <li>To make use of search engines for optimizing the visibility and search results.</li> <li>To formulate and implement Social Media Marketing Strategies.</li> <li>To create, analyse and send promotional content through E-mails and Mobile</li> <li>To apply measurement techniques for evaluating digital marketing efforts.</li> </ul>							

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		
<b>UNIT 3</b>	<b>Social media marketing</b>	<b>9 hours</b>
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		
<b>UNIT 4</b>	<b>Marketing YouTube, E-Mail, Mobile</b>	<b>9 hours</b>
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		
<b>UNIT 5</b>	<b>Web Analytics</b>	<b>9 hours</b>
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:**

- Gain knowledge about designing, developing and promoting through Blogs
- Use the search engines for better visibility in the online world
- Create, Implement and Make a Mark on the social networking sites & Build a Youtube channel for promotions
- Learn how to use e-mail / Mobile marketing for promotional activities
- Work with google analytics for identifying, filtering and tracking the promotional content floated on the websites

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	3	1	1	1			2	3		
<b>CO2</b>	3	3	1	0	1			3	3		
<b>CO3</b>	3	3	1	0	0			2	3		
<b>CO4</b>	3	3	1	1	1			3	3		
<b>CO5</b>	3	2	1	0	1			2	3		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>			April 2022			<b>ACADEMIC COUNCIL</b>					
<b>SDG No. &amp; Statement</b>			9								
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.											
<b>SDG Justification:</b>											
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
		0	3	0	3	0	3
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<b>Course Description:</b>							
<p><i>This course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides 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 programme.</i></p>							
<b>Course Educational Objectives:</b>							
<p>To explain the concepts of Integrated Marketing Communication (IMC) programme          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.</p>							

UNIT 1	Introduction to Integrated Marketing Communication (IMC)	9 hours
<ul style="list-style-type: none"> <li>• Meaning and importance of IMC, Introduction to IMC tools –Advertising, sales promotion, publicity, public relations, event sponsorship, personal selling, and digital/internet marketing</li> </ul>		

<ul style="list-style-type: none"> <li>• IMC Planning Process: Review of a marketing plan, promotional programme situation analysis, analysis of communication process, budget determination, developing the IMC, monitoring, evaluation, and control</li> </ul>		
<b>UNIT 2</b>	<b>Understanding the communication &amp; Marketing process</b>	<b>9 hours</b>
<ul style="list-style-type: none"> <li>• 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</li> <li>• Role of IMC in Marketing Process: Marketing strategy and analysis, target marketing process, developing positioning strategy, developing marketing planning programmes</li> </ul>		
<b>UNIT 3</b>	<b>IMC – Advertising and Sales promotion:</b>	<b>9 hours</b>
<ul style="list-style-type: none"> <li>• 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</li> <li>• Developing and Implementing Media strategies: Establishing Media objectives, Media Mix, Target Market Coverage, Geographic Coverage, Scheduling, creative aspects, Reach and Frequency, flexibility, budget considerations</li> </ul>		
<b>UNIT 4</b>	<b>IMC – Public Relations, Publicity, Corporate Advertising</b>	<b>9 hours</b>
<ul style="list-style-type: none"> <li>• 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</li> <li>• Role of publicity: Power of publicity, controlling and dissemination of publicity, Advantages, and disadvantages of publicity.</li> <li>• Role of Corporate Advertising: Objectives.</li> <li>• Types of Corporate Advertising: Image advertising, Event sponsorship, Advocacy advertising,</li> </ul>		
<b>UNIT 5</b>	<b>Digital Media &amp; Ethics</b>	<b>9 hours</b>
<ul style="list-style-type: none"> <li>• Digital Media &amp; 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</li> </ul>		

- 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:**

- Describe the concepts and trends in Advertising and other communication methods.
- Understand process and models of communication
- Know how the Advertising and sales promotional tools will increase the effectiveness of communication
- Understand the importance of public relations, publicity, Corporate Advertising in integrated communication
- Understand how digitalisation helps in integrating communication

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	0	0	1			0	1		
<b>CO2</b>	3	2	0	0	0			3	0		
<b>CO3</b>	3	0	0	0	0			2	2		
<b>CO4</b>	2	0	0	0	0			0	1		

<b>CO5</b>	1	4	0	0	2			1	2		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>						<b>ACADEMIC COUNCIL</b>					
<b>SDG No. &amp; Statement</b>			4								
Quality Education											
<b>SDG Justification:</b>											

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**HUMAN RESOURCE MANAGEMENT**

HRMG7001	Learning and Development	L	T	P	S	J	C
		3	3	0	0	0	3
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To understand the basic concepts of 'Learning and Development' and as a tool to develop capabilities of employees in the workplace.</p> <p style="padding-left: 40px;">To identify the strategies in training and their needs assessment for organizational learning and development.</p> <p style="padding-left: 40px;">To identify the fundamental concepts of Learning and Development in Case analysis.</p> <p style="padding-left: 40px;">To acquire knowledge to develop skills and abilities to manage of the organizations.</p> <p style="padding-left: 40px;">To evaluate the process of overall learning and development.</p>							

<b>UNIT 1</b>		<b>9 hours</b>
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.		
<b>UNIT 2</b>		<b>9 hours</b>
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.		
<b>UNIT 3</b>		<b>9 hours</b>
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.		
<b>UNIT 4</b>		<b>9 hours</b>
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.		
<b>UNIT 5</b>		<b>9 hours</b>
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:**

- Understand and discuss the concepts of learning and development and translate learning strategy into action.
- Identify the key strategies in training and their needs assessment for organizational learning and development.
- Analyse how to implement the theories of learning and transfer of training.
- Discuss various training evaluation methods for the effectiveness and trends in Learning and development.
- Evaluate the process of overall future learning and development.

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	0	0	0	1			2	0		
<b>CO2</b>	1	2	0	0	0			1	2		
<b>CO3</b>	0	3	0	0	1			0	1		
<b>CO4</b>	1	2	0	0	0			2	1		
<b>CO5</b>	1	0	0	0	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	3	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>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.</p>							

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.		
<b>UNIT 2</b>	<b>The Factories Act, 1948</b>	<b>10 hours</b>
Significance and Objective of the Act, Health, Safety and Welfare provisions, Working conditions, Working Hours, Penalties, and the Contract Labour (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.		
<b>UNIT 3</b>	<b>The Employees Provident Fund and Miscellaneous Provisions Act, 1952,</b>	<b>9 hours</b>
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		
<b>UNIT 4</b>	<b>The Payment of Bonus Act, 1965 and, the Equal Remuneration Act, 1976</b>	<b>10 hours</b>
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.		
<b>UNIT 5</b>	<b>The Child Labor (Prohibition &amp; Regulation) Act, 1986, and the A.P. Shops &amp; Establishments Act, 198</b>	<b>9 hours</b>
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:**

- Understand the evolution of Rules and Sections.
- Understand the Judgments of High courts and the Supreme Court.
- Understand the role and Mechanism of Regulatory Bodies.
- Understand the various Business disputes.
- Understand and Apply the Legal disputes and Case Studies

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	1	2	1			0	2	3	
<b>CO2</b>	1	2	1	3	1			1	1	1	
<b>CO3</b>	3	1	3	1	1			1	1	0	
<b>CO4</b>	1	2	2	1	1			1	2	2	
<b>CO5</b>											
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>						<b>ACADEMIC COUNCIL</b>					
<b>SDG No. &amp; Statement</b>			8								
Decent Work and Economic Growth											
<b>SDG Justification:</b>											
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all											

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HRMG7021	Performance Management	L	T	P	S	J	C
		3	3	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<p><i>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.</i></p>							
<b>Course Educational Objectives:</b>							
<p>To understand the basic concepts of 'Performance Management as a tool to measure the performance of employees in the workplace</p> <p>To identify the fundamental concepts of Performance management in Case analysis</p> <p>To acquire knowledge in measuring performance and managing in organizations</p>							

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.		
<b>UNIT 3</b>	<b>Performance Planning</b>	<b>9 hours</b>
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.		
<b>UNIT 4</b>	<b>Performance Appraisal</b>	<b>9 hours</b>
Meaning and Characteristics of appraisal – Objectives and Importance of appraisal – Process of Performance Appraisal – Methods of Performance Appraisal – Ethical Issues in Performance management.		
<b>UNIT 5</b>	<b>Performance Monitoring</b>	<b>9 hours</b>
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, 2007 Additional 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	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	0	1	0	1			2	0		
<b>CO2</b>	1	2	2	1	0			1	2		
<b>CO3</b>	0	1	2	2	2			0	1		
<b>CO4</b>	2	1	0	1	1			2	1		
<b>CO5</b>	1	1	0	2	1			1	1		

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

**APPROVED IN:**

<b>BOS :</b>		<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	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	3	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To provide knowledge in developing the right HR metrics and analytics based on the organizational requirements.</p> <p>To lay the foundation in pruning HR metrics into Analytics for effective management decisions.</p> <p>To Explain the preparation of human resource metrics to support business improvement</p> <p>To Identify and use human resource data in organizations for decision-making.</p> <p>To develop an action plan to drive the use of human resource measurement in organizations</p>							

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.		
<b>UNIT 3</b>	<b>Benchmarking and best practices</b>	<b>9 hours</b>
Attrition Analytics-Learning and Development Analytics, Diversity Analytics-Employee engagement analytics- □Employee satisfaction analytics-(Case studies on HR Analytics)		
<b>UNIT 4</b>	<b>Measuring HR Contribution</b>	<b>9 hours</b>
Developing HR Scorecard-Developing HR Analytics Culture-HR Analytics as a change - Management process -Establishing a culture of HR analytics ,Build Vs. Buy Approach		
<b>UNIT 5</b>	<b>Future of HR analytics</b>	<b>9 hours</b>
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 Metricl,Kogan Page Publishers, ISBN-0749473924
- Fitz-enz Jac (2010), —The new H.R. analytics: predicting the economic value of your company's human capital investmentsl, A.M.A.C.O.M., ISBN-13: 978-0-8144-1643-3
- Fitz-enz Jac, Mattox II John (2014), —Predictive Analytics for Human Resourcesl, 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	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	1	1	1	1			1	0		
<b>CO2</b>	1	3	1	1	2			1	0		
<b>CO3</b>	3	1	2	1	1			1	0		
<b>CO4</b>	1	1	2	1	1			0	1		
<b>CO5</b>	1	1	2	1	3			0	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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PPOL6692	LAW AND POLICY OF GLOBAL TRADE	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	None						
Co-requisite	None						
Preferable Exposure	None						

**Course Description:**

Strong open trade policies bring more economic growth than a protectionist approach. International trade law aims to ensure that trade flows as smoothly and predictably as possible. However, that flow is sometimes interrupted, and often for good reasons. There might be national economic or social interests to take into account, or human and environmental rights which might not be compatible with free trade. We will look at this, often complex, relationship between public policy and international trade law. Being the only international body dealing with the rules of trade between nations, the WTO will play an important role in this course. There will be ample use of real-life (and real-time) examples and plenty of room for discussion and debate.

**Course Educational Objectives:**

- The web of laws and regulations around international trade.
- The workings of the WTO.
- Trade of (e-)services as a key-driver of economic development and remaining barriers.
- State-investor relationships, local FDI-law, commercial arbitration, regional free-trade agreements and the concept of free-trade zones.
- Human and environmental rights issues and how they interact with global trade.

**MODULE 1 MARKET ACCESS AND NON-DISCRIMINATION**

**9 Hrs**

WTO, OECD, UNCTAD.

Introduction to the WTO, core agreements (GATT, GATS, TRIPS, TBT, SPS, Agricultural Agreement).

Basic WTO rules: non-discrimination (MFN/national treatment) and market-access (tariff barriers, dumping and subsidies).

Exceptions to the rules (security, economic emergency, anti-dumping, countervailing etc.).

Dispute settlement mechanisms. WTO, Investor-State: international arbitration (ICSID, (UNCITRAL, ICC), national courts. EU's proposal towards a permanent investment court.

BITs, whose side are they on? India's rise in outbound investments, its 2015 model BIT and (changing?) position on ICSID.

**MODULE 2 OLD AND NEW ECONOMIC REALITIES AND THEIR CHALLENGES**

**9 Hrs**

Government procurement, state-owned enterprises (and state aid such as export credit insurance), the special position of aviation in world trade.

The e-commerce moratorium, for how much longer and what would the end of it mean? Does anyone really know? Who will be hit hardest?

Global value chains and determination of origin etc.

The introduction of global corporate tax rate. Why?

Free trade zones as hotbeds of (international) crime, how come?

**MODULE 3 HUMAN AND ENVIRONMENTAL RIGHTS**

**9 Hrs**

The right to privacy and data protection.

International Labour Standards (ILO conventions, WTO-clause).

Trade and sustainability, environmental restrictions as justifiable exception?

Green supply chain regulations are starting to bite (e.g. the EU's Carbon Adjustment Border Mechanism and the EU Corporate Sustainability Directive).

Status of the Agricultural Agreement and rules on public stockkeeping and agricultural subsidies.

Planet junkyard: how global trade facilitates a multi-billion-dollar waste business. A first: French anti-fast fashion law in the making.

**MODULE 4 ZOOMING IN ON INTELLECTUAL PROPERTY**

**9 Hrs**

Intellectual property rights, what are they and who benefits from them?

Finding the balance between protection and public interests.

Main principles of TRIPS and how it made countries adapt/amend their IP-laws, challenges of enforcement.

The scope of the Technical Barriers to Trade (TBT) and Sanitary and Phytosanitary measures (SPS) agreements.

IP and greenwashing. Calling it "organic", "eco", "bio", EU Organic Production Regulation, India's Consumer Protection Act 2019 & Draft Greenwashing Guidelines 2024. Should WTO police eco-labels?

**MODULE 5 WHAT'S NEXT?**

**9 Hrs**

Regional (and not so regional) trade agreements, allowed under GATT and GATS?

Are they undermining or re-enforcing WTO?

The problem of spaghetti bowls of RTA's.

Obstructions of trade by climate (Panama) and war (Black Sea, Red Sea), shipping law.

Embargoes and sanctions, legal basis, extraterritoriality.

