



# COURSE CURRICULUM

## MBA

Batch:2024-2026  
Academic Year:2024-25  
Updated on:July,2024

## VISION

- GSFCU strives to be the best compact boutique institution with a futuristic approach, encouraging student centric culture and sharpened focus on developing industry ready & employable students with all-round development.

## MISSION

- Establish an institution, which promotes creativity and innovation.
- Develop unique quality standards for academic excellence and pedagogical innovations.
- Remain agile through learning ecosystem with flexible processes & systems.
- Holistic growth for industry readiness.

No.	Programme Outcomes (POs)	Blooms' Taxonomy Domain	Blooms' Taxonomy Sub Domain
PO1	At the end of the MBA programme, the students will possess the ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business problems.	Cognitive	Understand, Apply
PO2	The students will possess the ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.	Cognitive	Analyze, Create
PO3	The students will possess the ability to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions	Cognitive	Apply, Evaluate

<b>PO4</b>	The students will be able to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large	Affective	Apply, Analyze
<b>PO5</b>	The curriculum develops the ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.	Affective	Analyze, Create
<b>PO6</b>	The programme ensures students to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross-Cultural aspects of business and management	Cognitive	Understand, Apply
<b>PO7</b>	The students will be able to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.	Cognitive	Analyze, Create
<b>PO8</b>	The students will be able to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.	Cognitive	Apply, Analyze

No.	Programme Specific Outcomes (PSOs)	Blooms' Taxonomy Domain	Blooms' Taxonomy Sub Domain
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<p><b>PSO 1</b></p>	<p>Graduates of the MBA program will successfully integrate core, cross-functional and interdisciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.</p>	<p>Cognitive</p>	<p>Understand, Apply</p>
<p><b>PSO 2</b></p>	<p>Graduates of the program will possess excellent communication skills, excel in cross functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.</p>	<p>Affective</p>	<p>Apply, Analyze</p>
<p><b>PSO 3</b></p>	<p>Graduates of the MBA program will be appreciative of the significance of Indian</p>	<p>Affective</p>	<p>Understand, Apply</p>
	<p>ethos and values in managerial decision making and exhibit value centered leadership.</p>		
<p><b>PSO 4</b></p>	<p>Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.</p>	<p>Cognitive</p>	<p>Apply, Analyze</p>
<p><b>PSO 5</b></p>	<p>Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity &amp; innovation, integrity &amp; sensitivity to local and global issues of social relevance and earn the trust &amp; respect of others as inspiring, effective and ethical leaders.</p>	<p>Affective</p>	<p>Analyze, Create</p>

### Mapping of POs & PSOs:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
<b>PSO1</b>	3	3	1	1	3	3	3	1
<b>PSO2</b>	1	1	1	3	3	3	1	1
<b>PSO3</b>	1	1	1	1	1	1	1	1
<b>PSO4</b>	1	1	3	1	1	1	3	3
<b>PSO5</b>	1	1	1	3	1	1	3	1
<b>Avg.</b>								

1: Slight (Low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Definition of Credit:

1 Hour. Lecture (L) per week	1 credit
1 Hour Tutorial (T) per week	1 credit
4 Hours Practical (P) per week	2 credit
2 Hours Practical (P) per week	1 credit
1 Hour Practical (P) per week	0.5 credit
3 Hours Experiential learning	1 credit

## Course Code Definitions:

Lecture	L
Tutorial	T
Practical	P
Basic Science Courses	BSC
Engineering Science Courses	ESC
Humanities and Social Sciences including Management courses	HSMC
Professional core courses/Major (Core)	PCC
Professional Elective courses/Minor Stream	PEC
Open Elective courses	OEC
Laboratory course	LC
Mandatory courses	MC
Non-credit courses	NC
Project (Experiential learning)	PROJ
Experiential learning ex. Internship, Industrial Visit, Field visit, etc.	EL
Multidisciplinary courses	MDC
Ability Enhancement Course	AEC
Skill Enhancement Course	SCE
Value Added Courses	VAC



## **About the Program:**

The MBA program at GSFC University (GSFCU) is transforming the landscape of postgraduate education with its innovative approach. The program empowers tomorrow's leaders with the knowledge, skills, and connections to succeed in today's business landscape. Our MBA program is strategically crafted to cultivate exceptional business executives, managers, and entrepreneurs, equipped with a blend of theoretical knowledge and practical expertise to confidently tackle demanding industry tasks and embark on successful entrepreneurial journeys. Furthermore, we prioritize instilling a strong foundation of values, ethics, and a socially responsive attitude, shaping our graduates into responsible global citizens. At GSFCU, we believe in unleashing the full potential of MBA aspirants by challenging them to exceed their limits and cultivate exceptional problem-solving skills. Our program goes beyond traditional business management education, immersing students in advanced concepts and theories that sharpen their managerial prowess and decision-making abilities, taking their professional game to new heights.

With a systematic and well-planned approach to career growth, our postgraduate MBA degree program empowers aspiring minds to pursue their entrepreneurial ambitions with confidence. We understand the ever-evolving nature of today's business landscape, and our curriculum equips graduates with a unique skill set that combines time-tested wisdom with innovative thinking. At GSFCU, we nurture business management graduates who are equipped to tackle critical business challenges head-on and provide optimal solutions. Our students acquire the skills needed to navigate dynamic environments, identify opportunities, and deliver exceptional results. Through a perfect blend of theoretical knowledge and practical application, we shape our students into resourceful problem-solvers who can effectively address the demands of the business world. At the heart of the program lies a commitment to individual growth, learning, and development. The dedicated faculty and staff foster a supportive learning environment that encourages critical thinking, innovation, and collaboration. The program is designed to bridge the gap between academia and the business world, equipping graduates with the practical exposure and real-world insights needed to excel in their chosen careers.

Join us at GSFCU and embark on a transformative journey that will elevate your business acumen, unlock your entrepreneurial spirit, and position you as a sought-after professional capable of making a significant impact in the business landscape.



<b>Semester - I</b>							
<b>Sr. No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>Marks</b>
<b>A. Core Subjects</b>							
1.	MBA1001	Accounting for Managers	3	0	0	3	100
2.	MBA1002	Business Environment	3	0	0	3	100
3.	MBA1003	Management Information System	3	0	0	3	100
4.	MBA1004	Managerial Economics	3	0	0	3	100
5.	MBA1005	Quantitative Technique	3	0	0	3	100
6.	MBA1006	Organization Behaviour	3	0	0	3	100
7.	MBA1007	Corporate Law	3	0	0	3	100
8.	ASC01	Managerial Communication	2	0	0	2	100
9.	ASC03	Internship	0	0	2	2	100
<b>Total</b>						<b>25</b>	<b>900</b>

<b>COURSECODE</b> MBA1001	<b>COURSENAME</b> Accounting for Managers	<b>SEMESTER</b> I
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	-	-	45	3	-	-	3

<b>Course Pre-requisites</b>	Basic knowledge of Business
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Skills Enhancement
<b>Rationale</b>	The main objective of managerial accounting is to maximize profit and minimize losses. It is concerned with the presentation of data to predict inconsistencies in finances that help managers make important decisions.
<b>Course Revision/ Approval Date:</b>	8 <sup>th</sup> BOS
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. To understand commonly used financial statements, their components.</li> <li>2. To Show how information from business transactions flows into these statements</li> <li>3. To examine the knowledge of generally accepted accounting principles (GAAP) and managerial accounting theories to business organizations, state and local.</li> <li>4. To Learn how to prepare financial statements</li> <li>5. To evaluate internal control issues and the effects of the regulatory environment on financial reporting.</li> </ol>

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>
<b>Unit 1: Fundamentals of Accountancy</b> Need for accounting, Functions of Accounting, Objectives of Accounting,  Book Keeping and accounting, Users and uses of accounting information	<b>20%</b>	<b>9</b>
<b>Unit 2: Accounting Process</b>	<b>20%</b>	<b>9</b>

Recording Business Transactions, Accounting Terminologies, Accounting Equation, Journalising Transactions - Subsidiary Books - Ledger Posting - Trial  balance, Final accounts, Case Study problem on Final Accounts		
<b>Unit 3: Accounting Concepts, Conventions &amp; Principles</b>  Generally Accepted Accounting Principles, Identification of different Accounting concept applied in various transactions, Financial accounting standards: Concept, benefits, procedure for issuing accounting standards in India, Indian Accounting Standard (Ind-AS), International Financial Reporting Standards (IFRS): - Need and procedures.	<b>20%</b>	<b>9</b>
<b>Unit 4 Depreciation</b>  Meaning objectives and methods of depreciation, examples of depreciation calculation (Straight Line Method and Diminishing Balance Method without retrospective effect), Recognition - Determination of Amount of Expense, Capital and Revenue: Classification of Income - Classification of Expenditure - Classification of Receipts	<b>20%</b>	<b>9</b>
<b>Unit 5: Emerging Issues in Accounting and Computerized Accounting</b>  Emerging Issues in Accounting: Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Applicability of Ind AS – Indian Accounting Standards. Computerized Accounting Systems- Structuring Database for Accounting- Accounting system Using Database Management systems- Illustration of Accounting Database.	<b>20%</b>	<b>9</b>

**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> the basic concepts, objectives, and functions of accounting and identify various users of accounting information.	<b>Remember</b>
CO2: <b>Explain</b> the steps in the accounting cycle including recording, classifying, and summarizing financial transactions.	<b>Understand</b>

CO3: <b>Apply</b> appropriate accounting principles and standards (Ind-AS and IFRS) to practical business transactions.	<b>Apply</b>
CO4: <b>Analyze</b> different methods of depreciation and distinguish between capital and revenue items for accurate financial reporting.	<b>Analyze</b>
CO5: <b>Evaluate</b> emerging trends and technologies in accounting, including sustainability reporting and computerized accounting systems.	<b>Evaluate</b>

<b>Learning Resources</b>	
1.	<b>Textbook:</b>
2.	<b>Reference Books:</b> 1.T. S. Grewal, Introduction of Accounting, Sultan Chand & Co. 2. Maheshwari, S.N. and S. K. Maheshwari: An Introduction to Accountancy, Eighth Edition, Vikas Publishing House 3. Rupam Gupta, Principles of Accounting, Sultan Chang & Co. 4. Hanif and Mukharjee, Modern Accounting, Tata McGraw-Hill 5. Gupta, R.L. and V.K. Gupta; Financial Accounting: Fundamental, Sultan Chand Publishers
3.	<b>Journals &amp; Periodicals:</b> 1. Journal of Accounting Auditing and Finance 2. International Journal of Accounting 3. Journal of Accountancy 4. Journal of Accounting Research.
4.	<b>Other Electronic Resources:</b> <a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a>

<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b> MBA1002	<b>COURSE NAME</b> Business Environment	<b>SEMESTER</b> I
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	-	-	45	3	-	-	3

<b>Course Pre-requisites</b>	Basic knowledge of Principles of Management or Introduction to Business
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Skill Enhancement
<b>Rationale</b>	Understanding the business environment is crucial for making informed strategic decisions. By analyzing and interpreting the external factors, businesses can identify emerging trends, assess market opportunities and risks, and develop effective strategies to adapt and thrive in a dynamic business landscape.
<b>Course Revision/ Approval Date:</b>	8 <sup>th</sup> BOS
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. Understand the importance of scanning environment on continuous basis.</li> <li>2. Show that there are continuous changes taking place in the environment.</li> <li>3. Examine the external factors (micro and macro) that can have</li> </ol>

	<p>potential impact on an organization.</p> <p>4. Learns the impact of business environment on business operations,</p> <p>governance and regulation.</p> <p>5. Evaluate the changes influencing business decisions.</p>
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Course Content	Weightage	Contact hours
<p><b>Unit 1: Introduction</b></p> <p>Concepts and Importance of Business Environment, Environmental Analysis- Definition, Uses and Limitation, Process of Environmental Analysis, Types of Environments: Internal Environment, External Environment- Micro, Macro.</p>	15%	9
<p><b>Unit 2: Economic Environment</b></p> <p>Nature &amp; structure of Economic Environment, Economic Systems, Economic policies - Privatization, Monetary Policy, Fiscal Policy, Constituents</p> <p>Financial Market, Economic Planning</p>	20%	12
<p><b>Unit 3: Technological Environment</b></p> <p>Meaning and Features, Impact of Technology on Society, Economy, Organization, Management of Technology, Transfer of Technology.</p>	15%	9
<p><b>Unit 4: Legal and Political Environment</b></p> <p>Three political Institutions-Judiciary, Legislation, Executive, Price and distribution Control: Objectives, Different types of price Controls, Public Distribution System, Competition Policy and law: Nature and Scope, Government policies and distortions to competitions, interface of FDI and competition law, Pre requisites for a competition policy, contours of competition law, Competition Act,2002.</p>	25%	15
<p><b>Unit 5: Social Environment</b></p> <p>Concept and significance of Socio-cultural Environment, Social responsibility concept and stake holder approach, For Social Responsibilities models- Ackerman's Model, Carroll's Four Part model, Arguments for and against social responsibility, Limits of Social Responsibility, Business Ethics, Consumerism, Consumer Protection Act: 1986</p>	25%	15

**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> the key concepts and types of business environment and describe the process and importance of environmental analysis.	<b>Remember</b>
CO2: Interpret the structure of the economic environment and <b>explain</b> the implications of various economic systems and policies.	<b>Understand</b>
CO3: <b>Apply</b> understanding of technological trends to evaluate their impact on business operations and management decisions.	<b>Apply</b>
CO4: <b>Analyze</b> the role of political institutions and legal frameworks, including the Competition Act, in shaping the business environment.	<b>Analyze</b>
CO5: <b>Evaluate</b> the relevance of social responsibility, business ethics, and consumer protection in contemporary business practices.	<b>Evaluate</b>

<b>Learning Resources</b>	
1.	<b>Textbook:</b> 1. AswathapaK, "Essentials of Business Environment", Himalaya Publishing House
2.	<b>Reference Books:</b> 1. A.C. Fernando, Business Environment, Pearson Publication 2. Shaikh Salim, Business Environment, Pearson Publication 3. Francis Cherunillam, Business Environment, Himalaya Publishing House. 4. Ian Worthington & Chris Britton, The Business Environment, Pearson

	<b>Publication.</b>
3.	<b>Journals &amp; Periodicals:</b> 1. International journal of Business Environment, Inderscience Publishers 2. Business Strategy and the Environment, Wiley library 3. International Journal of Business environment, Scimago
4.	<b>Other Electronic Resources:</b>

<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	2	1	1	3	1
CO2	1	2	2	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	3	2	0	0	2
Avg.	1.8	1.6	1.2	1.4	1.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>SEMESTER</b>
MBA1003	Management Information System	I

<b>Teaching Scheme (Hours)</b>				<b>Teaching Credit</b>			
<b>Lecture</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Hours</b>	<b>Lecture</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Credit</b>
45	-	-	45	3	-	-	3

<b>Course Pre-requisites</b>	Basic knowledge of computer applications, fundamental understanding of business processes, familiarity with data management concepts, and introductory skills in statistics or accounting are essential prerequisites for studying Management Information Systems.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Skill Enhancement
<b>Rationale</b>	Technology plays a critical role in today's business landscape. Information systems refer to the collection, processing, storage, and dissemination of data and information within an organization. They encompass hardware, software, networks, databases, and people who manage and use these resources to support business processes and decision-making. This course will provide valuable data and information that can be used for decision-making at all levels of an organization.
<b>Course Revision/ Approval Date:</b>	8 <sup>th</sup> BOS

<p><b>Course Objectives</b> <b>(As per Blooms' Taxonomy)</b></p>	<ol style="list-style-type: none"><li>1. Understand the basic principles and working of information technology</li><li>2. Show the role of information technology and information systems in business.</li><li>3. Examine and compare how internet and other information technologies support business processes.</li><li>4. Learns the impact of Business Environment on business</li></ol>
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	<p>operations, governance, and regulation</p> <p>5. Evaluate the overall perspective of the importance of application</p> <p>of internet technologies in business administration.</p>
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Course Content	Weightage	Contact hours
<p><b>Unit 1: Organizations, Management, and the Networked Enterprise</b></p> <p>Information Systems in Global Business Today, Global E-Business and Collaboration, Information Systems, Organizations, and Strategy, Ethical and Social Issues in Information Systems</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 2: Information Technology Infrastructure</b></p> <p>IT Infrastructure and Emerging Technologies, Telecommunications, the Internet, and Wireless Technology</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 3: Database Management</b></p> <p>Foundations of Business Intelligence: Databases and Information Management, Managing Knowledge Enhancing Decision Making</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 4: Information System Applications for the Digital Age</b></p> <p>Achieving Operational Excellence and Customer Intimacy, Enterprise Applications, Building Information System</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 5: Managing Knowledge:</b></p> <p>The knowledge management landscape, Enterprise-wide knowledge management system, Knowledge work systems, and Intelligent techniques. Enhancing Decision Making: Decision making and information systems,</p> <p>Business intelligence in the enterprise. Business intelligence constituencies.</p>	<b>20%</b>	<b>9</b>

**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> fundamental concepts of information systems and their role in modern global businesses and organizations.	<b>Remember</b>
CO2: <b>Explain</b> the components and emerging trends in IT infrastructure, including telecommunications and wireless technologies.	<b>Understand</b>
CO3: <b>Apply</b> knowledge of database systems to manage and organize business intelligence and decision-making processes.	<b>Apply</b>
CO4: <b>Analyze</b> how enterprise applications enhance customer relationships, operational efficiency, and support system development.	<b>Analyze</b>
CO5: <b>Evaluate</b> the role of knowledge management and business intelligence systems in supporting strategic decision-making.	<b>Evaluate</b>

<b>Learning Resources</b>	
1.	<p><b>Textbook:</b></p> <p>1. Kenneth C. Laudon and Jane P. Laudon: Management Information System,  Managing the Digital Firm, Pearson Education</p>

2.	<b>Reference Books:</b> <ol style="list-style-type: none"><li>1. James A. O' Brien, George M. Marakas: Management Information Systems, Global McGraw Hill</li><li>2. Steven Alter: Information Systems: The Foundation of E- Business, Pearson Education.</li><li>3. W.S. Jawadekar: Management Information Systems, Tata McGraw Hill</li></ol>
3.	<b>Journals &amp; Periodicals:</b> <ol style="list-style-type: none"><li>1. Journal of Information Technology Management</li><li>2. Information Technology and Management</li><li>3. International Journal of Information Technology and Management</li></ol>
4.	<b>Other Electronic Resources:</b>

<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	1	3	2	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	3	1	0	2	1
Avg.	1.8	1.8	1.2	1.4	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & Cos

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

Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1
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1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>SEMESTER</b>
MBA1004	Managerial Economics	I

<b>Teaching Scheme (Hours)</b>				<b>Teaching Credit</b>			
<b>Lecture</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Hours</b>	<b>Lecture</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Credit</b>
45	-	-	45	3	-	-	3

<b>Course Pre-requisites</b>	Basic understanding of microeconomics, mathematics, statistics, and business concepts; analytical thinking and decision-making skills are essential prerequisites.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Skills Enhancement
<b>Rationale</b>	It provides students with a foundational understanding of the behavior of individual economic agents, such as consumers and firms, and their interactions in the market. The course is designed to equip students with the necessary skills and knowledge to understand the microeconomic principles underlying the decision-making of businesses and individuals in the marketplace. The rationale for including the Micro Economics course in the MBA program is to prepare students to make informed and effective business decisions by providing them with a deeper understanding of how markets work.
<b>Course Revision/ Approval Date:</b>	8 <sup>th</sup> BOS

<p><b>Course Objectives</b> <b>(As per Blooms' Taxonomy)</b></p>	<p>1.To learn the basic economic principles so that you can examine a variety of social issues from the perspective of economics.</p> <p>2.Be able to apply the concepts studied in class to the real world, and understand the political and economic jargons in everyday news.</p> <p>3.To familiarize students with the basic concepts of microeconomics.</p> <p>4.To understand the effect of micro economics principles on the business decisions.</p>
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	5. To recognize that even though economic ideas are often abstract and ideologically driven, they are nevertheless a powerful tool for social change.
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Course Content	Weightage	Contact hours
<b>Unit 1: Fundamentals of Micro Economics</b> Meaning and concepts: Wants, Desire, Demand, Utility and Satisfaction  Indifference Curves	20%	9
<b>Unit 2: Demand Analysis</b> The demand function Demand curve, Determinants of demand Elasticity of demand Estimation and forecasting of demand	20%	9
<b>Unit 3: Production and Cost Analysis</b> Basic production and cost concepts, short run and long run estimation of cost,  Economics of scope	20%	9
<b>Unit 4: Revenue Concepts</b> Total Revenue Variable and Fixed Revenue Average and Marginal Revenue	20%	9
<b>Unit 5: Market conditions</b> Market Structure: Perfect Competition – Monopoly - Imperfect Market  Price Output determination under different market conditions	20%	9

<b>Instructional Method and Pedagogy: (Max. 100 words)</b>
The course will employ a combination of instructional methods, including lectures, case studies, group

discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: Define and <b>recall</b> basic microeconomic concepts such as wants, demand, utility, and indifference curves.	<b>Remember</b>
CO2: <b>Explain</b> the demand function, determinants of demand, and the concept of	<b>Understand</b>

demand elasticity.	
CO3: <b>Apply</b> cost and production concepts to assess short-run and long-run cost structures.	<b>Apply</b>
CO4: <b>Analyze</b> different types of revenues (total, average, marginal) and their behavior in various business scenarios.	<b>Analyze</b>
CO5: <b>Evaluate</b> price and output decisions under different market structures like perfect competition, monopoly, and imperfect markets.	<b>Evaluate</b>

<b>Learning Resources</b>	
1.	<b>Textbook:</b> “Managerial Economics” by Dominick Salvatore
2.	<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Managerial Economics: Analysis, Problems, Cases” by W. Bruce Allen, Keith Weigelt, and Neil A. Doherty</li> <li>2. “Managerial Economics and Business Strategy” by Michael Baye and Jeff Prince</li> <li>3. “Managerial Economics” by Christopher R. Thomas and S. Charles Maurice</li> <li>4. “Managerial Economics: Principles and Worldwide Applications” by Dominick Salvatore and Ravikesh Srivastava</li> </ol>
3.	<b>Journals &amp; Periodicals:</b> <ol style="list-style-type: none"> <li>1. Journal of Economic Perspectives</li> <li>2. The Economic Journal</li> <li>3. Managerial and Decision Economics</li> <li>4. Harvard Business Review</li> <li>5. MIT Sloan Management Review</li> </ol>

	<p>6. The Economist (for applied economic insights)</p>
4.	<p><b>Other Electronic Resources:</b></p> <ol style="list-style-type: none"><li>1. NPTEL Courses on Managerial Economics –nptel.ac.in</li><li>2. Khan Academy – Microeconomics and Decision-Making Playlists</li><li>3. Coursera/edX – Courses from universities like MIT, Yale, and the University of Illinois</li><li>4. Investopedia – For foundational economic and financial concepts</li><li>5. YouTube Channels – Like Marginal Revolution University for practical</li></ol>



CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b> MBA1005	<b>COURSE NAME</b> Quantitative Technique	<b>SEMESTER</b> I
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	15	-	45	2	15	-	3

<b>Course Pre-requisites</b>	Basic knowledge of Mathematics
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Employability and Skill enhancement
<b>Rationale</b>	Quantitative Technique equips students with analytical tools to solve business problems using mathematical and statistical methods. It enhances decision-making skills by applying models to real-world scenarios, such as forecasting, optimization, and risk analysis. This subject fosters logical thinking essential for effective managerial planning and operational efficiency.
<b>Course Revision/ Approval Date:</b>	8 <sup>th</sup> BOS
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>To define fundamental concepts of quantitative techniques, including linear programming, probability, and statistical tools used in business decision-making.</li> <li>To understand the application of mathematical models and statistical methods in solving managerial and operational problems.</li> <li>To design appropriate quantitative models for business scenarios such as inventory control, project scheduling, and forecasting.</li> </ol>

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|  | <p>4. To evaluate the effectiveness of various quantitative methods<br/>in<br/>enhancing decision-making and improving business processes.</p> <p>5. To analyze complex business situations using quantitative data<br/>and<br/>interpret results to support strategic and operational decisions.</p> |
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Course Content	Weightage	Contact hours
<p><b>Unit 1: Sets, Functions, and Matrices Function</b></p> <p>Definition Functions specific to Business and Economics (Cost function, Profit function, Revenue function, Demand function, Average Cost function, Average Revenue function) Introduction to Matrices, Types of Matrices, Matrix Algebra, Determinants, Inverse of a matrix using Adjoint Method and Elementary Row Operations, Solving Homogeneous System of Linear Equations Using Matrices, Applications of Matrices to Business.</p>	20%	9
<p><b>Unit 2: Differentiation</b></p> <p>Differentiation of simple algebraic functions, Applications of Differentiation to Business and Economics, Maximization of Profit functions, Minimization of Cost functions, Calculation of Marginal Revenue and Marginal Cost, Use of Partial Differentiation for calculating Price and Demand Elasticity</p>	20%	9
<p><b>Unit 3: Integration</b></p> <p>Integration of simple algebraic functions, Definite Integral and its properties, Applications of Integration to Business and Economics Problems - Calculation of Consumer surplus and Producer surplus by using Definite Integration</p>	20%	9
<p><b>Unit 4: Probability and Probability Distribution</b></p> <p>Probability definition, Basic rules of probability (Addition, and Conditional) and their applications, Bayes' rule, Expected value. Probability Distribution: Random experiment, Random discrete and continuous variables, Discrete and continuous probability Distributions, Binomial Distribution, Poisson Distribution, Normal Distribution</p>	25%	9

<p><b>Unit 5: Financial Mathematics</b></p> <p>Interest and interest rates, Simple and compound interest, Present value and Future value, Annuities and Perpetuities, nominal and effective rate of return,</p>	<p><b>15%</b></p>	<p><b>9</b></p>
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**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> the concepts of functions and matrices, and identify their applications in business scenarios.	<b>Remember</b>
CO2: <b>Explain</b> the rules of differentiation and apply them to optimize business functions like cost and profit.	<b>Understand</b>
CO3: <b>Apply</b> integration techniques to calculate business measures such as consumer and producer surplus.	<b>Apply</b>
CO4: <b>Analyze</b> different probability distributions and use probability rules to solve business-related problems.	<b>Analyze</b>
CO5: <b>Evaluate</b> financial outcomes using concepts of interest, present value, annuities, and rate of return.	<b>Evaluate</b>

**Learning Resources**

1.	<b>Textbook</b>
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2.	<b>Reference Books:</b> <ol style="list-style-type: none"><li>1. Business Mathematics: Qazi Zameeruddin, Vijay K Khanna, S K Bhambri, Vikas Publication</li><li>2. Business Mathematics: S P Rajgopalan, R Sattanathan</li><li>3. Mathematics, 4th Edition, TAXMANN 'S, New Delhi.</li><li>4. Business Mathematics, 1st Edition, Himalaya Publishing House</li><li>5. Business Mathematics and Statistics, 4th Edition, Nirali Prakashan</li><li>6. Fundamentals of Statistics, 6th Edition, Himalaya Publishing House</li></ol>
3.	<b>Journals &amp; Periodicals:</b> <ol style="list-style-type: none"><li>1. Mathematics in Business and Management</li><li>2. The Journal of the Indian Mathematical Society</li></ol>
4.	<b>Other Electronic Resources:</b> <a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a>

<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	1	3	1	2	1
CO2	2	1	2	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	3	1	0	2	1
Avg.	1.8	1.6	1.2	1.6	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & Cos

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

Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1
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1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b> MBA1006	<b>COURSE NAME</b> Organization Behaviour	<b>SEMESTER</b> I
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	-	-	45	3	-	-	3

<b>Course Pre-requisites</b>	Basic understanding of psychology, sociology, and management principles; good communication skills and interest in human behavior within organizational settings are essential.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Employability Skill
<b>Rationale</b>	Understanding OB helps in managing change, motivation, and communication, making it vital for developing competent and adaptive business professionals.
<b>Course Revision/ Approval Date:</b>	8 <sup>th</sup> BOS

## **Course Objectives**

**(As per Blooms' Taxonomy)**

1. To understand the fundamental concepts and theories of organizational behaviour and its impact on individuals, groups, and organizations.
2. To develop analytical and critical thinking skills for diagnosing and solving organizational behaviour issues.
3. To enhance leadership and managerial effectiveness by studying individual and group behavior within organizations.
4. To explore the influence of organizational culture, power dynamics, and ethical considerations on organizational behaviour.
5. To apply organizational behaviour concepts and frameworks to real-world business situations through case studies and practical exercises.

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>
<p><b>Unit 1: Introduction to Organizational Behaviour</b></p> <p>Fundamental concepts of organizational behaviour, Historical perspectives and major theories, Individual differences and personality, Perception and attribution, Motivation and job satisfaction</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 2: Group Dynamics and Teamwork</b></p> <p>Group formation and development, Team roles and dynamics, Conflict resolution and negotiation, Decision-making in groups, Organizational culture and climate</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 3: Leadership and Power</b></p> <p>Leadership theories and styles, Emotional intelligence and leadership Power and influence in organizations, Transformational and ethical leadership</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 4: Organizational Change and Development</b></p> <p>Change management theories and approaches, Organizational development interventions, Resistance to change and overcoming barriers, Organizational learning and knowledge management</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 5: Organizational Behaviour and Global Business</b></p> <p>Cross-cultural differences and diversity, Globalization and its impact on organizational behaviour, International and virtual teams, Ethics and social responsibility in a global context</p>	<b>20%</b>	<b>9</b>

**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> key concepts, theories, and individual factors influencing organizational behaviour.	<b>Remember</b>

CO2: <b>Explain</b> group formation, team dynamics, and decision-making processes in organizational settings.	<b>Understand</b>
CO3: <b>Apply</b> leadership theories and emotional intelligence principles to real-world organizational situations.	<b>Apply</b>
CO4: <b>Analyze</b> change management approaches and organizational development strategies to address resistance and foster learning.	<b>Analyze</b>
CO5: <b>Evaluate</b> the impact of cultural diversity, globalization, and ethical considerations on organizational behaviour in a global context.	<b>Evaluate</b>

<b>Learning Resources</b>	
1.	<b>Textbook:</b> Organizational Behavior: Improving Performance and Commitment in the Workplace" by John R. Schermerhorn Jr. et al.
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>Organizational Behavior: Human Behavior at Work" by John W. Newstrom and Keith Davis</li> <li>Group Dynamics for Teams" by Daniel J. Levi</li> <li>Organizational Culture and Leadership" by Edgar H. Schein "Leadership: Theory and Practice" by Peter G. Northouse</li> <li>Leadership and Self-Deception: Getting Out of the Box" by The Arbinger Institute</li> <li>Cultures and Organizations: Software of the Mind" by Geert Hofstede and Gert Jan Hofstede</li> <li>Managing Across Borders: The Transnational Solution" by Christopher A. Bartlett and Sumantra Ghoshal</li> </ol>

3.	<b>Journals &amp; Periodicals</b> <ol style="list-style-type: none"><li>1. Journal of Organizational Behavior</li><li>2. Academy of Management Journal</li><li>3. Human Resource Management Journal</li><li>4. Organizational Behavior and Human Decision Processes</li><li>5. Harvard Business Review</li><li>6. MIT Sloan Management Review</li><li>7. The Leadership Quarterly</li></ol>
8.	<b>Other Electronic Resources</b>

	<p>1. NPTEL – Lectures on Organizational Behaviour from top Indian institutes  (nptel.ac.in)</p> <p>2. Coursera – Courses on Leadership and Organizational Behavior from universities like  Yale, Michigan, and Wharton</p> <p>3. edX – OB-related courses from MIT, Harvard, etc.</p> <p>4. Khan Academy – Psychology and management principles basics</p>
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<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>SEMESTER</b>
MBA1007	Corporate Law	I

<b>Teaching Scheme (Hours)</b>				<b>Teaching Credit</b>			
<b>Lecture</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Hours</b>	<b>Lecture</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Credit</b>
45	-	-	45	3	-	-	3

<b>Course Pre-requisites</b>	Basic understanding of business, contract law, legal terminology, and company structure; strong analytical, communication, and critical thinking skills.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Skill enhancement
<b>Rationale</b>	Corporate Law is essential for understanding legal frameworks governing businesses, ensuring compliance, protecting stakeholder rights, and facilitating smooth commercial operations. It equips students with knowledge to navigate corporate governance, contracts, and regulations, fostering ethical decision-making and legal risk management in the corporate world.
<b>Course Revision/ Approval Date:</b>	8 <sup>th</sup> BOS

**Course Objectives**

**(As per Blooms' Taxonomy)**

1. To define key concepts, terms, and principles related to Corporate Law.
2. To understand the legal framework governing companies, contracts, and corporate governance.
3. To design compliant corporate structures and draft basic legal documents.
4. To evaluate corporate policies and legal decisions for compliance and ethical standards.
5. To analyze case laws, statutes, and corporate disputes to apply legal reasoning effectively advisor in an organization.