**Textbook(s):**

1. Peter van den Bossche and Denise Prévost, Essentials of WTO Law, 2nd, 2021,
2. Simon Lacey, What We Learned at the WTO's Trade Meeting in Abu Dhabi: , World Economic Forum,
3. Justine Touzet, Revisiting India's Position to Not Join the ICSD Convention,

**Reference(s):**

**Course Outcomes:**

1. Will understand how trade policies are reflected in legal trade instruments
2. Will be able to know and find the sources of global trade related law.
3. Will have an understanding of the main features and principles of that law
4. Will be able to identify the relevant actors and legal issues at stake.
5. Will be able to put reality-based cases in a policy based legal context.
6. Will have stronger written and verbal communication skills and critical thinking skills.

**Course Articulation Matrix:**

	POs																PSOs				
CO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4	
1																					
2																					

3																			
4																			
5																			
6																			

3 – High, 2 – Medium & 1 – Low Correlation

**APPROVED IN MEETINGS HELD ON:**

BOS : 25-04-2024

Academic Council Number: 29

Academic Council : 07-03-2024

**SDG No(s). & Statement(s) :**

8 & Decent Work and Economic Growth : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

9 & Industry, Innovation and Infrastructure : Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

16 & Peace and Justice Strong Institutions : Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

17 & Partnerships to achieve the Goal : Strengthen the means of implementation and revitalize the global partnership for sustainable development.

**SDG Justification(s):**

The course deals with the themes associated with the SDG's 8,9, 16, and 17

# GITAM School of Business

GITAM Deemed to be University

<b>Course Code:</b> 24ODHR7101	<b>Course Title: Global Human Resource Management</b>																
<b>Level:</b>	<b>Course Type: Elective</b>		<table border="1"><tr><td>L</td><td>T</td><td>P</td><td>J</td><td>S</td><td>C</td></tr><tr><td>3</td><td>0</td><td>0</td><td>0</td><td>0</td><td>3</td></tr></table>			L	T	P	J	S	C	3	0	0	0	0	3
L	T	P	J	S	C												
3	0	0	0	0	3												
<b>Home Programme(s): MBA</b>		<b>Area: OD &amp; HR</b>															
<b>Pre-requisites (if any): HRM</b>																	

## Introduction

This course on global human resource management equips students to manage human resources in a globalised world. Explore the unique challenges of staffing, training, and compensating employees across borders. Learn how to select expatriates, design cross-cultural training programs, and craft effective compensation packages. The course also delves into repatriation strategies for returning employees and managing inpatriates from abroad. Finally, gain insight into navigating the complexities of international industrial relations.

## Course Objectives

Course Objectives
Understand the concept of International HRM and its significance.
Acquaint with various approaches to staffing in international organizations and training needs of expatriates and inpatriates.
Evaluate the factors affecting the expatriate's performance and design effective compensation strategies.

## Course outline and indicative content

### Unit I: Introduction to International HRM

**No of hours (L, T, P): 6**

International HRM: Concept, Scope and Significance approaches to International HRM, differences between domestic and international HR activities, organizational structure of Multinational Corporations. Understanding Cross-Cultural Issues.

### Unit II: Recruitment & Development of HR for Global Markets

**No of hours (L): 6**

Approaches to staffing, transferring staff for international business, the roles of an expatriate, non-expatriates, selection criteria, expatriate selection process, dural career couples. Expatriate training: Phases in Cross-cultural training (CCT) programme, need Analysis of the



CCT. Theoretical frameworks for CCT: Tung's Framework, Mendenhall and Oddou's Framework, Black and Mendenhall's Framework.

**Unit III: International Performance and Compensation Management      No of hours (L): 6**

Performance management of international employees: Factors affecting expatriate performance. Compensation: Key components of an international compensation program for expatriates, approaches to international compensation of expatriates, compensation practices across the countries.

**Unit IV: Repatriation and In patriation      No of hours (L): 6**

Repatriation: Benefits from returnees, challenges of re-entry, repatriation process, repatriation strategies. In patriation: Need and managing in patriation.

**Unit V: International Industrial Relations      No of hours (L): 6**

Industrial relations: Key players, strategic issues before MNCs/employees, IR policies and practices of multinational firms. The global legal and regulatory context of MNE, The international framework of Ethics and Labour Standards, Key issues in International industrial relations.

**Teaching and learning resources**

**Core Books**

Aswathappa, K and Dash, S (2020) International Human Resource Management, Second Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi

**Other Books**

Lazarova, M., Thomas, D. C., & Farndale, E. (2021). *Essentials of international human resource management: Managing people globally*. Edward Elgar Publishing.

Dowling, P. J., Festing, M and Engle, A. D. (2019). International Human Resource Management, 8<sup>th</sup> Edition, Cengage Learning, UK

**Journals**

Mahadevan, J. (2020). Ethnographic studies in international human resource management: Types and usefulness. *German Journal of Human Resource Management*, 34(2), 228-251.

Harvey, M. G., Speier, C., & Novicevic, M. M. (2000). Strategic global human resource management: The role of inpatriate managers. *Human Resource Management Review*, 10(2), 153-175.

**Course Outcomes**

CO	Course Outcomes
CO1	Analyse the complexities of international human resource management (IHRM) compared to domestic HRM
CO2	Design effective staffing strategies and comprehensive training programs for expatriates

CO3	Evaluate and design effective performance and compensation of international employees
CO4	Manage the repatriation and in patriation processes effectively
CO5	Navigate the complexities of international industrial relations

Learning articulation (Course Outcome – Program Outcome mapping and SDG mapping)

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

<b>APPROVED IN:</b>	
<b>BOS</b>	<b>ACADEMIC COUNCIL</b>
<b>SDG No. &amp; Statement:</b>	
17-Partnerships to achieve the goal	
<b>SDG Justification:</b>	

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

**OPERATIONS & SUPPLY CHAIN MANAGEMENT**

OPTS7001	Materials Management	L	T	P	S	J	C
		4	0	0	0	0	4
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>The cost of materials is a significant component in the over-all cost of production in manufacturing &amp; 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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>Understand importance, purchasing process, storage of materials</p> <p>Understands forecasting, planning and budgeting</p> <p>Enhance skills on storages management</p>							

<b>UNIT 1</b>	<b>Materials management an Overview</b>	<b>13 hours</b>
Strategic importance of materials management and its relationship with various functional managements, purchase, stores and inventory control functions.		
<b>UNIT 2</b>	<b>Materials Forecasting &amp; Sourcing</b>	<b>10 hours</b>
Demand forecasting, sourcing of materials, vendor developing and seller's relationship.		

<b>UNIT 3</b>	<b>Materials Planning and Control</b>	<b>hours</b>
Materials planning and budgeting, functions of inventory, Inventory systems and modelling, process of inventory and spare parts management		
<b>UNIT 4</b>	<b>Stores management</b>	<b>12 hours</b>
Stores functions, material codification, materials standardization, location of stores, stores security and loss function and stores accounting.		
<b>UNIT 5</b>	<b>Materials Management - Organization &amp; Appraisal</b>	<b>13 hours</b>
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	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	0	0	1	1			1	1		
CO2	2	2	1	1	2			2	2		

<b>CO3</b>	1	0	1	1	2			2	2		
<b>CO4</b>	1	3	2	1	1			2	2		
<b>CO5</b>	1	2	2	1	2			2	2		

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

**APPROVED IN:**

<b>BOS :</b>		<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>			

**SDG Justification:**

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OPTS7011	Supply Chain Management	L	T	P	S	J	C
		45	0	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<p><i>This course deals with Uncertainty &amp; vertical disintegration of supply chain architecture is a major component of supply chain management within the contemporary context of economic globalisation.</i></p>							
<b>Course Educational Objectives:</b>							
<p>To develop the students' critical awareness of the contemporary debates relevant to supply chain management using manufacturing and service examples.</p> <p>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.</p> <p>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)</p>							
<b>UNIT 1</b>	<b>Understanding the supply chain</b>					<b>9 hours</b>	
<p>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</p>							
<b>UNIT 2</b>	<b>Managing operations and logistics in a supply chains</b>					<b>9 hours</b>	
<p>Matching demand and supply including time based management, forecasting, capacity planning, scheduling, inventory management, JIT, lean and agile thinking</p>							

<b>UNIT 3</b>	<b>Procurement and relationship management in supply chains</b>	<b>9 hours</b>
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		
<b>UNIT 4</b>	<b>Retail logistics, warehousing, distribution in supply chains</b>	<b>9 hours</b>
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		
<b>UNIT 5</b>	<b>Risk management, reverse logistics and sustainability in supply chains</b>	<b>9 hours</b>
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:**

- 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	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	1	1	2	2			1	2		
<b>CO2</b>	1	1	1	2	2			1	2		
<b>CO3</b>	2	1	2	2	2			1	2		
<b>CO4</b>	1	1	1	2	2	1		1	2		
<b>CO5</b>	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
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>Provide experience in using the concepts, techniques, and decision tools available to project managers.</p> <p>Enlarge a basic understanding of the importance of work breakdown structures and networks to planning, scheduling, and controlling projects.</p> <p>Create an awareness of potential conflicts and problems that can occur in projects.</p> <p>Identify appropriate behavior for successfully managing a project.</p>							
<b>UNIT 1</b>	<b>Introduction</b>					<b>8 hours</b>	
<p>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.</p>							
<b>UNIT 2</b>	<b>Project Scope Management</b>					<b>8 hours</b>	
<p>Conceptual development, the scope statement, Work Breakdown Structure (WBS)- Development of WBS, Organizational Breakdown Structure. Project Communications Management.</p>							
<b>UNIT 3</b>	<b>Project Planning</b>					<b>8 hours</b>	
<p>Project Network Analysis-PERT/CPM, Time estimates in Critical Path Analysis, Floats, and Project Time – Cost Trade – off. Project Time Management</p>							

<b>UNIT 4</b>	<b>Project Risk Management</b>	<b>8 hours</b>
Risk Management Process, Contingency Planning, Project Cost Management, Project Quality Management.		
<b>UNIT 5</b>	<b>Leadership and project management</b>	<b>8 hours</b>
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:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	0	0	1	0			3	0		
<b>CO2</b>	3	0	0	2	0			1	3		
<b>CO3</b>	2	3	0	0	1			3	2		
<b>CO4</b>	2	1	0	0	1			1	3		
<b>CO5</b>	2	0	0	3	1			2	1		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
<b>APPROVED IN:</b>			
<b>BOS :</b>		<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>			
<b>SDG Justification:</b>			

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OPTS7031	Service Operations Management	L	T	P	S	J	C
		4	0	0	0	0	4
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To identify, locate and define operational problems and issues affecting service delivery and cost</li> <li>• To gain the insights and suitable tools to analyze and deal with managerial challenges</li> <li>• To link process capabilities and operational capabilities to business strategy</li> <li>• To learn create cost-effective service processes suitable to the organization</li> <li>• To understand the linkage between managerial actions and operational performance</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to Service Operations</b>					<b>10 hours</b>	

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		
<b>UNIT 2</b>	<b>Service Strategy</b>	<b>13 hours</b>
developing an overall vision for the service system-Developing a service strategy-service culture.		
<b>UNIT 3</b>	<b>Service delivery design-Implications for Service Delivery</b>	<b>12 hours</b>
Design-service Processes; service People, Resource utilization; Performance measurement-Linking operations decisions to business performance		
<b>UNIT 4</b>	<b>Managing Supply and demand</b>	<b>12 hours</b>
Managing Waiting lines-Queuing Theory Applications in Service Systems- Capacity issues in service systems-Forecasting Demand for services		
<b>UNIT 5</b>	<b>Global Services Delivery Models in Practice in IT/ITES and Financial Sectors</b>	<b>13 hours</b>
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:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	0	0	0	0			3	2		
<b>CO2</b>	0	0	3	3	0			3	3		
<b>CO3</b>	0	3	0	0	0			2	3		
<b>CO4</b>	2	3	0	0	0			3	3		
<b>CO5</b>	3	2	2	2	3			3	3		

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

**APPROVED IN:**

<b>BOS :</b>		<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>			
<b>SDG Justification:</b>			

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**BUSINESS ANALYTICS**

BUAN7001	Machine Learning	L	T	P	S	J	C
		1	3	0	1	0	3
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<b>Course Description:</b>							
<i>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.</i>							
<b>Course Educational Objectives:</b>							
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							
<b>UNIT 1</b>	<b>Introduction to Machine Learning</b>					<b>7 hours</b>	
Basics of Machine Learning, Categories of Machine Learning, Steps in Machine Learning, The Machine Learning process, Train and Test Data, Validation Techniques (Cross-Validation)							
<b>UNIT 2</b>	<b>Supervised Learning</b>					<b>7 hours</b>	
Linear Regression, Logistic Regression, Naïve Bayes Classifier, K-Nearest Neighbors Support Vector Machines, Decision Trees, Bagging & Boosting							
<b>UNIT 3</b>	<b>Unsupervised Learning</b>					<b>7 hours</b>	
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							
<b>UNIT 4</b>	<b>Reinforcement Learning and Deep Learning</b>					<b>7 hours</b>	

Markov Decision, Monte Carlo Prediction, Artificial Neural Networks: Basic Structure of ANN, Types of ANN, Defining and Training of ANN		
<b>UNIT 5</b>	<b>Applications of Machine Learning</b>	<b>7 hours</b>
Sales and Marketing, Financial Services, Social Media Management, Self Driving Cars, Fraud Detection		

**Text Books:**

- Saikat Dutt, Subramaniam 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:**

- Distinguish different categories of machine learning
- Build a model using supervised learning techniques
- Build a model using supervised learning techniques
- Describe the concept of reinforcement learning and deep learning
- Evaluate different applications of machine learning

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	2	0	0	2			1	1		
CO2	2	3	0	0	3			1	2		
CO3	2	3	0	0	3			1	2		
CO4	2	3	0	0	3			1	2		



<b>CO5</b>	2	3	0	0	3			1	2		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>						<b>ACADEMIC COUNCIL</b>					
<b>SDG No. &amp; Statement</b>			8								
Industry, Innovation and Infrastructure											
<b>SDG Justification:</b>											
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
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• Understand data types and structures using R language</li> <li>• Understand and practice data processing using control flow in R</li> <li>• Understand package management and visualization in R</li> <li>• Practice data analysis using R</li> <li>• Learn and practice machine learning algorithms using R</li> </ul>							

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		
<b>UNIT 4</b>	<b>Computing Statistics and Exploratory Data Analysis</b>	<b>8 hours</b>
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		
<b>UNIT 5</b>	<b>Machine Learning and Model Building with R</b>	<b>8 hours</b>
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:**

- Handle data types and structures using R language
- Perform data processing using control flow in R
- Manage packages and create visualizations using R
- Perform data analysis using R and create reports
- Practice machine learning algorithms using R and create reports

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
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<b>CO1</b>	0	1	0	0	2			1	2		
<b>CO2</b>	0	2	0	0	2			1	2		
<b>CO3</b>	0	2	0	0	2			2	3		
<b>CO4</b>	0	3	0	0	3			3	3		
<b>CO5</b>	0	2	0	0	2			2	3		

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

**APPROVED IN:**

<b>BOS :</b>	17th May,2022	<b>ACADEMIC COUNCIL</b>	17th June,2022
<b>SDG No. &amp; Statement</b>	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 Visualisation	L	T	P	S	J	C
		3	0	0	0	0	3
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>To understand the concept and benefits of visualization</p> <p>Understand the usage of different visual encoding</p> <p>Provide hands on working with Tableau and Power BI tool</p>							

<b>UNIT 1</b>	<b>Introduction to Visualization</b>	<b>9 hours</b>
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		
<b>UNIT 2</b>	<b>Charts in Tableau</b>	<b>9 hours</b>
Connecting to Data Source, Tables, Charts, GIS Charts, Data Dashboards, Story		
<b>UNIT 3</b>	<b>User defined fields and Customization</b>	<b>9 hours</b>
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.		

<b>UNIT 4</b>	<b>Data Visualization with Power BI</b>	<b>9 hours</b>
Introduction to Power BI, Primary tools of Power BI, Reports in BI, Charts in BI, Slicers, Map Visualizations.		
<b>UNIT 5</b>	<b>Dashboards and Customization with Power BI</b>	<b>9 hours</b>
Dashboard Vs reports, Creating a dashboard, Dashboard Tiles, Pinning Tiles, Custom Visualization		

**Text Books:**

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

**References:****Course Outcomes:**

- To understand the concept and benefits of visualization
- Understand the usage of different visual encoding
- Provide hands on working with Tableau
- Hands on experience with Power BI
- Story telling through Data Visualization

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	0	1	0	0	2			1	2		
<b>CO2</b>	0	2	0	0	2			1	2		
<b>CO3</b>	0	2	0	0	2			2	3		
<b>CO4</b>	0	3	0	0	3			3	3		
<b>CO5</b>	0	2	0	0	2			2	3		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>			17th May, 2022			<b>ACADEMIC COUNCIL</b>			17th June, 2022		

<b>SDG No. &amp; Statement</b>	9		
Industry, Innovation and Infrastructure			
<b>SDG Justification:</b>			
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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<b>BUAN7031</b>	<b>Web Technologies for Data Analytics</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>J</b>	<b>C</b>
		<b>1</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• Understanding on internet technologies and their importance for business.</li> <li>• Understanding on presentation layer and its role in building web-based resources for business firms.</li> <li>• Understanding on data layer and its role in developing web-based resources for business firms.</li> <li>• Understanding on network layer and its role in building web resources for business firms.</li> <li>• Understanding on various web frameworks and their importance in building/developing web resources for business firms.</li> </ul>							

<b>UNIT 1</b>	<b>Internet Technologies</b>	<b>8 hours</b>
<p>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,</p>		



registration. Open System Interconnection model (OSI), OSI vs TCP/IP Reference Models, various layers of OSI model.		
<b>UNIT 2</b>	<b>Client-Side Technologies</b>	<b>8 hours</b>
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.		
<b>UNIT 3</b>	<b>Back-End Technologies</b>	<b>8 hours</b>
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.		
<b>UNIT 4</b>	<b>Network Programming</b>	<b>8 hours</b>
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.		
<b>UNIT 5</b>	<b>Server-Side Technologies</b>	<b>8 hours</b>
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:**

Gain knowledge on domain exploration, registration, and maintenance strategies.

Use technologies related to presentation layer and build few applications related to business analytics.

Use technologies related to data layer and demonstrate skills such as data collection, data storage, data retrieval and presentation.

Use network programming to deal with IP addresses, routing, HTTP request, response handling, etc.

Use few web frameworks and develop/build server-side business-based analytics infrastructure.

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	0	1	0	0	2			1	2		
<b>CO2</b>	0	2	0	0	2			1	2		
<b>CO3</b>	0	2	0	0	2			2	3		
<b>CO4</b>	0	3	0	0	3			3	3		
<b>CO5</b>	0	2	0	0	2			2	3		

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

**APPROVED IN:**

<b>BOS :</b>	17th May,2022	<b>ACADEMIC COUNCIL</b>	17th June 2022
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<b>SDG No. &amp; Statement</b>	9		
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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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<b>Course Code:</b>	<b>Course Title:</b> Challenges of AI Technology Regulations	
<b>Trimester:</b> 3	<b>Course Type:</b> Elective	<b>Credits:</b> 3
<b>Course Lead:</b> Dr. Vishnu S Pillai.	<b>Assigned T/RA- Academic Associate:</b>	

### Course Description

Emerging technologies such as AI pose challenges to regulation due to their “relatively fast technological advancement, prominent impact, and uncertainty and ambiguity”<sup>1</sup>. Rooted in the policy frameworks (especially policy formulation theories perspectives) discussed in PPOL 6021 (Foundations of Public Policy), this course thoroughly examines the dimensions of AI technology forecasting, risks, and regulatory policy design. The course also combines the traditional domains of comparative public policy and the more recent agile governance approaches. Though this course is on the regulation of AI, the lessons learnt can be applied to address the regulatory challenges of other emerging technologies such as virtual reality, the internet of things and quantum computing.

### Learning Objectives

The course tries to achieve the following learning objectives:

1. To explore the various AI technologies and recognize the contexts underlying their evolution.
2. To understand the underlying mechanisms with which AI technological advancements manifest into risks and regulatory challenges.
3. To explore the various regulations of AI and other technologies and assess their applicability in the Indian context.
4. To propose innovative solutions for regulating AI technologies by deriving insights from comparative policy analysis.

### Course Outcomes

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

1. Understand the stages of the evolution of AI and the underlying body of knowledge for technology forecasting.
2. Approach AI as a complex adaptive system and adopt a systems approach to address the unintended consequences<sup>2</sup>.
3. Be familiar with the processes and players in the AI policy domain.
4. Gain awareness of real-world tech-policy challenges and measures to address them.

### Textbooks

- Baldwin, R., Cave, M., & Lodge, M. (2011). Understanding regulation: theory, strategy, and practice. Oxford University Press.
- Hood, C. C., & Margetts, H. Z. (2007). The tools of government in the digital age. Macmillan International Higher Education.
- Perrow, C. (2011). Normal Accidents: Living with High-Risk Technologies-Updated Edition. Princeton University Press.

### Course Schedule

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<sup>1</sup> Rotolo, Hicks, and Martin, “What Is an Emerging Technology?”

<sup>2</sup> Shen and Simon, “Autonomous Learning from the Environment.”

## Challenges of AI Technology Regulations

<b>Unit I</b>	<b>Sessions: 3</b>	<b>Understanding the technology</b>
<ul style="list-style-type: none"> <li>• Characteristics of emerging technologies.</li> <li>• Evolution and the definition of AI.</li> <li>• Methods of technology forecasting.</li> <li>• AI technology forecasting - the challenges and way forward.</li> <li>• <b>Ethical dimensions of AI.</b></li> </ul>		
<b>Unit II</b>	<b>Sessions: 4</b>	<b>AI and the society: AI systems</b>
<ul style="list-style-type: none"> <li>• Characteristics of AI economy.</li> <li>• Systems approach (review/introduction).</li> <li>• Complicated systems and complex systems.</li> <li>• AI systems as Complex Adaptive Systems.</li> </ul>		
<b>Unit III</b>	<b>Sessions: 8</b>	<b>AI and society: risks of AI</b>
<ul style="list-style-type: none"> <li>• Classification of impact groups<sup>3</sup>.</li> <li>• Risks in using AI for Public Policy</li> <li>• Risks of AI: data security issues and privacy concerns</li> <li>• Risks of AI: the lack of transparency</li> <li>• Risks of AI: the liability puzzle</li> <li>• <b>Risks of AI: human rights dimensions.</b></li> </ul>		
<b>Unit IV</b>	<b>Sessions: 3</b>	<b>Regulations (from policy formulation theories perspectives)</b>
<ul style="list-style-type: none"> <li>• Types of regulation: command- and control regulation</li> <li>• Types of regulation: self-regulation</li> <li>• Types of regulation: risk-based regulation</li> </ul>		
<b>Unit V</b>	<b>Sessions: 6</b>	<b>AI regulatory landscape</b>
<ul style="list-style-type: none"> <li>• AI regulatory landscape in India: Mapping this to the NATO framework.</li> <li>• Regulatory learnings from other countries and sectors: the regulatory spectrum from soft laws to stringent hard regulations.</li> <li>• Innovative regulatory approaches for AI technologies.</li> </ul>		

<sup>3</sup> Sivarudran Pillai and Matus, "Towards a Responsible Integration of Artificial Intelligence Technology in the Construction Sector."

**INTERNATIONAL BUSINESS**

INTB7001	Geopolitics & International Business	L	T	P	S	J	C
		0	0	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>The Geo politics of the world has been fast changing because of globalization and advancement of technology. Every single situation and the event of the world in any corner of the world have influence on every corner of the globe. In the current global canvas India has been playing a vital role as the epi-centre of the global power has tilted towards Asia. In the given context the current course would help understand the global geo-politics. In addition the students would learn the ways to operate business in global political environment. And will be trained to have hands on experience by exposing to real time case studies and articles of importance appeared in Press in the field of geo-politics and international business.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>● To introduce the students to the political and business systems of the emerging market economies</li> <li>● To facilitate the students to understand the cultural, economic and geopolitical environments; and</li> <li>● International Relations of emerging markets of the world.</li> <li>● To facilitate the students, understand the regulatory and policy frameworks of the emerging market</li> <li>● economies of the Asia Pacific Countries.</li> <li>● Further, to highlight the opportunities and challenges of India in doing business with the selected</li> <li>● emerging market economies.</li> <li>● To train them with practical orientation of trading with selected emerging market</li> </ul>							

<i>economies.</i>		
<b>UNIT 1</b>	<b>Introduction to Geo-Political Environment</b>	<b>10 hours</b>
<p>Classical Geopolitics, Critical Geopolitics &amp; Environmental Geopolitics, Borders &amp; Borderlands, Politics of Globalization, Trans-Atlantic Alliance and anti-Americanism of Europe. Heartland and Rim land Theories</p> <p><b>Geopolitics and Commodity Markets:</b> Geopolitics and natural resources -carbon credits market etc, Inter-industry factor mobility and the politics of trade. <i>Case Study: Case of oil and energy markets</i></p> <p><b>Learning outcomes:</b> After completion of this unit, the student will be able to</p> <p>To have a grasp of geostrategic analysis of major world regions. L1</p> <p>To understand the geopolitical trends and issues in the World arena. L2</p> <p>Understand the core concepts in geo politics. L3</p> <p>Explain the power and structure of International trade. L4</p> <p>Explore the concept of interindustry factor mobility and politics of trade. L5</p> <p><b>Pedagogy Tools:</b> Case study, Guest lectures, self-reading, polls, Conversation Boards</p>		
<b>UNIT 2</b>	<b>Geo –Politics of Mid Eurasia</b>	<b>10 hours</b>
<p>Central Asia and New Silk Road (Eurasian Corridor), Geopolitical value of Afghanistan; current situation Pathan Homeland; Durand Line; Pipeline Crossroads.: Siberia, the Caucasus, and Sino-Russian political geography (Fortress Russia). Analyzing the power potential of Eurasia using geographical position, area, and physiography. Choke points: Kyber Pass, Bolens Pass, Chumbi, Roof of the World, Great Northern Wall. Himalayan Watershed (Mother of all the great rivers of South, Southeast and East Asia). Boundary disputes in South Asia- India, Pakistan and China (Kashmir; Sino-Indian Frontier. Case Study: Arunachal Pradesh</p> <p><b>Learning outcomes:</b> After completion of this unit, the student will be able to</p> <ul style="list-style-type: none"> <li>• Understand the Geo politics of Eurasia. L1</li> <li>• Explain the situation in Afghanistan. L2</li> </ul>		

<ul style="list-style-type: none"> <li>Analyze the power potential in Eurasia. L3</li> <li>Describe the power potential in Southeast Asia. L4</li> <li>Explain the boundary disputes in Asia. L5</li> </ul> <p><b>Pedagogy Tools:</b> Case study, Guest lectures, self-reading, polls, Conversation Boards, cure cards</p>		
<b>UNIT 3</b>	<b>Supranational organizations in shifting world power cores</b>	<b>10 hours</b>
<p>World Trade Organization (WTO), Organization of the Islamic Conference (largest world religious organization), League of Arab Nations. European Union and U.S. Trade Priorities and United nations Organization, UNSC, North American Free Trade Agreement (NAFTA), Organization of the Petroleum Exporting Countries (OPEC), North American Treaty Organization (NATO) and its role in World Geo Politics. China’s One belt and one Road Initiative. The Quad group, G7 &amp; G20. The New Development Bank (BRICS).Case Study: The Covid-19 health crisis and WHO</p> <p><b>Learning outcomes:</b> After completion of this unit, the student will be able to</p> <ul style="list-style-type: none"> <li>Understand the role of the various international organizations. L1</li> <li>Understand the objectives and functioning of various regional groupings. L2</li> <li>Explain the process and objectives of United Nations organization. L3</li> <li>Explain the formation of New Development bank. L4</li> <li>Explain the reasons behind the formation of the Quad group. L5</li> </ul> <p><b>Pedagogy Tools:</b> Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards</p>		
<b>UNIT 4</b>	<b>Maritime Political Geography</b>	<b>10 hours</b>
<p>Atlantic Ocean—Atlantic Community Majority of world’s shipping and trade. Pacific Ocean—Majority of world’s population and land area (Pacific Basin).Indian Ocean—Geopolitically hot (Arabian Gulf, Read Sea, and Arabian Sea). South China Sea—Flash point involving Vietnam, China, Indonesia, and Philippines (especially the Spratleys and Pescadores); East China Sea, Yellow Sea. Choke points Hainan Island PRC EEZ versus</p>		