Course Content	Weightage	Contact hours
<p><b>Unit 1</b></p> <p>Nature meaning &amp; significance of Law. Society State &amp; Rule of Law, Sources of Business Legislation, Indian Contract Act, 1872, Basic concept of a) Valid Contract b) Void, Voidable and Illegal Agreements c) Offer and Acceptance, Consideration, Capacity of the Parties to Contract, Free Consent- Coercion, Undue Influence, Misrepresentation, Fraud and Mistake, Legality of Object and Consideration (Basic ideas only), Concepts of Contingent Contract, Agency, Bailment and Pledge,</p> <p>Indemnity and Guarantee,</p>	25%	13
<p><b>Unit 2</b></p> <p>Sale of Goods Act, 1930 Formation of Contracts of Sale- Goods and their Classification Conditions and Warranties – Caveat Emptor- Transfer of Property in Goods- Performance of the Contract of Sales- Unpaid seller and his rights- Remedies for breach of contract of Sale of Goods.</p>	20%	9
<p><b>Unit 3</b></p> <p>Company Law (2013): Essential features of company; Types of companies. Essential features of company; statutory Company. Registered Company, Private Limited Company, Public Limited Company, One Person Company, Definitions of Memorandum of Association and Articles of Association Steps in formation of a Company, Capital- Shares and Debentures; Equity &amp; Preference shares, Rights and Bonus shares; Shares Certificates; Share Warrant; Reserve Capital; Debenture-Classification. Who are Directors, CSR provisions of Companies</p>	20%	9

<p><b>Unit 4</b></p> <p>Laws pertaining to Intellectual Property – Brief overview of the important</p> <p>Acts-</p> <ul style="list-style-type: none"><li>• The Patent Act 1970 Amended in 1995, 1999, 2002 and 2005,</li><li>• Trade Marks Act, 1999,</li><li>• The Designs Act, 2000</li><li>• The Geographical Indication of Goods Act, 1999,</li></ul>	<p><b>20%</b></p>	<p><b>9</b></p>
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<ul style="list-style-type: none"> <li>• The Copyright Act, 1957: Copyright grants author's lifetime coverage plus 60 years after death for Literary dramatic, musical and artistic works,</li> <li>• The Protection of Plant Varieties and Farmers' Rights Act, 2001,</li> <li>• The Semi-Conductor Integrated Circuits Layout Design Act, 2000,</li> <li>• The Biodiversity Act, 2002</li> </ul>		
<p><b>Unit 5</b>                  Negotiable Instrument Act- Promissory Note, Bill of Exchange, Cheques                  -                  Salient features only</p>	<p><b>15%</b></p>	<p><b>6</b></p>

<p><b>Instructional Method and Pedagogy: (Max. 100 words)</b></p>
<p>The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.</p>

<p><b>Course Outcomes:</b></p>	<p><b>Blooms' Taxonomy</b>  <b>Domain</b></p>
<p>After successful completion of the above course, students will be able to:</p>	
<p>CO1: <b>Recall</b> the fundamental principles of law and explain essential elements  of a valid contract including capacity, consent, legality, and related doctrines.</p>	<p><b>Remember</b></p>
<p>CO2: <b>Interpret</b> provisions related to the formation, performance, and breach of  sales contracts and the rights of an unpaid seller.</p>	<p><b>Understand</b></p>
<p>CO3: <b>Apply</b> key concepts of company law, including types of companies,  company formation, and capital structure in business contexts.</p>	<p><b>Apply</b></p>

CO4: <b>Analyze</b> various intellectual property laws and their relevance to business operations and innovation protection.	<b>Analyze</b>
CO5: <b>Evaluate</b> the legal framework governing negotiable instruments such as promissory notes, bills of exchange, and cheques.	<b>Evaluate</b>

<b>Learning Resources</b>	
1.	<b>Textbook:</b>
2.	<b>Reference Books:</b>

	<ol style="list-style-type: none"> <li>1. Elements of Mercantile Law by N.D. Kapoor</li> <li>2. Kuchhal MC – Business Law (Vikas), 2nd ed</li> <li>3. Tulsian- Business Law (Tata McGraw-Hill, 2nd edition)</li> <li>4. Kuchhal- Mercantile Law (Vikas), 1998, 4th ed.</li> </ol>
5.	<p><b>Journals &amp; Periodicals:</b></p> <ol style="list-style-type: none"> <li>1. India Business Law Journal</li> <li>2. Indian Journal of Law &amp; Technology</li> <li>3. IUP Law Review</li> <li>4. Journal of Business Law and Corporate Governance</li> <li>5. The Practical Lawyer</li> </ol>
6.	<p><b>Other Electronic Resources:</b> <a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a></p>

<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1

Avg.	2.5	1.6	1.2	1.2	1.2
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1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>SEMESTER</b>
ASC01	Managerial Communication	I

<b>Teaching Scheme (Hours)</b>				<b>Teaching Credit</b>			
<b>Lecture</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Hours</b>	<b>Lecture</b>	<b>Practical</b>	<b>Tutorial</b>	<b>Total Credit</b>
30	-	-	30	2	-	-	2

<b>Course Pre-requisites</b>	Basic English proficiency, understanding of business concepts, interpersonal skills, reading and writing ability, and familiarity with workplace communication.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Skill Enhancement
<b>Ratio</b>	This course is designed to equip students with the communication skills required for success in the corporate world. Students will learn how to communicate effectively in various business contexts, including writing emails and reports, making presentations, negotiating, and networking.
<b>Course Revision/ Approval Date:</b>	8 <sup>th</sup> BOS

## **Course Objectives**

**(As per Blooms' Taxonomy)**

1. To develop effective communication strategies for different stakeholders for business success.
2. To demonstrate effective listening and speaking skills in different business contexts
3. To produce clear, concise, and professional written communication in a variety of business contexts
4. To apply critical thinking and problem-solving skills to business case analysis and solving business cases using structured problem-solving methods
5. To evaluate the use of technology and social media in business communication and apply appropriate social media strategies to build and maintain business relationships

Course Content	Weightage	Contact hours
<p><b>Unit 1: Concepts of Communications</b></p> <p>Definition, Forms of Communication, Objectives of Communication, Characteristics Communication, Process of Communication, Communication, Roadblocks, Role of Verbal &amp; Non-verbal Symbols in Communication,</p> <p>Barriers to Effective Communication, Overcoming Communication Barriers</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 2: Listening Skills</b></p> <p>Definition, Anatomy of poor Listening, Features of a good Listener, Types of</p> <p>Listening skills, strategies, Barriers to effective Listening Role Play</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 3: Spoken Communication</b></p> <p>Telephone, Teleconferencing, Challenges and etiquette, Oral Presentation: Planning presentation, delivering presentation, Developing &amp; displaying visual</p> <p>aids, Handling questions from the audience, Audio-visual CD</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 4</b></p> <p>Group Discussion &amp; Interviews, Meetings: Ways and Means of conducting</p> <p>meeting effectively, Mock Meetings and Interviews</p> <p>Interpersonal Communication: Conflict Management and Negotiation skills, Technological Advancement and Business Communication: Intranet, Internet, Teleconference, Video conference, Blogs, Webinars, Chat rooms, Voice and Text messaging. Social media: Classification of Six types of social media,</p> <p>Choosing the most suitable social media to build business relationships.</p>	<b>20%</b>	<b>9</b>

**Unit 5: Forms of Communication in Written mode**

Basics Body language of Business Letters & Memos, Tone of writing, inquiries, orders & replying to them, sales letters, Job applications & resume, E-mail: How to make smart e-mail, Writing Business Reports and Proposals, Practice for Writing, Press Releases, Proactive Media Writing and blog writing. Meeting Documentation: Notice, Agenda, and Resolution & Minutes

**20%**

**9**

**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> the fundamental concepts, forms, and barriers of communication,  and outline strategies for overcoming them.	<b>Remember</b>
CO2: <b>Explain</b> the components and importance of effective listening, and  identify types and barriers to listening in professional settings.	<b>Understand</b>
CO3: <b>Apply</b> effective speaking skills in various business contexts, including  telephone conversations, oral presentations, and audience interactions.	<b>Apply</b>
CO4: <b>Analyze</b> group and interpersonal communication scenarios, including meetings and interviews, and evaluate the impact of digital platforms on  business communication.	<b>Analyze</b>
CO5: <b>Evaluate</b> the effectiveness of different written communication formats  such as business letters, reports, emails, and meeting documents.	<b>Evaluate</b>

<b>Learning Resources</b>	
1.	<b>Textbook:</b> Effective Business Communication by Herta A. Murphy, Herbert W.  Hildebrandt, Jane P. Thomas
2.	<b>Reference Books:</b> 1. Managerial Communication by Shirley Taylor 2. Business Communication Today by Courtland L. Bovee and John V. Thill 3. Communicating for Results by Cheryl Hamilton

3.	<b>Journals &amp; Periodicals:</b> <ol style="list-style-type: none"><li>1. Journal of Business Communication</li><li>2. International Journal of Business Communication</li><li>3. Harvard Business Review</li></ol>
4.	<b>Other Electronic Resources:</b> <ol style="list-style-type: none"><li>1. TED Talks on Communication Skills</li><li>2. Coursera &amp; edX courses on Business Communication</li><li>3. Online articles and blogs from Harvard Business Review and Forbes</li><li>4. YouTube channels specializing in professional communication skills</li></ol>

<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSECODE</b> MBA2001	<b>COURSENAME</b> Business Analytics	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	-	-	45	3	-	-	3

<b>Course Pre-requisites</b>	Basic Information & knowledge about Data Science
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Employability & Skills Enhancement
<b>Rationale</b>	This is the age of Big Data. Organizations hold more information about their business environments than ever before. Increasingly, these organizations are recognizing the role of data in gaining insights and out-thinking competitors. As a result, there is a growing demand for employees and managers who have analytical skills and can make informed decisions that can drive organizational success.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. Understanding the Role of Business Analyst and Data Science in business.</li> <li>2. To understand the basic concept of data management</li> <li>3. To understand the basic concept of R programming</li> <li>4. To understand the application of business analysis.</li> <li>5. To understand the basic concept of the Data Science Project Life Cycle.</li> </ol>

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>
<p><b>Unit 1: Introduction</b></p> <p>What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility.</p>	<b>20%</b>	<b>9</b>

<p><b>Unit 2: Data Analysis</b></p> <p>Data Collection, Data Classification, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, dealing with noisy data, dealing with missing or incomplete data, Outlier Analysis,</p> <p>Methods to deal with outlier, Data Visualization</p>	<p><b>20%</b></p>	<p><b>9</b></p>
<p><b>Unit 3: Data Science Project Life Cycle</b></p> <p>Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modelling, Evaluation and Interpretation, Deployment, Operations,</p> <p>Optimization</p>	<p><b>20%</b></p>	<p><b>9</b></p>
<p><b>Unit 4: Introduction to R and Visualization of Data</b></p> <p>R graphical user interfaces, data import and export, attribute and datatypes, descriptive statistics, exploratory data analysis, visualization before analysis, analytics for unstructured data. Visualization of Categorical Data in R: Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labelling, Column chart with 45°labelling, Profile Plot, Dot Chart</p> <p>for 3 variables, Pie Chart and Radial Diagram, Chart Tables.</p>	<p><b>20%</b></p>	<p><b>9</b></p>
<p><b>Unit 5: Application of Business Analysis</b></p> <p>Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare</p> <p>Analytics, Supply Chain Analytics.</p>	<p><b>20%</b></p>	<p><b>9</b></p>

<p><b>Instructional Method and Pedagogy: (Max. 100 words)</b></p>
<p>The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.</p>

<p><b>Course Outcomes:</b></p>	<p><b>Blooms’                  Taxonomy</b></p> <p><b>Domain</b></p>
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After successful completion of the above course, students will be able to:	
CO1: Define and <b>recall</b> the core concepts of business analytics, differentiate between data science roles, and describe the evolution and importance of data analytics in various business domains.	<b>Remember</b>
CO2: <b>Explain</b> data collection methods, classification, data quality issues, and techniques for handling noisy, incomplete, or outlier data, along with the importance of data visualization.	<b>Understand</b>
CO3: <b>Apply</b> the stages of the data science project life cycle—such as data	<b>Apply</b>

acquisition, preparation, modeling, and deployment—to solve real-world business problems.	
CO4: <b>Analyze</b> and visualize structured and unstructured data using R tools and graphical techniques for informed business decision-making.	<b>Analyze</b>
CO5: <b>Evaluate</b> the impact of business analytics in various sectors such as retail, marketing, finance, healthcare, and supply chain to support strategic decision-making.	<b>Evaluate</b>

<b>Learning Resources</b>	
1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>Essentials of Business Analytics: An Introduction to the Methodology and its Application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer</li> <li>Business Analytics: Albright &amp; Winston, Cengage</li> </ol>
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>Business Analytics, Tanushree Banerjee &amp; Arindam Banerjee, SAGE Publishing</li> <li>Introduction to Data Science, Laura Igual Santi Seguí, Springer</li> </ol>
3.	<p><b>Journals &amp; Periodicals:</b></p> <ol style="list-style-type: none"> <li>Journal of Business Analytics, Volume 6, Issue 2 (2023)</li> <li>International Journal of Business Analytics (IJBAN) INSPEC, SCOPUS, Web of Science Emerging Sources Citation Index (ESCI)</li> </ol>
4.	<p><b>Other Electronic Resources:</b></p> <p><a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a></p>

<b>Mid Semester Marks</b>	20 marks
<b>End Semester Marks</b>	40 marks

<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	1	2	2
CO2	3	2	1	2	2
CO3	3	3	1	3	3
CO4	3	3	1	3	3
CO5	3	3	1	3	3
Avg.	3.0	2.6	1.0	2.6	2.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	1	2
CO2	3	3	2	1	1	2	1	2
CO3	3	3	3	2	2	2	2	2
CO4	2	3	3	2	2	3	2	2
CO5	3	3	3	2	2	3	2	2
Avg.	2.8	2.8	2.4	1.6	1.6	2.4	1.6	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b> MBA2002	<b>COURSE NAME</b> Marketing Management	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	-	-	60	4	-	-	4

<b>Course Pre-requisites</b>	Basic knowledge about business
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Employability skills
<b>Rationale</b>	This course introduces students to the fundamental principles of Marketing management. It explores various marketing concepts, strategies, and tactics used by organizations to identify, create, and satisfy customer needs. The course covers essential topics such as market analysis, segmentation, targeting, positioning, product development, pricing, promotion, and distribution. It also emphasizes the role of marketing in a global and digital business environment.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>To develop an understanding of key marketing concepts, theories, and frameworks.</li> <li>To enhance students' ability to analyze markets, identify customer needs, and formulate effective marketing strategies.</li> <li>To explore the marketing mix elements and their application in</li> </ol>

	<p>product development, pricing, promotion, and distribution decisions.</p> <p>4. To foster critical thinking and decision-making skills required for marketing management.</p> <p>5. To emphasize the ethical and socially responsible aspects of marketing.</p>
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Course Content	Weightage	Contact hours
<p><b>Unit 1: Introduction to Marketing</b></p> <p>Definition &amp; Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Selling versus marketing. Concept of Marketing Myopia. Marketing Process</p>	<b>10%</b>	<b>10</b>
<p><b>Unit 2: Marketing Environment</b></p> <p>Concept of Environment, Macro Environment &amp; Micro Environment – Components and characteristics, Needs &amp; Trends, Major forces impacting the Macro Environment &amp; Micro. Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics.</p>	<b>10%</b>	<b>10</b>
<p><b>Unit 3: Segmentation, Target Marketing &amp; Positioning</b></p> <p>Segmentation - Concept, Need &amp; Benefits. Bases for segmentation for Consumer and business markets. Levels of segmentation, Criteria for effective segmentation. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche &amp; Local Marketing, Mass marketing, Positioning - Concept of differentiation &amp; positioning.</p>	<b>20%</b>	<b>12</b>
<p><b>Unit 4: Introduction to consumer and Organizational behaviour</b></p> <p>Consumer Decision making process, Factors influencing consumer behaviour, Organizational buying, buying centres and buying situation Business buying process</p>	<b>20%</b>	<b>12</b>

<p><b>Unit 5: Marketing Mix</b></p> <p>Origin &amp; Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept &amp; characteristics of Product Life Cycle (PLC), Relevance of PLC. Strategies across stages of the PLC. Price Decisions - Pricing objectives - Different pricing method. Nature of Marketing Channels -. Types of Channel flows.</p> <p>Functions of retailers. Promotion Decision - Promotion mix (in brief).</p>	<p><b>40%</b></p>	<p><b>16</b></p>
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**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> the fundamental concepts, functions, and evolution of marketing.	<b>Remember</b>
CO2: <b>Explain</b> the components of the micro and macro marketing environment, including the impact of PESTEL factors and demographics on marketing strategies.	<b>Understand</b>
CO3: <b>Apply</b> segmentation, targeting, and positioning strategies to identify suitable markets and create effective positioning statements.	<b>Apply</b>
CO4: <b>Analyze</b> consumer and organizational buying behavior and the factors influencing decision-making processes in various buying situations.	<b>Analyze</b>
CO5: <b>Evaluate</b> and develop appropriate marketing mix strategies (7Ps) in relation to product lifecycle stages, pricing methods, promotion, distribution, and customer experience.	<b>Evaluate</b>

**Learning Resources**

1.	<b>Textbook:</b> 1. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler
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2.	<p><b>ReferenceBooks:</b></p> <ol style="list-style-type: none"><li>2. "Marketing: A Global Perspective" by Svend Hollensen</li><li>3. "Strategic Marketing Management: Planning, Implementation, and Control"  by Alexander Chernev</li><li>4. "Contemporary Marketing" by Louis E. Boone and David L. Kurtz</li><li>5. "Marketing Metrics: The Definitive Guide to Measuring Marketing Performance" by Paul W. Farris, Neil T. Bendle, et al.</li><li>6. "Marketing Strategy: A Decision-Focused Approach" by Orville C. Walker  Jr. and John W. Mullins</li></ol>
3.	<p><b>Journals &amp; Periodicals:</b></p>

	<ol style="list-style-type: none"> <li>1. Harvard Business Review</li> <li>2. Journal of Marketing</li> <li>3. Journal of Consumer Research</li> <li>4. Journal of Advertising</li> <li>5. Journal of Marketing Research</li> <li>6. Journal of Retailing</li> <li>7. Journal of International Marketing</li> <li>8. Marketing Science</li> <li>9. Journal of Product Innovation Management</li> <li>10. Journal of Brand Management</li> </ol>
4.	<b>Other Electronic Resources:</b>

<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	1	1	1
CO2	3	2	1	2	2
CO3	3	3	1	2	2
CO4	2	3	1	3	3
CO5	3	3	1	3	3

Avg.	2.8	2.6	1.0	2.2	2.2
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1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	3	3	2	2	2	3	1	1
CO3	2	3	2	2	2	3	2	1
CO4	2	2	2	3	2	2	2	2
CO5	3	3	3	2	3	3	2	2
Avg.	2.6	2.6	2.0	2.0	2.0	2.6	1.6	1.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b> MBA2003	<b>COURSE NAME</b> Financial Management	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	-	-	60	4	-	-	4

<b>Course Pre-requisites</b>	This Course introduces corporate finance, with an emphasis on project valuation. We review important ideas from modern finance theory and develop financial tools needed for valuing investment projects. Topics covered include the time value of money, estimating cash flows, accounting for risk, performing sensitivity analysis, developing appropriate selection criteria, and valuing projects as real options.
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Employability & Skills
<b>Rationale</b>	Managerial finance ensures that the revenue generated is used profitably. Financial management professionals need to ensure that the revenue generated flows through operations efficiently and is readily available to buy raw materials, assist sales strategies and fulfill financial commitments.
<b>Course Revision/ Approval Date:</b>	

<p><b>Course Objectives</b> <b>(As per Blooms' Taxonomy)</b></p>	<ol style="list-style-type: none"><li>1. The purpose of the course is to offer the students relevant, systematic, efficient, and actual knowledge of financial management that can be applied in practice with making finances.</li><li>2. To apply future value and present value concepts to single sums,  mixed streams, and annuities.</li><li>3. To examine time value, risk, and return concepts.</li><li>4. To evaluate valuation techniques for bonds</li><li>5. To analysis valuation techniques for stocks.</li></ol>
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Course Content	Weightage	Contact hours
<p><b>Unit 1: Financial Management</b></p> <p>An Overview-Financial Decisions in a Firm-Goal of Financial Management -The Fundamental Principle of Finance -Building Blocks of Modern Finance- Risk-Return Tradeoff - Agency Problem- Business Ethics and Social Responsibility - Organization of the Finance Function- Relationship of Finance to Economics and Accounting Emerging Role of the Financial Manager in India</p>	25%	12
<p><b>Unit 2: The Time Value of Money</b></p> <p>Rationale-Techniques-Practical Applications of Compounding and Present Value Technique, Risk and Return Risk and Return of a Single Asset - Average rate of return-variability of rates of return- Expected return and risk</p>	20%	12
<p><b>Unit 3: Cost of Capital &amp; Financing Decision:</b></p> <p>Cost of Debt. Preference and Equity capital - Cost of retained earnings- weighted average cost of capital-the marginal cost of capital. Sources of Finance Debt. Preference and Equity capital operating and financial leverage.</p>	20%	12
<p><b>Unit 4: Valuation of Bonds and Stocks &amp; Capital Structure Theories</b></p> <p>Bond Valuation- Bond Yields- Bond Market- Valuation of Preference Stock Equity Valuation: Dividend Discount Model The P/E Ratio Approach -The Relationship between Earnings- Price Ratio -Expected Return, and Growth-Stock Market .Net Income and Net Operating Income Approaches –Optimal Capital structure -factors affecting capital structure - EBIT/EPS and ROI &amp; ROCE Analysis –Capital Structure Policies in Practice</p>	20%	12

<b>Unit 5: Dividend Policy &amp; Working Capital Policy</b> Overall Considerations - the importance of working capital management –components of working capital-factors influencing the working capital requirement – operating cycle method-percent of sales method - finance managers- role in working capital management. Factors influencing dividend policy-Practical Considerations-Stability-forms of dividend	<b>15%</b>	<b>12</b>
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**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> the goals, principles, and ethical considerations of financial management.	<b>Remember</b>
CO2: <b>Explain</b> the concepts and practical applications of the time value of money and the relationship between risk and return for individual assets.	<b>Understand</b>
CO3: <b>Apply</b> techniques for calculating the cost of capital and evaluate financing alternatives using concepts like operating and financial leverage.	<b>Apply</b>
CO4: <b>Analyze</b> bond and stock valuation models and examine the impact of capital structure decisions on firm value using theories and financial ratios.	<b>Analyze</b>
CO5: <b>Evaluate</b> working capital and dividend policy decisions considering practical constraints, firm strategy, and financial manager responsibilities.	<b>Evaluate</b>

**Learning Resources**

1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>Khan M Y: Indian Financial System, Tata MacGraw Hill, New Delhi 2000</li> <li>Bhole, L M: Financial Institutions and Markets: Structure Growth and                      nd                      Innovations. 2<sup>nd</sup> edition: New Delhi: Tata McGraw Hill</li> </ol>
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	3. Srivastava, R M: Financial Institutions in Indian Financial Institutions
2.	<b>Reference Books:</b>
3.	<b>Journals &amp; Periodicals:</b> <ol style="list-style-type: none"><li>1. Journal of Finance. Published by Wiley. The Review of Financial Studies.</li><li>2. Journal of Financial Economics.</li><li>3. Journal of Accounting and Economics.</li><li>4. Journal of Financial and Quantitative Analysis.</li><li>5. Journal of Money, Credit and Banking.</li><li>6. Journal of International Money and Finance</li></ol>

4.	<p><b>Other Electronic Resources:</b></p> <ul style="list-style-type: none"> <li>• <a href="http://www.econmicwatch.com">www.econmicwatch.com</a></li> <li>• <a href="http://www.fma.org">www.fma.org</a></li> <li>• <a href="http://www.managementhelp.org">www.managementhelp.org</a></li> <li>• <a href="http://www.finmanagementsource.com">www.finmanagementsource.com</a></li> <li>• <a href="http://www.worldsourcefinancial.com">www.worldsourcefinancial.com</a></li> <li>• <a href="http://www.onesource.com">www.onesource.com</a></li> <li>• <a href="http://www.rbi.org">www.rbi.org</a></li> </ul>
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<b>Mid Semester Marks</b>	20 marks									
<b>End Semester Marks</b>	40 marks									
<b>Continuous Evaluation</b>	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Class Participation</td> <td style="text-align: center;">10 marks</td> </tr> <tr> <td style="text-align: center;">Quiz</td> <td style="text-align: center;">5 marks</td> </tr> <tr> <td style="text-align: center;">Skill Enhancement activities/ Case Study/ Research Paper</td> <td style="text-align: center;">15 marks</td> </tr> <tr> <td style="text-align: center;">Presentation</td> <td style="text-align: center;">10 marks</td> </tr> </table>		Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation			10 marks							
Quiz			5 marks							
Skill Enhancement activities/ Case Study/ Research Paper			15 marks							
Presentation			10 marks							
<b>40 marks</b>										

**Mapping of PSOs & COs**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	1	2	2
CO2	3	2	1	2	2
CO3	3	3	1	3	3
CO4	3	3	1	3	3
CO5	3	3	1	3	3
Avg.	3.0	2.6	1.0	2.6	2.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	2	1	2
CO2	3	2	2	1	1	2	1	2
CO3	3	3	3	2	2	2	2	2
CO4	3	3	3	2	2	3	2	2
CO5	3	3	3	2	2	3	2	2
Avg.	3.0	2.6	2.6	1.6	1.6	2.4	1.6	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b> MBA2004	<b>COURSE NAME</b> Human Resource Management	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	-	-	60	4	-	-	4

<b>Course Pre-requisites</b>	Basics of HRM
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Skill Enhancement
<b>Rationale</b>	The course provides critical skills, knowledge, and strategic insights that are essential for managing people effectively in modern organizations. It will equip students with the skills and knowledge to effectively lead and contribute to the success of organizations in the dynamic and rapidly evolving workplace of today.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ul style="list-style-type: none"> <li>• Define the key concepts of HRM and SHRM</li> <li>• Explain the emerging recruitment &amp; selection trends and practices in HRM</li> <li>• Explain various methods of Training and development and its practical implementation in Organization</li> <li>• Gain the knowledge on how to compensate human resource and how to maintain the relationship with employees.</li> <li>• Develop critical thinking skills to assess industrial relations policies and labor-management negotiations</li> </ul>

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>
<b>Unit 1: Introduction to HRM &amp; Framework</b> <ul style="list-style-type: none"><li>Evolution of the concept of HRM, Nature, Scope, Objectives, Importance,</li></ul> Basic HRM functions, HRM Policies and Practices, Role of HR Manager,		

<p>Challenges of HR Manager, Essential skills for an HR manager.</p> <ul style="list-style-type: none"> <li>• SHRM, Nature of SHRM, SHRM Model</li> <li>• Overview of International HRM</li> </ul>	<b>20%</b>	<b>12</b>
<p><b>Unit 2: HR Procurement</b></p> <ul style="list-style-type: none"> <li>• Human Resource Planning: Meaning and Definition, Need, objectives, importance, process.</li> <li>• Job Analysis: Job Description &amp; Job Specification</li> <li>• Job Design: Meaning, Job Characteristics Model (Hackman and Oldham)</li> <li>• Recruitment: Meaning, Sources of recruitment, Factors affecting recruitment</li> <li>• Selection: Meaning, Purpose, Process</li> <li>• Role of social media in Recruitment and Selection</li> <li>• Career &amp; Succession Planning</li> </ul>	<b>20%</b>	<b>12</b>
<p><b>Unit 3:</b></p> <ul style="list-style-type: none"> <li>• Training &amp; Development : Need, Process, Importance, Methods, Evaluation of training effectiveness: Kirkpatrick model</li> <li>• Development: Meaning, Importance, Methods</li> <li>• Performance Appraisal: Meaning, Importance, Process, Methods.</li> </ul>	<b>20%</b>	<b>12</b>
<p><b>Unit 4:</b></p> <ul style="list-style-type: none"> <li>• Compensation: Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Components of salary, Incentives and Benefits – Financial &amp; Nonfinancial Incentive</li> <li>• Employee Separation: Forms of employee separation</li> </ul>	<b>20%</b>	<b>12</b>
<p><b>Unit 5:</b></p> <ul style="list-style-type: none"> <li>• Introduction to Industrial Relations: Concept &amp; Importance, Trade unions role, functions, problems,</li> <li>• Industrial dispute- Concept, Methods of Settling Industrial Dispute, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining.</li> </ul>	<b>20%</b>	<b>12</b>

**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> the fundamental concepts, functions, and evolution of Human Resource Management	<b>Remember</b>
CO2: <b>Explain</b> the processes and significance of human resource planning, job analysis, job design, recruitment, selection, and succession planning, including the role of social media in talent acquisition.	<b>Understand</b>
CO3: <b>Apply</b> various training and development methods and performance appraisal techniques to enhance employee performance and organizational effectiveness.	<b>Apply</b>
CO4: <b>Analyze</b> the components of compensation management systems and forms of employee separation to design effective compensation and retention strategies.	<b>Analyze</b>
CO5: <b>Evaluate</b> the role of trade unions and collective bargaining in managing industrial disputes and promoting harmonious industrial relations.	<b>Evaluate</b>

**Learning Resources**

1.	<p><b>Textbook:</b></p> <ul style="list-style-type: none"> <li>Human Resource Management- Text and Cases by Rao, V.S.P</li> <li>Human Resource Management" by Gary Dessler</li> </ul>
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2.

**Reference Books:**

- "Human Resource Management: Gaining a Competitive Advantage" by Raymond Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright
- "Strategic Human Resource Management" by Jeffrey A. Mello
- "Managing Human Resources" by Wayne Cascio and John Boudreau
- Pravin Durai, Human Resource Management, Pearson Education, Twelfth Edition
- Sinha and Shekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education.