U.S. EEZ Lines of Maritime and the Law of the Sea. PRC in Panama and the Panama Canal. Case Study: South China Sea

**Learning outcomes:** After completion of this unit, the student will be able to

- Explain the maritime geo politics L1
- Explain the case of South China Sea. L2
- Understand the maritime political geography. L3
- Outline the significance of Indian Ocean. L4
- Discuss the significance of Maritime Law. L5

**Pedagogy Tools:** Case study, Guest lectures, self-reading, polls, Conversation Boards

<b>UNIT 5</b>	<b>Geopolitics and Financial markets</b>	<b>9 hours</b>
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Challenges associated with geo political environment and measures to mitigate risks Protectionist Tendencies & emerging trade norms. Euro currency market; Effect of geopolitics on financial market returns; Paradigms of political economy, Ideas and interest groups, imperialism and world system; Financial geography of Europe. *Case study: Brexit & EU*

**Learning outcomes:**

After completion of this unit, the student will be able to

- Understand the challenges of geopolitical environment. L1
- Understand the Euro currency markets. L2
- Explain the emergence of imperialism and world systems L3
- Discuss the value of geo political environment L4
- Describe the role of protectionist tendencies and emerging trade norms.L5

**Pedagogy Tools:** Case study, Guest lectures, self-reading, polls, Conversation Boards

**Prescribed Textbooks:**

- International Business – environments and Operations-John D Daniels, Lee H Radebaugh, Daniel P Sullivan, Prashant Salwan –Published by Pearson Prentice Hall, published by Dorlin Kindersley (India) Pvt. Ltd, new Delhi, Twelfth edition 2010



- The Global Business Marketing – Warren Keegan, Published by Prentice Hall of India Private Limited, New Delhi, Seventh Edition 2007
- The Geopolitics of the Indo-Pacific edited by Pradeep Kaushiva Abhijit Singh Feb 2014 Knowledge World, New Delhi.
- Business Environment - Shaik Saleem, published by Pearson Education in South Asia, Delhi, Feb 2008 (3 revised edition)
- Elements of International Business, - S N Chary, published by Willy India (P) Ltd, Edition 2006
- International Business – Concept, Environment and Strategy – Vyuptakesh Sharan, Published by Pearson Education, Second Edition 2007

**Suggested Readings:**

- Credit Suisse (2013), Markets face an increasing number of geopolitical risks in 2014 - Market Update, Mid-Dec 2013,, Australia, [www.credit-suisse.com](http://www.credit-suisse.com)
- Ravenhill, John (2011) *Global Political Economy*, 3rd ed. Oxford University Press 1
- Rice University (2008), *The increasing risk of geopolitical risk in energy markets*, James A Baker III Institute of Public policy.
- *The Economist* (2014), 'European Energy Security', 5 April.
- Tol, Richard, S J (2014), 'Climate policy targets revisited' [www.voxeu.org](http://www.voxeu.org), 25 April
- Balaam, David N., Bradford Dillman (2011), *Introduction to International Political Economy*, 5th ed. Longman
- New Geo-Political Great Game of Indo-Pacific: Challenges and Options for India by D R Bawa Singh.

**Course Outcomes:**

- To familiarize the students to acquire and develop conceptual knowledge of different types of environments prevail globally, structures, systems and institutions with suitable global markets entry strategies.
- To identify geopolitical, social, economic (issues) in major world political regions, as well as underlying reasons of selected inter-state conflicts
- To examine major global and transnational issues that present major threats to the national security, and political and economic stability of the world family of nation-states.
- To deal with the diversity in International politics and relations

- To develop conceptual capacities in students to understand the interface between global geo-political developments and its impact on international business.

### CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO). 0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

#### MBA – IB -CO-PO Mapping

#### Geopolitical Environment & International Business

	POs					PSO's		Total
	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2	
CO1	1	1	0	1	0	1	1	5
CO2	2	2	0	2	2	1	3	12
CO3	2	2	2	2	2	1	3	14
CO4	2	3	2	3	1	3	2	16
CO5	2	3	0	3	1	2	2	13
Max Target								
Achieved	9	11	4	11	6	8	11	60
<b>Sustainable Development Goals (SDG)s</b>								
SDG16**	2	0	0	1	1	1	2	
**Introduction to international relations and geo politics and discussion on the geo political tensions and need to introduce fair trade and responsible production and respect to country's sovereignty and international peace discussed in Unit. III & Unit IV, highly correlate to the SDG goal 16.								

\*\*Peace & Justice Strong Institutions- *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*

### CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

**0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance**

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INBS6011	EXIM MANAGEMENT	L	T	P	S	J	C
		0	0	0	0	0	0
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>Export Import Management is part of international business and it is an important activity of global economic and trading environment. The objective of this course is to inculcate a strong understanding of the export import process and procedures to follow. The students will be able to understand the role of various export promotion councils in promoting exports. In addition the students will also be able to map the exchange of commodities from one country to another and know the nuances of export import procedures.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>Understand the role of exports and imports process in international business.</p> <p>Explore the role of export management and trade procedures in international trade.</p> <p>Evaluate strategies and solutions to problems in export markets and export incentives schemes.</p> <p>Understand the risks in export cargo loss and tampering the cargo and evaluate mitigation strategies.</p> <p>Understand the role of Export organization in promoting trade.</p>							
<b>UNIT 1</b>	<b>Introduction Foreign Trade Policy Framework</b>					<b>10 hours</b>	
Foreign Trade Policy framework, objectives of Foreign Trade Policy, and overview of the Policy. Export Promotion Schemes, Export Facilities, Licenses & Incentives. Special Economic Zones, Status holders 100% EOUs							
<b>UNIT 2</b>	<b>Export Contract and International Commercial Terms</b>					<b>10 hours</b>	
Export contract, Terms of Delivery, INCOTERMS 2010, Payment Terms: Documentary Collection & Export Costing, Export Finance, Documentary Credits, Uniform Customs							

and Practice for Documentary Credits (UCPDC), Uniform Rules for Collection (URC 522) in India		
<b>UNIT 3</b>	<b>Key Risks in International Trade (Transit Risk, Credit &amp; Country Risk</b>	<b>10 hours</b>
Types of Risks in International Trade: Transit Risks covered by Marine Cargo insurance, Credit & Country Risks Management covered through Export Credit Insurance by Export Credit Guarantee Corporation of India and role of ECGC in export credit risk management		
<b>UNIT 4</b>	<b>Need and Importance of Export Documentation</b>	<b>10 hours</b>
Export documentation, need and importance of documentation, study of three types of documentation process (Commercial documents, Regulatory documents, Incentive Documents) A step-by-step approach to shipment process an export order		
<b>UNIT 5</b>	<b>Import Regulations and Procedures of Customs Clearance</b>	<b>10 hours</b>
Imports, Regulations, Open General and Special Licenses, Customs Act 1962, Rules of origin, Valuation, Assessment procedure Customs Tariff, Import Clearance procedure: Documentation, Customs House Agents (CHA)		

**Text Books:**

- Import- Export - How to get started in international trade , Author: Carl A. Nelson
- Paul R Krugman & Maurice Obstfeld - International Economics

**References:**

- <https://economictimes.indiatimes.com/news/economy/foreign-trade>

**Course Outcomes:**

- The course aims to provide a comprehensive view of Export-Import Management
- Relevant procedures with practical inputs are given to understand the operational procedures and documentation formalities
- To enable student to be an integral part of Export-Import Management division of any organization
- To enable the students to efficiently manage processing of export orders and import clearances with an understanding of; International Trade practices aligned with World

Trade Organization (WTO), World Customs Organization (WCO), International Trade Control and Harmonizing System (ITC HS) Norms, Export Inspection Agency (EIA) norms.

- Explore the role of Export organization in promoting trade.

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	0	1	0			0	0		
<b>CO2</b>	2	2	0	2	2			0	2		
<b>CO3</b>											
<b>CO4</b>											
<b>CO5</b>											

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

**APPROVED IN:**

**BOS :**

**ACADEMIC  
COUNCIL**

**SDG No. &  
Statement**

Share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries

**SDG Justification:**

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

\*\*\*\*\*

HRMG7081	Cross Cultural Management	L	T	P	S	J	C
		0	0	0	0	0	0
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>The international markets are expanding rapidly touching the realms of economies across the globe. It is concerned with managing different cultures – in particular, “cross country and multicultural similarities and differences including challenges and issues” that invariably arise in international business. Failure to understand and manage the differences in attitudes, values, and behaviours of those with whom managers interact in international business transactions consistently has been shown to be a major source of difficulties.</i></p>							
<p><b>Course Educational Objectives:</b></p> <p>Understand the various theoretical perspectives and practical approaches to dealing with culture, cultural difference, and cultural change within the framework of international business.</p> <p>Understand management practices followed in different cultures and countries</p> <p>Describe and explain key models used for comparing cultures, critically assessing the practical value of these in the context of cross – cultural management decision-making.</p> <p>Evaluate strategies to manage cultural challenges in an international business context and cross – cultural issues</p> <p>Presents an overview of cross-cultural management practices and it examines how culture is expressed.</p>							
<b>UNIT 1</b>	<b>Dimensions of Culture – a management perspective</b>					<b>10 hours</b>	
Definitions and Classification of Culture and Culture Code, Modalities of Cross-Cultural Dimensions- Hofstede’s Cultural Dimensions, Hall’s Cultural Dimensions -Religion and							

its implication on business -A comparison of world views: East and West -The importance of World views and international management		
<b>UNIT 2</b>	<b>Cross Cultural Communication</b>	<b>10 hours</b>
Characteristics of Communication- Culture and Communication -Major Obstacles to Cross Cultural Communication- Non-verbal communication – across cultures –Hall and Hall’s concept of Low and High Context communication - Cross – Cultural Conflict - Source and Type of Conflicts - Cross Cultural conflict and resolution.		
<b>UNIT 3</b>	<b>Leadership Use of Power and Authority in Different</b>	<b>10 hours</b>
Defining leadership – Models of Leadership, Use of power and Authority in different cultural set up, Various Behavioural Styles of leaders across cultures, Leadership in different cultures -Motivation and Culture		
<b>UNIT 4</b>	<b>Organizational Culture in Multi-National, Corporations (MNCs)</b>	<b>10 hours</b>
Organizational Culture in Multi-National Corporations (MNCs) -Organizational Culture & National Culture -Family culture - Eiffel Tower culture -Guided Missile culture - Incubator culture -Managing Multiculturalism and Diversity, Phases of Multicultural Development.		
<b>UNIT 5</b>	<b>Doing Business Across Cultures</b>	<b>10 hours</b>
Managing across Cultures - Cross Cultural differences and similarities in doing business -Parochialism and Simplification -Cultural differences in selected countries and regions - Doing Business in China -Doing Business in India - Doing Business in France- Doing Business in Arab Countries Doing Business in Africa		

**Text Books:**

- Cross-Cultural Management: Essential Concepts, by David C. Thomas (Author), Mark F. Peterson (Author)
- Understanding Cross-Cultural Management by Marie-Joelle Browaeys and Roger Price

**References:**

- International and Cross-Cultural Management Research By Jean-Claude Usunier

**Course Outcomes:**

- Managing effectively across national and cultural boundaries in the international business is an important feature of corporations and the modern workforce facing today.
- Understanding the role of culture in an organizational processes and activities is an



important aspect of modern management.

- A keen awareness and a high degree of cross-cultural competence in management are therefore key to the career success of both present and aspiring managers / professionals.
- The main aim of the course is to provide conceptual, theoretical and practical knowledge of cross-cultural management to the participants.
- This course aims to give an overview of cross-cultural management practices and it examines how culture is expressed.

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	0	1	0			0	1		
<b>CO2</b>	2	2	0	2	2	0		2	2		
<b>CO3</b>	2	2	2	2	2	2	2	3			
<b>CO4</b>	2	3	2	3	1	2		3	2		
<b>CO5</b>	2	3	0	3	1			3	3		

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

**APPROVED IN:**

**BOS :**

**ACADEMIC  
COUNCIL**

**SDG No. &  
Statement**

4

Unit 1,4,5 deals with the role of culture in an organizational processes and activities is an important aspect of modern management

**SDG Justification:**

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

\*\*\*\*\*

MKTG7081	International Marketing Management	L	T	P	S	J	C
		0	0	0	0	0	0
<b>Pre-requisite</b>	MMB710 (Marketing Management) with a Grade of P or better						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<p><i>The international markets are expanding rapidly touching the realms of economies across the globe. The scope of international marketing, needless to say, is at the pinnacle engulfing countless diversified, competitive and innovative products/services/events and experiences each day. The fact that a transaction takes place “across national borders” highlights the difference between domestic and international marketing. All this within the diverse economic, social and political environments of host and home economies is what makes this subject interesting, informative and prescriptive. Primarily aimed to equip the students with critical perspectives of the international marketing scenario. Throughout the course an emphasis is placed on an integration of theoretical concepts and real market situations.</i></p>							
<b>Course Educational Objectives:</b>							
<ul style="list-style-type: none"> <li>• To provide an understanding of the international marketing environment</li> <li>• To impart knowledge to analyze the complex global markets</li> <li>• To familiarize development of international competitive and cooperative strategies</li> <li>• To equip with skills in framing international marketing mix strategies</li> <li>• To update international marketing trends and practices</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to International Marketing</b>						<b>6 hours</b>
Introduction to Global Marketing, Globalization and Global Marketing, Management orientations, Driving & restraining forces, Global Marketing Environment. Global culture environment.							
<b>UNIT 2</b>	<b>Global Market Research and Analysis</b>						<b>6 hours</b>
Research requirements in International Marketing, Global marketing information system							

<b>UNIT 3</b>	<b>Developing Global Marketing Strategies</b>	<b>6 hours</b>
Internationalization: Process & Theories, International Market Entry: Modes & Strategies, Firm Competitiveness in the International Market, Global Market Segmentation, Targeting and positioning.		
<b>UNIT 4</b>	<b>Creating Global Marketing Programs</b>	<b>6 hours</b>
Global Product & Brand Strategy, Global Pricing Strategy, Global Distribution & Supply Chain Strategies, Global integrated marketing communications.		
<b>UNIT 5</b>	<b>Managing Global Marketing Operations</b>	<b>6 hours</b>
Global organization and leadership: managing the global marketing effort, the future of global marketing: major trends and directions		

**Text Books:**

- Warren J. Keegan & Gautam Dutta, Global Marketing Management, VIII ed. Pearson Education.
- Kiefer Lee & Steve Carter, Global Marketing Management, Latest Edition, Oxford University

**References:**

- Cateora Philip R., Mary C. Gilly & John L. Graham, International Marketing, 16<sup>th</sup> Edition, New York: McGraw-Hill/Irwin, 201
- Johny K. Johansson, Global Marketing-Foreign Entry, Local Marketing & Global Management, 5<sup>th</sup> Edition, McGrawHill,

**Course Outcomes:**

- Understand the International Marketing management concepts theories and principles
- Evaluate the role of international marketer and his/ her responsibilities in international markets
- Demonstrate knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities.
- Develop a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.
- Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team.

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	0	0	0	0			0	0	3	
<b>CO2</b>	3	0	0	0	0			2	0	3	
<b>CO3</b>	0	3	0	3	0			0	2	3	
<b>CO4</b>	3	0	0	3	0			2	2	3	
<b>CO5</b>	0	0	3	0	3			0	0	3	
Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>						<b>ACADEMIC COUNCIL</b>					
<b>SDG No. &amp; Statement</b>											
Industry, Innovation and Infrastructure											
<b>SDG Justification:</b>											
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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**SEMESTER – IV**

S. No	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
1		Elective	Elective – 1	3	3	3	60	40	100	3
2		Elective	Elective – 2	3	3	3	60	40	100	3
3		Elective	Elective – 3	3	3	3	60	40	100	3
4		Elective	Elective – 4	3	3	3	60	40	100	3
5		Elective	Elective – 5	3	3	3	60	40	100	3
6		Elective	Elective – 6	3	3	3	60	40	100	3
7	VIVA 7999	Skill Based	Comprehensive Viva			2	10 0		100	2
			<b>TOTAL CREDITS (excluding PCDs)</b>			<b>20</b>	<b>46 0</b>	<b>24 0</b>	<b>700</b>	<b>20</b>
8	HRM G6091	Skill Set	Student Club Activity -2		1	1	50		50	1
9	BUA N7071	Skill Set	Business Simulations		2	1	50		50	1
			<b>TOTAL CREDITS (including PCDs)</b>			<b>22</b>	<b>56 0</b>	<b>24 0</b>	<b>800</b>	<b>22</b>

**LIST OF ELECTIVES IN SEMESTER IV**

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
<b>Instructor Lead Courses</b>										
			<b>7. Finance</b>							
1	FINA7041	Elective	International Financial Management	3		3	60	40	100	3
2	FINA7051	Elective	Financial Derivatives	3		3	60	40	100	3
3	FINA7061	Elective	Financial Analytics	3		3	60	40	100	3
			<b>8. Marketing</b>							

4	MKTG7051	Elective	Product and Brand Management	3	3	60	40	100	3	
5	MKTG7061	Elective	B2B Marketing	3	3	60	40	100	3	
6	MKTG7071	Elective	Marketing Analytics	3	3	60	40	100	3	
			<b>9. Human Resource Management</b>							
7	HRMG7041	Elective	Compensation Management	3	3	60	40	100	3	
8	HRMG7051	Elective	Strategic Human Resource Management	3	3	60	40	100	3	
9	HRMG7061	Elective	Change Management	3	3	60	40	100	3	
			<b>10. Operations &amp; Supply Chain Management</b>							
10	OPTS7041	Elective	Supply Chain Analytics	3	3	60	40	100	3	
11	OPTS7051	Elective	Improving Business Processes	3	3	60	40	100	3	
12	OPTS7061	Elective	Strategic Logistics Management	3	3	60	40	100	3	
			<b>11. Business Analytics</b>							
13	BUAN7041	Elective	DBMS and Datawarehouse	1	3	3	60	40	100	3
14	BUAN7051	Elective	Decision Science with Python	1	3	3	60	40	100	3
15	BUAN7061	Elective	Big Data Analytics	1	3	3	60	40	100	3
			<b>1. International Business</b>							
16	INTB7011	Elective	International Trade & Trade Policy Issues	3	3	60	40	100	3	

Master of Business Administration (MBA)

17	INBS7021	Elective	Doing Business with Emerging Markets	3	3	60	40	100	3
18	INTB7021	Elective	Multilateral Trade Institutions and India	3	3	60	40	100	3

**FINANCE**

FINA7041	International Financial Management	L	T	P	S	J	C
		3	0	0	0	0	3
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>Finance function cannot be isolated from the forces of Globalisation. 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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• To differentiate International Financial Management from Financial Management</li> <li>• To understand the environment which add new dimensions to the subject</li> <li>• To appreciate the conceptual underpinnings in practicing the Finance function in an international context</li> <li>• To apply a few specific techniques for effective decision making</li> </ul>							
<b>UNIT 1</b>	<b>International Finance</b>					<b>5 hours</b>	



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)		
<b>UNIT 2</b>	<b>Foreign Exchange Market</b>	<b>10 hours</b>
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)		
<b>UNIT 3</b>	<b>Management of Currency Exposure</b>	<b>8 hours</b>
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		
<b>UNIT 4</b>	<b>International Financing Decision</b>	<b>7 hours</b>
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		
<b>UNIT 5</b>	<b>International Project appraisal</b>	<b>6 hours</b>
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:**

- Understand the international financial environment A1,A3,A4

- Apply & evaluate exchange rate regimes & arbitrage process A1,A3,A4
- Evaluate alternatives to decide risk exposures A3
- Apply funding & borrowing options to take financial decisions in MNCs. A2,A4
- Evaluate capital budgeting decisions A2,A4

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	2	0	2	1			1	2		
<b>CO2</b>	2	2	0	1	1			1	2		
<b>CO3</b>	2	2	1	0	1			1	1		
<b>CO4</b>	3	2	1	0	0			0	1		
<b>CO5</b>	2	2	1	1	1			0	1		

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

**APPROVED IN:**

<b>BOS :</b>	19th May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	12		
Responsible Consumption and Production			
<b>SDG Justification:</b>			
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
<b>Pre-requisite</b>	Financial Management						
<b>Co-requisite</b>	Global Financial Markets and Instruments- Rice University						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>Financial Markets are the lifeblood of an economy and country. Since the financial deregulations in 1991, 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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To understand the basic concepts of Derivatives and Trading Clearing &amp; Settlement</li> <li>• To understand Forwards &amp; Futures, Pricing &amp; Trading</li> <li>• To learn the basic concepts of Option Pricing Models (Binomial and Black Scholes)</li> <li>• To apply option trading strategies</li> <li>• To understand the basic concepts of Currency and Interest Rates Swaps and apply them to hedge risk exposure</li> </ul>							
<b>UNIT 1</b>	<b>Introduction of Financial Derivatives</b>						<b>6 hours</b>
Introduction of Financial Derivatives -types of derivatives- Trading mechanism and contracts of the main Financial Derivatives instruments: Clearing and settlement of trades, margin trading							

<b>UNIT 2</b>	<b>Forwards and Futures</b>	<b>6 hours</b>
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.		
<b>UNIT 3</b>	<b>Options</b>	<b>6 hours</b>
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)		
<b>UNIT 4</b>	<b>Options trading Strategies</b>	<b>6 hours</b>
Options trading Strategies - Spreads (Bull Spreads, Bear Spreads and Butterfly Spreads) - Combinations (Straddles, Strangles, Strips and Straps)		
<b>UNIT 5</b>	<b>Swaps</b>	<b>6 hours</b>
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:**

- DescribeAble to understand the terminologies and concepts in financial Derivatives
- Able to apply hedging strategies in forwards and futures trading
- Able to analyze options contracts using various pricing tools

- Able to evaluate different options trading strategies
- Able to use swaps to convert one form of exposure to another

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	0	0	0	0			3	0		
<b>CO2</b>	3	0	0	0	0			3	0		
<b>CO3</b>	3	3	0	0	0			3	3		
<b>CO4</b>	3	3	0	0	0			3	3		
<b>CO5</b>	3	3	0	0	0			3	3		

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

**APPROVED IN:**

<b>BOS :</b>	19th May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	4		
Equity in education			
<b>SDG Justification:</b>			
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
<b>Pre-requisite</b>	Financial Management						
<b>Co-requisite</b>	Applying Data Analytics In Finance-Illinois University						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<i>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.</i>							
<b>Course Educational Objectives:</b>							
<ul style="list-style-type: none"> <li>• To understand financial performance and financial position</li> <li>• Forecast financial statements to make informed decisions</li> <li>• Develop skills in Financial Analysis, Financial Statements, and Financial Modeling</li> <li>• Learn and apply quantitative methods of financial analysis in their regular businesses</li> <li>• Analyse real-life proposals for financial investment in a meaningful manner</li> </ul>							
<b>UNIT 1</b>	<b>Financial Statements Analysis:</b>						<b>hours</b>
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.							
<b>UNIT 2</b>	<b>Preparation of Common Size Statements:</b>						<b>hours</b>
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.							
<b>UNIT 3</b>	<b>Predictive Cash Flows:</b>						<b>hours</b>

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		
<b>UNIT 4</b>	<b>Predictive Funds Flow:</b>	<b>hours</b>
Statement of funds flow analysis: Changes in working capital and changes in other operating results and other changes.- Forecasting Funds Flow		
<b>UNIT 5</b>	<b>Comprehensive Financial Modeling using Excel:</b>	<b>hours</b>
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:**

- The concepts and apply sound techniques for
- Analysis of financial data to investment proposals.
- This will be helpful in capital budgeting, working capital management, cash flow management.
- The art of optimal capital management.
- Apply the quantitative methods while analyzing the business potential

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	1	2	3	4	5			1	2		
<b>CO2</b>	2	0	1	0	1			1	1		
<b>CO3</b>	2	2	1	1	0			1	1		
<b>CO4</b>	2	3	0	1	1			1	1		
<b>CO5</b>	3	3	1	1	0			1	1		

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

**APPROVED IN:**

<b>BOS :</b>		<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	4		
<b>SDG Justification:</b>			
Ensure sustainable consumption and production patterns			

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**MARKETING**

<b>MKTG7051</b>	<b>Product &amp; Brand Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>J</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite</b>	Fundamental concepts of Marketing Management						
<b>Co-requisite</b>	Coursera Product Ideation, Design, and Management						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b> <i>To familiarize the students with Product and Branding Strategies.</i>							
<b>Course Educational Objectives:</b> <ul style="list-style-type: none"> <li>• To understand product management as a concept and the need as a revenue enhance</li> <li>• To examine Product Manager/ Category Manager roles</li> <li>• To assess Product portfolio, New Product Development, and Approaches to Product Portfolio Analysis</li> <li>• To evaluate Theories behind brand building</li> <li>• To interpret the Concept of brand audit, branding research, and brand evaluation</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to the Product Manager concept</b>					<b>8 hours</b>	
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							
<b>UNIT 2</b>	<b>Understanding the PLC concept in detail</b>					<b>9 hours</b>	
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							
<b>UNIT 3</b>	<b>New Product Strategy</b>					<b>8 hours</b>	
New Product Strategy, New Product Ideation, Concept Development & Product Testing, New Product Pricing, Commercialization, Booz, Allen, Hamilton Model of NPD, Stage							

gate model of NPD. Disruption and Innovation, Managing Growth and Mature cycles, Disruption, and Innovation.		
<b>UNIT 4</b>	<b>Introduction to Brand and Branding</b>	<b>12 hours</b>
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		
<b>UNIT 5</b>	<b>Brand Design</b>	<b>8 hours</b>
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:**

- Understand the concepts of Product management, its role in revenue enhancement, and Management
- Apply the tools of PLC (Product Life Cycle), NPD (New Product Development), Brand Equity models, and implications from the marketing mix.
- Analyze the role of a Product Manager and the context of these roles in a marketing setup. The role of a New Product in a business plan and the impact of brand value in an organization
- Interpret the implications of Brand Pitfalls of Product Management and the issues in PM & BM
- Build an appreciation of Brand Architecture and the elements of Image, Personality, and Extensions

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	3	0	0	1			2	3		
<b>CO2</b>	3	3	0	1	2			3	3		
<b>CO3</b>	3	3	1	1	3			3	2		
<b>CO4</b>	2	2	0	1	0			3	3		
<b>CO5</b>	3	3	0	1	2			3	1		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>			May, 2022			<b>ACADEMIC COUNCIL</b>					
<b>SDG No. &amp; Statement</b>			4								
Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.											
<b>SDG Justification:</b>											

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MKTG7061	B2B Marketing	L	T	P	S	J	C
		0	0	0	0	0	0
<b>Pre-requisite</b>	Basics of Marketing						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To understand the basic concepts of B2B marketing.</li> <li>• To examine the organizational buyer behavior and enrich the knowledge on relevant models and methods of B2B buyer behavior.</li> <li>• To assess B2B Marketing Strategies and tools.</li> <li>• To evaluate how market segmentation, targeting, and positioning are carried out in B2B Markets.</li> <li>• To interpret the impact of Pricing and Marketing Communication Mix on B2B Markets.</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to new generation Business-to-Business Marketing:</b>						<b>9 hours</b>

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.		
<b>UNIT 2</b>	<b>Organizational buying process:</b>	<b>9 hours</b>
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)		
<b>UNIT 3</b>	<b>Establishing enduring relationships in B2B marketing:</b>	<b>9 hours</b>
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.		
<b>UNIT 4</b>	<b>B2B Marketing Mix:</b>	<b>9 hours</b>
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.		
<b>UNIT 5</b>	<b>Strategic Perspectives in Business Marketing Planning:</b>	<b>9 hours</b>
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:**

- Understand B2B Marketing Concepts for Business Decision Making
- Study the organizational buyer’s decision process and influences that shape buying decisions.
- Get an overall exposure to various B2B Models of various businesses.
- Analyse strategies adopted by B2B formats concerning segmentation, targeting and positioning and other Communication aspects of B2B Businesses.
- Evaluate promotional strategies that would drive B2B sales.