3.	<p><b>Journals &amp; Periodicals:</b></p> <ol style="list-style-type: none"> <li>1. Academy of Management Journal</li> <li>2. Journal of Applied Psychology</li> <li>3. Human Resource Management Journal</li> <li>4. Personnel Psychology</li> <li>5. Journal of Organizational Behavior</li> </ol>
4.	<p><b>Other Electronic Resources:</b></p> <ul style="list-style-type: none"> <li>• Society for Human Resource Management (SHRM) - shrm.org</li> <li>• HR Dive - hrdiver.com</li> <li>• HR Technologist - hrtechnologist.com</li> <li>• Human Resource Executive Online - hrexecutive.com</li> <li>• Harvard Business Review - hbr.org (covers various management topics including HR)</li> <li>• ICFAI Journals</li> </ul>

<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>		
<b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

**Mapping of PSOs & COs**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	1	2	2
CO2	3	2	1	2	2

CO3	3	3	1	3	3
CO4	3	3	1	3	3
CO5	3	3	1	3	3
Avg.	3.0	2.6	1.0	2.6	2.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	1	2
CO2	3	3	2	2	2	2	1	2
CO3	3	3	3	2	2	2	2	2
CO4	3	3	3	2	2	3	2	2
CO5	3	3	3	2	3	3	2	2
Avg.	3.0	2.8	2.4	1.8	2.0	2.4	1.6	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b> MBA2005	<b>COURSE NAME</b> Business Research Methods	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	-	-	45	3	-	-	3

<b>Course Pre-requisites</b>	Basic Knowledge for research problem and statistics
<b>Course Category</b>	Core
<b>Course focus</b>	Employability & Skills
<b>Rationale</b>	Research methodology provides a framework for defining the problem clearly and concisely, which helps to ensure that the research is focused and relevant. This is important because a well-defined problem is essential for obtaining accurate and reliable results.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms 'Taxonomy)</b>	<ol style="list-style-type: none"> <li>To give an overview of the research methodology and explain the technique of defining a research problem.</li> <li>To explain the functions of the literature review in research.</li> <li>To be able to carry out a literature search, its review, develop theoretical and conceptual frameworks, and write a review.</li> <li>To examine various research designs and their characteristics.</li> <li>To explain the details of sampling designs, measurement and scaling techniques and also different methods of data collections.</li> </ol>

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>
<b>Unit1: Business Research Fundamentals</b> Research Methodology: Introduction, Meaning of Research, Objectives of Research, Types of Research, Research Approaches, Significance of Research, Research Methods versus Methodology, Research and Scientific Method, Research Process, Criteria of Good Research, Problems Encountered by	<b>25%</b>	<b>9</b>

<p>Researchers in India. Defining the Research Problem: Research Problem, Selecting the Problem, Necessity of Defining the Problem, Technique Involved</p> <p>in Defining a Problem</p>		
<p><b>Unit 2: Reviewing the literature</b></p> <p>Place of the literature review in research, bringing clarity and focus to research problem, improving research methodology, Broadening knowledge base in research area, enabling contextual findings, Review of the literature, searching the existing literature, reviewing the selected literature, developing a theoretical framework, developing a conceptual framework, writing about the literature reviewed. Research Design: Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs,</p> <p>Important Experimental Designs</p>	<p><b>20%</b></p>	<p><b>9</b></p>
<p><b>Unit 3: Design of Sample Surveys</b></p> <p>Design of Sampling: Introduction, Sample Design, Sampling and Non-sampling</p> <p>Errors, Sample Survey versus Census Survey, Types of Sampling Designs.</p> <p>Measurement and Scaling: Qualitative and Quantitative Data, Classifications of Measurement Scales, Goodness of Measurement Scales, Sources of Error in Measurement, Techniques of Developing Measurement Tools, Scaling, Scale Classification Bases, Scaling Techniques, Multidimensional Scaling, Deciding the Scale. Data Collection: Introduction, Experimental and Surveys, Collection of Primary Data, Collection of Secondary Data, Selection of</p> <p>Appropriate Method for Data Collection, Case Study Method.</p>	<p><b>20%</b></p>	<p><b>9</b></p>

<p><b>Unit 4: Testing of Hypotheses</b></p> <p>Hypothesis, Basic Concepts Concerning Testing of Hypotheses, Testing of Hypothesis, Test Statistics and Critical Region, Critical Value and Decision Rule, Procedure for Hypothesis Testing, Hypothesis Testing for Mean, Proportion, Variance, for Difference of Two Mean, for Difference of Two Proportions, for Difference of Two Variances, P-Value approach, Power of Test, Limitations of the Tests of Hypothesis. Chi-square Test: Test of Difference of more than Two Proportions, Test of Independence of Attributes, Test of Goodness of Fit, and Cautions in Using Chi Square Tests.</p>	<p><b>20%</b></p>	<p><b>9</b></p>
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<p><b>Unit 5: Interpretation and Report Writing</b></p> <p>Meaning of Interpretation, Technique of Interpretation, Precaution in Interpretation, Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, and Mechanics of Writing a Research Report, Precautions for Writing Research Reports. Intellectual Property: The Concept, Intellectual Property System in India</p>	<p><b>15%</b></p>	<p><b>9</b></p>
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<p><b>Instructional Method and Pedagogy: (Max. 100 words)</b></p>
<p>The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.</p>

<p><b>Course Outcomes:</b></p>	<p><b>Blooms' Taxonomy</b></p> <p><b>Domain</b></p>
<p>After successful completion of the above course, students will be able to:</p>	
<p>CO1: <b>Recall</b> the basic concepts, types, and processes involved in research methodology and the techniques for defining a research problem.</p>	<p><b>Remember</b></p>
<p>CO2: <b>Understand</b> the role of literature review and research design in framing research problems and choosing appropriate research methods.</p>	<p><b>Understand</b></p>
<p>CO3: <b>Apply</b> appropriate sampling techniques, scaling methods, and data collection tools to develop a valid research plan.</p>	<p><b>Apply</b></p>
<p>CO4: <b>Analyze</b> different hypothesis testing procedures and interpret statistical outcomes including chi-square tests for drawing research conclusions.</p>	<p><b>Analyze</b></p>

CO5: <b>Evaluate</b> research findings and organize them into a structured research report while adhering to ethical standards and intellectual property guidelines.	<b>Evaluate</b>
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Learning Resources	
1.	<b>Textbook</b>
2.	<b>Reference Books:</b> 1. Ken Black; Business Statistics for Contemporary Decision Making, Wiley –

	<p>Student Donald R Cooper and Pamela S Schindler; Business Research Methods, TMG</p> <p>2. Zikmund Willium; Business Research Methods; Thomson</p>
3.	<p><b>Journals &amp; Periodicals:</b></p> <ol style="list-style-type: none"> <li>Journals, Periodicals, Reference</li> <li>International Journal of Research Methodology</li> <li>International Journal of Social Research Methodology</li> </ol> <p>Journal of Business Research</p> <ol style="list-style-type: none"> <li>Journal of Management</li> </ol>
4.	<p><b>Other Electronic Resources:</b></p> <ul style="list-style-type: none"> <li><a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a></li> <li><a href="https://www.intechopen.com/online-first/research-design-and-methodology">https://www.intechopen.com/online-first/research-design-and-methodology</a></li> <li><a href="https://www.open.edu/openlearn/money-management/understanding-different-research-perspectives/content-section-8">https://www.open.edu/openlearn/money-management/understanding-different-research-perspectives/content-section-8</a></li> <li><a href="https://research-methodology.net/research-methodology/">https://research-methodology.net/research-methodology/</a></li> </ul>

<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	2	1	1	2	1

CO2	2	1	1	2	1
CO3	3	2	1	3	2
CO4	3	2	1	3	2
CO5	2	2	1	2	2
Avg.	2.4	1.6	1.0	2.4	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	2
CO2	2	2	2	1	1	1	1	2
CO3	3	3	3	2	2	1	1	2
CO4	3	3	3	2	1	1	1	2
CO5	2	2	2	2	2	1	1	2
Avg.	2.4	2.4	2.4	1.6	1.4	1.0	1.0	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b> MBA2006	<b>COURSE NAME</b> Production & Operations Management	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
60	-	-	60	4	-	-	4

<b>Course Pre-requisites</b>	Basic knowledge of business and management concepts
<b>Course Category</b>	Core Course
<b>Course focus</b>	Skill Enhancement
<b>Rationale</b>	<p>This course equips students with the knowledge and skills to optimize resources, streamline processes, and make strategic decisions that enhance competitiveness. By understanding production management principles, students can contribute to efficient supply chain management, lean operations and continuous improvement. This field provides a foundation for students to drive organizational success through effective production planning, inventory management, and process optimization.</p>
<b>Course Revision/ Approval</b>	
<b>Date:</b>	

<p><b>Course Objectives</b> <b>(As per Blooms' Taxonomy)</b></p>	<ol style="list-style-type: none"><li>1. To understand and analyze the nature and scope of operations management.</li><li>2. To apply different facility location models and techniques for effective decision-making.</li><li>3. To evaluate inventory management techniques and determine optimal order quantities.</li><li>4. To assess the cost of quality and evaluate different quality management approaches.</li><li>5. To analyze maintenance performance measures and applies maintenance strategies for optimal equipment lifecycle.</li></ol>
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<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>
<p><b>Unit 1: Production Management</b>                      Integrated Production Management, System Productivity, Capital Productivity, Labor Productivity, Personnel Productivity, Training, Nature and scope of Operations: Functions of Operations Management System 's perspective, Challenges in Operations Management, Competitiveness, Types of Manufacturing and service Systems</p>	<b>20%</b>	<b>12</b>
<p><b>Unit2: Facilities Planning, Layout and Material Handling</b>                      Location, factors affecting size of the firm, factors affecting plant location, economic survey of the site selection, computation of investment and cost of production and distribution, factors and location rating, break even analysis for facility location planning, simple median model, centre of gravity method, Plant layout, material flow system, process layout, product layout, mixed layout, project layout, cellular layout, process charts, flow diagram, travel chart, REL chart</p>	<b>20%</b>	<b>12</b>
<p><b>Unit 3: Inventory Management, Production planning and control</b>                      Continuous Inventory Systems, Periodic Inventory system, Two-bin system, The ABC classification, EOQ methods, Order quantity with variable demand, order quantity for a periodic inventory system, Production planning Hierarchy, Aggregate planning, Level strategy, Chase strategy, Mixed strategy, Disaggregating the aggregate plan, Rough Cut Capacity planning, Material Requirement planning</p>	<b>20%</b>	<b>12</b>
<p><b>Unit 4: Quality Management</b></p>	<b>20%</b>	<b>12</b>

Meaning, cost of quality, contribution of famous quality Guru, TQM, Six Sigma, SQC, Quality certification		
<b>Unit 5: Maintenance Management</b> The Maintenance Function, Equipment Life Cycle, Measures of Maintenance Performance, Maintenance Strategies, Total Productive Maintenance	<b>20%</b>	<b>12</b>

**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> the fundamental concepts, scope, and challenges of operations management across different manufacturing and service systems.	<b>Remember</b>
CO2: <b>Explain</b> the key factors influencing plant location and layout decisions, and interpret various layout models and material handling charts.	<b>Understand</b>
CO3: <b>Apply</b> inventory control techniques and production planning strategies such as EOQ, ABC classification, and aggregate planning to real-world scenarios.	<b>Apply</b>
CO4: <b>Analyze</b> the principles and tools of quality management including TQM, Six Sigma, and Statistical Quality Control to improve organizational performance.	<b>Analyze</b>
CO5: <b>Evaluate</b> various maintenance strategies and performance metrics to optimize equipment lifecycle and ensure operational efficiency.	<b>Evaluate</b>

**Learning Resources**

1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>1. Heizer, J., &amp; Render, B. (Year). Operations Management Publisher.</li> <li>2. Nahmias, S. (2019). Production and Operations Analysis. McGraw-Hill Education.</li> </ol>
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2.

**Reference Books:**

1. Adam Jr Everet l e. R j, production and operations management, Prentice-Hall, 1992, 2000 5th ed.
2. Chary, Production and Operations management, Tata McGraw-Hill, 1997 9thed.
3. Hill, Operations Management, Palgrave,2000
4. Haleema, Production and Operations Management, Galgotia Publication, 2004
5. Shanker Ravi, Industrial Engineering, Galgotia Publication.
6. Kanishka Bedi, Production & Operations Management, Oxford University Press

3.	<p><b>Journals &amp; Periodicals:</b></p> <ol style="list-style-type: none"> <li>1. Journal of Operations Management</li> <li>2. Production and Operations Management</li> <li>3. International Journal of Operations &amp; Production Management</li> </ol>
4.	<p><b>Other Electronic Resources:</b></p>

<b>Mid Semester Marks</b>	20 marks									
<b>End Semester Marks</b>	40 marks									
<b>Continuous Evaluation</b>	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Class Participation</td> <td style="text-align: center;">10 marks</td> </tr> <tr> <td style="text-align: center;">Quiz</td> <td style="text-align: center;">5 marks</td> </tr> <tr> <td style="text-align: center;">Skill Enhancement activities/ Case Study/ Research Paper</td> <td style="text-align: center;">15 marks</td> </tr> <tr> <td style="text-align: center;">Presentation</td> <td style="text-align: center;">10 marks</td> </tr> </table>		Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation			10 marks							
Quiz			5 marks							
Skill Enhancement activities/ Case Study/ Research Paper			15 marks							
Presentation			10 marks							
<b>40 marks</b>										

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	1	2	2
CO2	2	1	1	2	2
CO3	3	2	1	3	3
CO4	3	2	1	3	3
CO5	3	2	1	3	2
Avg.	2.8	1.8	1.0	2.6	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & Cos

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

CO4	3	3	3	2	2	2	1	2
CO5	3	3	2	1	2	2	2	2
Avg.	2.8	2.6	2.4	1.4	1.8	2.0	1.4	1.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

<b>COURSE CODE</b> MBA2007	<b>COURSE NAME</b> International Business	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	-	-	45	3	-	-	3

<b>Course Prerequisites</b>	Basic knowledge of International Business
<b>Course Category</b>	Compulsory
<b>Course focus</b>	Employability/Skills
<b>Rationale</b>	In an increasingly globalized economy, businesses need to understand international markets, trade regulations, foreign investments, and global trade agreements. This course equips students with the necessary knowledge to analyze international business environments and make informed decisions in global markets.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ul style="list-style-type: none"> <li>• To introduce the fundamental concepts and significance of international business.</li> <li>• To familiarize students with classical and modern theories of international trade.</li> <li>• To provide insights into foreign investments and their implications.</li> <li>• To develop an understanding of balance of payments and regional trade blocs.</li> <li>• To examine the structure, functions, and impact of the World Trade Organization (WTO).</li> </ul>

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>
<p><b>Unit 1: Concept of International Business:</b></p> <p>Concept of International Business, scope and importance of international business; Modes of entry into international business: Licensing, Exporting, Joint ventures, etc.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 2: Theories of International Trade:</b></p> <p>Theories of international trade: Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory. Government intervention in international trade; Tariff and non-tariff barriers.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 3: Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI):</b></p> <p>Foreign direct investment (FDI) and foreign portfolio investment (FPI); Types of FDI, Costs and benefits of FDI to home and host countries; Trends in FDI; India's FDI policy.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 4: Balance of Payments (BOP) and Regional Trade Agreements:</b></p> <p>Balance of payments (BOP): Importance and components of BOP. Regional Trade Agreements: European Union (EU), ASEAN, SAARC, NAFTA.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 5: World Trade Organization (WTO):</b></p> <p>World Trade Organisation (WTO): Functions and objectives of WTO; Agriculture Agreement; GATS; TRIPS; TRIMS.</p>	<b>20%</b>	<b>9</b>

**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy</b>  <b>Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> the fundamental concepts, scope, and modes of entry in international business operations.	<b>Remember</b>
CO2: <b>Explain</b> classical and modern theories of international trade and the	<b>Understand</b>

rationale behind government interventions through tariffs and non-tariff barriers.	
CO3: <b>Apply</b> the concepts of FDI and FPI to assess investment decisions and evaluate their impacts on host and home countries.	<b>Apply</b>
CO4: <b>Analyze</b> the components of the Balance of Payments and assess the economic impact of regional trade agreements like EU, ASEAN, SAARC, and NAFTA.	<b>Analyze</b>
CO5: <b>Evaluate</b> the effectiveness of WTO agreements (GATS, TRIPS, TRIMS, Agriculture Agreement) in promoting fair international trade practices.	<b>Evaluate</b>

<b>Learning Resources</b>	
1.	<p><b>Text Book:</b></p> <ol style="list-style-type: none"> <li>Hill, C. W. L. (2019). International Business: Competing in the Global Marketplace.                      McGraw-Hill Education.</li> <li>Daniels, J. D., Radebaugh, L. H., &amp; Sullivan, D. P. (2021). International Business:                      Environments and Operations. Pearson.</li> <li>Krugman, P. R., Obstfeld, M., &amp; Melitz, M. (2018). International Economics: Theory                      and Policy. Pearson.</li> </ol>
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>Journal of International Business Studies (JIBS)</li> <li>Harvard Business Review (HBR) – International Business Section</li> <li>The World Economy Journal</li> <li>Foreign Trade Review</li> </ol>

3.	<b>Journals &amp; Periodicals:</b> <ol style="list-style-type: none"><li>1. Journal of International Business Studies (JIBS)</li><li>2. Harvard Business Review (HBR) – International Business Section</li><li>3. The World Economy Journal</li><li>4. Foreign Trade Review</li></ol>
4.	<b>Other Electronic Resources:</b> <ol style="list-style-type: none"><li>1. World Trade Organization (<a href="http://www.wto.org">www.wto.org</a>), United Nations Conference on Trade and Development (UNCTAD) Reports,</li><li>2. World Bank Reports on Global Trade and Investment</li></ol>

	<b>3. International Monetary Fund (IMF) Publication</b>
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<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b>  <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks

**Mapping of PSOs & COs**

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	1	2	1
CO2	3	2	1	2	1
CO3	3	2	1	3	2
CO4	3	3	1	3	2
CO5	3	3	1	3	3
Avg.	3.0	2.4	1.0	2.6	1.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

**Mapping of POs & Cos**

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

Avg.	3.0	2.2	2.6	1.6	0.6	2.8	1.2	2.0
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1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

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<b>COURSE CODE</b> MBA2008	<b>COURSE NAME</b> Indian Ethos and Business Ethics	<b>SEMESTER</b> II
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	-	-	30	2	-	-	2

<b>Course Pre-requisites</b>	Basic knowledge of Business, Indian culture and history
<b>Course Category</b>	Value added core course
<b>Course focus</b>	Employability/Skills
<b>Rationale</b>	Learning Indian Ethos and Ethics is multifaceted, as it provides essential insights into ethical thinking, leadership, personal growth, and societal well-being, all of which are deeply rooted in India's rich cultural, philosophical, and spiritual traditions.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ul style="list-style-type: none"> <li>To recall key concepts, principles, and ethical systems from Indian philosophy</li> <li>To understand the importance of Ethics and Values at workplace</li> <li>To apply ethical principles and teachings from Indian ethos in solving contemporary ethical issues in professional and personal life.</li> <li>To analyze and critically assess the relationships between Indian ethical principles and real-world applications.</li> <li>To evaluate the relevance and impact of ethical teachings in contemporary society and in various professional contexts.</li> <li>To create ethical solutions or strategies based on Indian ethos to address modern societal issues such as inequality, corruption or environmental degradation.</li> </ul>

Course Content	Weightage	Contact hours
<p><b>Unit 1: Indian Ethos</b></p> <p>Indian Ethos- Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role Of Indian Ethos In Managerial Practices, Work Ethos- Meaning, Levels, Dimension,</p> <p>Steps, Factors Responsible For Poor Work Ethos.</p>	<b>20%</b>	<b>6</b>
<p><b>Unit 2: Value System</b></p> <p>Values- Meaning, Features, Values for Indian Managers, Relevance of Value based Management in global change, impact of values on stakeholders, Customers, government, competitors and society. Values for Managers, Trans-cultural Human Values in management, Importance of Value system in work culture, Indian Management v/s Western Management.</p>	<b>20%</b>	<b>6</b>
<p><b>Unit 3: Business Ethics</b></p> <p>Business Ethics-Concept, characteristics, Importance and need for business ethics, ethics V/s ethos, Indian ethos, ethos, values, sources of ethics, Concept of corporate ethics, code of ethics- guidelines for developing code of ethics, ethics management programme, ethics committee.</p>	<b>20%</b>	<b>6</b>
<p><b>Unit 4: Approaches to Business Ethics</b></p> <p>Various approaches to business ethics- theories of ethics- Friedman's economic theory, Kant's Deontological theory, Mill &amp; Bentham's Utilitarianism theory, Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in modern business,</p> <p>Gandhi's Doctrine of Satya and Ahimsa.</p>	<b>20%</b>	<b>6</b>

<p><b>Unit 5: Emerging issues</b></p> <p>Emergence of new values in Indian Industries after Economic Reforms of 1991, Corporate Governance, Ethics in Marketing and Advertising, Human Resource management, A Holistic Management System, Corporate Social Responsibility.</p>	<p><b>20%</b></p>	<p><b>6</b></p>
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**Instructional Method and Pedagogy: (Max. 100 words)**

The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
After successful completion of the above course, students will be able to:	
CO1: <b>Recall</b> the fundamental concepts, history, and principles of Indian Ethos and their role in shaping managerial practices.	<b>Remember</b>
CO2: <b>Explain</b> the importance of value-based management and the impact of values on various stakeholders in the business environment.	<b>Understand</b>
CO3: <b>Apply</b> the principles of business ethics to develop a code of ethics and implement an ethics management program in a business scenario.	<b>Apply</b>
CO4: <b>Analyze</b> various ethical theories and approaches, including Gandhian principles, to understand their relevance in modern business practices.	<b>Analyze</b>
CO5: <b>Evaluate</b> the effectiveness of corporate governance and CSR initiatives in addressing ethical challenges in contemporary Indian industries.	<b>Evaluate</b>

**Learning Resources**

- |    |                 |
|----|-----------------|
| 1. | <b>Textbook</b> |
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2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"><li>1. Dr. Geo Paul Kadavi, Indian Ethos and Business ethics, Fingerprint</li><li>2. K. C. Pandey, Reflections on Indian Ethos, Read worthy Publications Pvt Ltd. 2011  edition.</li><li>3. R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata  McGraw Hill</li><li>4. Chakraborty, SK: Management by Values, Oxford University Press</li><li>5. Joseph Des Jardins, An Introduction to Business ethics, Tata Mc Graw Hill</li><li>6. Khandewal Indian Ethos and Values for Managers, Himalaya Publishing House</li></ol>
3.	<p><b>Journals &amp; Periodicals:</b></p> <ol style="list-style-type: none"><li>1. International Journal of Business Governance and Ethics</li><li>2. Journal of Academic and Business Ethics</li><li>3. Journal of Business Ethics</li></ol>

4.	<p><b>Other Electronic Resources:</b></p> <p><a href="http://www.ethicstrainingguide.com/2009/08/importance-of-values-and-ethics-in.html">http://www.ethicstrainingguide.com/2009/08/importance-of-values-and-ethics-in.html</a></p>
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<b>Mid Semester Marks</b>	20 marks		
<b>End Semester Marks</b>	40 marks		
<b>Continuous Evaluation</b>			
<b>40 marks</b>			
Class Participation			10 marks
Quiz			5 marks
Skill Enhancement activities/ Case Study/ Research Paper			15 marks
Presentation	10 marks		

### Mapping of PSOs & COs

	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5
CO1	3	2	3	2	2
CO2	3	2	3	2	3
CO3	3	3	3	3	3
CO4	3	2	3	2	3
CO5	3	3	3	3	3
Avg.	3.0	2.4	3.0	2.4	2.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

### Mapping of POs & COs

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

<b>COURSE CODE</b> MBA401	<b>COURSE NAME</b> Research Methodology	<b>Trimester</b> IV
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
30	15	0	45	3	-	-	3

<b>Course Pre-requisites</b>	Basic Knowledge for research problem and statistics
<b>Course Category</b>	Core
<b>Course focus</b>	Employability & Skills
<b>Rationale</b>	Research methodology provides a framework for defining the problem clearly and concisely, which helps to ensure that the research is focused and relevant. This is important because a well-defined problem is essential for obtaining accurate and reliable results.
<b>Course Revision/ Approval Date:</b>	8th BoS Meeting
<b>Course Objectives (As per Bloom's Taxonomy)</b>	<ol style="list-style-type: none"> <li>To give an overview of the research methodology and explain the technique of defining a research problem</li> <li>To explain the functions of the literature review in research</li> <li>To be able to carry out a literature search, its review, develop theoretical and conceptual frameworks, and write a review.</li> <li>To examine various research designs and their characteristics.</li> <li>To explain the details of sampling designs, measurement and scaling techniques and also different methods of data collections</li> </ol>

Course Content (Theory)	Weightage	Contact Hours
<p><b>Unit 1: Business Research Fundamentals:</b></p> <p>Research Methodology: Introduction, Meaning of Research, Objectives of Research, Types of Research, Research Approaches, Significance of Research, Research Methods versus Methodology, Research and Scientific Method, Research Process, Criteria of Good Research, Problems Encountered by Researchers in India. Defining the Research Problem: Research Problem, Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem</p>	25%	9
<p><b>Unit 2: Reviewing the literature:</b></p> <p>Place of the literature review in research, Bringing clarity and focus to research problem, Improving research methodology, Broadening knowledge base in research area, Enabling contextual findings, Review of the literature, searching the existing literature, reviewing the selected literature, Developing a theoretical framework, Developing a conceptual framework, Writing about the literature reviewed. Research Design: Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs, Important Experimental Designs</p>	20%	9
<p><b>Unit 3: Design of Sample Surveys:</b></p> <p>Design of Sampling: Introduction, Sample Design, Sampling and Non-sampling Errors, Sample Survey versus Census Survey, Types of Sampling Designs. Measurement and Scaling: Qualitative and Quantitative Data, Classifications of Measurement Scales, Goodness of Measurement Scales, Sources of Error in Measurement, Techniques of Developing Measurement Tools, Scaling, Scale Classification Bases, Scaling Technics, Multidimensional Scaling, Deciding the Scale. Data Collection: Introduction, Experimental and Surveys,</p>	20%	9

Collection of Primary Data, Collection of Secondary Data, Selection of Appropriate Method for Data Collection, Case Study Method		
<p><b>Unit 4: Testing of Hypotheses:</b></p> <p>Hypothesis, Basic Concepts Concerning Testing of Hypotheses, Testing of Hypothesis, Test Statistics and Critical Region, Critical Value and Decision Rule, Procedure for Hypothesis Testing, Hypothesis Testing for Mean, Proportion, Variance, for Difference of Two Mean, for Difference of Two Proportions, for Difference of Two Variances, P-Value approach, Power of Test, Limitations of the Tests of Hypothesis. Chi-square Test: Test of Difference of more than Two Proportions, Test of Independence of Attributes, Test of Goodness of Fit, Cautions in Using Chi Square Tests.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 5: Interpretation and Report Writing:</b></p> <p>Meaning of Interpretation, Technique of Interpretation, Precaution in Interpretation, Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, Mechanics of Writing a Research Report, Precautions for Writing Research Reports. Intellectual Property: The Concept, Intellectual Property System in India</p>	<b>15%</b>	<b>9</b>

**Instructional Method and Pedagogy:** (Max. 100 words)

Discussion on concepts and issues on insurance use in an organization, case discussion on the claim of insurance products, Projects/ Assignments/ Quizzes/Class participation

Course Objectives:	Bloom's Domain Taxonomy
<p>After successful completion of the above course, students will be able to:</p> <p>CO1: Understand the researching relevant literature review.</p> <p>CO2: Apply literature search, develop theoretical and conceptual frameworks, and write a review.</p> <p>CO3: Calculate the test criteria and decision making for the hypothesis</p> <p>CO4: Examine various research designs and their characteristics.</p> <p>CO5: Explain the details of sampling designs, measurement, and scaling techniques, and also different methods of data collection.</p>	<p>CO1: Understand</p> <p>CO2: Apply</p> <p>CO3: Calculate</p> <p>CO4: Examine</p> <p>CO5: Explain</p>

Learning Resources	
1.	<p>Reference books</p> <p>Ken Black; Business Statistics for Contemporary Decision Making, Wiley –Student</p> <p>Donald R Cooper and Pamela S Schindler; Business Research Methods, TMG</p> <p>Zikmund Willium; Business Research Methods; Thomson</p>
2.	<p>Journals, Periodicals, Reference</p> <p>International Journal of Research Methodology</p> <p>International Journal of Social Research Methodology</p> <p>Journal of Business Research</p> <p>Journal of Management</p>
3.	<p>Other Electronic Resources: <a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a></p> <p><a href="https://www.intechopen.com/online-first/research-design-and-methodology">https://www.intechopen.com/online-first/research-design-and-methodology</a></p> <p><a href="https://www.open.edu/openlearn/money-management/understanding-different-research-perspectives/content-section-8">https://www.open.edu/openlearn/money-management/understanding-different-research-perspectives/content-section-8</a></p> <p><a href="https://research-methodology.net/research-methodology/">https://research-methodology.net/research-methodology/</a></p>

<b>Evaluation Scheme</b>	<b>Total Marks</b>
<b>Theory: Mid semester Marks</b>	20 marks
<b>Theory: End Semester Marks</b>	40 marks

<b>Theory: Continuous Evaluation Component Marks</b>	Class participation	10marks
	MCQs	5 marks
	Research paper/Case study	15 marks
	Presentation on Current trends	10 marks
	<b>Total</b>	<b>40 Marks</b>

<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>MBA402</b>	Supply Chain Management	<b>03</b>	-	-	<b>03</b>
<b>Total Credits: 3</b>	<b>Total Hours in semester: 45</b>	<b>Total Marks: 100</b>			
1	<b>Course Pre-requisites:</b> Domain Knowledge market supply of goods				
2	<b>Course Category:</b> Skill Enhancement				
3	<b>Course Revision/ Approval date:</b> Academic Council meet				
4	<b>Course Objectives</b>				
1. To understand and analyze supply chains from a strategic perspective.					
2. To design models for material flow in an efficient and effective manner.					
3. To understand importance of information flow in supply chain					
4. To know the innovative supply chain strategies that enhance supply chain performance.					

<b>Course Content</b>	<b>Weightage</b>	<b>Contact hours</b>	<b>Pedagogy</b>
<b>Unit I: Introduction and a Strategic View of Supply chain</b> Role of Supply chain in economy and organization-Supply chain drivers & metrics, financial measures of performance	20%	9	Power point, Presentations, cases, lectures, discussions, videos*
<b>Unit 2: Drivers Of Supply Chain Performance</b> Facilities, Inventory, Transportation, Information, Sourcing & Pricing, Framework for structuring drivers. Case Study	20%	9	
<b>Unit 3: Planning &amp; Co-ordinating Demand &amp; Supply in a Supply chain</b> Demand forecasting, Aggregate Planning, Sales & Operating Planning in supply chain, IT in supply chain, Case study	20%	9	
<b>Unit 4: Pricing &amp; Revenue Management in Supply Chain</b> Role of pricing and revenue management in supply chain, Agile supply chain, Case study	20%	9	

<p><b>Unit 5: Supply Chain Management Analytics</b></p> <p>Techniques for evaluating supply chain: Evaluating Disaster Risk in the supply chain, Managing the Blue whip effect, Supplier selection Analysis, Transportation mode Analysis</p>	20%	9	
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<ol style="list-style-type: none"> <li>1. * Discussion on concepts and issues in Supply chain and Logistics Management</li> <li>2. Case Discussion covering a cross functional work of production with other functional areas in both manufacturing and service industry.</li> <li>3. Projects/Assignments/Quizzes/ Class Participation etc.</li> </ol>
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<b>Learning Resources</b>	
1.	Textbook: Janat Shah: Supply Chain Management; Text and Cases, Pearson
2.	<p>Reference Books:</p> <ul style="list-style-type: none"> <li>● Donald J. Bowersox &amp; David J. Closs; <i>Logistical Management</i>, Tata McGraw Hill</li> <li>● Satish C. Ailawadi &amp; Rakesh Singh; <i>Logistics Management</i>, Prentice-Hall of India</li> <li>● Donald Waters; <i>Logistics</i>; Palgrave Macmillan, New York</li> <li>● Krishnaveni Muthiah; <i>Logistics Management &amp; World Sea borne Trade</i>; Himalaya Publishing House</li> <li>● David J. Bloomberg, Stephen LeMay &amp; Joe B. Hanna; <i>Logistics</i>; Prentice-Hall of India</li> </ul>
3.	<p>Journals &amp; Periodicals :</p> <ol style="list-style-type: none"> <li>1. Journal of Supply Chain Management</li> <li>2. Journal of Business Logistics</li> <li>3. International Journal of Physical Distribution &amp; Logistics Management</li> </ol>
4.	<p>Other Electronic resources News Paper</p> <ol style="list-style-type: none"> <li>1. <a href="https://scm.ncsu.edu/scm-articles/article/what-is-supply-chain-management-scm">https://scm.ncsu.edu/scm-articles/article/what-is-supply-chain-management-scm</a></li> <li>2. <a href="https://www.cio.com/article/2439493">https://www.cio.com/article/2439493</a></li> </ol>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid semester Marks</b>	20 Marks	
<b>End Semester Marks</b>	40 Marks	
<b>Continuous Evaluation Marks 40</b>	Class Participation	10marks
	Quiz	5 marks
	Skill enhancement activities / case study/Research paper	15 marks
	Presentation	10 marks
<b>Course Outcomes</b>	1. Develop frame work for aligning the supply chain strategy with business strategy	
	2. Develop supply chain models using analytical models	
	3. contribution of information technology in facilitating real-time, undistorted data	
	4. innovative supply chain strategies that enhance supply chain performance.	

COURSE CODE	COURSE NAME	L	T	P	C
<b>MBA403</b>	<b>Strategic Management</b>	3	0	0	3
<b>Total Credits: 03</b>	<b>Total Hours in semester: 60</b>	<b>Total Marks:100</b>			
1	Course Pre-requisites: Fundamentals of Business, Principles of Management				
2	Course Category: Core Course				
3	Course Revision/ Approval Date: Academic Council Meet				
4	Course Objectives:				
To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment					
To understand the process of strategy implementation and the challenges of managing a change					
To understand strategic control system to monitor the strategy implementation process					
To get acquainted with various strategies adopted by firms to successfully compete with their rivals					

Course Content	Weight age	Contact hours	Pedagogy
<b><u>Unit 1</u></b> <b>Definition, nature, scope, and importance</b> of strategy and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.	20%	9 Hours	Projects/ Assignments/ Quizzes/ Class participation etc
<b><u>Unit 2:</u> Environmental Appraisal</b> —Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).	20%	9Hours	Projects/ Assignments/ Quizzes/ Class participation etc.

<p><b>Unit:3 Internal Appraisal</b> – The internal environment, Organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for Organisational appraisal (Value chain analysis, Financial and non-financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).</p>	20%	9 Hours	Projects/ Assignments/ Quizzes/ Class Participation etc.
<p><b>Unit 4 Corporate level strategies--</b> Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Mergers &amp; Acquisitions., Corporate Restructuring. Business level strategies—Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.</p>	20%	9 Hours	Projects/ Assignments/ Quizzes/ Class participation etc.
<p><b>Unit 5 Strategic Analysis and choice</b>—Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters’ five forces model. Qualitative factors in strategic choice. Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation.</p>	20%	9 Hours	Projects/ Assignments/ Quizzes/ Class participation etc.

<b>Learning Resources</b>
Textbooks: Strategic Management: A South-Asian Perspective, Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty, Cengage Learning
Reference Book: <ol style="list-style-type: none"> <li>Contemporary Strategic Management, Robert Grant, Wiley India Pvt. Ltd.</li> <li>Strategic Management and Business Policy, Azhar Kazmi, McGraw Hill</li> </ol>
News Paper & Journal <ol style="list-style-type: none"> <li>Strategic Management Journal</li> <li>Havard Business Review</li> <li>Vikalpa- A Journal for Decision Makers</li> <li>Management Review</li> <li>Business Standard/ Economic Times/ Financial Times/ Financial Ex</li> </ol>
Online resources <a href="https://strategicmanagementinsight.com">https://strategicmanagementinsight.com</a> <a href="https://www.businessinsider.in/?r=US&amp;IR=T">https://www.businessinsider.in/?r=US&amp;IR=T</a>

<b>Evaluation Scheme</b>		<b>Total Marks: 100</b>	
<b>Mid semester Marks</b>	20Marks		
<b>End Semester Marks</b>	40Marks		
<b>Continuous Evaluation Marks 20</b>	Class Participation	10marks	
	Quiz	5 marks	
	Skill enhancement activities / case study/Research paper	15 marks	
	Presentation	10 marks	
<b>Course Outcomes</b>	Familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment		
	Understand the process of strategy implementation and the challenges of managing a change		
	Understand strategic control system to monitor the strategy implementation process		

### MARKETING ELECTIVES

COURSE CODE	COURSE NAME	TRIMESTER
MM01	Sales & Distribution Management	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45				3	0	0	3

<b>Course Pre-requisites</b>	Basic knowledge about Indian History
<b>Course Category</b>	Core Course
<b>Course focus</b>	Managerial Skill
<b>Rationale</b>	Sales Management and distribution course equips students with essential skills in personal selling, sales planning, organization, sales force management, and distribution, preparing them for dynamic business environments and fostering organizational success.
<b>Course Revision/ Approval Date:</b>	18 <sup>th</sup> September (9 <sup>th</sup> BoS)
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1.To Understand Sales Management Fundamentals</li> <li>2. To Master Personal Selling Techniques</li> <li>3.To Strategize Sales Planning and Organization</li> <li>4. To Optimize Sales Force Management</li> <li>5 To Explore Distribution Management and Market Logistics</li> </ol>

<b>Course Content (Theory)</b>	<b>Weightage</b>	<b>Contact hours</b>
<p><b>Unit 1 – Introduction to Sales Management</b> Nature and Importance of sales management, emerging trends in sales management, Objectives of personal selling, Personal selling process, Salesmanship, Relationship Marketing,</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 2 – Sales Planning &amp; Organization</b> Introduction, Levels of Sales management Positions, Roles played by sales managers, Sales forecasting methods, Organizing &amp; Driving Sales Efforts - Sales Organization Structures, Sales Territories &amp; Quotas, Sales Promotions.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 3 - Sales Force Management</b> Sales Job Analysis, Recruitment &amp; Selection (Briefly – specific to Sales Jobs), Sales Training – Need &amp; Types, Sales Force Compensation Structure &amp; Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Budgets, Sales Audits, Ethics in Sales</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 4 – Distribution Management</b> Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 5- Market logistics and supply chain management</b> Definition &amp; scope of logistics, Components of logistics, inventory &amp; warehouse management, transportation, technology in logistics and SCM, channel information systems, distribution management in international markets</p>	<b>20%</b>	<b>9</b>

**Instructional Method and Pedagogy:** (Max. 100 words)

The course will employ a combination of instructional methods, including lectures, case studies,

group discussions, role plays, presentations, quizzes, and projects. Lectures will provide theoretical knowledge and concepts, while case studies and group discussions will allow students to apply these concepts to real-world scenarios.

<b>Course Objectives:</b>	<b>Blooms' Taxonomy Domain</b>
<p>CO1: The ability to create value and execute sales deals effectively</p> <p>CO2: The strategic skill and competencies needed for achieving sales targets</p> <p>CO3: The ability to avoid common mistakes made by sales professionals and negotiators;</p> <p>CO4: The ability to work with people with different backgrounds, expectations, and values</p> <p>CO5: To understand and assess the challenges of turbulent business marketing</p> <p>CO6: To evaluate and design sustainable sales &amp; distribution strategies</p>	<p>CO1: Remembering</p> <p>CO2: Application (Applying)</p> <p>CO3: Application (Applying)</p> <p>CO4: Synthesis (Creating)</p> <p>CO5: Understanding</p>

<b>Learning Resources:</b>	
1.	<p><b>Textbook :</b></p> <p>Sales &amp; Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press</p> <p>2. Sales &amp; Distribution Management – Text &amp; Cases (2nd Edition), Krishna K.Havaldar, Vasant M. Cavale, Tata McGraw-Hill</p>
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Sales Management: Decisions, Strategies &amp; Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition</li> <li>2. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., TataMcGraw- Hill, Latest Edition</li> <li>3. Selling &amp; Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition</li> <li>4. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest</li> </ol>

	Edition 5. Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition
3.	<b>Journals, Periodicals, Reference</b>
4.	<b>Other Electronic Resources</b>

<b>Evaluation Scheme</b>	<b>Total Marks</b>										
<b>Theory: Mid semester Marks</b>	20										
<b>Theory: End Semester Marks</b>	40										
<b>Theory: Continuous Evaluation Component Marks</b>	<table> <tr> <td>Class Participation</td> <td>10</td> </tr> <tr> <td>MCQs</td> <td>5</td> </tr> <tr> <td>Presentation on Current trends</td> <td>10</td> </tr> <tr> <td>Research paper/Case study</td> <td>15</td> </tr> <tr> <td><b>Total</b></td> <td><b>40</b></td> </tr> </table>	Class Participation	10	MCQs	5	Presentation on Current trends	10	Research paper/Case study	15	<b>Total</b>	<b>40</b>
Class Participation	10										
MCQs	5										
Presentation on Current trends	10										
Research paper/Case study	15										
<b>Total</b>	<b>40</b>										



<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>TRIMESTER</b>
<b>MM02</b>	<b>Digital &amp; Social Media Marketing</b>	<b>IV</b>

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45				2	1	0	3

<b>Course Pre-requisites</b>	Basic knowledge about Indian History
<b>Course Category</b>	Marketing Elective
<b>Course focus</b>	Employability/ Digital marketing Skills/ Entrepreneurship
<b>Rationale</b>	Digital marketing is essential for businesses to effectively reach their target audience, build brand awareness, and drive customer engagement and business growth in the digital era.
<b>Course Revision/ Approval Date:</b>	18 <sup>th</sup> September (9 <sup>th</sup> BoS)
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>1. Understand the evolution of digital marketing from traditional to modern era and the role of the internet in shaping digital marketing practices. (Understanding)</p> <p>2. Identify and analyze current trends in digital marketing and the emergence of digital marketing as an effective tool for businesses. (Analyzing)</p> <p>3. Develop a comprehensive digital marketing plan, including budgeting and the integration of various digital marketing channels. (Creating)</p> <p>4. Explore the role of social media platforms in digital marketing, including influencer marketing strategies and the development of social media marketing plans. (Analyzing, Creating)</p> <p>5. Gain practical skills in website development, blogging, email marketing, YouTube marketing, and other digital marketing techniques. (Applying)</p>

Course Content (Theory)	Weightage	Contact hours
<b>Unit 1: Digital Marketing</b> Evolution of Digital Marketing from traditional to modern era, Role of internet, current trends, Emergence of digital marketing as a tool ,Role of Chat GPT and AI in digital marketing for content creation (Prompt Engineering)	20 %	9
<b>Unit 2: Social Media Marketing- Role of Influencer Marketing, tools &amp; Plan</b> Introduction to social media platforms, penetration & Characteristics.	20 %	9



<p><b>Facebook Marketing:</b> Business through Facebook marketing, Facebook Marketing tools, Visual Identity of FB page.</p> <p><b>Linkedin Marketing:</b> Introduction and Importance of LinkedIn Marketing, Lead generation through LinkedIn, Analytics and Targeting.</p> <p><b>Twitter Marketing:</b> Introduction to Twitter Marketing, How twitter Marketing is different than other forms of digital marketing. Twitter Advertising Campaigns.</p> <p><b>Instagram and Snapchat:</b> Digital Marketing Strategies through Instagram and Snapchat.</p> <p><b>Mobile Marketing:</b> Mobile Advertising, Forms of Mobile Marketing, Mobile Campaign Development. Mobile Advertising Analytics.</p>		
<p><b>Unit 3: Introduction to Website development, blogging ,E mail Marketing and You tube marketing</b> Web site designing: word press, Affiliate Marketing" ,Blogging E mail Marketing: Video content development: Video making and Edit, You tube Marketing. Info graphics</p>	20 %	9
<p><b>Unit 4: Introduction to SEO,SEM ,Web Analytics</b> Introduction and need for SEO ,How to use internet and search engines ,search engine and its working pattern, On page and off page optimization, Introduction to SEM <b>WEB Analytic</b> Google Analytics, data collection for web analytics. Paid Aids strategies.</p>	20 %	9
<p><b>Unit 5: Application</b> The student/s should work on creating campaign, running the campaign, presenting the results of the campaign in terms of Lead generation and /or Sales and /or Web analytics.</p>	20 %	9

**Instructional Method and Pedagogy:** (Max. 100 words)  
The course will utilize a variety of instructional methods to facilitate student learning and engagement. These methods may include lectures to provide theoretical knowledge, case studies to analyze real-world scenarios, hands-on exercises and projects to develop practical skills, group discussions and presentations to encourage active participation and enhance communication abilities, quizzes and assessments to measure understanding and knowledge retention, and the use of digital tools and platforms relevant to digital marketing.

<b>Course Objectives:</b>	<b>Blooms' Taxonomy Domain</b>
<p>After successful completion of the above course, students will be able to:</p> <p><b>CO1:</b> Explain the evolution of digital marketing and its significance in the modern business landscape. (Understanding)</p> <p><b>CO2:</b> Analyze current trends in digital marketing and evaluate their impact on businesses. (Analyzing)</p> <p><b>CO3:</b> Develop a comprehensive digital marketing plan, including budgeting and the integration of various digital marketing channels. (Creating)</p>	<p>CO1: Remembering CO2: Application (Applying) CO3: Application (Applying) CO4: Synthesis (Creating)</p>

<p><b>CO4:</b> Apply social media marketing strategies, including influencer marketing, on platforms such as Facebook, LinkedIn, Twitter, Instagram, and Snapchat. (Applying)</p> <p><b>CO5:</b> Demonstrate practical skills in website development, blogging, email marketing, YouTube marketing, and other digital marketing techniques. (Applying)</p>	<p>CO5: Understanding</p>
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<b>Learning Resources</b>	
1.	Textbook: Ryan, D. (2014 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2.	<p>Journals, Periodicals, Reference</p> <p>The Beginner's Guide to Digital Marketing (2015). Digital Marketer.Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education Journal &amp; Periodicals</p> <p><b>Journal of Digital &amp; Social Media Marketing</b></p> <p>Journal of Marketing Education</p> <p>International Journal of Online Marketing</p>
3.	<p>Other Electronic Resources:</p> <p><a href="https://neilpatel.com/what-is-digital-marketing/">https://neilpatel.com/what-is-digital-marketing/</a></p> <p><a href="https://www.smartinsights.com/digital-marketing-strategy/digital-strategy-development/10-reasons-for-digital-marketing-strategy/">https://www.smartinsights.com/digital-marketing-strategy/digital-strategy-development/10-reasons-for-digital-marketing-strategy/</a></p> <p><a href="https://www.smartinsights.com/digital-marketing-strategy/what-is-digital-marketing/">https://www.smartinsights.com/digital-marketing-strategy/what-is-digital-marketing/</a></p> <p><a href="https://www.disruptiveadvertising.com/marketing/digital-marketing/">https://www.disruptiveadvertising.com/marketing/digital-marketing/</a></p>

<b>Evaluation Scheme</b>	<b>Total Marks</b>										
<b>Theory: Mid semester Marks</b>	20										
<b>Theory: End Semester Marks</b>	40										
<p><b>Theory: Continuous Evaluation Component Marks</b></p>	<table border="1"> <tr> <td data-bbox="555 1543 1051 1592">Class Participation</td> <td data-bbox="1051 1543 1315 1592">10</td> </tr> <tr> <td data-bbox="555 1592 1051 1641">MCQs</td> <td data-bbox="1051 1592 1315 1641">5</td> </tr> <tr> <td data-bbox="555 1641 1051 1691">Presentation on Current trends</td> <td data-bbox="1051 1641 1315 1691">10</td> </tr> <tr> <td data-bbox="555 1691 1051 1740">Research paper/Case study</td> <td data-bbox="1051 1691 1315 1740">15</td> </tr> <tr> <td data-bbox="555 1740 1051 1812"><b>Total</b></td> <td data-bbox="1051 1740 1315 1812"><b>40</b></td> </tr> </table>	Class Participation	10	MCQs	5	Presentation on Current trends	10	Research paper/Case study	15	<b>Total</b>	<b>40</b>
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<b>Total</b>	<b>40</b>										



<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>TRIMESTER</b>
<b>MM03</b>	<b>CONSUMER BEHAVIOUR</b>	<b>IV</b>

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45				3	0	0	3

<b>Course Pre-requisites</b>	Basic knowledge about Indian History
<b>Course Category</b>	Marketing Elective
<b>Course focus</b>	Employability/ Marketing Skills
<b>Rationale</b>	The subject focuses on understanding consumer behaviour and its impact on marketing decisions. It explores various models, group influences, perception, motivation, attitudes, and consumer rights. This knowledge is essential for effective marketing strategies and meeting consumer needs in a dynamic marketplace.
<b>Course Revision/ Approval Date:</b>	18 <sup>th</sup> September ( 9 <sup>th</sup> BoS)
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. To understand the nature and relevance of consumer behaviour studies in marketing decisions. (Remembering)</li> <li>2. To examine the factors influencing consumer behaviour and the consumer buying decision process. (Understanding)</li> <li>3. To analyse the impact of group influences on consumer behaviour, including reference groups and social class. (Applying)</li> <li>4. To explore the role of perception, motivation, values, and attitudes in consumer behaviour. (Analysing)</li> <li>5. To comprehend the concept of consumer rights, consumer protection, and recent trends in consumer rights protection. (Evaluating)</li> </ol>

Course Content (Theory)	Weightage	Contact hours
<b>Unit 1: Introduction to Consumer Behaviour</b> Consumer Behaviour – Nature & Relevance of Consumer Behaviour studies in marketing decisions. Factors influencing consumer behaviour – Consumer buying decision process with illustration – Buyer roles assumed by consumers	<b>20%</b>	<b>9</b>
<b>Unit 2: Consumer buying behaviour</b> – Marketing implications Psychological Influence on Consumer Behaviour - Personality and	<b>20%</b>	<b>9</b>



Self-Concept - Motivation - Consumer Learning - Consumer Perception - Consumer Attitude - Consumer Communication		
<b>Unit -3 Models of Consumer Behaviour</b> - The Economic Model - Learning Model - Psychoanalytic Model - The Sociological Model - The Howard Sheth Model of Buying Behaviour - The Nicosia Model - The Engel-Kollat-Blackwell Model	20%	9
<b>Unit-4 Organizational Buying</b> - Nature of Organizational Buying - Influences on Organizational Buying Behavior - Organizational Buying Decision	20%	9
<b>Unit -5 Consumer Behavior Analysis and Marketing Strategy</b> - Consumer Behaviour and Product Strategy - Consumer Behaviour and Pricing Strategy - Consumer Behaviour and Distribution Strategy - Consumer Behaviour and Promotion Strategy	20%	9

**Instructional Method and Pedagogy:** (Max. 100 words)  
Lectures provide the theoretical foundations, covering key concepts and theories. Case studies offer real-world applications, bridging the gap between theory and practice. Presentations enhance communication skills and engagement. Assignments promote critical thinking by applying knowledge to analyze real-life scenarios. Role-playing activities encourage experiential learning and practical insights. Discussions foster collaboration, knowledge sharing, and broadening perspectives. This multifaceted approach equips students with the necessary skills to analyze consumer behavior, make informed marketing decisions, and navigate practical challenges they may encounter in the field.

Course Objectives:	Blooms' Taxonomy Domain
<p>After successful completion of the above course, students will be able to:</p> <p>CO1: <b>Understand</b> models of consumer behavior and their marketing significance. (Understanding)</p> <p>CO2: <b>Apply</b> knowledge of group influences on consumer behavior in real-world scenarios. (Applying)</p> <p>CO3: <b>Analyse</b> perception, motivation, values, and attitudes in shaping consumer behaviour. (Analysing)</p> <p>CO4: <b>Evaluate</b> attitude models to make informed judgments about consumer attitudes. (Evaluating)</p> <p>CO5: <b>Demonstrate</b> knowledge of consumer rights, laws, and emerging trends. (Remembering)</p>	<p>CO1: Understand CO2: Applying CO3: Analysing CO4: Evaluating CO5: Remembering</p>

Learning Resources	
1.	<p><b>Textbook :</b></p> <p>1. 1. Marketing Management, 13 Edition: A South Asian Perspective, Abraham Koshy and Mithileshwar Jha, Philip Kotler and Kevin Keller</p> <p>2. Consumer Behaviour, Concepts and Applications, Loudon and Bitta, TMH, Latest Edition</p>



	3. Consumer Behaviour and Marketing Strategy, Peter, J.P. and Olson, TMH, Latest Edition.
2.	Reference books: 1. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 2011 2. Jay D. Lindquist, M. Joseph Sirgy (2009), Consumer Behaviour, Latest Indian Edition, Cengage Learning 3. Loudon and Della Bitta, Consumer Behaviour: Concepts and Applications, Tata McGrawHill. New Delhi 4. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western.
3.	Journal 1. International journal of marketing management 2. Journal of marketing (Sage Journal)
4.	<b>Other Electronic Resources:</b>

Evaluation Scheme	Total Marks										
<b>Theory: Mid semester Marks</b>	20										
<b>Theory: End Semester Marks</b>	40										
<b>Theory: Continuous Evaluation Component Marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10</td> </tr> <tr> <td>MCQs</td> <td>5</td> </tr> <tr> <td>Presentation on Current trends</td> <td>10</td> </tr> <tr> <td>Research paper/Case study</td> <td>15</td> </tr> <tr> <td><b>Total</b></td> <td><b>40</b></td> </tr> </table>	Class Participation	10	MCQs	5	Presentation on Current trends	10	Research paper/Case study	15	<b>Total</b>	<b>40</b>
Class Participation	10										
MCQs	5										
Presentation on Current trends	10										
Research paper/Case study	15										
<b>Total</b>	<b>40</b>										

## FINANCE ELECTIVE

COURSE CODE	COURSE NAME	TRIMESTER
FM01	Financial Reporting	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Pre-requisites</b>	Basic Information about Finance and Account Terminology
<b>Course Category</b>	Accounting & Finance Electives
<b>Course focus</b>	Employability & Skills
<b>Rationale</b>	Financial reporting isn't just required by law; it's essential to ensure the growth and long-term success of your company. Financial reporting is intended to help track a business's income, cash flow, profitability, and overall viability in the long run—but it needs to be done correctly.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives</b> (As per Bloom's Taxonomy)	To understand the recognition, measurement, disclosure, and analysis of information in an entity's financial statements to cater to the needs of the stakeholders.

Course Content (Theory)	Weightage	Contact hours
<b>Unit 1 Framework for Preparation</b> Accounting Standards (a) Generally Accepted Accounting Principles in India (b) Overview of Accounting Standards (AS) (c) International Financial Reporting Standards (d) Over View of Ind AS Interface of Financial Policy and Strategic Management Balancing financial goals vis-à-vis sustainable growth.	<b>20%</b>	<b>9</b>
<b>Unit 2: Consolidated Financial Statements</b> (a) Concept of a group, Purposes of consolidated financial statements, Consolidation procedures, Non-controlling interest, Goodwill, Treatment Pre-acquisition profit and Post acquisition profit and concept of Fair value at the time of acquisition.	<b>20%</b>	<b>9</b>



(b) Consolidation with two or more subsidiaries, consolidation with foreign subsidiary. (c) Consolidated Income Statement, Balance Sheet and Cash Flow Statements for a Group of companies		
<b>Unit 3: Business Responsibility Reporting Valuation, Accounting and Reporting of Financial Instruments</b> (a) Recognition & Valuation Financial Instruments (Ind AS) (b) GST Accounting (c) NBFC – Provisioning Norms and Accounting (d) Valuation of Shares (e) 6. Valuation of Goodwill	20%	9
<b>Unit 4: Integrated Financial Reporting – Practicals</b> (a) Communication of financial reports, (b) Current Trends of Business (c) Integrated Model of Information (d) Steps on the road map to integrated reporting	20%	9
<b>Unit 5: Recent Trends in Financial Reporting</b> (a) Sustainability Reporting (b) Tripple Bottom Line Reporting (c) Corporate Social Responsibility Reporting (CSR Reporting) (d) Fair Value Measurement	20%	9

**Instructional Method and Pedagogy:** (Max. 100 words)

Discuss concepts and issues on insurance use in an organization, case discussion on the claim of insurance products, Projects/ Assignments/ Quizzes/ Class participation.

<b>Course Objectives:</b>	<b>Blooms' Taxonomy Domain</b>
<p>After successful completion of the above course, students will be able to:</p> <p><b>Bloom's Taxonomy word</b> should be highlighted.</p> <p>CO1: <b>Demonstrate</b> the financial statements for the understanding of stakeholders.</p> <p>CO2: <b>Analyze</b> the impact of GAAP and its application for reporting and compliance.</p> <p>CO3: <b>Evaluate</b> financial statements for strategic decision-making.</p> <p>CO4: <b>Apply</b> the ongoing developments for financial reporting.</p>	<p><b>CO1: Demonstrate</b></p> <p><b>CO2: Analyze</b></p> <p><b>CO3: Evaluate</b></p> <p><b>CO4: Apply</b></p> <p><b>CO5: Analysis</b></p>



CO5: **Analysis** the market movement and comparative analysis

**Learning Resources**

1.	<p>1. Reference Books:</p> <p>2. <b>Financial Reporting (FR) - Step-by-Step Approach to Ind AS (Study Material)</b> by Parveen Sharma, Kapileshwar Bhalla Edition: 7th Edition, 2023</p> <p>3. Bhole, L M : Financial Institutions and Markets : Structure Growth and Innovations. 2<sup>nd</sup> edition: New Delhi : Tata McGraw Hill,</p> <p>4. Srivastava, R M: Financial Institutions in Indian Financial Institutions</p> <p>5. Study Material: ICAI Inter</p> <p>6. Financial Accounting- Dr. Mahesh Kumar Sarva</p> <p>7. Financial Accounting- Intermediate ICWAI</p> <p>8. NISM Research Analytics Module Text Book</p>
2.	<p>Journals, Periodicals, Reference</p> <p>Journals &amp; Periodicals</p> <p>Journal of Finance. Published by Wiley.</p> <p>The Review of Financial Studies.</p> <p>Journal of Financial Economics.</p> <p>Journal of Accounting and Economics.</p> <p>Journal of Financial and Quantitative Analysis.</p> <p>Journal of Money, Credit and Banking.</p> <p>Journal of International Money and Finance.</p>
3.	<p>Other Electronic Resources: <a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a></p> <p><a href="https://www.investopedia.com/ask/answers/030315/what-financial-services-sector.asp">https://www.investopedia.com/ask/answers/030315/what-financial-services-sector.asp</a></p> <p><a href="https://www.ibef.org/industry/financial-services-india.aspx">https://www.ibef.org/industry/financial-services-india.aspx</a></p> <p><a href="https://financialservices.gov.in/">https://financialservices.gov.in/</a></p>

Evaluation Scheme	Total Marks	
<b>Theory: Mid-semester Marks</b>	20 marks	
<b>Theory: End Semester Marks</b>	40 marks	
<b>Theory: Continuous Evaluation Component Marks</b>	Attendance	05 marks
	MCQs	10 marks
	Open Book Assignment	15 marks
	Article Review	10 marks
	<b>Total</b>	<b>40 Marks</b>

<b>COURSE CODE</b> FM02	<b>COURSE NAME</b> Financial Management Systems	<b>TRIMESTER</b> IV
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Pre-requisites</b>	Basic Information about Finance and Account Terminology
<b>Course Category</b>	Accounting & Finance Electives
<b>Course focus</b>	Employability
<b>Rationale</b>	
<b>Course Revision/ Approval Date:</b>	10 <sup>th</sup> BOS
<b>Course Objectives (As per Bloom's Taxonomy)</b>	<ol style="list-style-type: none"> <li>To understand the role and function of the financial system in reference to the macro economy.</li> <li>To demonstrate an awareness of the current structure and regulation of the Indian financial services sector.</li> <li>To create awareness about financial markets</li> <li>To understand the role of financial regulators</li> <li>To Evaluate the role of financial market operations.</li> </ol>

Course Content (Theory)	Weightage	Contact hours
<b>Unit 1: Financial System</b> <ol style="list-style-type: none"> <li>The Financial System: An Introduction</li> <li>The Financial System and Economy</li> <li>Reforms in the Financial System</li> <li><b>Financial Markets- Primary and capital Markets</b></li> </ol>	20%	9
<b>Unit 2: Financial Services</b> <ol style="list-style-type: none"> <li>Mutual Fund</li> <li>Investment Banking</li> <li>Housing Finance</li> <li>Credit Rating</li> </ol>	20%	9
<b>Unit 3: Issue Management</b> <ol style="list-style-type: none"> <li>The Primary Market – SEBI guidelines, types of issue management</li> <li>The Secondary Market - Cash /Equity Markets: The equity segment allows dealing in shares, debentures, Equity Derivatives Market, Debt Market, Corporate Bond Market, Forex Market</li> <li>Depositories - NSDL &amp; CDSL</li> </ol>	20%	9



<p><b>Unit 4: Insurance:</b> Meaning, Type of Plans, Benefits of Life Insurance, Brief about Public and Private Sector Organizations offering Insurance Products (Practical exposure) <b>Micro Finance &amp; Financial Inclusion</b></p>	<p><b>20%</b></p>	<p><b>9</b></p>
<p><b>Unit 5: Financial Regulators</b></p> <ol style="list-style-type: none"> <li>1. Securities and Exchange Board of India</li> <li>2. Reserve Bank of India</li> <li>3. IRDA</li> <li>4. AMFI</li> </ol>	<p><b>20%</b></p>	<p><b>9</b></p>

<p><b>Instructional Method and Pedagogy:</b> (Max. 100 words) Discussion on concepts and issues on insurance use in an organization, case discussion on the claim of insurance products, Projects/ Assignments/ Quizzes/ Class participation.</p>
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<p><b>Course Outcomes:</b></p>	<p><b>Bloom's Taxonomy Domain</b></p>
<p>After successful completion of the above course, students will be able to: CO1: Understand the role and function of the financial system in reference to the macroeconomy. CO2: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector. CO3: Create awareness about financial markets. CO4: Understand the role of financial regulators. CO5: Evaluate the role of financial market operations</p>	<p>CO1: Understand CO2: Demonstrate CO3: Create CO4: Understand CO5: Evaluate</p>

<p><b>Learning Resources</b></p>	
<p>1.</p>	<p>Reference Books: Textbook Indian Financial System: Bharti V. Pathak Pearson Khan M Y: Indian Financial System, Tata Macgraw Hill, New Delhi 2000 Bhole, L M : Financial Institutions and Markets : Structure Growth and Innovations. 2<sup>nd</sup> edition: New Delhi : Tata McGraw Hill, Srivastava, R M: Financial Institutions in Indian Financial Institutions</p>
<p>2.</p>	<p>Journal of Finance. Published by Wiley. The Review of Financial Studies. Journal of Financial Economics. Journal of Accounting and Economics. Journal of Financial and Quantitative Analysis. Journal of Money, Credit and Banking. Journal of International Money and Finance.</p>
<p>3.</p>	<p>Other Electronic Resources: <a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a></p>

<p><b>Evaluation Scheme</b></p>	<p><b>Total Marks</b></p>
<p><b>Theory: Mid semester Marks</b></p>	<p>20 marks</p>



<b>Theory: End Semester Marks</b>	40 marks										
<b>Theory: Continuous Evaluation Component Marks</b>	<table border="1"><tr><td>Class participation</td><td>10marks</td></tr><tr><td>MCQs</td><td>5 marks</td></tr><tr><td>Research paper/Case study</td><td>15 marks</td></tr><tr><td>Presentation on Current trends</td><td>10 marks</td></tr><tr><td><b>Total</b></td><td><b>40 Marks</b></td></tr></table>	Class participation	10marks	MCQs	5 marks	Research paper/Case study	15 marks	Presentation on Current trends	10 marks	<b>Total</b>	<b>40 Marks</b>
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Presentation on Current trends	10 marks										
<b>Total</b>	<b>40 Marks</b>										

<b>COURSE CODE</b> FM03	<b>COURSE NAME</b> <b>Financial Derivatives</b>	<b>Trimester IV</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Pre-requisites</b>	Basic Information about Finance and Account Terminology
<b>Course Category</b>	Accounting & Finance Electives
<b>Course focus</b>	Skills
<b>Rationale</b>	The primary role of derivative contracts is the transfer of risk without the need to trade the underlying to who is willing to accept. This allows for more effective risk management within companies and the broader economy. In addition, the derivatives market plays a role in information discovery and market efficiency. However, despite the benefits, there are criticisms that derivatives are misused and add to market volatility.
<b>Course Revision/ Approval Date:</b>	23rd February 2022 (6 <sup>th</sup> BoS)
<b>Course Objectives (As per Bloom's Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. To equip students with the ability to apply stock market basics to the Indian Derivative market</li> <li>2. To know the financial derivatives are discussed in terms of their valuation, analysis, and application for hedging, speculation, and arbitrage</li> <li>3. Students are apprised of the recent innovations in derivatives in India</li> <li>4. To have learned the mechanics, valuation, and trading strategies of the derivative market</li> <li>5. To Apply option strategies</li> </ol>

Course Content (Theory)	Weightage	Contact hours
<b>Unit 1 Introduction to Cash &amp; Derivative Market- An Overview</b> Basic Market Concepts & Mechanics of the Cash Market, Various Indexes of the world & their computation, Meaning & types of Derivative Instruments, Forward, future, Option & swaps, Spot v/s	20%	9
<b>Unit 2: Market Structure</b> Future Market, Growth of Derivative Markets in India-History & Background, ETM & OTC Markets, Types of Traders- Hedger, Arbitrageur & Speculation, Standardization of Derivative Contracts & other basic concepts  Risk Management Lessons from the Global Financial Crisis for Derivative Exchanges”, IIMA Working Paper No. 2009-02-06, February 2009. By Varma IIMA <a href="http://www.iimahd.ernet.in/~jrvarma/download.php">http://www.iimahd.ernet.in/~jrvarma/download.php</a>	15%	9
<b>Unit 3: Forward &amp; Future Markets</b> Introduction, Mechanics of Forward & Future Market, Stock Futures & Stock Index Futures in India, Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions. Cost of Carry Models & Basis-Cash Price v/s Future price.	15%	7



<p><b>Unit 4: Trading Strategies</b> Trading Strategies-Index Arbitrage, hedging using futures, options, and a combination of both, Speculation, spreads, etc &amp; other advanced trading strategies. “Value at Risk Models in the Indian Stock Market”, IIMA Working Paper, 99-07-05, July 1999. <a href="http://www.iimahd.ernet.in/~jrvarma/download.php">http://www.iimahd.ernet.in/~jrvarma/download.php</a> Case: <b>Development of Financial Derivatives Market in India- A Case Study Ashutosh Vashishat</b> <a href="http://www.eurojournals.com/irjfe_37_02.pdf">http://www.eurojournals.com/irjfe_37_02.pdf</a></p>	<p><b>30%</b></p>	<p><b>13</b></p>
<p><b>Unit: 5 Practical from Model I and Model II</b> Students assign projects for commodity and follow Cash – Carry Model and Find variations between Spot prices v/s Excise prices</p>	<p><b>20%</b></p>	<p><b>7</b></p>

**Instructional Method and Pedagogy:** (Max. 100 words)  
Discussion on concepts and issues on insurance use in an organization, case discussion on the claim of insurance products, Projects/ Assignments/ Quizzes/ Class participation.