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	3	1	2	1			2	1		
<b>CO2</b>	3	2	0	2	0			2	1		
<b>CO3</b>	3	3	0	2	0			2	1		
<b>CO4</b>	3	2	1	1	0			2	3		
<b>CO5</b>	3	2	1	1	0			2	3		

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

**APPROVED IN:**

<b>BOS :</b>	May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	9		
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.			
<b>SDG Justification:</b>			
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
		0	0	0	0	0	0
<b>Pre-requisite</b>	Knowledge of Marketing Management course at the application level						
<b>Co-requisite</b>	Basic Excel and SPSS						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<i>This course intends to develop decision-making skills in the marketing Specialization students and Provides exposure to data-driven decision-making techniques.</i>							
<b>Course Educational Objectives:</b>							
<ul style="list-style-type: none"> <li>• To explain data-driven marketing tools and use research for marketing decisions.</li> <li>• To learn about the use of data for segmenting and identifying customer groups</li> <li>• To illustrate Data-driven pricing decisions, and understand the relationship between price and demand.</li> <li>• To comprehend the importance of customer needs and life values.</li> <li>• To measure advertising effectiveness.</li> </ul>							
<b>UNIT 1</b>	<b>Introduction</b>						<b>9 hours</b>
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							
<b>UNIT 2</b>	<b>correlation and regression</b>						<b>9 hours</b>
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.							
<b>UNIT 3</b>	<b>Conjoint Analysis</b>						<b>9 hours</b>
Understanding customer wants (Conjoint Analysis)							

Calculating customer lifetime value, using customer value to value a business, customer value		
<b>UNIT 4</b>	<b>Advertising</b>	<b>9 hours</b>
Measuring effectiveness of advertising, media selection models, pay-per-click online advertising. Internet and social Marketing -Networks, Viral Marketing, Text Mining		
<b>UNIT 5</b>	<b>Market basket analysis</b>	<b>9 hours</b>
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:**

- To use data and take appropriate marketing decisions
- Can slice and dice data and develop ideal market segments.
- Develop effective media strategies and analyze their effectiveness
- Use and data for forecasting and identifying relations between demand and other relevant variables
- Use tools for marketing research and examine consumer behavioural parameters

**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	2	3	0	2	3	2		2	3		
<b>CO2</b>	2	3	0	2	2	2		2	3		
<b>CO3</b>	2	3	0	3	3	2		2	3		
<b>CO4</b>	2	3	0	2	2	2		2	3		
<b>CO5</b>	2	3	0	2	2	2		2	3		

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

**APPROVED IN:**



<b>BOS :</b>	May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	4		
Quality education for all			
<b>SDG Justification:</b>			

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**HUMAN RESOURCE MANAGEMENT**

<b>HRMG7041</b>	<b>Compensation Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>J</b>	<b>C</b>
		<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To understand the various concepts related to compensation and wages.</li> <li>• To understand the concept of rewards and performance-linked compensation.</li> <li>• To examine the different incentive systems adopted in organizations</li> <li>• To analyze the structuring of wages and compensation in organizations</li> <li>• To examine the differences in executive and non-executive remuneration and the challenges of compensation management in MNCs.</li> </ul>							
<b>UNIT 1</b>	<b>Compensation and wages</b>					<b>10 hours</b>	
<p>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</p>							

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.		
<b>UNIT 2</b>	<b>Performance linked Reward system</b>	<b>10 hours</b>
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.		
<b>UNIT 3</b>	<b>Wage Incentive system</b>	<b>10 hours</b>
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.		
<b>UNIT 4</b>	<b>Wage Fixation</b>	<b>8 hours</b>
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.		
<b>UNIT 5</b>	<b>Executive Remuneration</b>	<b>7 hours</b>
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:**

- Understand the various wage theories and the concepts related to pay
- Analyze and differentiate between the various components of wages of non-executives and executives
- Examine the different methods of wage fixation
- Calculate the DA and other components of wages and salaries and prepare payroll
- Present the challenges of compensation management in MNCs

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	2	0	3	1	1	3	2	1	0	0
<b>CO2</b>	3	3	0	3	3	1	3	2	0	1	0
<b>CO3</b>	3	3	0	3	3	2	3	2	1	0	0
<b>CO4</b>	3	3	0	3	3	2	3	2	0	1	0
<b>CO5</b>	2	2	0	3	1	3	3	3	1	1	0

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

**APPROVED IN:**

<b>BOS :</b>	19th May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	8		

Decent Work and Economic Growth

**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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HRMG7051	Strategic Human Resource Management	L	T	P	S	J	C
		0	0	0	0	0	0
<b>Pre-requisite</b>	Human Resource Management						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• Understand the relationship of HR strategy with other functional and overall corporate strategy</li> <li>• How to formulate HR strategy, apply different models to business needs</li> <li>• Apply different models to develop strategies, where different HR practices requires</li> <li>• Evaluate and audit different practices of HR</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to Strategic Human Resource Management</b>						<b>hours</b>

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.		
<b>UNIT 2</b>	<b>Integration of HR Strategy</b>	<b>hours</b>
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.		
<b>UNIT 3</b>	<b>HR Environment and Strategic HR Processes</b>	<b>hours</b>
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.		
<b>UNIT 4</b>	<b>Training and Development Strategies</b>	<b>hours</b>
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.		
<b>UNIT 5</b>	<b>Systems of high-performance human resource practices</b>	<b>hours</b>
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:**

- Course Outcomes:
- Understand the difference between traditional and strategic human resource management, explain, apply, analyse, synthesize, create,
- Explain the role of strategic HRM in strategy formulation and implementation.
- Analyse the HR environment and business strategy
- Synthesize the benefits of training and development strategies
- Create Systems of high-performance human resource practices

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	2	1	2	1	2	1	1	2	1	1
<b>CO2</b>	2	1	2	1	1	1	2	1	1	1	1
<b>CO3</b>	2	1	1	2	1	1	1	1	1	1	2
<b>CO4</b>	1	2	1	1	1	2	1	2	1	1	1
<b>CO5</b>	1	2	2	1	1	1	2	1	1	2	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. 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
		0	0	0	0	0	0
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• Learn the theories and perspectives of organizational change and organizational development</li> <li>• Apply theories and perspectives of managing change</li> <li>• Understand the dynamics and issues in implementing change strategy or an OD Intervention</li> <li>• Understand why people resist change and learn techniques for overcoming resistance to change.</li> <li>• Formulate the strategies and tactics for organizational change and OD Interventions.</li> </ul>							
<b>UNIT 1</b>	<b>Organizational Change</b>						<b>9 hours</b>



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

- Understand the major theories and perspectives concerning organizational development and change.
- Understand the application of theories and perspectives concerning managing change in the context of diverse organization (small, medium, large).
- Analyse ways for effective change management

- Analyse the challenges for OD specialists by understanding the various OD Models.
- To diagnose the need for organizational change and OD interventions

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	0	3	1	1			1	3		
<b>CO2</b>	2	0	1	2	1			1	2		
<b>CO3</b>	2	1	1	1	2			1	2		
<b>CO4</b>	1	0	1	0	3			2	2		
<b>CO5</b>	0	1	1	1	1			1	2		

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

**APPROVED IN:**

<b>BOS :</b>		<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	8		
Decent Work and Economic Growth			
<b>SDG Justification:</b>			
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
		0	4	0	0	0	4
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<p><i>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.</i></p>							
<b>Course Educational Objectives:</b>							
<ul style="list-style-type: none"> <li>To understand the importance of the basics of Supply Chain Analytics</li> <li>To understand the role and applications of Descriptive Analytics, Predictive Analytics and Prescriptive Analytics in a Supply Chain</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to Supply Chains Analytics (SCA)</b>					<b>8 hours</b>	
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.							
<b>UNIT 2</b>	<b>Supply chain analytics</b>					<b>8 hours</b>	
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							

<b>UNIT 3</b>	<b>Foundation of Business Analytics (BA)</b>	<b>8 hours</b>
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.		
<b>UNIT 4</b>	<b>Importance of Network Planning</b>	<b>8 hours</b>
Foundation of Prescriptive Analytics in network planning in a Supply Chain, Design of Logistics Network using Heuristics/optimization, Concept of 3PL/4PL.		
<b>UNIT 5</b>	<b>Foundation of Modeling Coordination</b>	<b>8 hours</b>
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:**

- Will be able to understand the role and importance of Business Analytics in contemporary business models.
- Will be able to identify the decision domains in Supply Chain Analytics.
- Will be able to develop the ability to interpret analytical tools commonly used in the supply chain domain.
- Will be able to develop mathematical or interpretative modelling for SC Decisions.
- Will be able to identify the performance measures in the supply chain domain.

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	1	0	0	0			2	2		

<b>CO2</b>	2	1	0	2	0			0	2		
<b>CO3</b>	2	1	0	0	2			0	2		
<b>CO4</b>	2	1	1	0	0			3	2		
<b>CO5</b>	2	1	1	0	0			2	2		

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

**APPROVED IN:**

<b>BOS :</b>	19th May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	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
		4	0	0	0	0	4
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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 view 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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• The Course will help the students understand how organizations optimize their underlying processes</li> <li>• The course will help students to get introduced various models that are critical to achieve more efficient results.</li> <li>• The course focuses on designing and managing business processes to support the strategic objectives of the organization.</li> <li>• The course highlights efficient and optimum usage of organization resources to ensure maximum productivity</li> <li>• The students will be introduced to various strategies that reduces bottleneck and hence enhance throughput</li> </ul>							
<b>UNIT 1</b>	<b>Operations Strategy &amp; Management</b>					<b>10 hours</b>	

Competencies that support Firm strategy and trade-offs to be managed, Operations frontier, Strategic Fit, Process view of Organizations, VCAP Framework		
<b>UNIT 2</b>	<b>Process Mapping</b>	<b>13 hours</b>
Workflow, Key Process Flow Measures, Little s Law, Introduction to throughput accounting, Linkage between Operational and Financial Measures.		
<b>UNIT 3</b>	<b>Flow time Analysis</b>	<b>12 hours</b>
Throughput , Managerial levers to reduce flow time and improve throughput, Critical path, Work content of activities, Capacity Analysis, Bottleneck resources, Resource view of operations Prediction Using the Regression Equations.		
<b>UNIT 4</b>	<b>Inventory control</b>	<b>12 hours</b>
Managerial levers to reduce inventory, Flow measures under variability, Safety inventory, Safety capacity, Safety time, Service operations, Introduction to queuing		
<b>UNIT 5</b>	<b>Process variability</b>	<b>13 hours</b>
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:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	1	0	2	3			2	3		
<b>CO2</b>	2	0	1	2	2			3	2		
<b>CO3</b>	1	2	3	2	3			1	3		
<b>CO4</b>	2	2	0	3	2			3	2		
<b>CO5</b>	2	3	2	0	3			3	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
<b>APPROVED IN:</b>			
<b>BOS :</b>	May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>			
<b>SDG Justification:</b>			

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OPTS7061	Strategic Logistics Management	L	T	P	S	J	C
		3	0	0	0	0	3
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To provide students with an understanding of conceptual framework in logistics, logistics mix, approaches to logistics management.</li> <li>• 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.</li> <li>• To make students understand the importance of reverse logistics to protect resource usage and humanitarian logistics to contribute to the betterment of society.</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to strategic logistics planning</b>					<b>6 hours</b>	
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		
<b>UNIT 2</b>	<b>Transportation, storage and material handling</b>	<b>7 hours</b>
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		
<b>UNIT 3</b>	<b>Inventory management &amp; logistics information systems</b>	<b>6 hours</b>
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.		
<b>UNIT 4</b>	<b>Network design analysis</b>	<b>5 hours</b>
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		
<b>UNIT 5</b>	<b>Reverse logistics and humanitarian logistics</b>	<b>6 hours</b>
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	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	3	0	0	1	0			3	0		
<b>CO2</b>	3	0	0	1	0			1	3		
<b>CO3</b>	3	1	0	0	0			3	3		
<b>CO4</b>	2	3	0	0	0			3	2		
<b>CO5</b>	2	0	0	3	0			2	1		

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

### APPROVED IN:

<b>BOS :</b>	19th May, 2022	<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	8		
<b>SDG Justification:</b>			

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**BUSINESS ANALYTICS**

<b>BUAN7041</b>	<b>DBMS and Data Warehousing</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>	<b>J</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• Understand different concepts in DBMS and Data warehousing</li> <li>• Understand the concept of OLAP</li> <li>• Gain hands on experience in working with SQL</li> </ul>							
<b>UNIT 1</b>	<b>Database</b>						<b>7 hours</b>
Concept of database and DBMS, Components of DBMS, Relational data model, Entity relational model, Integrity constraints and Keys, Normalization							
<b>UNIT 2</b>	<b>SQL</b>						<b>7 hours</b>
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							
<b>UNIT 3</b>	<b>Data warehousing</b>						<b>9 hours</b>
Concept, Features of data warehouse, Data warehouse Architecture, Meta data, Data Marts, ETL Process, Dimensional Modeling							
<b>UNIT 4</b>	<b>OLAP in Data Warehouse</b>						<b>9 hours</b>

Concept of OLAP, Multidimensional Analysis, OLAP functions, OLAP Applications, OLAP Models – MOLAP, ROLAP, HOLAP, DOLAP, OLAP Design Considerations.		
<b>UNIT 5</b>	<b>SQL Analytic Functions Data Visualization</b>	<b>9 hours</b>
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:**

- Understand the concepts of DBMS
- Writes queries in SQL
- Design data warehouse schema
- Understand the concept of OLAP and its functions
- Work with SQL Analytical functions

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	0	1	0	0	2			1	2		
<b>CO2</b>	0	2	0	0	2			1	2		
<b>CO3</b>	0	2	0	0	2			2	3		
<b>CO4</b>	0	3	0	0	3			3	3		
<b>CO5</b>	0	2	0	0	2			2	3		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											

<b>APPROVED IN:</b>			
<b>BOS :</b>	17th May, 2022	<b>ACADEMIC COUNCIL</b>	17th June, 2022
<b>SDG No. &amp; Statement</b>	9		
Industry, Innovation and Infrastructure			
<b>SDG Justification:</b>			
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
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• Understand the programming concepts of python</li> <li>• To handle data on Python</li> <li>• To be able to Descriptive Analytics using python</li> <li>• To be able to do Predictive Analytics using python</li> <li>• To Build Machine Learning models using python</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to Python</b>					<b>8 hours</b>	
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							
<b>UNIT 2</b>	<b>Functions and OOP Concepts</b>					<b>8 hours</b>	
Defining and calling a function, Types of Function, Recursion, Python Modules, Packages, OOP Concepts: OOP concepts in Python – Class, Inheritance, Multiple Inheritance, Operator Overloading							
<b>UNIT 3</b>	<b>IPython, NumPy and Pandas</b>					<b>8 hours</b>	
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		
<b>UNIT 4</b>	<b>Working with Data</b>	<b>8 hours</b>
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		
<b>UNIT 5</b>	<b>Data Visualization</b>	<b>8 hours</b>
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:**

- Understand the aspects such as syntax, data types and structures, control structures and loops of Python language.
- Understand the functions and OOP concepts and apply on several business use cases.
- Understand data sets and matrices and handling them using Python packages such as NumPy, Pandas.
- Perform data analysis on various business-related data sets using Pandas.
- Understand importance of visualization and use visualization techniques for several business use cases.