<b>Course Outcomes:</b>	<b>Bloom’s Taxonomy Domain</b>
<p>After successful completion of the above course, students will be able to: CO1: Aware of the commodities market and international market. CO2: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector. CO3: Recognize margin risk on commodities.  CO4: learned the mechanics, valuation, and trading strategies of the derivative market. CO5: Analysis of market movement on seasonal variation</p>	<p>CO1: Aware CO2: Demonstrate CO3: Recognize CO4: Learn CO5: Analysis</p>

<b>Learning Resources</b>	
<p>1.</p>	<p>Reference Books: 1. Rajiv Srivastava “Derivatives &amp; Risk Management” Oxford University Latest Edition 2. Vohra &amp; Bagri “Futures and Options” Tata McGraw hill Latest Edition 3. John C. Hull “Futures and Options Markets” Pearson Education Latest Edition</p>
<p>2.</p>	<p>Journals, Periodicals, Reference Journals &amp; Periodicals Journal of Finance. Published by Wiley. The Review of Financial Studies. Journal of Financial Economics. Journal of Accounting and Economics. Journal of Financial and Quantitative Analysis. Journal of Money, Credit and Banking. Journal of International Money and Finance.</p>
<p>3.</p>	<p>Other Electronic Resources: <a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a></p> <ul style="list-style-type: none"> <li>• <a href="http://www.mcxindia.com">www.mcxindia.com</a></li> <li>• <a href="http://www.capitalmarketline.com">www.capitalmarketline.com</a></li> <li>• <a href="http://www.bseindia.com">www.bseindia.com</a></li> <li>• <a href="http://www.nseindia.com">www.nseindia.com</a></li> </ul>



	<ul style="list-style-type: none"> <li>• <a href="http://www.goldprice.org">www.goldprice.org</a></li> </ul>
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Evaluation Scheme	Total Marks										
<b>Theory: Mid-semester Marks</b>	20 marks										
<b>Theory: End Semester Marks</b>	40 marks										
<b>Theory: Continuous Evaluation Component Marks</b>	<table border="1" style="width: 100%;"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>MCQs</td> <td>5 marks</td> </tr> <tr> <td>Research Paper/Case study</td> <td>15 marks</td> </tr> <tr> <td>Current trend Presentation</td> <td>10 marks</td> </tr> <tr> <td><b>Total</b></td> <td><b>40 Marks</b></td> </tr> </table>	Class Participation	10 marks	MCQs	5 marks	Research Paper/Case study	15 marks	Current trend Presentation	10 marks	<b>Total</b>	<b>40 Marks</b>
	Class Participation	10 marks									
	MCQs	5 marks									
	Research Paper/Case study	15 marks									
	Current trend Presentation	10 marks									
	<b>Total</b>	<b>40 Marks</b>									

## HR ELECTIVE

COURSE CODE	COURSE NAME	TRIMESTER
HRM01	HR Planning and Talent Acquisition	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Pre-requisites</b>	Basic understanding of HRM
<b>Course Category</b>	HR Elective Course
<b>Course focus</b>	Employability
<b>Rationale</b>	The course provides an understanding of planning and acquiring an organization's talent needs from a strategic perspective. The course is aimed to offer a deeper orientation of the staffing function of human resources that would enable the learner to perform the talent acquisition function confidently
<b>Course Revision/ Approval Date:</b>	10 <sup>TH</sup> BoS
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. To apply the knowledge of HR in business practices</li> <li>2. To understand organization's HR needs strategically</li> <li>3. To learn staffing dynamics in detail</li> <li>4. To introduce new acquisition trends</li> <li>5. To evaluate the efficiency of HR planning and acquisition practices</li> </ol>



Course Content (Theory)	Weightage	Contact hours
<p><b>Unit 1: Manpower Planning and Recruitment:</b> Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives</p>	20%	9
<p><b>Unit 2: HR Forecasting:</b> Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting.</p>	20%	9
<p><b>Unit 3: Developing a HR Forecasting Plan:</b> Introduction, Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory), Problems in Manpower Planning, Sample Manpower Plan</p>	20%	9
<p><b>Unit 4: Talent Acquisition:</b> Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description &amp; job specification. Developing HR planning process (using MSExcel and tools of Recruitment Process, Strategic Trends in Talent Acquisition</p>	20%	9



<p><b>Unit 5: Employee Retention:</b></p> <p>Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model Contemporary Talent Management Issues and challenges</p>	<p><b>20%</b></p>	<p><b>9</b></p>
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<p><b>Instructional Method and Pedagogy:</b> (Max. 100 words)</p> <p>Lecture/cases/Presentation/ Assignment</p>
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<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
<p>After successful completion of the above course, students will be able to:</p> <p>CO1: <b>Understand</b> the various dimensions of HR planning and recruitment.</p> <p>CO2: <b>Develop</b> a HR forecasting plan, including demand and supply forecasting techniques and competency mapping</p> <p>CO3: <b>Recognize</b> how planning decisions help the organization achieve a competitive advantage.</p> <p>CO4: <b>Assess</b> the importance of forecasting accuracy and the validity of selection tests in the context of HR.</p> <p>CO5: <b>Synthesize</b> strategies for successful manpower planning, including gaining senior management support and meeting the organization's goals and objectives</p>	<p>CO1: Understand</p> <p>CO2: Show</p> <p>CO3: Examine</p> <p>CO4: Learns</p> <p>CO5: Evaluate</p>



<b>Learning Resources</b>	
1.	<p>Reference Books:</p> <ol style="list-style-type: none"> <li>1. Personnel and Human Resource Management: By A.M.Sarma, Himalaya Publishing House.</li> <li>2. Armstrong M.-Strategic Human Resource Management_ A Guide to Action (2006)</li> <li>3. Human Resource and Personnel Management – By Aswathappa. Tata McGraw Hill.</li> <li>4. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003</li> <li>5. Talent Management Handbook: Creating a Sustainable Competitive Advantage by Lance A. Berger and Dorothy Berger</li> <li>6. Talent Management: Cases and Commentary by David G. Collings, Kamel Mellahi, and Wayne F. Cascio</li> <li>7. The Talent Management Handbook: Creating a Dynamic and Sustainable Organisation by David Clutterbuck and Elaine Heslop</li> </ol>
2.	<p>Journals, Periodicals, Reference</p> <ol style="list-style-type: none"> <li>1. Journal of Talent Management</li> <li>2. Harvard Business Review</li> <li>3. Talent Management Institute</li> <li>4. Society for Human Resource Management</li> <li>5. Human Resource Executive Online</li> </ol>
3.	<p>Other Electronic Resources:</p> <p><a href="https://www.talentmanagementinstitute.com/">https://www.talentmanagementinstitute.com/</a></p> <p><a href="https://talentculture.com/">https://talentculture.com/</a></p> <p><a href="https://www.talentmanagementalliance.com/">https://www.talentmanagementalliance.com/</a></p>



Evaluation Scheme	Total Marks											
Theory: Mid semester Marks	20 marks											
Theory: End Semester Marks	40 marks											
Theory: Continuous Evaluation Component Marks	<table border="1"> <tbody> <tr> <td data-bbox="541 555 1038 611">Class participation</td> <td data-bbox="1042 555 1302 611">10marks</td> </tr> <tr> <td data-bbox="541 616 1038 672">MCQs</td> <td data-bbox="1042 616 1302 672">5 marks</td> </tr> <tr> <td data-bbox="541 676 1038 732">Research paper/Case study</td> <td data-bbox="1042 676 1302 732">15 marks</td> </tr> <tr> <td data-bbox="541 736 1038 792">Presentation on Current trends</td> <td data-bbox="1042 736 1302 792">10 marks</td> </tr> <tr> <td data-bbox="541 797 1038 837"><b>Total</b></td> <td data-bbox="1042 797 1302 837"><b>40 Marks</b></td> </tr> </tbody> </table>		Class participation	10marks	MCQs	5 marks	Research paper/Case study	15 marks	Presentation on Current trends	10 marks	<b>Total</b>	<b>40 Marks</b>
Class participation	10marks											
MCQs	5 marks											
Research paper/Case study	15 marks											
Presentation on Current trends	10 marks											
<b>Total</b>	<b>40 Marks</b>											



<b>COURSE CODE</b> HRM02	<b>COURSE NAME</b> Performance Management & Compensation	<b>TRIMESTER</b> IV
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Pre-requisites</b>	Fundamental knowledge of Human Resource Management
<b>Course Category</b>	HR elective
<b>Course focus</b>	Employability & Skill development
<b>Rationale</b>	This course covers two important organisational human resource management activities: performance management and compensation management. Students will learn how organisations develop effective performance management and compensation management systems to achieve organisational goals.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives</b> (As per Bloom's Taxonomy)	<ol style="list-style-type: none"> <li>To understand the concept and various dimensions of performance and compensation management.</li> <li>To apply the knowledge to solve performance and compensation related problems in organization.</li> <li>To analyse the issues related to performance management and different types of compensation systems.</li> <li>To evaluate the ethical issues and role of regulatory bodies in performance and compensation management</li> <li>To create innovative performance management and compensation practice.</li> </ol>

Course Content (Theory)	Weightage	Contact hours
<b>Unit 1 Performance Management</b> <ul style="list-style-type: none"> <li>Meaning and concept of: Performance, Performance Appraisal, Potential Appraisal and Performance Management</li> <li>Distinction between Performance Appraisal and Performance Management</li> <li>Objectives, Principles and Challenges of Performance Management System (PMS)</li> <li>Strategies for effective implementation of Performance Management System (PMS)</li> </ul>	20%	9



<ul style="list-style-type: none"> <li>• Role of HR professionals in performance management</li> <li>• Ethics in performance management</li> </ul>		
<b>Unit 2 Performance Management Cycle</b> <ul style="list-style-type: none"> <li>• Performance Management Cycle (Four Phase)</li> <li>• Performance Planning: Objectives, Importance, Process</li> <li>• Performance Monitoring: Objectives, Importance, Process, Popular Tools of Performance monitoring</li> <li>• Performance Developing: Performance Coaching and Counselling.</li> <li>• Performance Measurement (360 Degree, Assessment Centre, Competency Mapping/Modelling, Balance Scorecard and HR Audit), Linking performance and reward.</li> </ul>	<b>20%</b>	<b>9</b>
<b>Unit 3 Compensation</b> <ul style="list-style-type: none"> <li>• Concept and Definition: Wage, Salary, Compensation, Reward.</li> <li>• Objective of Compensation</li> <li>• Job evaluation- Meaning and process</li> <li>• Compensation Determination- Factors and Process</li> <li>• Components of Compensation (Basic, allowances, Benefits, Incentives, Perquisites)</li> </ul>	<b>20%</b>	<b>9</b>
<b>Unit 4: Compensation, Rewards and Incentives</b> <ul style="list-style-type: none"> <li>• Rewards – Meaning, Classification of Rewards (Intrinsic &amp; Extrinsic)</li> <li>• Incentives – Definition, Types, Essentials of Effective incentive Plan.</li> <li>• Employee Benefits</li> <li>• Compensation as a Retention Strategy</li> <li>• Latest trends in Compensation Management – Cafeteria Compensation Plan, VRS Compensation, Employee Stock Option</li> </ul>	<b>20%</b>	<b>9</b>
<b>Unit 5: Compensation Management and its relevant Laws</b> <ul style="list-style-type: none"> <li>• Payment Of Wages Act,1936</li> <li>• Minimum Wages Act,1948</li> <li>• Payment Of Gratuity Act,1972</li> <li>• Payment of Bonus Act, 1965</li> <li>• Equal Remuneration Act,1976</li> </ul>	<b>20%</b>	<b>9</b>

**Instructional Method and Pedagogy:** (Max. 100 words)

Practical examples and case studies to illustrate the trends in performance and compensation management in corporate world

Lecture/cases/Presentation/ Assignment/ role playing

<b>Course Objectives:</b>	<b>Blooms' Taxonomy Domain</b>
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<p>After successful completion of the above course, students will be able to:</p> <p><b>Bloom’s Taxonomy word</b> should be highlighted.</p> <p>CO1: <b>Understand</b> the concept and various dimensions of performance and compensation management.</p> <p>CO2: <b>Apply</b> the knowledge to solve performance and compensation related problems in organization.</p> <p>CO3: <b>Analyze</b> the issues related to performance management and different types of compensation systems.</p> <p>CO4: <b>Evaluate</b> the ethical issues and role of regulatory bodies in performance and compensation management</p> <p>CO5: <b>Create</b> innovative performance management and compensation practice.</p>	<p><b>CO1: Understand</b></p> <p><b>CO2: Apply</b></p> <p><b>CO3: Analyse</b></p> <p><b>CO4: Evaluate</b></p> <p><b>CO5: Create</b></p>
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**Learning Resources**

1	<p>Reference Books:</p> <ol style="list-style-type: none"> <li>1. Rao, T.V. (2005). Performance Management and Appraisal Systems. New Delhi: Sage Publishers.</li> <li>2. Chadha, P. (2008). Performance Management. New Delhi: Macmillan India Ltd.</li> <li>3. Michael, A. (2006). A Handbook of Human Resources Management Practice, London: Kogan Page</li> <li>4. Rao, N.S., (2017). Compensation System and Performance Management. New Delhi: Himalaya Publishing House</li> <li>5. Goel, D. (2012) Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall of India Pvt. Ltd.</li> <li>6. Richard. I. Henderson, Compensation Management In A Knowledge Based World, Prentice Hall India, New Delhi.</li> <li>7. Henderson, R.I.(1985) Compensation Management: Rewarding Performance in the Modern Organization, Reston Publishing Co</li> <li>8. A.M. Sharma —”Performance Management Systems” Himalaya Publishing House, New Delhi, 2010.</li> </ol>
2	<p>Journals, Periodicals, Reference</p> <ol style="list-style-type: none"> <li>1. Academy of Management Journal</li> <li>2. Journal of Organizational Behaviour</li> <li>3. Journal of Business and Psychology</li> <li>4. Performance Improvement Quarterly</li> <li>5. Journal of Vocational Behaviour</li> <li>6. Journal of Performance Management</li> </ol>
3	<p>Other Electronic Resources:</p> <p><a href="https://www.emerald.com/insight/publication/issn/1740-4722">https://www.emerald.com/insight/publication/issn/1740-4722</a></p> <p><a href="https://performanceforum.org/">https://performanceforum.org/</a></p> <p><a href="https://www.thebalancecareers.com/performance-management-4161661">https://www.thebalancecareers.com/performance-management-4161661</a></p>



<a href="https://hbr.org/">https://hbr.org/</a> <a href="https://www.ideals.illinois.edu/bitstream/handle/2142/29159/onmeasurementofb1135venk.pdf?sequence">https://www.ideals.illinois.edu/bitstream/handle/2142/29159/onmeasurementofb1135venk.pdf?sequence</a>
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Evaluation Scheme	Total Marks	
<b>Theory: Mid-semester Marks</b>	20 marks	
<b>Theory: End Semester Marks</b>	40 marks	
<b>Theory: Continuous Evaluation Component Marks</b>	Attendance	05 marks
	MCQs	10 marks
	Open Book Assignment	15 marks
	Article Review	10 marks
	<b>Total</b>	<b>40 Marks</b>

<b>COURSE CODE</b> HRM03	<b>COURSE NAME</b> Industrial Relations & Labour Laws	<b>TRIMESTER</b> IV
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Pre-requisites</b>	Fundamental knowledge of Human Resource Management
<b>Course Category</b>	Elective
<b>Course focus</b>	Employability & Skill Enhancement
<b>Rationale</b>	The course has been designed to give critical insight of essential Labour Laws in India. Students pursuing this course will learn about the fundamental principles of labor law, including employment contracts, workplace safety, wages, and social security. The course will equip students with valuable knowledge and skills that are essential for navigating the complex landscape of labor relations, contributing to organizational success, promoting social justice, and shaping policy outcomes.
<b>Course Revision/ Approval Date:</b>	(8 <sup>th</sup> BoS)
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>To evaluate emerging labor laws and labor welfare practices in India</li> <li>To interpret legislative framework for workplace safety, welfare, and rights</li> <li>To reflect on different legal provisions and their importance in maintaining Industrial relation.</li> <li>To outline important aspects of workers' participation and formulate collective bargaining techniques.</li> </ol>

	5. To explain different provisions of labor laws as well as norms which are to be followed as mandated to employees; particularly while handling disciplinary issues, grievance or dispute as well as legal compliance.
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Course Content (Theory)	Weight age	Contact hours
<p><b>Unit 1: Introduction to Labour Laws</b></p> <p><b>Labour Laws:</b> Principles of Labour Laws; Directive Principles; Judicial Activism and New Labour Codes in India</p> <p><b>Labour Welfare:</b> Meaning &amp; Theories; Statutory &amp; Non-Statutory labour welfare; Intra Mural – Extra Mural</p> <p><b>Industrial Employment Standing Order Act, 1946:</b> Introduction &amp; Objectives; Model Standing Orders; Procedure for approval of standing orders, Subsistence allowance; Offenses and penalties</p>	20%	9
<p><b>Unit 2: Legislative Framework for Workplace Safety, Welfare, and Rights</b></p> <p><b>Factories Act, 1948:</b> Objectives, definitions, Provisions regarding Health, safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children, annual leave with wages, offences and penalties</p> <p><b>Contract Labor (Regulation &amp; Abolition) Act, 1970:</b> Definitions; Central and State advisory boards; Registration of establishments and licensing of Contractors; Prohibition of employment of contract labor; Liabilities of the Principal employer</p>	20%	9
<p><b>Unit 3: Labor Legislation Overview: Child Labor Regulations &amp; Industrial Disputes Resolution</b></p> <p><b>The Child Labour (Prohibition and Regulation) Act, 1986:</b> Object and Scope; Definition; Prohibition of employment of children in certain occupations and processes; Regulation of Conditions of Work of Children Weekly holidays; Display of notice</p>	20%	9



<p><b>Industrial Disputes Act, 1947:</b> Introduction, Objectives, Definitions; Various Methods and Various Authorities under the Act for resolution of industrial disputes e.g. methods of conciliation, adjudication and voluntary arbitration; Provisions with respect to Strikes and Lockouts, Layoff and retrenchment, Special provisions relating to layoff, retrenchment and closure</p>		
<p><b>Unit 4: Workers’ Participation and Discipline</b></p> <p><b>Workers’ Participation in Management:</b> Concept, Objectives, evolution; Statutory and Non-Statutory Forms of WPM; Necessary conditions for effective working of WPM</p> <p><b>Discipline:</b> Meaning and definitions; Code of Discipline; Procedure for disciplinary action; Misconduct; Procedure to conduct a Domestic Enquiry</p>	20%	<b>9</b>
<p><b>Unit 5: Workplace Grievance Management and PoSH Act Overview</b></p> <p><b>Grievance Handling:</b> Meaning; Causes; Importance of grievance handling; Formal Grievance handling mechanism</p> <p><b>PoSH (Protection of Women from Sexual Harassment) Act, 2013:</b> History of Posh Act: Vishaka vs State of Rajasthan (1997); Provisions of the PoSH Act; SHe-Box; Supreme Court’s guidelines on this issue</p>	20%	<b>9</b>

**Instructional Method and Pedagogy:** (Max. 100 words)

Each unit will include case studies, simulations, role-plays, group projects, and presentations that challenge students to apply the course concepts and skills to real-world situations. Additionally, the course may require students to conduct research and analysis on labour laws cases and major decisions by Supreme Court and High Courts.

<b>Course Objectives:</b>	<b>Blooms' Taxonomy Domain</b>
<p>After successful completion of the above course, students will be able to:</p> <p><b>Blooms' Taxonomy</b> word should be highlighted</p> <p>CO1: Evaluate emerging labor laws and labor welfare practices in India</p> <p>CO2: Interpret legislative framework for workplace safety, welfare, and rights</p> <p>CO3: Reflect on different legal provisions and their importance in maintaining Industrial relation.</p> <p>CO4: Outline important aspects of workers' participation and formulate collective bargaining techniques.</p> <p>CO5: Explain different provisions of labor laws as well as norms which are to be followed as mandated to employees; particularly while handling disciplinary issues, grievance or dispute as well as legal compliance.</p>	<p>CO1: Evaluate</p> <p>CO2: Interpret</p> <p>CO3: Reflect</p> <p>CO4: Outline</p> <p>CO5: Explain</p>

<b>Learning Resources</b>	
1.	<p><b>Textbook :</b></p> <p>1. Kapoor N.D. (2012). Elements of industrial law (11th ed.). New Delhi: Sultan Chand &amp; Sons</p> <p>2. Venkataratnam C.S. (2011), Industrial relations (1sted.). New Delhi: Oxford University Press.</p> <p>Labour Laws for Managers By: B.D. Singh 2nd edition Excel Books</p>
2.	<p><b>Reference Books:</b></p> <p>1.Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalaya Publications, 15 Ed.)</p> <p>2.Singh B.D; Industrial Relations, Second Edition, Excel Publishers.</p> <p>3.Sinha; Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1 st Ed.)</p> <p>4.Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)</p> <p>5.Venkata Ratnam – Industrial Relations (Oxford, 2006, 2ndEd.)</p> <p>6.Indian Law Institute, Labour Law and Labour Relations-Cases and Material, Bombay, Tripathi,</p> <p>7.S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi,</p>



	<p>8. Debi S. Saini, Redressal of Labour Grievances, Claims and Disputes, Oxford University Press</p> <p>9. Sarma A.M. (2013), Industrial Relations, (10th ed.), Mumbai: Himalaya Publishing House.</p>
3.	<p><b>Journals, Periodicals, Reference</b></p> <p>1. Journal of Management of Industrial Relations, Human Capital</p> <p>2. e-bulletin : Available on ICSI website - www.icsi.edu</p> <p>3. All India Reporter: All India Reporter Ltd., Congress Nagar, Nagpur D.O. Sethi</p> <p>4. Commentaries of Industrial Disputes Act, 1947. Vol., 1 &amp; 2, Law Publishing House.</p> <p>5. Journal of Indian Institute of Personal Management</p>
4.	<p><b>Other Electronic Resources:</b></p> <p>1. Central Labour Bureau, Simla. Kapoor, T.N.: Personal Management and Industrial</p> <p>2. Relation in India.</p> <p>3. Paradigm Shift of Industrial Relations In INDIA by Dr. Anupriyo Malik.</p> <p>4. Recommended Readings Indian Institute of Personal Management:</p> <p>5. Personal Management in India.</p> <p>6. India Industrial of Management: Readers in Personal Management.</p>

Evaluation Scheme	Total Marks										
<b>Theory: Mid semester Marks</b>	20 marks										
<b>Theory: End Semester Marks</b>	40 marks										
<b>Theory: Continuous Evaluation Component Marks</b>	<table border="1"> <tr> <td>Class participation</td> <td>10 marks</td> </tr> <tr> <td>MCQs</td> <td>05 marks</td> </tr> <tr> <td>Case/Research Paper review</td> <td>15 marks</td> </tr> <tr> <td>Current trend Presentation</td> <td>10 marks</td> </tr> <tr> <td><b>Total</b></td> <td><b>40 Marks</b></td> </tr> </table>	Class participation	10 marks	MCQs	05 marks	Case/Research Paper review	15 marks	Current trend Presentation	10 marks	<b>Total</b>	<b>40 Marks</b>
	Class participation	10 marks									
	MCQs	05 marks									
	Case/Research Paper review	15 marks									
	Current trend Presentation	10 marks									
<b>Total</b>	<b>40 Marks</b>										

<b>COURSE CODE</b> BA01	<b>COURSE NAME</b> AI/ML Basics	<b>TRIMESTER</b> IV
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45				2	1	0	3

<b>Course Pre-requisites</b>	Basic knowledge about Indian History
<b>Course Category</b>	Core Course
<b>Course focus</b>	Managerial Skill
<b>Rationale</b>	This course will provide students with the necessary knowledge and skills to organise resources, create a project timeline, set goals, delegate responsibilities, and monitor progress. This knowledge is essential for analytic professionals who work within organisations.
<b>Course Revision/ Approval Date:</b>	18 <sup>th</sup> September 2023 (9 <sup>th</sup> BoS)
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>To recall the basic concepts and terminology related to AI &amp; ML.</li> <li>To explain the mathematical foundations and principles utilised in AI &amp; ML.</li> <li>To apply the knowledge of AI &amp; ML to understand the architecture and components of AI/ML systems.</li> <li>To analyse different data manipulation techniques used in AI/ML applications.</li> <li>To develop AI/ML solutions by integrating knowledge and skills acquired throughout the course.</li> </ol>



Course Content (Theory)	Weightage	Contact hours
<p><b>Unit – 1 Introduction</b></p> <p>Introduction to AI/ML and Python • Introduction to AI/ML • Overview of Python for AI/ML. Understand how probabilistic reasoning is applied to machine learning -Understand key terms and components involved in machine learning approaches, such as: algorithm, model, training, feature, test set, training set, and ground truth dataset -Develop ideas for machine learning and AI use cases for a business -Create before/after storyboards and use them to evaluate the feasibility and impact of an ML/AI use case</p>	20%	
<p><b>Unit – 2</b></p> <p>Regression Analysis</p> <ul style="list-style-type: none"> <li>• Linear regression</li> <li>• Multiple regression</li> <li>• Regularization techniques: L1 and L2 regularization</li> <li>• Hands-on lab: Regression analysis with Python</li> </ul> <p>Classification Analysis • Logistic regression • Naive Bayes • Decision trees • Random forests • Hands-on lab: Classification analysis with Python</p> <p>Clustering Analysis • K-means clustering • Hierarchical clustering • Dimensionality reduction techniques: PCA, t-SNE • Hands-on lab: Clustering analysis with Python</p>	20%	
<p><b>Unit–3 Architecture</b></p> <p>-Understand the importance of machine learning system architectures and their various components -Distinguish between the applications of various machine learning capabilities, including classifiers, regressors, optimizers, simulators, policy learners, and segmenters -Differentiate between the capabilities of natural language processing, voice/speech processing, and computer vision -Build machine learning system architectures for a digital channel chatbot, negotiation engine, and visual classifier.</p>	20%	9
<p><b>Unit–4 Working with Data</b></p> <p>-Learn the importance and potential costs of labelling data for supervised learning -Understand AI infrastructure requirements, and</p>	20%	9



<p>how to overcome common hurdles in implementing it -Evaluate data readiness for implementation of particular ML/ AI capabilities in a business context, and use this to assess feasibility of use cases</p>		
<p><b>Unit-5 Model Evaluation</b> Model evaluation metrics: accuracy, precision, recall, F1-score • Overfitting and under fitting • Cross-validation • Hyper parameter tuning • Association rule mining: Apriori algorithm • Collaborative filtering: user-based and item-based • Hands-on lab: Unsupervised learning with Python Deep Learning • Introduction to deep learning • Auto encoders • Generative adversarial networks (GANs) • Hands-on lab: Deep learning with Python Students will work on a final project, applying AI/ML techniques to solve a business problem of their choice.</p>	<p><b>20%</b></p>	<p><b>9</b></p>

**Instructional Method and Pedagogy:** (Max. 100 words)  
Computer based learning, Chalk – Talk, Presentation.

<b>Course Objectives:</b>	<b>Blooms' Taxonomy Domain</b>
<p>After successful completion of the above course, students will be able to: <b>Blooms' Taxonomy word</b> should be highlighted <b>CO1:</b> Recall the basic concepts and terminology related to AI &amp; ML. <b>CO2:</b> Explain the mathematical foundations and principles utilised in AI &amp; ML. <b>CO3:</b> Apply the knowledge of AI &amp; ML to understand the architecture and components of AI/ML systems. <b>CO4:</b> Analyse different data manipulation techniques used in AI/ML applications. <b>CO5:</b> Develop AI/ML solutions by integrating knowledge and skills acquired throughout the course.</p>	<p>CO1: Recall CO2: Explain CO3: Apply CO4: Analyse CO5: Develop</p>



<b>Learning Resources</b>	
1.	<p><b>Textbook :</b></p> <ol style="list-style-type: none"> <li>1. Artificial Intelligence and Machine Learning For Business: How modern companies approach AI and ML in their business and how AI and ML are changing their business strategy, scott Chesterton, Success &amp; Power Management Ltd</li> <li>2. Artificial Intelligence for Business Leaders: ARTIFICIAL INTELLIGENCE and MACHINE LEARNING BOOK FOR MANAGERS, LEADERS    ZERO CODING WITH SIMPLE Explanation ... Intelligence for managers and leaders</li> <li>3. Enterprise Artificial Intelligence and Machine Learning for Managers: A practical guide to AI and ML for business and government</li> </ol>
2.	<p><b>Reference books :</b></p> <ol style="list-style-type: none"> <li>1. Kevin Night and Elaine Rich, Nair B., “Artificial Intelligence (SIE)”, Mc-Graw Hill- 2008.</li> <li>2. Dan W. Patterson, “Introduction to AI and ES”, Pearson Education, 2007. Peter Jackson, “Introduction to Expert Systems”, 3rd Edition, Pearson Education, 2007.</li> <li>3. Stuart Russel and Peter Norvig “AI – A Modern Approach”, 2nd Edition, Pearson Education 2007.</li> <li>4. Deepak Khemani “Artificial Intelligence”, Tata Mc Graw Hill Education 2013..</li> </ol>
3.	<p><b>Journals, Periodicals, Reference</b></p> <ol style="list-style-type: none"> <li>1. Journal of Machine Learning Research</li> <li>2. Machine Learning</li> <li>3. IEEE Transactions on Pattern Analysis and Machine Intelligence</li> <li>4. ACM Transactions on Intelligent Systems and Technology</li> </ol>
4.	<p><b>Other Electronic Resources:</b></p> <p><a href="http://nptel.ac.in">http://nptel.ac.in</a></p>

<b>Evaluation Scheme</b>	<b>Total Marks</b>
<b>Theory: Mid semester Marks</b>	20



<b>Theory: End Semester  Marks</b>	40											
<b>Theory: Continuous  Evaluation Component  Marks</b>	<table border="1"> <tr> <td data-bbox="555 371 1050 427">Class Participation</td> <td data-bbox="1050 371 1315 427">10</td> </tr> <tr> <td data-bbox="555 427 1050 483">MCQs</td> <td data-bbox="1050 427 1315 483">5</td> </tr> <tr> <td data-bbox="555 483 1050 539">Presentation on Current trends</td> <td data-bbox="1050 483 1315 539">10</td> </tr> <tr> <td data-bbox="555 539 1050 595">Research paper/Case study</td> <td data-bbox="1050 539 1315 595">15</td> </tr> <tr> <td data-bbox="555 595 1050 658"><b>Total</b></td> <td data-bbox="1050 595 1315 658"><b>40</b></td> </tr> </table>		Class Participation	10	MCQs	5	Presentation on Current trends	10	Research paper/Case study	15	<b>Total</b>	<b>40</b>
Class Participation	10											
MCQs	5											
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Research paper/Case study	15											
<b>Total</b>	<b>40</b>											

COURSE CODE	COURSE NAME	TRIMESTER
BA02	Introduction to Python / R	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45				2	1	0	3

<b>Course Pre-requisites</b>	Basic knowledge about Indian History
<b>Course Category</b>	Core Course
<b>Course focus</b>	Employability/ Computer language Skills/ Entrepreneurship
<b>Rationale</b>	Python is a versatile and widely-used programming language. Understanding its core concepts and advanced features is essential for effective software development and problem-solving. R offers a wide variety of statistics-related libraries and provides a favorable environment for statistical computing and design
<b>Course Revision/ Approval Date:</b>	18 <sup>th</sup> September 2023 (9 <sup>th</sup> BoS)
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. Understand the fundamentals of Python programming, including syntax, data types, and control flow. (Remembering)</li> <li>2. Gain proficiency in using Python libraries and modules for enhanced programming capabilities. (Applying)</li> <li>3. Apply advanced Python and R concepts such as exceptions, testing, and comprehensions to write efficient and robust code. (Applying)</li> <li>4. Develop an understanding of object-oriented programming in Python, including classes, methods, and inheritance. (Understanding)</li> <li>5. Demonstrate the ability to emulate built-in types and use special methods for customized behavior in Python. (Creating)</li> </ol>



Course Content (Theory)	Weightage	Contact hours
<p><b><u>Unit 1</u></b></p> <p>General Introduction to Python and the class. Using the command interpreter and development environment., Kick-off tutorial, Finding and using the documentation. Getting help.</p> <ul style="list-style-type: none"> <li>• Python 2/3 differences. Introduction to git and GitHub</li> <li>• Basic data types.</li> <li>• Functions: definition and use, arguments, block structure, scope, recursion</li> <li>• Modules and import</li> </ul> <p>Conditionals and Boolean expressions</p>	20%	9
<p><b>Unit 2</b></p> <ul style="list-style-type: none"> <li>• Sequences: Strings, Tuples, Lists</li> <li>• Iteration, looping and control flow.</li> <li>• String methods and formatting</li> <li>• Dictionaries, Sets and Mutability. Files and Text Processing</li> <li>• Exceptions</li> <li>• Testing</li> <li>• List and Dict Comprehensions</li> <li>• Advanced Argument passing</li> <li>• Lambda</li> <li>• Functions as Objects</li> </ul>	20%	9
<p><b><u>Unit 3</u></b></p> <ul style="list-style-type: none"> <li>• Class instances</li> <li>• Methods</li> <li>• Multiple inheritances</li> <li>• Properties</li> <li>• Special methods</li> </ul> <p>Emulating built-in type</p>	20%	9
<p><b><u>Unit 4 Introduction R</u></b></p>	20%	9



<p>R interpreter, Introduction to major R data structures like vectors, matrices, arrays, list and data frames, Control Structures, vectorized if and multiple selection, functions.</p> <p><b>Installing, loading and using packages:</b> Read/write data from/in files, extracting data from web-sites, Clean data, Transform data by sorting, adding/removing new/existing columns, centring, scaling and normalizing the data values, converting types of values, using string in-built functions, Statistical analysis of data for summarizing and understanding data, Visualizing data using scatter plot, line plot, bar chart, histogram and box plot</p>		
<p><b><u>Unit:5</u></b> function definition, Built in functions: R-Strings – Manipulating Text in Data: R Vectors – Sequence vector, rep function, vector access, vector names, vector math, vector recycling, vector element sorting - R List - Creating a List, R Matrices – Accessing Elements of a Matrix, Matrix Computations: Addition, subtraction, Multiplication and Division- R Arrays: R Factors</p>	<p><b>20%</b></p>	<p><b>9</b></p>

**Instructional Method and Pedagogy:** (Max. 100 words)

The course will employ a blended learning approach. It will include interactive lectures, hands-on programming exercises, coding assignments, and collaborative projects. Students will have access to comprehensive documentation and online resources for self-learning. Regular assessments and code reviews will provide feedback on students' understanding and proficiency in Python programming. Practical examples and real-world applications will be incorporated to enhance the learning experience and encourage critical thinking.

<b>Course Objectives:</b>	<b>Blooms' Taxonomy Domain</b>
<p><b>CO1:</b> Recall and explain the basic syntax and structure of the Python programming language. (Remembering)</p> <p><b>CO2:</b> Utilize Python libraries and modules effectively to solve programming problems. (Applying)</p> <p><b>CO3:</b> Develop error-handling mechanisms using exceptions and perform unit testing for code reliability. (Applying)</p> <p><b>CO4:</b> Analyse and implement object-oriented programming concepts in Python and R, including classes, methods, and inheritance. (Analysing)</p> <p><b>CO5:</b> Create custom behaviours in Python by emulating built-in types and using special methods. (Creating)</p>	<p>CO1: Remembering</p> <p>CO2: Application (Applying)</p> <p>CO3: Application (Applying)</p> <p>CO4: Synthesis (Creating)</p> <p>CO5: Understanding</p>

<b>Learning Resources</b>	
1.	<p><b>Textbook :</b> Textbook: <b>A Python Book: Beginning Python, Advanced Python, and Python</b></p>
2.	<p><b>Reference Books</b></p> <p>1. Cotton, R., Learning R: a step by step function guide to data analysis. 1st edition. O'reilly Media Inc.</p> <p>2. Gardener, M.(2017). Beginning R: The statistical programming language, WILEY</p> <p>Lawrence, M., &amp; Verzani, J. (2016). Programming Graphical User Interfaces in R. CRC press. (ebook)</p>
3.	<p><b>Journals, Periodicals, Reference</b></p> <p><b>Python Essential Reference</b> (<a href="http://www.dabeaz.com/per.html">http://www.dabeaz.com/per.html</a>): The definitive reference for both Python and much of the standard library.</p> <p><b>Hitchhikers Guide to Python</b> (<a href="http://docs.python-guide.org/en/latest">http://docs.python-guide.org/en/latest</a>): Under active development, and still somewhat incomplete, but there is good stuff.</p> <p><b>Writing Idiomatic Python</b> (<a href="https://www.jeffknupp.com/writing-idiomatic-python-ebook">https://www.jeffknupp.com/writing-idiomatic-python-ebook</a>): Focused on not just getting the code to work, but how to write it in a really "Pythonic" way.</p>



	<b>Fluent Python</b> ( <a href="http://shop.oreilly.com/product/0636920032519.do">http://shop.oreilly.com/product/0636920032519.do</a> ): All python3, and focused on getting the advanced details right. Good place to go once you've got the basics down
4.	<b>Other Electronic Resources:</b>

Evaluation Scheme	Total Marks										
<b>Theory: Mid semester Marks</b>	20										
<b>Theory: End Semester Marks</b>	40										
<b>Theory: Continuous Evaluation Component Marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10</td> </tr> <tr> <td>MCQs</td> <td>5</td> </tr> <tr> <td>Presentation on Current trends</td> <td>10</td> </tr> <tr> <td>Research paper/Case study</td> <td>15</td> </tr> <tr> <td><b>Total</b></td> <td><b>40</b></td> </tr> </table>	Class Participation	10	MCQs	5	Presentation on Current trends	10	Research paper/Case study	15	<b>Total</b>	<b>40</b>
Class Participation	10										
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Research paper/Case study	15										
<b>Total</b>	<b>40</b>										



<b>COURSE CODE</b> BA03	<b>COURSE NAME</b> DBMS - SQL	<b>SEMESTER</b> IV
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Pre-requisites</b>	<b>Basic knowledge of Business</b>
<b>Course Category</b>	Elective course
<b>Course focus</b>	Employability
<b>Rationale</b>	The subject introduces students to the fundamentals of SQL data retrieval and manipulation, providing them with essential skills for effective database management and analysis. Understanding SQL is crucial in various industries to extract, manipulate, and analyze data efficiently. The course aims to equip students with knowledge and expertise in writing SQL queries, utilizing joins and subqueries, and employing logical operators to manipulate data, empowering them to make data-driven decisions and excel in data-related roles.
<b>Course Revision/ Approval Date:</b>	23rd February 2022 (6 <sup>th</sup> BoS)
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>To describe the basics of data retrieval, including SELECT queries, DISTINCT, ALIAS, ORDER BY, and wildcard usage in the SELECT list.( Knowledge)</li> <li>To demonstrate an understanding of different types of joins, including JOIN operator, multi-table joins, and outer joins.</li> <li>To write subqueries and apply special functions to manipulate data effectively using SQL(Application)</li> <li>To analyse and evaluate SQL data manipulation and data definition statements in interactive SQL environments. (Analysis)</li> <li>To able to create complex SQL queries involving multiple tables,</li> </ol>



	subqueries, and logical operators for advanced data retrieval and manipulation tasks.
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Course Content (Theory)	Weightage	Contact hours
<b><u>Unit 1</u></b> Data Retrieval Overview ,Select Query Introduction Distinct ,Alias Order By Wildcard In Select List Computed Column Where Clause Introduction Where Clause Comparison Operator Like Operator	20%	9
<b><u>Unit: 2</u></b> Join Queries Join Operator Multi-Table Joins Outer Joins Grouping Grouping Having Clause	20%	9
<b><u>Unit 3</u></b> Subqueries Subqueries In Clauses Correlated Subqueries Special Functions Union Intersect Minus	20%	9
<b><u>Unit: 4</u></b> Where Clause Introduction Where Clause Comparison Op Like Operator Between Operators Propositional logic Where Clause Logical OPI	20%	9
<b><u>Unit:5</u></b> SQL Data manipulation statements - <i>interactive SQL</i> SQL Data definition statements- <i>interactive SQL</i>	20%	9

**Instructional Method and Pedagogy:** (Max. 100 words)

The course will employ a combination of lectures, hands-on practical sessions, and real-world case studies to engage students in learning SQL concepts. Interactive SQL environments will be used to provide practical experience in executing queries and solving database-related challenges. Additionally, group discussions and quizzes will reinforce learning and foster collaboration among students.

<b>Course Outcomes:</b>	<b>Blooms' Taxonomy Domain</b>
<p>After successful completion of the above course, students will be able to:</p> <p>CO1 (Knowledge): Describe the basics of data retrieval, including SELECT queries, DISTINCT, ALIAS, ORDER BY, and wildcard usage in the SELECT list.</p> <p>CO2 (Comprehension): Demonstrate an understanding of different types of joins, including JOIN operator, multi-table joins, and outer joins.</p> <p>CO3 (Application): Write subqueries and apply special functions to manipulate data effectively using SQL.</p> <p>CO4 (Analysis): Analyse and evaluate SQL data manipulation and data definition statements in interactive SQL environments.</p> <p>CO5 (Synthesis): Create complex SQL queries involving multiple tables, subqueries, and logical operators for advanced data retrieval and manipulation tasks.</p>	<p>CO1: Knowledge</p> <p>CO2: Comprehension</p> <p>CO3: Application</p> <p>CO4: Analysis</p> <p>CO5: Synthesis</p>

<b>Learning Resources</b>	
1.	Reference Books: Text Book: SQL in 10 Minutes, Sams Teach Yourself Book by Ben Forta
2.	Reference Books: 1. SQL Practice Problems: 57 Beginning, Book by Sylvia Moestl Vasilik 2. SQL Queries for Mere Mortals: A Hands-on Guide to Data Manipulation in SQL Book by John Viescas and Michael J. Hernande
3.	Other Electronic Resources: <a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a>

<b>Evaluation Scheme</b>	<b>Total Marks</b>
<b>Theory: Mid semester Marks</b>	20 marks
<b>Theory: End Semester Marks</b>	40 marks



<b>Theory: Continuous Evaluation Component Marks</b>		
	Class participation	10marks
	MCQs	5 marks
	Research paper/Case study	15 marks
	Presentation on Current trends	10 marks
	<b>Total</b>	<b>40 Marks</b>

<b>COURSE CODE</b> MBA501	<b>COURSE NAME</b> PROJECT MANAGEMENT	<b>TRIMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Prerequisites</b>	Basic Knowledge of Management of Project
<b>Course Category</b>	Core
<b>Course focus</b>	Employability/Skills
<b>Rationale</b>	To impart knowledge and skills in the art of managing projects scientifically, so as to deliver the projects successfully. Exposure to some of technical communication aspects, project documents, templates and introduction to software for project management.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<p>CO1: Remembering: the project scope, work breakdown structure and development of project network. Loading, Scheduling and Allocation of Resources. Optimization of cost-time schedule and monitoring the performance of the projects using earned value analysis. - Time, cost &amp; Scope Management</p> <p>CO2: Understanding: understand the need of project management and deciding the right organization structure for facilitating the success of a project. Various project management methodologies like PMI, Prince2, Waterfall Vs Agile PM.</p> <p>CO3: Applying the project audit methods, project closure procedure and retrospectives. To understand the project quality dimensions and methods of improving quality. - Quality management</p> <p>CO4: Analyzing the market and demand, technical and financial analyses for the selection and prioritization of projects. Project life cycle and process groups in waterfall methodology. - Integration management.</p> <p>CO5: Evaluating: Project success factors, communication &amp; stakeholder management</p>

	CO6: Creating: Agile Manifesto, Agile management, various forms of Agile
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Course Content	Weightage (%)	Contact hours
<b>Unit 1: INTRODUCTION TO PROJECT MANAGEMENT</b> Need of project management and deciding the right organization structure in various industries. The project life cycle, product and process development, validation and support for delivery of successful projects.	<b>20</b>	<b>10</b>
<b>Unit 2: PROJECT TIME, COST &amp; SCOPE MANAGEMENT</b> Define the project scope, work breakdown structure and development of project network. Loading, Scheduling and Allocation of Resources. Estimation, Optimization of Cost-Time schedule and monitoring the performance of the projects using earned value analysis.	<b>20</b>	<b>9</b>
<b>Unit 3: PROJECT RISK MANAGEMENT</b> Identify the project risks, contingency plans and change management system. the risk analysis methods and decision making	<b>20</b>	<b>9</b>
<b>Unit 4: PROJECT AUDIT, CLOSURE AND QUALITY, STAKEHOLDER AND COMMUNICATIONS MANAGEMENT</b> Project audit methods, project closure procedure and retrospectives, Project quality dimensions and methods of improving quality. Outline on stakeholder and communications management.	<b>20</b>	<b>9</b>
<b>Unit 5 AGILE PROJECT MANAGEMENT</b> Agile Manifesto, Agile management, various forms of Agile	<b>20</b>	<b>8</b>

Learning Resources	
1.	<b>Text Book</b> 1.Clifford F. Grey, Erik W. Larson, Gautam V. Desai “Project Management The Managerial Process” McGraw Hill Education(India) Private Limited, New Delhi, Sixth Edition, 2014. 2.Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing. Implementation & Review, McGraw Hill Education (India) Private Limited, New Delhi, 8th Ed., 2014. 3.Parameshwar P Iyer -Engineering Project Management with Case Studies, ApexPublishing,2007.
2.	<b>Reference Books:</b> 1.Kerzner, Harold, Project Management: A Systems Approach to Planning, Scheduling and Controlling, Wiley Student Edition 10th Ed., 2013

	2. Adedeji Bodunde Badiru, "Project Management in Manufacturing and High Technology Operations", Wiley Interscience, Second Edition 1996 3. Rita Mulchany- PMP certification preparation book
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b> <a href="https://onlinecourses.nptel.ac.in/noc24_mg74/preview">https://onlinecourses.nptel.ac.in/noc24_mg74/preview</a>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation 40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	<p>After successful completion of the above course, students will be able to: Blooms' Taxonomy word should be highlighted</p> <p>CO1: <b>Understand</b> the decisions and tradeoffs managers must make in Project Management</p> <p>CO2: <b>Show</b> the importance of Project Management.</p> <p>CO3: <b>Examine</b> tradeoffs managers must make</p> <p>CO4: <b>Learns</b> a sound understanding of the important of Project Management</p> <p>CO5: <b>Evaluate</b> Cost-Time schedule and monitoring the performance of the projects using earned value analysis.</p>

<b>COURSE CODE</b> <b>MBA502</b>	<b>COURSE NAME</b> <b>TAXATION</b>	<b>TRIMESTER</b> <b>V</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Prerequisites</b>	<p><b>1. Basic Accounting Knowledge:</b> Understanding of basic accounting principles and financial statements.</p> <p><b>2. Elementary Mathematics:</b> Familiarity with percentages and numerical computations.</p> <p><b>3. General Awareness of Indian Taxation:</b> Basic knowledge of India's taxation system.</p>
<b>Course Category</b>	Core
<b>Course focus</b>	<p>1. To provide comprehensive knowledge and practical skills in direct and indirect taxation in India.</p> <p>2. To equip them with knowledge of Tax Calculation, Returns Filing of income tax, Goods and Services Tax (GST), and Customs Act.</p> <p>3. To help students gain knowledge about terminologies, provisions, and computations required for professional tax-related roles.</p>
<b>Rationale</b>	<p>This course equips postgraduate students with a thorough understanding of India's taxation system, covering both direct and indirect taxes like income tax, GST, and customs. It combines theory and practical problem-solving to develop skills in tax computation, filing returns, and compliance. Students learn to analyze tax laws, apply deductions, and compute liabilities, preparing them for careers in accounting, tax consultancy, and financial planning. The course also introduces tax planning strategies and fosters analytical thinking, making it valuable for professional certifications like CA, CMA, or CPA. Overall, it bridges academic knowledge with practical expertise for real-world applications.</p>
<b>Course Revision/ Approval Date:</b>	

**Course Objectives**  
**(As per Blooms' Taxonomy)**

**1. Remembering**

- Define and explain key terminologies: Tax, Assessee, Income, Assessment Year, etc.
- Recall the current income tax slabs and rates in India.

**2. Understanding**

- Explain the distinction between direct and indirect taxes.
- Describe the residential status of individuals and its implications on tax liability.

**3. Applying**

- Determine residential status and compute the corresponding tax liability.
- Calculate income under different heads: Salaries, House Property, Business, and Profession.
- Apply GST and Customs rules to compute assessable value and tax liabilities.

**4. Analyzing**

- Examine the implications of deductions under various sections such as 80C, 80D, and others.
- Differentiate between allowable and disallowed expenses under the Income Tax Act.

**5. Evaluating**

- Assess tax planning opportunities by understanding the deductions and exemptions available under the Income Tax Act.
- Evaluate GST compliance requirements such as registration, input tax credit, and filing returns.

**6. Creating**

- Develop a complete taxable income computation for individuals, integrating all applicable deductions and income heads.
- Construct GST liability computations considering various business scenarios and regulations.

Course Content	Weightage	Contact hours
<p><b>Unit 1- Basic Concepts:</b></p> <ul style="list-style-type: none"> <li>● Important Terminologies: Tax, Assessee, Assessment, Person, Income, India, Assessment Year, Previous Year, Income, India;</li> <li>● Define Tax: Direct Tax &amp; Indirect Tax;</li> <li>● Determination of Residential Status of Individual, HUF, Association of Persons or BOI- Scope of Tax Liability;</li> <li>● Income Tax Slabs &amp; Rates in India (Current) and (Problems on Tax Calculation)</li> </ul>	<b>10%</b>	<b>05</b>
<p><b>Unit 2- Income under the head of Salaries. (Theory &amp; Practical)</b></p> <ul style="list-style-type: none"> <li>● Provisions, Basis of Charge,</li> <li>● Meaning of Salary, Allowances and tax liability-Perquisites and their valuation- Deductions from Salary- Computation of Income under head salary (Problems).</li> </ul> <p><b>Income from Other Sources.</b> (Theory)</p>	<b>20%</b>	<b>08</b>
<p><b>Unit 3 - Income from House Property: (Theory &amp; Practical)</b></p> <ul style="list-style-type: none"> <li>● Provisions, deductions, Computation of income from House Property.</li> <li>● Basis of chargeability-Annual Value-Self Occupied and let out property- Deductions allowed- Computation of Income from House Property. (Problems)</li> </ul> <p><b>Income under head Profits and Gains from Business and Profession:</b></p> <ul style="list-style-type: none"> <li>● Definitions, Deductions expressly allowed and disallowed.</li> <li>● Computation of Income under head Profits and Gains from Business and Profession. (Problems)</li> </ul>	<b>30%</b>	<b>14</b>
<p><b>Unit 4- Income from Capital Gains:</b></p> <ul style="list-style-type: none"> <li>● Definitions, Deductions expressly allowed and disallowed. (Theory and Problems)</li> <li>● Computation of Total Taxable Income of an individual. Gross Total Income- deductions u/s 80C, 80D, 80G, 24A, (80CCC,80EE to 80U) (only theory)-Clubbing of Income (Only Theory)</li> </ul>	<b>20%</b>	<b>08</b>
<p><b>Unit 5 - Indirect Taxation:</b></p> <ul style="list-style-type: none"> <li>● Concept and Features of Indirect Taxes</li> <li>● Goods and Services Tax (GST) Laws - Introduction, Levy and Collection of CGST and IGST, Basic concepts of Time, Place and Value of Supply, Input Tax Credit, Computation of GST Tax Liability, Registration, Tax Invoice- Electric Way Bill, Returns and Payment of Taxes. (Theory and Problems)</li> <li>● Customs Act &amp; Rules - Basic Concepts and Definitions, Types of Duties, Valuation Rules, Computation of Assessable Value and Duties.</li> </ul>	<b>20%</b>	<b>10</b>

Learning Resources	
1.	<b>Textbook:</b> 1. "Income Tax Law and Practice" by V.K. Singhania and Monica Singhania 2. "Indirect Taxes: GST and Customs Law" by V.S. Datey
2.	<b>Reference Books:</b> 1. "Systematic Approach to Income Tax" by Girish Ahuja and Ravi Gupta 2. "Students' Guide to Income Tax" by Dr. Vinod K. Singhania and Dr. Kapil Singhania 3. "GST Ready Reckoner" by V.S. Datey 4. "Professional Guide to Taxes in India" by Taxmann
3.	<b>Journals &amp; Periodicals:</b> 1. The Chartered Accountant Journal (ICAI) 2. Income Tax Reports (ITR) 3. GST Law Times 4. The Journal of Indian Taxation
4.	<b>Other Electronic Resources:</b> 1. Income Tax Department Website ( <a href="https://incometaxindia.gov.in/">https://incometaxindia.gov.in/</a> ) 2. Goods and Services Tax (GST) Portal ( <a href="https://www.gst.gov.in/">https://www.gst.gov.in/</a> ) 3. ICAI Knowledge Portal ( <a href="https://www.icai.org/">https://www.icai.org/</a> ) 4. Taxmann Online ( <a href="https://www.taxmann.com/">https://www.taxmann.com/</a> ) 5. National Digital Library of India (NDLI)

Evaluation Scheme	Total Marks: 100								
Mid Semester Marks	20 marks								
End Semester Marks	40 marks								
<b>Continuous Evaluation</b> <b>40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	1. Understand Taxation Fundamentals & determine Tax liability, Income Tax Payable. 2. Integrate Tax Knowledge for compliance and develop Tax Planning Skills. 3. Apply and interpret GST Provisions and Customs Regulations.								

<b>COURSE CODE</b> MBA503	<b>COURSE NAME</b> OPERATION RESEARCH	<b>TRIMESTER</b> V
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TeachingScheme(Hours)				TeachingCredit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>CoursePre-requisites</b>	<b>BasicknowledgeofOperationResearch</b>
<b>CourseCategory</b>	Core
<b>Coursefocus</b>	Skills
<b>Rationale</b>	Operations Research (OR) is a quantitative approach to decision-making that involves the use of mathematical and analytical methods to optimize business processes and solve complex problems. This course introduces MBAstudentstothe fundamental concepts, techniques, and tools of Operations Research, emphasizing their application in real-world business scenarios.
<b>CourseRevision/Approval Date:</b>	
<b>Course Objectives (AsperBlooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. UnderstandthebasicsofOperationsResearchand its role in business decision-making.</li> <li>2. Applyquantitativetechniquetoanalyzeand solve business problems.</li> <li>3. Formulate and solve linear and integer programming problems.</li> <li>4. Analyzeandinterpretresultsfromoperations research models.</li> <li>5. Applyoperationsresearchtechniquetoreal- world business cases.</li> </ol>

Course Content	Weightage	Contact hours
<b>UNIT1:IntroductiontoOperationsResearch:</b> Definition,scope,andhistoryofOperationsResearch, PhasesofOperationsResearch, TypesofOperations Research models, ApplicationsofOperationsResearchinbusiness.	<b>18%</b>	<b>8</b>
<b>UNIT2:LinearProgramming:</b> IntroductiontoLinearProgramming, FormulationofLinearProgrammingproblems, Graphicalmethod forsolvingLinearProgrammingproblems, SimplexmethodforsolvingLinearProgramming problems.	<b>26%</b>	<b>12</b>
<b>UNIT3:TransportationandAssignmentProblems:</b> IntroductiontoTransportation Problems, Formulationandsolution ofTransportation Problems, IntroductiontoAssignmentProblems, Formulationand solution ofAssignment Problems	<b>18%</b>	<b>8</b>
<b>UNIT 4:Integerand Dynamic Programming:</b> IntroductiontoIntegerProgramming, FormulationofIntegerProgramming problems, IntroductiontoDynamicProgramming, Formulationand solutionofDynamicProgramming problems	<b>18%</b>	<b>8</b>
<b>UNIT 5:CaseStudies andApplications:</b> CasestudiesinOperations Research, ApplicationsofOperationsResearchinvariousindustries, Groupproject presentations	<b>20%</b>	<b>9</b>

LearningResources	
1.	<b>Textbook:</b> OperationsResearch:An Introduction"byTaha: AcomprehensiveintroductiontoOR,coveringtopicslikelinearprogramming,dynamicprogramming,a nd simulation.
2.	<b>ReferenceBooks:</b> <ul style="list-style-type: none"> <li>• IntroductiontoOperationsResearch"byHillier andLieberman</li> <li>• OperationsResearch:A PracticalApproach"by Srinivasan</li> </ul>
3.	<b>Journals&amp;Periodicals:</b> <b>Journals</b> <ul style="list-style-type: none"> <li>• OperationsResearch(OR)</li> <li>• ManagementScience(MS)</li> <li>• MathematicsofOperations Research (MOR)</li> </ul>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	<p>After successful completion of the above course, students will be able to:</p> <p>CO1: Understand the definition, scope, and history of Operations Research, Identify the phases and types of Operations Research models, Recognize the applications of Operations Research in business.</p> <p>CO2: Understand the concept of Linear Programming, Formulate and solve Linear Programming problems using graphical and simplex methods.</p> <p>CO3: Understand the concept of Transportation and Assignment Problems, Formulate and solve Transportation and Assignment Problems.</p> <p>CO4: Understand the concept of Integer and Dynamic Programming, Formulate and solve Integer and Dynamic Programming problems.</p> <p>CO5: Analyze case studies in Operations Research, Recognize the applications of Operations Research in various industries, Apply Operations Research techniques to real-world business problems.</p>

<b>COURSE CODE</b> HRM04	<b>COURSE NAME</b> Talent Management	<b>TRIMESTER</b> V
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Teaching Scheme(Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Prerequisites</b>	Basic Knowledge of Human Resource Management
<b>Course Category</b>	HR Elective
<b>Course focus</b>	HR Skill & Employability
<b>Rationale</b>	This course focuses on developing an understanding of the talent management process, including recruitment, retention, training, and development of employees. It also explores different strategies and techniques to identify and manage talented employees and align their skills with the organization's goals and objectives.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. To understand the key concepts and objectives of talent management.</li> <li>2. To identify strategic trends in talent acquisition processes</li> <li>3. To design effective talent management strategies and programs.</li> <li>4. To understand competencies in changing business environment</li> <li>5. To establish links between managerial competencies for effective career development</li> </ol>

Course Content (Theory)	Weightage	Contact hours
<b>Unit 1: Introduction to Talent Management</b> Introduction, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, Recruitment, Selection, performance monitoring, Retention, Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.	20%	9
<b>Unit 2: Elements of Talent Management</b> The element of Talent Management-The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development - Talent relationship management – Performance management – Total reward - Learning and development - Career management Talent Management Strategy Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Leadership development	20%	9

<p><b>Unit 3: Competency Mapping:</b> Concept of Competencies: Meaning and significance of Managerial competencies for effective work performance, managerial competency and career development in a dynamic business environment and in global workplace, PJ Job fit Theory, PE fit Theory, Holland Theory Competency Mapping - concept and scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 4: Competencies and Career development:</b> Career Anchors, relevant issues in career development – competency approach to career development, competency building, competencies and career development strategies, mentoring for career development. Succession planning, Need and benefits of effective appraisal for career management by organizations, techniques of appraisal, identifying performance dimensions for competency building.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 5: Training for Competency Management for Effective Career Development:</b> Career translation and career plateauing, identifying training needs, develop suitable training programmes for competency management, challenges in training for career development of employees, implementing and managing training programmes consistently. Management Competencies and Career Development in Organizations: Developing a model for competency mapping and management for effective career development for a chosen firm, Career Development and Business strategy, Special issues in Career Development.</p>	<b>20%</b>	<b>9</b>

<b>Learning Resources</b>	
1.	<p><b>Textbook :</b></p> <ul style="list-style-type: none"> <li>• Talent Management Hand Book, Lance A Berger, Dorothy R Berger</li> <li>• Talent management in India: Challenges and opportunities, Hasan, M., Singh, A. K., Dhamija</li> </ul>
2.	<p><b>Reference books:</b></p> <ul style="list-style-type: none"> <li>• Talent Management Handbook: Creating a Sustainable Competitive Advantage by Lance A. Berger and Dorothy Berger</li> <li>• Talent Management: Cases and Commentary by David G. Collings, Kamel Mellahi, and Wayne F. Cascio</li> <li>• The Talent Management Handbook: Creating a Dynamic and Sustainable Organisation by David Clutterbuck and Elaine Heslop</li> <li>• Lisa a Manero, Cheryl Tromley, Developing Managerial Skills in OB</li> <li>• T.B. Rao, Assessment Center Vasant Naik, Assessment Center</li> <li>• Nitin Sarawadekar, Career Development</li> <li>• Spencer and Spencer, Competency at Work, Wiley Publication</li> <li>• Radha Sharma, 370-degree Feedback, Competency Mapping and Assessment</li> </ul>

	Center
3.	<p><b>Journals, Periodicals, Reference</b></p> <ol style="list-style-type: none"> <li>1. Journal of Talent Management</li> <li>2. Harvard Business Review</li> <li>3. Talent Management Institute</li> <li>4. Society for Human Resource Management</li> <li>5. Human Resource Executive Online</li> </ol>
4.	<p><b>Other Electronic Resources:</b></p> <p><a href="https://www.talentmanagementinstitute.com/">https://www.talentmanagementinstitute.com/</a>  <a href="https://talentculture.com/">https://talentculture.com/</a>  <a href="https://www.talentmanagementalliance.com/">https://www.talentmanagementalliance.com/</a></p>

Evaluation Scheme	Total Marks								
<b>Mid semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 Marks</b>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Skill Enhancement activities/ Case Study/ Research Paper	15 marks								
Presentation	10 marks								
<b>Course outcomes:</b>	<ul style="list-style-type: none"> <li>• Understand the key concepts and objectives of talent management</li> <li>• Identify talent attraction and retention strategies.</li> <li>• Relate talent management, competency and career development in a dynamic business environment.</li> <li>• Acquire the skills to mentor others in their career development and understand the role of mentoring in enhancing career growth.</li> <li>• Design training programs tailored to the needs of competency management for career development.</li> </ul>								

<b>COURSE CODE</b> HRM05	<b>COURSE NAME</b> <b>CHANGE MANAGEMENT AND ORGANIZATION DEVELOPMENT</b>	<b>TRIMESTER</b> V
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TeachingScheme(Hours)				TeachingCredit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	TotalCredit
45	0	0	45	3	0	0	3

<b>CoursePre-requisites</b>	Fundamental knowledge about Human Resource Management
<b>CourseCategory</b>	HR Elective
<b>Coursefocus</b>	Employability/HR Skills/Entrepreneurship
<b>Rationale</b>	This course will equip students with the knowledge and skills to manage and navigate organizational change in a dynamic business environment. This course will help students understand the various approaches, models, and interventions used in organization change and development, and enable them to become effective change agents who can lead organizations to success.
<b>Course Revision/ ApprovalDate:</b>	
<b>CourseObjectives (AsperBlooms'Taxonomy)</b>	CO1: Define the key concepts, theories, and models of organizational change and development. CO2: Explain the processes and importance of organizational change and development in improving organizational effectiveness. CO3: Apply change management theories and models to real-world organizational scenarios. CO4: Analyze the factors influencing organizational change and its impact on people. CO5: Evaluate the outcomes of organizational change efforts and their alignment with organizational goals. CO6: Design an integrated organizational development plan that fosters sustained change and long-term growth.