**CO-PO Mapping:**

	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	0	2	0	0	2			1	1		
<b>CO2</b>	2	3	0	0	3			1	2		
<b>CO3</b>	0	3	0	0	3			1	2		
<b>CO4</b>	2	3	0	0	3			1	2		
<b>CO5</b>	3	3	0	0	3			1	2		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
<b>APPROVED IN:</b>											
<b>BOS :</b>			: 17th May, 2022			<b>ACADEMIC COUNCIL</b>			17th June, 2023		
<b>SDG No. &amp; Statement</b>			9								
Industry, Innovation and Infrastructure											
<b>SDG Justification:</b>											
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
<b>Pre-requisite</b>							
<b>Co-requisite</b>							
<b>Preferable exposure</b>							
<p><b>Course Description:</b></p> <p><i>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.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To understand the concept of big data and processing the same using software tools</li> <li>• To learn MapReduce paradigm and know how to use it for big data analytics</li> <li>• To learn local and parallel data processing using Apache Pig</li> <li>• To learn and practice SQL like operations for big data using APACHE Hive</li> <li>• To understand suitability of NoSQL for big data analytics using APACHE HBase</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to big data analytics</b>					<b>9 hours</b>	
Concept, Features of big data, big data challenges, Hadoop and its features, Hadoop Ecosystem, Hadoop Components, Hadoop Architecture, Hadoop Cluster, Installation methods, HDFS							
<b>UNIT 2</b>	<b>Hadoop Mapreduce</b>					<b>9 hours</b>	
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.							

<b>UNIT 3</b>	<b>Introduction to Apache Pig</b>	<b>9 hours</b>
Installation, Pig Components & Execution, Pig data types, Data models in Pig, Programming in Pig.		
<b>UNIT 4</b>	<b>Introduction to Apache Hive</b>	<b>9 hours</b>
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.		
<b>UNIT 5</b>	<b>Introduction to Apache Spark</b>	<b>9 hours</b>
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:**

- Describe Explain the utility of big data in different areas
- Explain the utility of MapReduce paradigm and its usage for big data analytics
- Explain the utility of local and parallel data processing using Apache Pig
- Explain the benefits of SQL like operations for big data using APACHE Hive
- Explain the suitability of NoSQL for big data analytics using APACHE HBase

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	2	0	0	2			1	1		
<b>CO2</b>	2	3	0	0	3			1	2		
<b>CO3</b>	2	3	0	0	3			1	2		
<b>CO4</b>	2	3	0	0	3			1	2		
<b>CO5</b>	2	3	0	0	3			1	2		

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

**APPROVED IN:**

**BOS :** : 17th May, 2023 **ACADEMIC** 17th June, 2024  
**COUNCIL**

**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 for quality education and also kindles the interest amongst the students to explore further for better investment opportunities for the future.

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**INTERNATIONAL BUSINESS**

INTB7011	International Trade and Trade Policy Issues	L	T	P	S	J	C
		0	0	0	0	0	0
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<b>Course Description:</b>							
<p>The current course would focus on international trade and trade theories. The operations and mechanisms involved in international trade in goods, services, and capital would be discussed in detail. Further the course would provide useful insights on trade operations, international management, international economics and finance, and international competence and strategies.</p>							
<b>Course Educational Objectives:</b> The objective of the course is to understand, analyze, and examine the following:							
<ul style="list-style-type: none"> <li>• The factors that determine trade between countries: labor productivity, labor intensity, technology, skills, etc.; protectionism and new trade policies of developed and developing countries;</li> <li>• Impact of global trade patterns on developing countries including the Impact of exchange rate regime and global financial crisis on trade;</li> <li>• The new world trading system, International markets, and its implications on the developing world.</li> <li>• To understand the regulatory framework of the International economy.</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to Trade theories</b>						<b>10 hours</b>
<p>Trade Patterns: Mercantilism and New Mercantilism; Explanations of trade patterns – Absolute and comparative advantage – <b>Calculations of Gains of Trade</b>. Factor endowment Theory &amp; Factor Price Equalization Theory; Innovations and R&amp;D; Intra industry trade; Uppsala Model, <b>Tariffs and effective rate of protection &amp; its calculation</b>. (Case: Germany’s Competitiveness)</p>							

<b>Learning outcomes:</b>		
After completion of this unit, the student will be able to		
<ul style="list-style-type: none"> <li>• To have a clear knowledge of trade theories. L1</li> <li>• To understand the gains of trade. L2</li> <li>• Understand the core concepts of Intra trade. L3</li> <li>• Explain the tariff structures. L4</li> <li>• Explore the basis of international trade. L5</li> </ul>		
<b>Pedagogy Tools:</b> Case study, Guest lectures, self-reading, polls, Conversation Boards, cure card presentation		
<b>UNIT 2</b>	<b>Foreign Exchange Markets &amp; Quantitative Easing</b>	<b>10 hours</b>
Emerging Markets: Impact of Quantitative Easing (QE) and its tapering on emerging markets – short-term capital movements – Impact on exchange rates - scope for coordination with developed economies; Exchange rate changes and Impact on trade – Elasticities (Marshall-Lerner condition and empirical estimates) – lags in impact (J-curve).		
(Case: Recent Terms of Trade of Developing Countries)		
Learning outcomes: After completion of this unit, the student will be able to		
<ul style="list-style-type: none"> <li>• To have a clear knowledge of Forex market. L1</li> <li>• To understand the concept of quantitative easing. L2</li> <li>• Understand the core concepts of Marshal Learner Condition. L3</li> <li>• Explain the J-curve mechanism. L4</li> </ul>		
Explore the impact of exchange rates on exports and imports. L5		
<b>UNIT 3</b>	<b>Trade and Development &amp; WTO</b>	<b>10 hours</b>
Trade and Development, and WTO Issues: Global trade; Trade as engine of growth debate – Terms of trade of developing economies -Fallacy of Composition Adding-up problem and <b>Illustration of Flying-geese model</b> ; Regional economic arrangements; WTO issues - Functions and basic principles - anti-dumping, subsidies and countervailing duties, safeguards - agriculture – GATS – TRIPS - plurilateral agreements.		
(Cases: Flying Geese Model of Trade, ADD on India Shrimps, GI Status for Indian Products)		
<b>Learning outcomes:</b>		

After completion of this unit, the student will be able to		
<ul style="list-style-type: none"> <li>• Understand the relation between trade and development. L1</li> <li>• Explain the problem of Fallacy of composition. L2</li> <li>• Analyze the Flying Geese Model of Trade. L3</li> <li>• Understand the role and objectives-functioning of WTO. L4</li> <li>• Explain the impact tariff and non-tariff barriers of trade. L5</li> </ul>		
<b>Pedagogy Tools:</b> Case study, Guest lectures, self-reading, polls, Conversation Boards, cure cards		
<b>UNIT 4</b>	<b>Global Economic Slowdown</b>	<b>10 hours</b>
Global economic slowdown –Double-dip recession - Euro zone crisis; capitalism and rising inequality; Middle-income trap (between low-skills and innovation) – Impact of Covid Health crisis on World trade; Resurgence of Japan.		
<b>Learning outcomes:</b> After completion of this unit, the student will be able to		
<ul style="list-style-type: none"> <li>• Understand the reasons for global economic slowdown. L1</li> <li>• Understand the double dip recession. L2</li> <li>• Explain the Euro Zone Crisis. L3</li> <li>• Explain the situation of two lost decades of Japan. L4</li> <li>• Explain the impact of Covid Health Crisis on the World trade. L5</li> </ul>		
<b>Pedagogy Tools:</b> Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards		
<b>UNIT 5</b>	<b>International Monetary Systems</b>	<b>10 hours</b>
Global Finance: International monetary system – Bretton Woods - fixed vs. flexible exchange rates - International financial architecture; International capital movements; Renminbi as an international currency; Management of foreign exchange reserves – Investing in US Treasury Bills . (Case: India’s Exports of Select Products & Exchange Rate)		
<b>Learning outcomes:</b> After completion of this unit, the student will be able to		
<ul style="list-style-type: none"> <li>• Understand the challenges of international monetary systems. L1</li> <li>• Understand the International capital movements. L2</li> <li>• Explain the management of foreign exchange systems. L3</li> <li>• Discuss the emergence of renminbi. L4</li> <li>• Describe the role of Bretton woods systems. L5</li> </ul>		

**Pedagogy Tools:** Case study, Guest lectures, self-reading, polls, Conversation Boards

**Text Books:**

- International Monetary Markets & Foreign Direct Investment (FDI)
- The Gold Standard, Bretton Woods System, The collapse of Fixed Exchange Rate System, Exchange Rate Systems in practice, Foreign Direct Investment, Advantages, Costs and Benefits of Foreign Direct Investment, Government policy Instruments & FDI. Case Study: The Impossible Trinity Dilemma

**References:**

- Journal of Commodity Markets, Elversir.
- Commodities, <https://www.mdpi.com/journal/commodities/editors>
- Asian Development Bank –Country Reports

**Course Outcomes:**

- Sensitize students on the finance principles required to conduct the business
- Identify export and import sources of financing.
- Implement risk assessment methods
- Identify forms and sources of official trade finance.
- Understand the trends in international trade financing

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	0	1	0			1	1		
<b>CO2</b>	2	2	0	2	2			1	3		
<b>CO3</b>	2	2	2	2	2			1	3		
<b>CO4</b>	2	3	2	3	1			3	2		
<b>CO5</b>	2	3	0	3	1			2	2		

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

**APPROVED IN:**

<b>BOS :</b>		<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	17		



Introduction to global financial systems, concepts in the Unit-1 to 4 on sustainable production and supply methods and sustainable means of usage of resources are in correlation with the SDG goal 17

**SDG Justification:**

Partnerships to achieve the Goal- Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

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INBS7021	Doing Business with Emerging Markets	L	T	P	S	J	C
		0	0	0	0	0	0
<b>Pre-requisite</b>	NA						
<b>Co-requisite</b>	NA						
<b>Preferable exposure</b>	NA						
<p><b>Course Description:</b></p> <p><i>The course helps the students to understand the cultural, economic and geopolitical environments; and International Relations of emerging markets of the world. It would facilitate the students; understand the regulatory and policy frameworks of the emerging market economies of the Asia Pacific Countries. Further, to highlight the opportunities and challenges of India in doing business with the selected emerging market economies and to train them with practical orientation of trading with selected emerging market economies.</i></p>							
<p><b>Course Educational Objectives:</b></p> <ul style="list-style-type: none"> <li>• To have a grasp knowledge on emerging markets.</li> <li>• To understand the functioning of financial markets.</li> <li>• To understand the core concepts of macroeconomic stability.</li> <li>• To understand the regulatory and policy frameworks of the emerging market economies of the world.</li> <li>• To understand the Political and Business Systems in the emerging market economies.</li> </ul>							
<b>UNIT 1</b>	<b>Introduction to Emerging Markets</b>						<b>9 hours</b>
Introduction to Emerging Markets, Emerging, developing, catching up • Economic performance, GDP and emerging markets, Financial markets and macro-economic stability, Political instability and economic performance, Wealth, productivity and inequality, Demography and wealth, Consumption and first time buyers, Infrastructure, Sophistication of the economy.							
<b>UNIT 2</b>	<b>Operating in the Emerging Markets</b>						<b>9 hours</b>

<p>Operating in Emerging Markets, The determinants of attractiveness and the four dimensions classifying the determinants of attractiveness, four macro dimensions that shape emerging markets, operationalizing the four dimensions analysis.</p> <p>Emerging Markets Innovation: The Next Wave Triggered by Low-Cost Cars • Low-cost business models in emerging markets • Key levers in reducing product costs • Design effectiveness – key for sustainable low-cost solutions • Driving down factor costs.</p> <p>Managing Risk in Emerging Markets: Defining risk in EM, Expected and unexpected risk Location risk and targeted risk, from location to targeted risk, Assessing and managing risk- Case Study: Economic Crises: Evidence and Insights from East Asia.</p>		
<b>UNIT 3</b>	<b>Introduction to Emerging Markets</b>	<b>9 hours</b>
<p>Introduction to Emerging Markets, Emerging, developing, catching up · Economic performance, GDP and emerging markets, Financial markets and macro-economic stability, Political instability and economic performance, Wealth, productivity and inequality, Demography and wealth, Consumption and first time buyers, Infrastructure, Sophistication of the economy.</p>		
<b>UNIT 4</b>	<b>Emerging Market Economies –Country Specific Discussions</b>	<b>9 hours</b>
<p>Brazil, Russia, India, China, Vietnam, Indonesia, Philippines, Thailand, Turkey, Africa: Consumer Outlook, Buying Power, Cultural Differences, Technology and Infrastructure, Competitive Advantage of Domestic vs International firms, Effect of Globalization, FDI, Growth, Inflation, Political stability, Poverty, Corruption, Risks, Environmental Issues, Business Development and Micro-Financing, Trade tensions and Policies, Role of WTO and others. Opportunities, Outsourcing and others. Case Studies: Harvard Case Study: Singapore Inc, The Fundamental Institutions of China’s Reforms and Developments, Chenggang Xu.</p>		
<b>UNIT 5</b>	<b>The Asian Emerging Economies</b>	<b>9 hours</b>
<p>Trade policy of the Asia Pacific Countries-Implications on India; Bilateral Trade and Investment and co-operations; Trade in Goods –services-co-operations in knowledge-based industries and protection of Intellectual property rights – Select sectors – Agriculture - Tariffs and Non-Tariff Barriers. Case Study: Asia’s dynamic growth in the new century.</p>		

**Text Books:**

- Business Growth Strategies for Asia Pacific by Chien.W.Shih.S and Chu.P.Y, 2005, John Wiley & Sons (Asia) Pvt. Ltd.
- Business in Asia Pacific: Text and Cases by Sonia El Kahal, 2001, Oxford University Press.