<b>CourseContent</b>	<b>Weightage</b>	<b>Contact hours</b>
<b>Unit 1</b> <ul style="list-style-type: none"> <li>Organizational Change: An Introduction, Importance and Imperative of change, Forces of change, Types of change, Types of planned and unplanned change, Model of change.</li> <li>Change and its impact: Operational effect, psychological effect, social effect, people reactions to change.</li> <li>Resistance to change, methods for dealing with resistance to change.</li> </ul>	<b>20%</b>	<b>9</b>

<p><b>Unit 2</b></p> <ul style="list-style-type: none"> <li>Organizational Development: Meaning &amp; Definition, Characteristics of OD, Historical background of OD.</li> <li>OD Models: General model of planned change, Action Research model of OD, OD practitioner and client relationship, relationship modes and issues.</li> <li>OD interventions: Definition and Nature, nature of effective interventions, organizational factors affecting interventions, characteristics.</li> </ul>	<p><b>20%</b></p>	<p><b>9</b></p>
<p><b>Unit 3</b></p> <ul style="list-style-type: none"> <li>HUMAN PROCESS INTERVENTIONS: Individual, interpersonal, organization interventions</li> <li>HUMAN RESOURCES MANAGEMENT: Developing and assisting members – career planning and development interventions, workforce diversity interventions, and employee wellness interventions.</li> </ul>	<p><b>20%</b></p>	<p><b>9</b></p>
<p><b>Unit 4</b></p> <ul style="list-style-type: none"> <li>STRATEGIC INTERVENTIONS: Integrated strategic change, trans organizational development and mergers and acquisitions, Organizational transformation – characteristics of transformational change, culture change, self-designing organization, organizational learning and knowledge management</li> <li>TECHNO STRUCTURAL INTERVENTIONS: Restructuring organizations – structural design, group’s process structure, downsizing, and reengineering Employee involvement Employee involvement practices, parallel structures, high – involvement organizations, and TQM, Work design – the engineering approach, the motivational approach, the socio technical approach and designing work for technical and personal needs</li> </ul>	<p><b>20%</b></p>	<p><b>9</b></p>
<p><b>Unit 5</b> Recent Trends in Organization Development</p> <ul style="list-style-type: none"> <li>Power, politics and OD, New dimension of OD, Future of OD</li> </ul>	<p><b>20%</b></p>	<p><b>9</b></p>

<p><b>Learning Resources</b></p>	
<p>1.</p>	<p><b>Textbook:</b> Textbook: Cummings, T G and Worley C G (2013). Organization Development and Change, South-Western College Publishing.</p>

2.	<p><b>ReferenceBooks:</b></p> <ol style="list-style-type: none"> <li>1. French, W L and Bell C H (2007). Organization Development: Behavioural science interventions for organizational improvement, Pearson Education.</li> <li>2. Harvey D and Brown D R (2004). An Experiential approach to Organization Development. 7/e, Pearson Education.</li> <li>3. Kotter, J P (1996). Leading Change. Boston: Harvard Business School Press. ISBN # 0-87584- 747-1.</li> <li>4. Nilakant, V and Ramnarayan S (2006). Change Management: Altering mindsets in a global context. Response Books.</li> <li>5. Singh, K (2006). Organization Change and Development. Excel Books 7.</li> </ol> <p>Ramanarayn, S. and Rao T V (2011). Organization Development: Accelerating Learning and Transformation. SAGE Publications.</p>
3.	<p><b>Journals &amp; Periodicals:</b></p> <ol style="list-style-type: none"> <li>1. Journal of Organizational Change Management</li> <li>2. The Journal Of applied Behavioral Science</li> <li>3. Journal of Change Management</li> <li>4. Harvard Business Review</li> </ol>
4.	<p><b>OtherElectronicResources:</b></p> <ul style="list-style-type: none"> <li>• <a href="https://ebooks.inflibnet.ac.in/mgmt13/chapter/organizational-change-and-development/">https://ebooks.inflibnet.ac.in/mgmt13/chapter/organizational-change-and-development/</a></li> <li>• <a href="https://onlinecourses.nptel.ac.in/noc20_mg56/preview">https://onlinecourses.nptel.ac.in/noc20_mg56/preview</a></li> </ul>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>		
<b>Mid Semester Marks</b>	20 marks		
<b>End Semester Marks</b>	40 marks		
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks	
	Quiz	5 marks	
	Skill Enhancement activities/Case Study/ Research Paper	15 marks	
	Presentation	10 marks	
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Comprehend the concept of organizational change, including its types and the impact on individuals.</li> <li>• Understand organizational development and interventions, along with the role of an OD practitioner.</li> <li>• Evaluate different interventions aimed at enhancing organizational effectiveness.</li> <li>• Gain insight into practices such as downsizing, employee empowerment, high-involvement organizations, mergers, and organizational transformations.</li> <li>• Stay informed about the latest trends in organizational development.</li> </ul>		

<b>COURSE CODE</b> <b>HRM06</b>	<b>COURSE NAME</b> <b>HR ANALYTICS</b>	<b>TRIMESTER</b> <b>V</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Prerequisites</b>	Basic Understanding of HR
<b>Course Category</b>	HR Elective
<b>Course focus</b>	HR Skills/Employability
<b>Rationale</b>	This course prepares students to become proficient in HR analytics, enabling them to make data-driven decisions that contribute to organizational success.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1.To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes.</li> <li>2. To elucidate the methods of capturing, examining &amp; purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics.</li> <li>3.To impart knowledge of conduction of HR Analytics for key HR Processes using MS Excel.</li> <li>4To provide an overview of various tools and software technologies used for Conduction of Descriptive HR Analytics and Visualization of HR Data.</li> <li>5.To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.</li> </ol>

Course Content	Weightage	Contact hours
<b>Unit – I: Introduction to HR Analytics:</b> History of Different HRM Perspectives. Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process.	<b>10%</b>	<b>4</b>

<p><b>Unit – II: Understanding HR Analytics:</b> Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination &amp; Purification. Understanding various HR Metrics from the perspective of HR Analytics.</p>	<p><b>10%</b></p>	<p><b>5</b></p>
<p><b>Unit – III: Analytics for Key HR Processes Using MS Excel:</b> HR Analytics for Recruitment &amp; Selection, Training &amp; Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.</p>	<p><b>20%</b></p>	<p><b>9</b></p>
<p><b>Unit – IV: Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics:</b> MS Excel, R, Tableau, Power BI, Python, SPSS &amp; PSCP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes</p>	<p><b>40%</b></p>	<p><b>18</b></p>
<p><b>Unit – V: Predictive &amp; Prescriptive HR Analytics:</b> Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics CAPSTONE Project; The capstone project provides an opportunity for participants to apply their knowledge and skills to a real-world scenario. Below is a description of the project. Capstone Project: Application of HR analytics tools and techniques, The capstone project for the HR Analytics course is a comprehensive assignment that focuses on applying the tools and techniques learned throughout the course to a real challenge in the field of HR. Participants will identify a people management issue which needs to be addressed using the past data, necessary methodology to analyses the support data, interpreting the results and writing the contextual and actionable recommendations for the organization's effective HR Management</p>	<p><b>20%</b></p>	<p><b>9</b></p>

Learning Resources	
1.	<b>Textbook:</b> Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
2.	<b>Reference Books:</b> <ul style="list-style-type: none"> <li>▪ Pratyush Banerjee, Jatin Pandey &amp; Manish Gupta, HR Analytics: Practical Applications of HRAnalytics, Sage, 2019.</li> <li>▪ Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.</li> <li>▪ Ramesh Soundrarajan &amp; Kuldeep Singh, Winning on HR Analytics, Sage, 2017.</li> <li>▪ Nishant Uppal, Human Resource Analytics, Pearson, 2021.</li> <li>▪ Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.</li> </ul>
3.	<b>Journals &amp; Periodicals:</b>
4.	<b>Other Electronic Resources:</b>

Evaluation Scheme	Total Marks: 100	
Mid Semester Marks	20 marks	
End Semester Marks	40 marks	
<b>Continuous Evaluation</b> 40 marks	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Gain an understanding of the relevance of HR Analytics in the current business scenario.</li> <li>• Have an understanding of the models of conducting HR Analytics and understanding of the methods of capturing, examining &amp; purifying data for conduction of HRAnalytics.</li> <li>• Use MS Excel for conduction of HR Analytics for key HR Processes</li> <li>• Have an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.</li> <li>• Appreciate the significance of Predictive and Prescriptive Analytics.</li> </ul>

<b>COURSE CODE</b> MM04	<b>COURSE NAME</b> BRAND MANAGEMENT	<b>TRIMESTER</b> V
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Teaching Scheme(Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>CoursePre-requisites</b>	<b>Basic knowledge of Marketing subject</b>
<b>Course Category</b>	Marketing Elective
<b>Course focus</b>	Employability/Brand and marketingSkills/Entrepreneurship
<b>Rationale</b>	This subject on Brand Management provides students with a comprehensive understanding of the significance of branding in contemporary business environments. It covers topics such as brand equity, brand identity, brand extension, and brand repositioning, equipping students with essential knowledge and skills to manage and enhance brands effectively.
<b>Course Revision/Approval Date:</b>	
<b>CourseObjectives (AsperBlooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. Understand the key concepts of brand evaluation, including the brand audit process, brand identity, and the financial aspects of brands.</li> <li>2. Remember the different types of brand assessment methods, such as reviewing the big idea, evaluating advertising, and assessing brand personality and image.</li> <li>3. Analyze brand performance by identifying the relationship between brand identity, position, image, and personality, and assessing their impact on brand revitalization.</li> <li>4. Apply brand assessment techniques to evaluate the effectiveness of branding strategies in various sectors, including customer, industrial, retail, and service brands.</li> <li>5. Evaluate the success of brand revitalization strategies and assess the need for change based on brand performance data and market research.</li> </ol>

Course Content	Weightage	Contact hours
<p><b>Unit 1: INTRODUCTION TO BRANDING AND BRAND VALUE</b> Introduction, Basics of Branding, Concept and Definition of Brand, Brands and Products, the 3 Cs of Branding, Understanding of Brand Evolution, Designing Brand Identity.</p>	<b>20%</b>	<b>9</b>
<p><b>UNIT 2: BRAND MANAGEMENT PRINCIPLES AND GROWTH STRATEGIES:</b> The Elements of the Brand Management Process, Branding Philosophies: The Branded House, Sub-Brands, Endorsed Brands, The House of Brands. Brand Growth Strategies: Flanker/Fighting Brands, Line Extensions, Brand Extensions, Successful Brand Extensions. The Concept of Customer-Based Brand Equity, Building Customer- Based Brand Equity, Three Tools to Facilitate Brand Planning: Brand Positioning Model, Brand Resonance Model, Brand Value Chain Model.</p>	<b>20%</b>	<b>9</b>
<p><b>UNIT 3: ADVANCED BRAND STRATEGIES AND INNOVATION TECHNIQUES:</b> Use of Storytelling to Promote Your Brand, The Various Types of Brand Innovation, Key Factors for Success in Brand, Brand Extension, Examples of Successful and Unsuccessful Brand Stretching, The Various Types of Brand Architecture.</p>	<b>20%</b>	<b>9</b>
<p><b>UNIT 4: BRAND POSITIONING</b> Introduction, Brand Positioning Defined, Market Segmentation and Positioning, developing a Positioning Strategy, Brand Positioning Strategies and How it Works, Introduction of an international Brand – Case Study <b>BRAND RE-POSITIONING</b> Introduction, Successful Repositioning, Nine Types of Repositioning</p>	<b>20%</b>	<b>9</b>
<p><b>UNIT 5: BRAND ASSESSMENT BRAND EVALUATION</b> The Brand Audit, Reviewing the Big Idea, Evaluating Advertising <b>BRAND ASSESSMENT THROUGH RESEARCH</b> Brand Identity, Position, Image, Personality, Assessment and Change.</p>	<b>20%</b>	<b>9</b>

Brand Revitalization; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands		
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Learning Resources	
1.	<p><b>Textbook:</b></p> <p>Strategic Brand Management: Building, Measuring, and Managing Brand Equity by Kevin Lane Keller.</p>
2.	<p><b>Reference Books:</b></p> <ul style="list-style-type: none"> <li>● Brand Management: Research, Theory and Practice" by Terry J. L. Hodge</li> <li>● Building a StoryBrand: Clarify Your Message So Customers Will Listen" by Donald Miller</li> </ul>
3.	<p><b>Journals &amp; Periodicals:</b></p> <p><b>Journals</b></p> <ul style="list-style-type: none"> <li>● Journal of Brand Management</li> <li>● Journal of Marketing</li> <li>● Journal of Consumer Research</li> <li>● Marketing Science</li> <li>● International Journal of Research in Marketing</li> </ul> <p><b>Periodicals</b></p> <ul style="list-style-type: none"> <li>● Harvard Business Review (HBR)</li> <li>● Ad Age</li> <li>● Branding Magazine</li> <li>● Marketing Week</li> <li>● The Economist (Marketing Section)</li> </ul>
4.	<p><b>Other Electronic Resources:</b></p> <p><a href="https://onlinecourses.nptel.ac.in/noc24_mg84/preview">https://onlinecourses.nptel.ac.in/noc24_mg84/preview</a></p>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	<p>After successful completion of the above course, students will be able to:</p> <p><b>CO1:</b> Understand the basics of branding, brand evolution, and the principles of designing brand identity.</p> <p><b>CO2:</b> Remember key concepts of brand management, growth strategies, and customer-based brand equity models.</p> <p><b>CO3:</b>Analyze advanced strategies for brand storytelling, innovation, extensions, and architecture.</p> <p><b>CO4:</b>Apply brand positioning and repositioning strategies through market segmentation, strategy development, and case analysis.</p> <p><b>CO5:</b> Evaluate brand performance through audits advertising reviews, research, and financial aspects across various sectors.</p>

<b>COURSE CODE</b> <b>MM05</b>	<b>COURSE NAME</b> <b>MARKETING ANALYTICS</b>	<b>TRIMESTER</b> <b>V</b>
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
15	0	30	45	1	0	2	3

<b>Course Prerequisites</b>	Basic knowledge of marketing principles and business management is essential. Familiarity with statistical methods, spreadsheet tools, and data visualization techniques is required. Students should have foundational skills in mathematics and data analysis, with prior exposure to software like Excel, Tableau, or R. Logical thinking and problem-solving abilities are crucial.
<b>Course Category</b>	Marketing Elective
<b>Course focus</b>	Marketing skills
<b>Rationale</b>	<ul style="list-style-type: none"> <li>To enable the students to know about the information needs of Management.</li> <li>To explore customer value analysis and value models</li> <li>To introduce the segmentation analysis</li> <li>To explore the retail analytics tools</li> <li>To analyse the advertising analytical tools</li> <li>To introduce Internet and social media analytics</li> </ul>
<b>Course Revision/ Approval Date:</b>	

Course Content	Weightage	Contact hours
<b>Unit 1:</b> Customer Value: Calculating Lifetime Customer Value- Using Customer Value to Value a Business- Customer Value, Monte Carlo Simulation, and Marketing Decision Making-Allocating Marketing Resources between Customer Acquisition and Retention	<b>20%</b>	<b>9</b>
<b>Unit 2:</b> Market Segment: Clustering- User-Based Collaborative Filtering-Using Classification Trees for Segmentation	<b>20%</b>	<b>9</b>

Unit3:  Retail Analytics: Market Basket Analysis and Lift - Allocating Retail Space and Sales Resources-Identifying the Sales to Marketing Effort Relationship	<b>20%</b>	<b>9</b>
Unit 4:  Advertising Analytics: Measuring the Effectiveness of Advertising -Media Selection Models- Pay per Click Advertising- Introduction to Internet and Social Marketing	<b>20%</b>	<b>9</b>
Unit 5:  Introduction to dashboard - Need for Visualization - various visualization tools - Using Visualization tools for Marketing data - Creating dashboards	<b>20%</b>	<b>9</b>

#### Learning Resources

1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>Wayne L. Winston (2014). Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley &amp; Sons, Inc., Indianapolis, Indiana</li> <li>Stephen Sorger (2013), Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.</li> <li>Gary L. Lilien and Arvind Rangaswamy (2005), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Pearson Education</li> </ol>
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)</li> <li>Paul W.Farris et al (2010), Marketing Metrics, Pearson Education</li> </ol>
3.	<p><b>Journals &amp; Periodicals:</b></p> <p><b>Periodicals and Magazines:</b></p> <ol style="list-style-type: none"> <li>www.emeraldinsight.com (A renowned research journal database)</li> <li>www.ficci.com (Official website of Federation of Indian chambers, Commerce and Industry)</li> <li>www.ibef.org(Official website of India Brand Equity foundation, a subsidy of CII)</li> <li>4. www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)</li> </ol>

4.	<p><b>Other Electronic Resources:</b></p> <ol style="list-style-type: none"> <li>1. <a href="http://www.stattutorials.com">www.stattutorials.com</a> (Statistics tutorials including worked examples using softwares like SPSS)</li> <li>2. <a href="http://www.analyzemath.com/statistics.html">www.analyzemath.com/statistics.html</a> (Statistics tutorials)</li> <li>3. <a href="http://www.burns-stat.com/pages/tutorials.html">www.burns-stat.com/pages/tutorials.html</a> (Statistics tutorials)</li> <li>4. <a href="http://www.spss.com">www.spss.com</a></li> <li>5. <a href="http://www.search.ebscohost.com">www.search.ebscohost.com</a></li> </ol>
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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1" style="width: 100%;"> <tr> <td>Class Participation</td> <td style="text-align: right;">10 marks</td> </tr> <tr> <td>Quiz</td> <td style="text-align: right;">5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td style="text-align: right;">15 marks</td> </tr> <tr> <td>Presentation</td> <td style="text-align: right;">10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>									
<ol style="list-style-type: none"> <li><b>1. Data-Driven Decision Making</b> Students will be able to apply analytical techniques to interpret marketing data, enabling informed and evidence-based decision-making in real-world scenarios.</li> <li><b>2. Consumer Insights</b> Students will develop the ability to extract actionable insights from data to better understand consumer behavior, preferences, and purchase patterns.</li> <li><b>3. Predictive Modeling</b> Students will demonstrate proficiency in using predictive analytics tools to forecast market trends, customer lifetime value, and marketing campaign outcomes.</li> <li><b>4. Optimization of Marketing Strategies</b> Students will learn to optimize marketing mix decisions, such as pricing, promotions, and distribution, using quantitative methods and advanced analytics.</li> <li><b>5. Marketing ROI Analysis</b> Students will be equipped to evaluate the effectiveness and efficiency of marketing investments by calculating and interpreting return on investment (ROI) and other performance metrics.</li> </ol>									

<b>COURSE CODE</b> MM06	<b>COURSE NAME</b> SERVICE MARKETING	<b>TRIMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Prerequisites</b>	The prerequisite for the Services Marketing course includes a basic understanding of marketing concepts and business operations. Additionally, students should have analytical and communication skills, with familiarity in digital tools and platforms.
<b>Course Category</b>	Marketing Elective
<b>Course focus</b>	
<b>Rationale</b>	This course prepares MBA students to excel in diverse service sectors such as IT, healthcare, tourism, retail, banking, and education, which form the backbone of India's economy. It bridges theory and practice by focusing on customer-centric strategies, service quality, technology integration, and sustainability. Graduates will gain versatile skills to address real-world challenges and drive growth across various industries.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ul style="list-style-type: none"> <li>• Enable students to comprehend customer behavior in the service sector, focusing on expectations, perceptions, and satisfaction.</li> <li>• Equip students with skills to design, price, promote, and deliver services efficiently, tailored to the needs of the Indian market.</li> <li>• Teach frameworks and tools to measure and enhance service quality, emphasizing customer-centric approaches.</li> <li>• Explore the role of digitalization, AI, and CRM tools in transforming service delivery and customer engagement.</li> <li>• Foster awareness of ethical and sustainable practices in service marketing.</li> <li>• Use case studies, projects, and role-playing exercises to provide practical exposure, ensuring students are industry-ready.</li> </ul>

Course Content	Weightage	Contact hours
<p><b>Unit 1: Introduction to Services Marketing</b> Overview of Services Marketing and the Service Economy, Characteristics of Services (Intangibility, Perishability, etc.), Key Service Sectors in India: IT, Healthcare, Tourism, etc. Consumer Behavior in Services: Expectations and Perceptions, Customer Decision-Making Process for Services, Service Classification: Business vs. Consumer Services, Service Consumption Trends in India, Role of Technology in Services, Case Study – Service Innovation in India (e.g., Zomato, Swiggy) <b>Practical Activity:</b> Analyze consumer behavior and service consumption trends in Indian sectors.</p>	20%	09
<p><b>Unit 2: Service Design, Delivery, and Quality</b> Service Design and Blueprinting, Managing Service Encounters and Moments of Truth, Process Management and Service Efficiency, Service Recovery and Handling Failures, Understanding Service Quality (SERVQUAL and other models), Measuring Service Quality and Customer Satisfaction, Improving Service Quality: Best Practices, Case Study – Service Quality in Indian Hospitality Sector, Practical Session – Designing Service Delivery Process for a Local Business. <b>Practical Activity:</b> Create a service blueprint and propose improvements for service quality in an industry (e.g., retail, banking).</p>	20%	09
<p><b>Unit 3 : Marketing Strategies for Services</b> Developing a Service Brand, Pricing Strategies for Services, Service Positioning and Differentiation Strategies, Integrated Marketing Communications for Services, Using Digital and Social Media in Service Marketing, Service Advertising and Promotions, Ethical Marketing in Services, Case Study – Marketing Strategies in Indian Telecom Sector Practical Session – Develop a Marketing Plan for a Service Startup. <b>Practical Activity:</b> Create a marketing communication plan for a service business (e.g., educational institution, IT company).</p>	20%	09
<p><b>Unit 4: Technology and Customer Relationship Management (CRM)</b> Role of Technology in Services (Digitalization, AI, IoT), Customer Relationship Management (CRM) Concepts, Tools for Managing Customer Relationships in Services, Using Data Analytics for Service Personalization, Role of Chatbots and AI in Service Delivery, Case Study – CRM in Indian E-commerce Industry (e.g., Flipkart, Amazon), Developing a CRM Strategy for a Service Business, Technology-Driven Innovations in Customer Service (e.g., Fintech, EdTech), Practical Session – Implementing a CRM Solution for an Indian Company. <b>Practical Activity:</b> Develop a CRM strategy for a service-based company</p>	20%	09

(e.g., financial institution, hospitality).		
<p><b>Unit 5: Ethics, Sustainability, and Future Trends</b></p> <p>Ethical Issues in Services Marketing, Sustainability in Service Delivery, Social Responsibility in Services (CSR Initiatives), Impact of Globalization on Service Marketing, Future Trends in Service Marketing (AI, Automation, etc.), Case Study – Sustainability in Indian Hospitality and Tourism, Role of Innovation in Services (Tech, Business Model Changes)</p> <p><b>Practical Activity:</b> Develop a sustainable marketing strategy for a service business incorporating ethical and social responsibility practices.</p>	<b>20%</b>	<b>09</b>

Learning Resources	
1.	<p><b>Textbook:</b> Srinivasan, R. (2011). <i>Services marketing: The Indian context</i> (3rd ed.). Pearson Education.</p>
2.	<p><b>Reference Books:</b></p> <p>Lovelock, C., Wirtz, J., &amp; Chatterjee, J. (2018). <i>Services marketing: People, technology, strategy</i> (8th ed.). Pearson Education.</p> <p>Nargundkar, R. (2010). <i>Marketing of services</i> (3rd ed.). Tata McGraw-Hill.</p> <p>Rai, A. K. (2011). <i>Customer relationship management: Concepts and applications</i>. Prentice Hall.</p> <p>Zeithaml, V. A., Bitner, M. J., &amp; Gremler, D. D. (2017). <i>Services marketing</i> (7th ed.). McGraw-Hill.</p>
3.	<p><b>Journals &amp; Periodicals:</b></p> <ul style="list-style-type: none"> <li>• <b>Journal of Services Marketing</b></li> <li>• <b>Publisher:</b> Emerald Group Publishing</li> <li>• <b>Description:</b> A peer-reviewed journal that explores various aspects of services marketing, including strategy, consumer behavior, and service quality.</li> <li>• <b>Journal of Service Research</b></li> <li>• <b>Publisher:</b> Sage Publications</li> <li>• <b>Description:</b> A highly respected journal focused on research in services marketing, with articles on customer satisfaction, service design, and technological impacts.</li> <li>• <b>Indian Journal of Marketing</b></li> <li>• <b>Publisher:</b> The Indian Journal of Marketing</li> <li>• <b>Description:</b> Covers trends, case studies, and research in the Indian marketing and services sectors.</li> <li>• <b>Harvard Business Review</b></li> <li>• <b>Publisher:</b> Harvard Business Publishing</li> <li>• <b>Description:</b> Includes articles, case studies, and interviews on service marketing, customer experience, and emerging industry trends.</li> </ul>
4.	<p><b>Other Electronic Resources:</b></p> <p><b>IBEF (India Brand Equity Foundation)</b></p> <ul style="list-style-type: none"> <li>• <b>Website:</b> <a href="https://www.ibef.org/">https://www.ibef.org/</a></li> <li>• <b>Description:</b> Provides reports and insights on India's service sectors, including healthcare, IT, banking, and more. Useful for understanding current industry trends.</li> </ul>

	<p><b>NASSCOM (National Association of Software and Service Companies)</b></p> <ul style="list-style-type: none"> <li>• <b>Website:</b> <a href="https://www.nasscom.in/">https://www.nasscom.in/</a></li> <li>• <b>Description:</b> Offers resources and industry reports on India's IT and software services sector.</li> </ul> <p><b>Google Scholar</b></p> <ul style="list-style-type: none"> <li>• <b>Website:</b> <a href="https://scholar.google.com/">https://scholar.google.com/</a></li> <li>• <b>Description:</b> An academic search engine for finding research papers, articles, and theses on topics related to services marketing.</li> </ul> <p><b>EBSCOhost &amp; JSTOR</b></p> <ul style="list-style-type: none"> <li>• <b>Website:</b> <a href="https://www.ebsco.com/">https://www.ebsco.com/</a> &amp; <a href="https://www.jstor.org/">https://www.jstor.org/</a></li> <li>• <b>Description:</b> Digital libraries that offer access to research articles, journals, and periodicals on services marketing, customer behavior, and service management.</li> </ul> <p><b>Coursera and edX</b></p> <ul style="list-style-type: none"> <li>• <b>Website:</b> <a href="https://www.coursera.org/">https://www.coursera.org/</a> &amp; <a href="https://www.edx.org/">https://www.edx.org/</a></li> <li>• <b>Description:</b> Online learning platforms offering courses on services marketing, CRM, and service innovation, ideal for students looking to deepen their understanding.</li> </ul>
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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>		
<b>Mid Semester Marks</b>	20 marks		
<b>End Semester Marks</b>	40 marks		
<b>Continuous Evaluation</b> 40 marks	Class Participation		10 marks
	Quiz		5 marks
	Skill Enhancement activities/ Case Study/ Research Paper		15 marks
	Presentation		10 marks
<b>Course Outcomes</b>	<ul style="list-style-type: none"> <li>• Analyze the structure and trends in the Indian service sector, including key industries like healthcare, IT, and tourism.</li> <li>• Apply concepts of consumer behavior to design customer-centric service strategies.</li> <li>• Create service blueprints and processes that ensure operational efficiency and customer satisfaction.</li> <li>• Implement quality measurement tools such as SERVQUAL to address gaps in service delivery.</li> <li>• Develop pricing, branding, and communication strategies for service offerings, catering to the Indian market.</li> <li>• Use digital tools, CRM software, and AI technologies to enhance service delivery and customer engagement.</li> <li>• Adapt international service marketing strategies to meet local needs and cultural nuances.</li> <li>• Deliver actionable solutions to challenges faced by Indian service firms through hands-on projects and capstone activities.</li> <li>• Propose and implement ethical and sustainable solutions in service marketing scenarios.</li> <li>• Exhibit practical skills through projects, case studies, and simulations, making them well-prepared for roles in the service sector.</li> </ul>		

<b>COURSE CODE</b> FM04	<b>COURSE NAME</b> Security Analysis & Portfolio Management	<b>TRIMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Prerequisites</b>	Basic knowledge of financial market operations, key participants, and basic financial instruments like stocks, bonds, and derivatives.
<b>Course Category</b>	Finance Elective
<b>Course focus</b>	Financial skills/Employability
<b>Rationale</b>	This syllabus equips students with the theoretical and practical tools to evaluate investment opportunities, manage risk, and optimize portfolios. Covering valuation methods, market analysis, derivatives, and portfolio theory, it provides a comprehensive framework to develop strategic decision-making skills essential for financial professionals and investors in dynamic market environments.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. To explain the distinctions between investment, speculation, and gambling, and outline various investment alternatives and evaluation criteria. (Bloom's Level: Understand)</li> <li>2. To calculate historical and expected returns and risks, and apply these measures to evaluate financial investments. (Bloom's Level: Apply)</li> <li>3. To analyze economy-industry-company analysis and technical analysis using tools such as Dow Theory and technical indicators to assess market trends and security performance. (Bloom's Level: Analyze)</li> <li>4. To evaluate critically evaluate the pricing and application of derivatives, such as futures and options, and the implications of the Capital Asset Pricing Model (CAPM) and Efficient Market Hypothesis (EMH). (Bloom's Level: Evaluate)</li> <li>5. To construct optimal investment portfolios using diversification principles, portfolio theory, and risk-return analysis to achieve desired financial outcomes.</li> </ol>

Course Content	Weightage (%)	Contact hours
<b>Unit 1</b> <b>Investment:</b> Overview, Investment vs. Speculation vs. Gambling, Investment Alternatives, & Criteria for Evaluation. <b>Risk and Return:</b> Sources of Risk, Types of Risk, Components of Return, Measuring Historical Return and Risk; and Measuring Expected Return and Risk.	20	9
<b>Unit 2</b> Equity Valuation Bond Prices and Yields	20	9
<b>Unit 3</b> Fundamental Analysis (Economy-Industry-Company Analysis) Technical Analysis: Basic Premises, Dow Theory, Charting Techniques, Technical Indicators.	20	9
<b>Unit 4</b> Derivatives: Futures and Options Capital Asset Pricing Model (CAPM) Efficient Market Hypothesis (EMH)	20	9
<b>Unit 5</b> Portfolio Theory: Diversification and Portfolio Risk, Portfolio Return and Risk, Measurement of Comovements in Security Returns, Calculation of Portfolio Risk, Efficient Frontier, Optimal Portfolio.	20	9

#### Learning Resources

1.	<b>Reference Books:</b> <ol style="list-style-type: none"> <li>Investment Analysis &amp; Portfolio Management –Prasanna Chandra (TMH)</li> <li>Investment Management -Preeti Singh (Himalaya Publication)</li> <li>Fundamentals of Investments – Alexander, Sharpe &amp;Bailey (PHI)</li> <li>Investment Analysis &amp; Portfolio Management – Frank Reilly &amp; Keith Brown (Thomson)</li> <li>Investments Analysis and Behaviour – Mark Hirschey&amp; John Nofsinger (TMH)(SIE)</li> <li>Portfolio Construction, Management, &amp; Protection – Robert A. Strong (Thomson)</li> </ol>
2.	<b>Journals &amp; Periodicals:</b> <ol style="list-style-type: none"> <li>Journal of Portfolio Management (JPM)</li> <li>Journal of Finance (JF)</li> <li>Journal of Investment Management (JOIM)</li> <li>Investor's Business Daily (IBD)</li> </ol>
3.	<b>Other Electronic Resources:</b> <ol style="list-style-type: none"> <li>Study Material on Investment Analysis &amp; Portfolio Management Module (NCFM – NSE)</li> <li>The Economic Times (Investing Section) (India)</li> </ol>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	
<ol style="list-style-type: none"> <li>1. Comprehend Investment Concepts</li> <li>2. Evaluate Equity and Fixed Income Securities</li> <li>3. Perform Fundamental and Technical Analysis</li> <li>4. Analyze Derivatives and Market Efficiency</li> <li>5. Develop Optimal Portfolios</li> </ol>		