**References:**

- International Business; An Asia Pacific perspective by Andrew Delios, Paul W. Beamish Jane W. Lu., Pearson Education; Second edition(January 18, 2010)
- Why Nations Fail: The origins of Power, Prosperity and Poverty by Acemoglu, Daron and James Robinson, 2012, Crown Publishing.
- Business Growth Strategies for Asia Pacific by Chien.W.Shih.S and Chu.P.Y, 2005, John Wiley & Sons (Asia) Pvt. Ltd.
- Business in Asia Pacific: Text and Cases by Sonia El Kahal, 2001, Oxford University Press.

**Course Outcomes:**

- Explains and apply the regulatory and policy frameworks of the emerging market economies of the world.
- Understand the cultural, economic and geopolitical environments; and International Relations of the emerging market economies of the world.
- Identify and evaluate the role symmetric versus asymmetric information plays in the structure and operation of the financial system information.
- Identify the Opportunities and Challenges of Doing Business with Asia Pacific Countries.
- Helps in understanding the practical orientation of trading with selected emerging market economies.

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0	1	1	2	1	0	1
CO2	2	2	0	2	2	1	2	2	1	1	2
CO3	2	2	2	2	2	1	2	1	3	1	2
CO4	2	3	2	1	1	3	2	1	2	2	2
CO5	2	3	0	1	1	2	2	0	0	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation			
<b>APPROVED IN:</b>			
<b>BOS :</b>		<b>ACADEMIC COUNCIL</b>	
<b>SDG No. &amp; Statement</b>	17		
**Partnerships to achieve the Goal- Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development			
<b>SDG Justification:</b>			

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INTB7021	Multilateral Trade Institutions & India	L	T	P	S	J	C
		0	0	0	0	0	0
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<b>Course Description:</b>							
<p><i>International Trade management has gained immense significance in India in the last decade. The objective of this course is to inculcate a strong understanding of the institutional framework of the global trading environment. The students will be able to understand the role of various International Organization in Promoting International Trade. In addition the students will also be able to map the flow of volumes of various commodities from one country to the.</i></p>							
<b>Course Educational Objectives:</b>							
<ul style="list-style-type: none"> <li>• Grasp the foundations of various International Organizations in promoting International Trade.</li> <li>• Acquire and improve the knowledge of trade promotion bodies of India.</li> <li>• Understand the worldwide inter country trade volumes.</li> <li>• Understand the various functions and operations of various multilateral trade institutions.</li> <li>• To Analyze the opportunities and challenges of India in the various multilateral trade organizations.</li> </ul>							

**Unit I Title: Introduction to Multilateral Trading Systems No of Hours- 10**

International Trade Environment, Multilateral Trading system, Institutional Framework for Multilateral Trading systems- WTO, Legal Framework for Multilateral Trading System, Implications of Uruguay Round- The Indian Perspective, 4<sup>th</sup> Ministerial Meeting-Doha Declaration

**Learning outcomes:**

After completion of this unit, the student will be able to

- To have a grasp knowledge on multilateral trading systems. L1
- To understand the Institutional framework for Multilateral Trading System. L2
- Understand the core concepts of WTO. L3
- Explain the infrastructure presence in these economies. L4
- Explore the legal framework of Multilateral trading system. L5

**Pedagogy Tools:** Case study, Guest lectures, self-reading, polls, Conversation Boards

**Unit II Title: International Developmental Organizations No. of Hours: 10**

Role of World Bank, International Monetary Fund, Asian Development Bank, BRICS Development Bank, Asian Infrastructure Investment Bank, World Trade Organization, United Nations Organization for Trade and Development, International Trade Centre(ITC)-Geneva.

**Learning outcomes:**

After completion of this unit, the student will be able to

- Understand the regulatory and policy frameworks of the developmental organizations.L1
- To understand the objectives and functioning of international developmental banks. L2
- To understand the Political and Business Systems in the Worlds. L3
- Identify the Opportunities and Challenges of United Nations Organization. L4
- Helps the students to understand the objectives and functioning of the World Bank. L5

**Unit III Title: Introduction to Regional Blocks No of Hours. 10**

**Regional Trade Blocks**

European Union, NAFTA, ASEAN, APEC, SAARC, CARICOM, MERCOSUR, SAFTA, BRICS. Quad &G7

**Learning outcomes:**

After completion of this unit, the student will be able to

- Understand the Regional Trade Blocks. L1
- Understand the factors influencing the formation of trade blocks. L2
- Explain the different regional trade blocks. L3
- Explain the influence of BREXIT on EU. L4
- Explain the reasons behind the formation of recent block Quad. L5

**Pedagogy Tools:** Discussions, Case study, Guest lectures, self-reading, polls, Conversation Boards

**Unit IV Title: Trade Promotion Organization in India No of Hours- 10**

Ministry of Commerce, Export Promotion Councils & Commodity Boards, India Trade Promotion Organization, Export-Import Bank of India, ECGC, FIEO, Skill development co-operation.

Learning Outcomes: After completion of this unit, the student will be able to

- Explain the concept of Export Promotion. L1
- Explain the role of export promotion councils. L2
- Understand the ideology of new mercantilism. L3
- Outline role of trade promotion organization in India. L4
- Discuss the institutional reforms of export promotion in India. L5

**Pedagogy Tools:** Case study, Guest lectures, self-reading, polls, Conversation Boards

**Unit V Title: Trade Statistics and Data Analysis (4 Sessions) No of Hours- 10**

Trade Information for Exports/Imports/Investments/Growth rates, Systems of Trade Classification HS/SITC, Various Sources of Trade Statistics, FAO, World Bank, ITC, IMF, DGCI & S, TRAINS, UNCOMTRADE.

Learning outcomes: After completion of this unit, the student will be able to

- Understand the various sources of trade data sites. L1
- Understand the system of commodity Classification. L2
- Explain the sources of trade data classification. L3
- Discuss the research methods in trade data analysis. L4
- Explain the analysis of trade data. L5

**Pedagogy Tools:** Case study, Guest lectures, self-reading, polls, Conversation Boards

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

	Course Outcomes	Assessment
CO1	To Assess the role of various International Organizations in promoting International Trade.	A1



CO2	Explore and analyze the role of trade promotion bodies of India.	A3
CO3	Students will be able to examine worldwide inter country trade volumes.	A3 & A2
CO4	Understand the various functions and operations of various multilateral trade institutions.	A3 & A2
CO5	Understand the opportunities and challenges of India in the various multilateral trade organizations.	A4

### Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Case/Project presentation	Groups*	PPT's & Personal presentations and Q&A	20
A2. Coursera Course Completion & Viva	Individual	Certification & Viva	10
A3. Mid Exam	Individual	Written	20
A4. End-term exam	Individual	Written (short/long)	50

*\*as per grouping made by the PGP Office (no deviation permitted)*

### Evaluation pattern

**Case /Project presentation:** Students can choose a case or a project for evaluation. Differential marks will be allotted based on performance. Marks will be allotted for clear problem statement, logical analysis and evaluation, interpretations and suggestions. The requisite case (based on MTIs) for presentation will be given in the class. In case of Project topics based on Multilateral trade institutions would be suggested for submission of project report and this is followed by Presentation.

**Coursera:** Faculty would assign course era course, student would complete the certification before stimulated time given and also complete viva on the course. Students would be allotted marks after producing the course completion certificate and viva.

**Mid exam:** Short or essay questions mainly based on the application of knowledge from the syllabus of the first two units.

**End-term examination:** essay questions mainly based on the application of knowledge would be given. The syllabus is from all five units. End-term question paper will be for 50 marks; and the duration of examination is 3 hours, it will contain: Essay short answer questions and Case Study.

### Mapping COs – Blooms levels – Assessment Tools

Knowledge dimension / Cognitive dimension	L1. Remember	L2. Understand	L3. Apply	L4. Analyze	L5. Evaluate	L6. Create
Factual Knowledge			CO1(A2&A3)	CO2(A1)	CO3(A1)	
Conceptual Knowledge			CO1 (A1)	CO3(A3)	CO4(A3)	
Procedural Knowledge			CO4(A2)	CO4(A2&A3)		
Meta Cognitive Knowledge	CO4(A1)	CO1, CO5(A2)	CO5(A3)	CO3(A2, A4)		

### CO PO Mapping

This is to map the level of relevance of the Course Outcome (CO) with Programme Outcome (PO).

0= No Relevance; 1= Low Relevance; 2= Medium Relevance; 3= High Relevance

CO PO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	Sum
	CO1	1	1	0	1	0	0	1	1
CO2	2	2	0	2	2	0	2	2	12
CO3	2	2	2	2	2	2	2	3	17
CO4	2	3	2	3	1	2	3	2	18
CO5	2	3	0	3	1	3	3	3	18

<b>Target Level Max.</b>	<b>9</b>	<b>11</b>	<b>4</b>	<b>12</b>	<b>6</b>	<b>6</b>	<b>11</b>	<b>11</b>	<b>70</b>
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**Teaching and learning resources**

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. You need to read different books and journal papers to master certain relevant concepts to analyses cases and evaluate projects. Some of these reference books given below will be available in our library.

**Reference Books:**

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.
- International Business –V.Sharan
- International Business -SumatiVerma

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**PROFESSIONAL COMPETENCY DEVELOPMENT (PCDs)**

<b>S. №.</b>	<b>Code</b>	<b>Title of course</b>	<b>Level</b>	<b>Credits</b>
<b>SEM 1</b>	VEDC6001	Venture Discovery (Compulsory)	University	<b>2</b>
<b>SEM1</b>	HRMG6081	Soft Skills -1	University	<b>1</b>
<b>SEM 2</b>	HSMCH102	Universal Human Values (Compulsory)	University	<b>P/F</b>
<b>SEM 2</b>	HRMG6071	Current Business Affairs (CBA)	Skill Set	<b>1</b>
<b>SEM 2</b>	INTN6001	Social Project	Value Based	<b>1</b>
<b>SEM 2</b>	HRMG6061	Student Club Activities -1	Skill Set	<b>1</b>
<b>SEM 3</b>	FINA3001	Personal Financial Planning	Online Skill	<b>1</b>
<b>SEM 3</b>	HRMG7071	Soft Skills -2	Skill Set	<b>1</b>
<b>SEM 4</b>	BUAN7071	Business Simulations	Skill Set	<b>1</b>
<b>SEM 4</b>	HRMG6091	Student Club Activities -2	Skill Set	<b>1</b>
		<b>Total</b>		<b>10</b>

\*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)**

<b>Course Code:</b> VEDC6001	<b>Course Title:</b> Venture Discovery
<b>Semester:</b> I	<b>Credits:</b> 2
<b>Course Type:</b> PCD Internal	
<b>Program:</b> All MBA Programmes	
<b>Course Leader:</b> 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 solutions 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:

	<b>Course Outcome</b>	<b>Assessment</b>
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**

<b>Task</b>	<b>Task type</b>	<b>Task mode</b>	<b>Weightage (%)</b>
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**

	<b>Outcomes</b>	<b>Assessment</b>
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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## **HRMG 6081 & HRMG 7071 SOFT SKILLS**

### **INTRODUCTION**

Management involves utilising 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 recognised 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, practise, practise, practise.

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

**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:

1. Development of a holistic perspective based on self- exploration about themselves (human being), family, society and nature/existence.
2. Understanding (or developing clarity) of the harmony in the human being, family, society and nature/existence
3. Strengthening of self-reflection.
4. 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.

7. 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 to me. 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:

- At the level of individual: as socially and ecologically responsible engineers, technologists and managers
- At the level of society: as mutually enriching institutions and organizations

7. 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 analysing 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 0- 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 recognised 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 demeanour.

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**

1. Improve reading habit
2. To create awareness on current business matters
3. Improve critical thinking on business issues
4. 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 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 c 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 hundred 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**

- To understand the nuances of Business English To enhance the student's English speaking skills
- To clearly understand the difference between business English and colloquial English
- To achieve maximum proficiency in business English

### **LEARNING OUTCOMES**

Upon completion of this course, students will -

- Learn to confidently communicate in English at the workplace
- Acquire the following Business English skills in accordance with their BEC Levels:
- BEC Preliminary: read reports, charts and advertisements; write short email or memo; understand short conversations; give short presentations.
- 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.

- 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:**

- BEC is offered at three levels namely, BEC Preliminary, BEC Vantage and BEC Higher, based on four skills - Reading, Writing, Listening and Speaking.
- BEC Preliminary is a lower intermediate level and is meant for candidates having limited confidence in their usage of English.
- BEC Vantage is at intermediate level and is suitable for candidates who have fluency in English.
- 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:

- Diagnostic test
- Speaking test
- 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*
<b>Pre-requisite</b>	None						
<b>Co-requisite</b>	None						
<b>Preferable exposure</b>	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 of our 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 Subbkrishna, 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
4. Understand the investment avenues and analysis of investment returns
5. Understand the retirement planning and its application
6. Describe and analysis the Tax Planning

**CO-PO Mapping:**

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	1	1	0	0	1	0	0	3	1	1	3
<b>CO2</b>	2	2	0	0	1	1	1	3	1	1	2
<b>CO3</b>	3	2	1	0	1	0	0	3	2	2	3
<b>CO4</b>	3	2	0	1	1	0	1	2	2	3	2
<b>CO5</b>	3	3	0	1	1	1	2	1	2	2	3

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:**

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## **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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**GITAM School of Business**  
**GITAM (Deemed to be University)**  
**Visakhapatnam | Hyderabad | Bengaluru**