<b>COURSE CODE</b> FM05	<b>COURSE NAME</b> FINANCIAL RISK MANAGEMENT	<b>TRIMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Prerequisites</b>	Basic Information about Finance and Account Terminology
<b>Course Category</b>	Finance Electives
<b>Course focus</b>	Employability & Skills
<b>Rationale</b>	The key purpose of derivatives is the management and especially the mitigation of risk. When a derivatives contract is entered, one party to the deal typically wants to free itself of a specific risk, linked to its commercial activities such as currency or interest rate risk over a given time.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>To equip students with the ability to apply stock market basics.</li> <li>To know the options contract discussed in terms of their valuation, analysis, and application for hedging, specialization, and arbitrage.</li> <li>To apprise the recent innovations in financial derivatives</li> <li>To learn the mechanics, valuation, and trading strategies of the derivatives market.</li> <li>To evaluate options sensitivities</li> </ol>

Course Content	Weightage	Contact hours
<b>Unit 1: Introduction Option Markets</b> Types of option markets, ITM, ATM & OTM, Intrinsic Value & Time Value, Factors affecting option pricing, European & American, Arbitrage restriction on option prices, Put-call parity relationship, Put call ratio Risk Management Lessons from the Global Financial Crisis for Derivative Exchanges", IIMA Working Paper No. 2009-02-06, February 2009. By Varma IIMA <a href="http://www.iimahd.ernet.in/~jrvarma/download.php">http://www.iimahd.ernet.in/~jrvarma/download.php</a>	20%	9
<b>Unit 2: Option Models</b> Open Interest in relation to the price and volume, liquidating options, Option Trading Strategies- Arbitrage, hedging & Speculation, Option Pricing Models-	20%	9

Black schools & Binomial Model, Option Calculator RisksinDerivativesMarketsByLudgerHentschelCliffordW.Smith <a href="http://fic.wharton.upenn.edu/fic/papers/96/9624.pdf">http://fic.wharton.upenn.edu/fic/papers/96/9624.pdf</a>		
<b>Unit 3: Option Sensitivities</b> VAR & Greek Letters. Delta, Theta, Gamma, Rho, Vega Put and Call with sensitivities	20%	9
<b>Unit 4: Currency Derivatives</b> Currency Futures- Arbitrage, hedging & Speculation Introduction toInterest rate Derivatives in India, Bond Futures, T-bill market inIndia, Exchange traded interest rate future, yield curve, termstructure of interest rates, etc., Currency & Interest rate SwapsCase Study: Large Losses in Derivatives Markets By AnatoliKuprianov	20%	9
<b>Unit: 5 Practical from Model I and Model II</b> Student assign project each of one commodity and follow Cash –Carry Model and Find variation between Spot prices v/s Exciseprices	20%	9

Learning Resources	
1.	1. <b>Textbook:</b> Vohra&Bagri“FuturesandOptions”TataMcGrawhillLatestEdition
2.	<b>Reference Books:</b> 1. RajivSrivastava“Derivatives&RiskManagement”OxfordUniversityLatest Edition 2. JohnC.Hull“FuturesandOptionsMarkets”PearsonEducationLatest Edition
3.	<b>Journals &amp; Periodicals:</b> 1. Journal of Financial Economics (JFE) 2. Journal of Financial and Quantitative Analysis (JFQA) 3. Financial Analysts Journal (FAJ) 4. Quantitative Finance 5. Journal of Risk and Financial Management (JRFM) 6. Journal of Financial Markets 7. The Journal of Portfolio Management (JPM) <b>Periodicals and Magazines:</b> 1. The Economist 2. Harvard Business Review (HBR) 3. Bloomberg Markets 4. Financial Times (FT)
4.	<b>Other Electronic Resources:</b> <a href="http://www.onlinelibrary.wiley.com">www.onlinelibrary.wiley.com</a> <a href="https://www.investopedia.com/ask/answers/030315/what-financial-services-sector.asp">https://www.investopedia.com/ask/answers/030315/what-financial-services-sector.asp</a> <a href="https://www.ibef.org/industry/financial-services-india.aspx">https://www.ibef.org/industry/financial-services-india.aspx</a> <a href="https://financialservices.gov.in/">https://financialservices.gov.in/</a>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>
<b>Mid Semester Marks</b>	20 marks
<b>End Semester Marks</b>	40 marks

<p><b>Continuous Evaluation</b> <b>40 marks</b></p>	<table border="1"> <tr> <td data-bbox="638 230 1121 271">Class Participation</td> <td data-bbox="1121 230 1294 271">10 marks</td> </tr> <tr> <td data-bbox="638 271 1121 311">Quiz</td> <td data-bbox="1121 271 1294 311">5 marks</td> </tr> <tr> <td data-bbox="638 311 1121 383">Skill Enhancement activities/ Case Study/ Research Paper</td> <td data-bbox="1121 311 1294 383">15 marks</td> </tr> <tr> <td data-bbox="638 383 1121 423">Presentation</td> <td data-bbox="1121 383 1294 423">10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Skill Enhancement activities/ Case Study/ Research Paper	15 marks								
Presentation	10 marks								
<p><b>Course Outcomes</b></p>	<p>After successful completion of the above course, students will be able to:</p> <p>CO1: Aware commodities market and international market for European &amp; American Options</p> <p>CO2: Recognize margin risk in the commodities market.</p> <p>CO3: Analysis of market movement on seasonal variation</p> <p>CO4: Learn the mechanics, valuation, and trading strategies of the derivatives market.</p> <p>CO5: Evaluate options sensitivities.</p>								

<b>COURSE CODE</b> FM06	<b>COURSE NAME</b> FINANCIAL ANALYTICS	<b>TRIMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
15	0	30	45	1	0	2	3

<b>Course Prerequisites</b>	Basic knowledge of financial management
<b>Course Category</b>	Finance Elective
<b>Course focus</b>	
<b>Rationale</b>	This course aims to demonstrate the applications of data analytics in the finance domain. This includes solving real-life financial market problems with data science.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. <b>Time-Series Analytics:</b> To introduce students to time-series modelling techniques, including stationarity, ARMA/ARIMA models, and autocorrelation analysis.</li> <li>2. <b>Portfolio Optimization:</b> To teach the principles of portfolio optimization, including the construction of efficient frontiers and market portfolios.</li> <li>3. <b>Regression Modelling:</b> To provide students with a thorough understanding of regression models, their assumptions, and common issues such as heteroscedasticity and multicollinearity.</li> <li>4. <b>Risk Analytics:</b> To familiarize students with volatility models and risk assessment techniques like VaR and CVaR in financial applications.</li> <li>5. <b>Technical Analysis:</b> To equip students with the tools and techniques of technical analysis, including trend analysis, chart patterns, and key indicators for market analysis</li> </ol>

Course Content	Weightage	Contact hours
<b>Unit 1: Time-Series Analytics:</b> Introduction to Stationarity, ARMA/ARIMA Modelling, ACF/PACF, Model Building and Goodness-of-Fit, Modelling.	20%	9
<b>Unit 2: Portfolio Optimization:</b> Portfolio Optimization with two securities and multiple securities, Construction of efficient frontier and market portfolio, Portfolio performance evaluation and construction of market portfolio, Asset Pricing Models, Implementation in R.	20%	9
<b>Unit 3 Introduction to regression modelling:</b> Simple and Multiple Linear Regression, Assumptions of classical linear regression model and its violations, issues of heteroscedasticity, multicollinearity, autocorrelation, Application with asset pricing models, and implementation with R Risk Analytics: Introduction to Volatility Modelling, Historical volatility models, ARCH/GARCH Models, VaR/CvaR models, Implementation in R.	20%	9
<b>Unit 4: Markov Regime Switching Regression:</b> Introduction to Markov Process, Transient and Recurrent processes, absorption probabilities, Convergence, Finance use case and implementation in R.	20%	9
<b>Unit 5: Technical Analysis:</b> Trend Analysis and Indicators, Bollinger bands, trendlines, candle stick charts, Dow theory, classical patterns, Momentum Indicators, R implementation.	20%	9

Learning Resources	
1.	<b>Textbook:</b> Elton, Gruber, Brown, Goetzmann; Modern Portfolio Theory and Investment Analysis; 9th Edition (and onwards)
2.	<b>Reference Books:</b> <ol style="list-style-type: none"> <li>Advanced Financial Instruments for Sustainable Business and Decentralized Markets</li> <li>Introductory Econometrics for Finance, Chris Brooks, 3rd Edition</li> <li>Basic Econometrics by Gujarati, 5th Edition onwards</li> </ol>
3.	<b>Journals &amp; Periodicals:</b> <ol style="list-style-type: none"> <li>Journal of Financial Economics (JFE)</li> <li>Journal of Financial and Quantitative Analysis (JFQA)</li> <li>Financial Analysts Journal (FAJ)</li> <li>Quantitative Finance</li> <li>Journal of Risk and Financial Management (JRFM)</li> <li>Journal of Financial Markets</li> <li>The Journal of Portfolio Management (JPM)</li> </ol> <b>Periodicals and Magazines:</b> <ol style="list-style-type: none"> <li>The Economist</li> <li>Harvard Business Review (HBR)</li> <li>Bloomberg Markets</li> <li>Financial Times (FT)</li> </ol>

4.	<p><b>Other Electronic Resources:</b> Data Science and Business analytics: Mu Sigma Analytics, Fractal Analytics, Manthan.Latent View, Tiger Analytics, Absolutedata, Convergytics, UST Global; Equity research firms, Credit rating firms, Investment Banks, Corporate Banking sector, Corporate Finance roles across all corporates (ICRA, ICICI, HDFC, Nomura, Lehman Brothers, SBI Capital Markets, Deutsche bank, HSBC Bank,</p>
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<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Skill Enhancement activities/ Case Study/ Research Paper	15 marks								
Presentation	10 marks								
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Build ARMA/ARIMA models and interpret autocorrelation and partial autocorrelation functions.</li> <li>2. Construct efficient portfolios with two or more securities.</li> <li>3. Apply regression models in asset pricing and financial analysis.</li> <li>4. Understand and implement volatility models ARCH, GARCH &amp; Calculate and interpret Value at Risk (VaR) and Conditional Value at Risk (CVaR).</li> <li>5. Apply the Markov process to model financial data with regime switching behavior.</li> </ol>								

<b>COURSE CODE</b> BA04	<b>COURSE NAME</b> Data Visualization	<b>TRIMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Prerequisites</b>	Basic knowledge of operating a computer system and information technology in general.
<b>Course Category</b>	Business Analytics- Elective
<b>Course focus</b>	
<b>Rationale</b>	This course introduces to the concepts of Data Visualization and aims to demonstrate the tools of data visualization and prepare the students to develop skills that can be applied across many business disciplines. This will make them understand as how to collect, analyze, and visualize data, thereby translate complex data into actionable insights and make informed decisions.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1.To Understand the concepts of Business Intelligence (BI)&amp; its importance &amp; applications in the modern-day organizations.</li> <li>2. To Understand the concepts and importance of Data Visualization.</li> <li>3. To Examine and evaluate the BI tools for Data Visualization&amp; Analysis.</li> <li>4. To Demonstrate the Data Visualization tools to connect, transform &amp; model, build &amp; format visuals (create reports) and dashboards.</li> <li>5. To Apply the Data Visualization Tool to build, share &amp; collaborate visualizations (data storytelling) on a Business Scenario/Case.</li> </ol>

CourseContent	Weightage	Contact hours
<p><b>Unit 1: Introduction to Business Intelligence (BI)</b></p> <ul style="list-style-type: none"> <li>• Introduction to Business Intelligence (BI)&amp;Definition</li> <li>• How BI works and its methods.</li> <li>• Benefits of BI</li> <li>• Advantages and Disadvantages of BI</li> <li>• Business Intelligence Platforms / Tools</li> <li>• Data Warehouse in Business Intelligence</li> <li>• Application of BI: Business Cases</li> </ul>	<b>20%</b>	<b>6</b>
<p><b>Unit 2: Introduction to Data Visualization and its Tools</b></p> <ul style="list-style-type: none"> <li>• Definition</li> <li>• Advantages and Disadvantages of Data Visualization</li> <li>• Importance of Data Visualization</li> <li>• Data Storytelling, Reports and Dashboards / KPI Dashboards</li> <li>• Types of Visualizations</li> <li>• Best Practices of Dashboard Design</li> <li>• Evaluating Data Visualization Tools</li> </ul>	<b>20%</b>	<b>9</b>
<p><b>Unit 3: Introduction to Power BI: A Business Intelligence Tool</b></p> <ul style="list-style-type: none"> <li>• <b>Overview of Power BI</b> <ul style="list-style-type: none"> <li>○ Parts of Power BI</li> <li>○ Building Blocks of Power BI</li> </ul> </li> <li>• <b>Introduction and Overview of Power BI Desktop</b> <ul style="list-style-type: none"> <li>○ Functions/Uses of Power BI Desktop</li> <li>○ Installation of Power BI Desktop, Interface of Power BI Desktop</li> <li>○ Views in Power BI Desktop</li> <li>○ Concepts of Reports and Dashboard in Power BI</li> <li>○ Connect to Data Sources, Transform and Load Data</li> <li>○ Interface of Query Editor</li> <li>○ Use of Visuals&amp; Filters in Power BI Desktop</li> <li>○ Creation of Reports &amp; Visualizations, Formatting Visuals</li> <li>○ Modelling (understanding table relationship), Field&amp; Dates Hierarchy</li> <li>○ Use of DAX(Measures/Quick measures, Calculated Column etc.)</li> </ul> </li> <li>• <b>Introduction and Overview of Power BI Service</b> <ul style="list-style-type: none"> <li>○ Creation and Configuration of Dashboard</li> <li>○ Publishing and Sharing Reports and Dashboard in Power BI Service</li> </ul> </li> </ul>	<b>25%</b>	<b>14</b>
<p><b>Unit 4: Introduction to Looker Studio: A Business Intelligence Tool</b></p> <ul style="list-style-type: none"> <li>• Overview &amp;Key Concepts: Reports, Component, Connector/Data Source, Fields (Dimensions and Metrics), Credentials etc. in Looker Studio</li> <li>• Looker Studio Workflow</li> <li>• Looker Studio Environment Setup and Graphical User Interface.</li> <li>○ Create Report, Connect Data – Data Sources &amp;</li> </ul>	<b>25%</b>	<b>10</b>

<p>Connectors, Using Sample Data Templates</p> <ul style="list-style-type: none"> <li>○ Building Reports: Adding Visuals (Charts, Maps, Table, Scorecard etc.) and Controls to Report</li> <li>○ Work with Dimensions and Metrics</li> <li>○ Manage Reports and Data Sources.</li> <li>○ Visualize (Creating, Viewing &amp; Editing a Report in Looker Studio)</li> <li>○ Transformation (Aggregation, Data Blending, Calculated field)</li> <li>○ Using Explorer</li> <li>○ Share and Collaborate: Sharing a dashboard in Looker Studio</li> <li>○ Enterprise Administrator features in Looker Studio</li> </ul>		
<p><b>Unit 5: Project/Case Study: Application of BI Tool for a Business Case</b> Defining a Problem, Collection of Data, Understanding Data Set, Transformation of Data, Modelling of Data, Data Designing (Visualization), Creating (Build) Reports/Interactive/KPI Dashboard</p>	<b>10%</b>	<b>6</b>

Learning Resources	
1.	<p><b>Textbook:</b></p> <ol style="list-style-type: none"> <li>1. Business Intelligence: A Managerial Approach - Ramesh Sharda, Efraim Turban, Dursun Delen, David King, Pearson</li> <li>2. Storytelling with Data: A Data Visualization Guide for Business Professionals- Cole Nussbaumer Knaflic, Wiley</li> <li>3. Introducing Microsoft Power BI- Alberto Ferrari, Marco Russo, Microsoft Press, 2016, Microsoft Corporation.</li> <li>4. Analyzing Data with Microsoft Power BI and Power Pivot for Excel - Ferrari Alberto, Russo Marco, PHI LEARNING PVT. LTD.   MICROSOFT PRESS</li> <li>5. Data Storytelling with Google Looker Studio - Sireesha Pulipati, First Edition, By Packt Publishing Ltd.</li> </ol>
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Data Visualization Made Simple - Sosulski-Kristen, Routledge</li> <li>2. Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence, brettpowell, Packt Publishing</li> </ol>
3.	<p><b>Journals &amp; Periodicals:</b></p>
4.	<p><b>Other Electronic Resources:</b></p> <p><a href="https://powerbi.microsoft.com/en-us/what-is-power-bi/">https://powerbi.microsoft.com/en-us/what-is-power-bi/</a> <a href="https://lookerstudio.google.com/overview">https://lookerstudio.google.com/overview</a></p>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
	Class Participation	10 marks							
	Quiz	5 marks							
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks							
	Presentation	10 marks							
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Enables students to understand the concept and importance of Business Intelligence in the business context.</li> <li>2. Enables students to understand importance of Data Visualization in gaining business insights for Decision-making.</li> <li>3. To evaluate and examine different Data Visualization / BI Tools.</li> <li>4. Helps students to get hands-on Business Intelligence Tools, to tell impactful, insightful stories with engaging reports and data visualizations.</li> <li>5. Learn to apply BI Tool, to tell a data story and give insights via reports and interactive dashboards on a particular business case/scenario and making informed decisions</li> </ol>								

<b>COURSE CODE</b> BA05	<b>COURSE NAME</b> Multivariate Data Analysis	<b>TRIMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	30	0	45	1	2	0	3

<b>Course Prerequisites</b>	Fundamental knowledge of Multivariate Analysis
<b>Course Category</b>	Business Analytics- Elective
<b>Course focus</b>	The course will cover fundamental aspects and techniques of analyzing large datasets statistically which involve more than one variable. This course provides methods to recognize statistical patterns, applications of multivariate statistical methods and multivariate statistical tests.
<b>Rationale</b>	This course aims to demonstrate the applications of data analytics in the multidisciplinary approach. This includes problem solving of the research gap and applying the right analytical tools for the business.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. <b>Introduction to Multivariate Data:</b> To identify measurement scales, types of variables, and the distinction between exploratory and confirmatory analyses.</li> <li>2. <b>Understanding Multivariate Data Type:</b> To Interpret reliability and normality testing methods and their relevance in multivariate data models.</li> <li>3. <b>Non-Parametric Test:</b> To apply non-parametric tests such as Wilcoxon Signed Rank Test to solve business-related data challenges to see the difference of opinion.</li> <li>4. <b>Exploratory Data Analysis:</b> Evaluate the assumptions and characteristics of Exploratory Factor Analysis models for business insights.</li> <li>5. <b>Correlation and Regression:</b> To appropriateness of regression models (linear or nonlinear) for specific business cases based on underlying assumptions.</li> </ol>

Course Content	Weightage	Contact hours
<b>Unit 1: Introduction:</b> Basics of multivariate data and its applications in business and management, Measurement scales and types of variables, Exploratory vs. confirmatory analysis, Data preprocessing: Missing data, outliers, and normalization and Introduction to statistical software	20%	9
<b>Unit 2: Multivariate Data:</b> Multivariate Data and models, Reliability Testing, Normality Testing, Parametric Test: Independent Sample t test, ANOVA and Paired Sample t test using Excel	20%	9
<b>Unit 3: Non-Parametric Test</b> <b>Non-Parametric Test:</b> Mann-Whitney U Test, Kruskal Wallis Test, Wilcoxon Signed Rank Test	20%	9
<b>Unit 4: Exploratory Techniques:</b> Eigenvalue and singular decomposition, Singular value decomposition (SVD) of a matrix, Principal component analysis, Factor analysis, Canonical correlation	20%	9
<b>Unit 5: Correlation and Regression Analysis</b> <b>Correlation:</b> Characteristics of Correlation, Assumptions, Pearson and Spearman Correlation Analysis. <b>Regression Analysis:</b> Characteristics of Regression, Assumptions, Linear and Nonlinear Regression Analysis	20%	9

Learning Resources	
1.	<b>Textbook:</b> Using Multivariate Statistics -- Tabachnick, B. and Fidell, L., New York: Allyn & Bacon.
2.	<b>Reference Books:</b> <ol style="list-style-type: none"> <li>1. Multivariate Analysis – Hair Joseph F., Prentice Hall-Pearson</li> <li>2. Applied Multivariate Techniques – Sharma, Subhash, John Wiley &amp; Sons</li> <li>3. Methods of Multivariate Analysis – Alvin Rencher, William Christensen, Wiley</li> </ol>
3.	<b>Journals &amp; Periodicals:</b> <ol style="list-style-type: none"> <li>1. Journal of Multivariate Analysis</li> <li>2. The American Statistician</li> <li>3. Journal of Applied Statistics</li> <li>4. Journal of Statistical Software</li> <li>5. Decision Sciences</li> <li>6. Journal of Business Research</li> <li>7. European Journal of Operational Research</li> </ol> <b>Periodicals and Magazines:</b> <ol style="list-style-type: none"> <li>1. Analytics India Magazine</li> <li>2. Data Science Central</li> </ol>

	<p>3. Harvard Business Review (HBR)</p> <p>4. Forbes Analytics and Data Section</p>
4.	<p><b>Other Electronic Resources:</b> ResearchGate, SpringerLink, JSTOR, ScienceDirect, NPTEL (National Programme on Technology Enhanced Learning), Python Programming, SPSS, Excel, Coursera, SWAYAM</p>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>	
<b>Mid Semester Marks</b>	20 marks	
<b>End Semester Marks</b>	40 marks	
<b>Continuous Evaluation</b> <b>40 marks</b>	Class Participation	10 marks
	Quiz	5 marks
	Skill Enhancement activities/ Case Study/ Research Paper	15 marks
	Presentation	10 marks
	<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Recognize statistical software tools used for multivariate analysis.</li> <li>2. Evaluate analysis results to support strategic decision-making.</li> <li>3. Apply appropriate techniques to analyze business data.</li> <li>4. Comprehend the role of data preprocessing techniques such as handling missing data, outlier detection, and normalization.</li> <li>5. Perform correlation analysis (Pearson and Spearman) and regression analysis (linear and nonlinear) on business datasets.</li> </ol>

<b>COURSE CODE</b> BA06	<b>COURSE NAME</b> Times Series Analysis & Forecasting	<b>TRIMESTER</b> V
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Teaching Scheme (Hours)				Teaching Credit			
Lecture	Practical	Tutorial	Total Hours	Lecture	Practical	Tutorial	Total Credit
45	0	0	45	3	0	0	3

<b>Course Prerequisites</b>	Knowledge of Basic statistical principles and Basic python programming
<b>Course Category</b>	Business Analytics -Elective
<b>Course focus</b>	This course covers the methodology and applications of time series analysis and forecasting, focusing on issues and problems predicting business and economic data. The course is intended to serve as a guide to the principles, assumptions, strengths, limitations, and application of time series models and forecasting methods.
<b>Rationale</b>	This course introduces concepts essential to understanding the rationale of time series analysis to understand the application of time series analysis and forecasting to the problems in various business domains, including marketing, retail sales, human resource management, operations and supply chain management, finance, and general management.
<b>Course Revision/ Approval Date:</b>	
<b>Course Objectives (As per Blooms' Taxonomy)</b>	<ol style="list-style-type: none"> <li>1. Understand the fundamental concepts of time series analysis,</li> <li>2. Learn how to decompose time series data into trend, seasonality, and noise.</li> <li>3. Understand the principles of ARIMA (Autoregressive Integrated MovingAverage) models.</li> <li>4. Understanding the non-stationery time series.</li> <li>5. Discover advanced forecasting methods using machine learning approaches.</li> </ol>

Course Content	Weightage	Contact hours
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<p><b>Unit 1: Introduction to Time Series Analysis</b> Concepts: Introduction to time series, its significance, and applications. Components: Different components of time series data, Understanding trend, seasonality, cyclic patterns, and irregular components. Visualization: Techniques for visualizing time series data using plots and charts.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 2: Time Series Decomposition and Smoothing</b> Decomposition: Breaking down time series into its fundamental components. Smoothing Techniques: Applying moving averages and exponential smoothing to identify patterns. Trend and Seasonality: Detecting and analysing long-term trends and seasonal effects.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 3 ARIMA and Exponential Smoothing Models</b> ARIMA Models: Building and tuning ARIMA models for effective forecasting, exploring the use of exponential smoothing models for short-term forecasting. Exponential Smoothing: Simple Exponential Smoothing, Holt's linear exponential smoothing, Holt-Winters' exponential smoothing Model Validation: Techniques for validating and optimizing forecasting models.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 4: Non-stationary time series</b> Time series with non-stationary variance. Non-stationary mean. ARIMA (p,d,q) models. The use of Box-Jenkins methodology to determination of order of integration. The unit root problem. Spurious trends and regressions. Unit root tests (Dickey-Fuller). ADF test and the choice of the number of lags. Non-stationary time series, TSP or DSP: methodology of research. Segmented trends and structure changes.</p>	<b>20%</b>	<b>9</b>
<p><b>Unit 5: Advanced Forecasting Techniques</b> Machine Learning Approaches: Applying machine learning algorithms to time series data. Model Evaluation: Assessing model performance using metrics like MAE, RMSE, and MAPE. Practical Applications: Real-world case studies and projects to apply advanced forecasting methods. Learn about model evaluation techniques to assess forecast accuracy. Explore real-world applications of time series forecasting in various industries.</p>	<b>20%</b>	<b>9</b>

<b>Learning Resources</b>	
1.	<b>Textbook:</b>

	<ol style="list-style-type: none"> <li>Aileen Nielsen (2019), Practical Time Series Analysis, Publisher(s): O'Reilly Media, Inc. Introduction to Time Series Analysis and Forecasting, 3rd Edition</li> <li>Douglas C. Montgomery, Cheryl L. Jennings, Murat Kulahci (2024), Introduction to Time Series Analysis and Forecasting, 3rd Edition, Wiley Publications</li> <li>Box, G.E.P., Jenkins, G.M. and Reinsel, G.C. (1994) Time Series Analysis, Forecasting and Control, Englewood Cliffs, NJ: Prentice-Hall.</li> <li>Chris Chatfield, and Haipeng Xing (2019) The Analysis of Time Series: An Introduction with R. CRC Press, London.</li> <li>Galit Shmueli and Kenneth C. Lichtendahl Jr (2016). Practical Time Series Forecasting with R: A hands-on Guide, Axelrod Schnall Publishers.</li> </ol>
2.	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>The Analysis of Time Series: An Introduction with R (Chapman &amp; Hall/CRC Texts in Statistical Science) 7th Edition by Chris Chatfield (Author), Haipeng Xing (Author)</li> <li>Time Series Analysis 1st Edition by James D. Hamilton (Author)</li> <li>Modern Time Series Forecasting with Python: Explore industry-ready time series forecasting using modern machine learning and deep learning, by Manu Joseph (Author)</li> </ol>
3.	<p><b>Journals &amp; Periodicals:</b></p> <ol style="list-style-type: none"> <li><i>Journal of Time Series Analysis</i>, Edited By: Robert Taylor, Online ISSN:1467-9892 Print ISSN:0143-9782, © John Wiley &amp; Sons Ltd</li> <li>Time Series Forecasting - Time series forecasting is the process of predicting the future value of a variable (e.g., temperature) based on past historical values that may exhibit a trend and seasonality. From: Data Science (Second Edition), 2019</li> </ol>
4.	<p><b>Other Electronic Resources:</b></p> <ol style="list-style-type: none"> <li>Journal of Time Series Analysis - Wiley Online Library</li> <li>Journal reference for time series analysis and forecasting - Cross Validated</li> </ol>

<b>Evaluation Scheme</b>	<b>Total Marks: 100</b>								
<b>Mid Semester Marks</b>	20 marks								
<b>End Semester Marks</b>	40 marks								
<b>Continuous Evaluation 40 marks</b>	<table border="1"> <tr> <td>Class Participation</td> <td>10 marks</td> </tr> <tr> <td>Quiz</td> <td>5 marks</td> </tr> <tr> <td>Skill Enhancement activities/ Case Study/ Research Paper</td> <td>15 marks</td> </tr> <tr> <td>Presentation</td> <td>10 marks</td> </tr> </table>	Class Participation	10 marks	Quiz	5 marks	Skill Enhancement activities/ Case Study/ Research Paper	15 marks	Presentation	10 marks
Class Participation	10 marks								
Quiz	5 marks								
Skill Enhancement activities/ Case Study/ Research Paper	15 marks								
Presentation	10 marks								
<b>Course Outcomes</b>	<p>This course provides a comprehensive background in time series analysis and forecasting. At the end of this course, the students.</p> <ol style="list-style-type: none"> <li>Will have acquired the skills to use time-series models in business analytics in an informed, disciplined way.</li> <li>Will learn how to avoid common mistakes in the use of forecasting techniques and thereby move toward more sound, correct practices in all phases of the analysis.</li> </ol>								

	<ol style="list-style-type: none"><li>3. Will be able to use time-series methods intelligently and get as much out of its application as possible</li><li>4. Will have knowledge to apply understand non stationery time series with various variations.</li><li>5. Will have enough knowledge to effectively demonstrate the application of time-series models using Python.</li></ol>
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# GSFC University

## Master of Business Administration



GSFC  
UNIVERSITY  
EDUCATION RE-ENVISIONED

# HANDBOOK

FOR

## COMPREHENSIVE PROJECT (CP)

*(Applicable from Academic Year 2024-25 onwards)*

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# **GSFC UNIVERSITY, VADODARA**

## **MASTER OF BUSINESS ADMINISTRATION (MBA) GUIDELINES FOR COMPREHENSIVE PROJECT (CP)**

### **1. INTRODUCTION:**

The students will have to undergo Comprehensive Project during the Fourth Semester, and submit a “**Comprehensive Project Report**” by the end of the semester.

Comprehensive Project (CP) is an integral part of the academic curriculum of MBA. For the successful completion of the MBA programme, students are required to undergo CP as per the prescribed format and duration. The CP is supposed to be an extensive piece of professional work wherein the students provide specific expertise in their field of specialization. Students can choose to undertake the project either with an organization or can carry out a project independently.

### **2. OBJECTIVES:**

- CP aims at widening the student's perspective by providing an exposure to real life organizational environment and its various functional activities.
- CP aims to enable the students to explore an industry/organization, build a relationship with a prospective employer, or simply hone their skills in a familiar field.
- CP also provides invaluable knowledge and networking experience to the students.
- Some ideal projects for CP can be in the areas of strategy formulation, business process reengineering, MIS, ERP implementation, HR functions, retail/investment banking, industry analysis, new product launches, sales and distribution, market research and advertising, etc., among others. However, this is not an exhaustive list of areas but can be varied to suit the requirements of the organizations where the student has to undergo the project, or the domain area in which the student is carrying out an independent project. In some cases, even field work can also become an integral part of CP. The student need not shy away from taking up such projects.

- An additional benefit that organizations may derive is the unique opportunity to evaluate the student from a long-term perspective. Thus the CP can become a gateway for final placement of the student.
- The student should ensure that the data and other information used in the study report are obtained with the permission of the concerned University. The students should also behave ethically and honestly with the organization.

### **3. WHAT IS TO BE DONE?**

- **The student has to undertake project individually or in a pair of two students. CP Report is to be submitted by every individual student / pair of students.**
- **How many students are allowed to undertake the project in the same organization?**

**There is no limit on the number of students undertaking the CP in an organization. It shall be the Universities prerogative to maintain the standards of a CP project through the selection and guidance of distinct, relevant and genuine projects for the students.**

- If the CP is undertaken at an organization, the CP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the University where the student is studying. The student is expected to first understand the organization and its setting and the industry/field in which the organization is operating. Thereafter, the student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.
- If the CP is undertaken independently, the student should identify a highly relevant topic in his/her domain area of specialization. He/she can then carry out a research-intensive project pertaining to the selected topic.  
Thereafter, the student should prepare a report and submit one copy to the organization and one copy to the University. Students may submit hard copy or soft copy of report to the organization / University as per their requirement. The student **may** also obtain a certificate from the organization/s where the CP was done and attach the same with the copy submitted to the University. **(Sample format of Certificate is attached in Annexure II). It is compulsory to attach the Certificate which would require the signature of the Supervisor and Dean/HoD in all reports.**
- The university will arrange the external viva - voce for CP. The student is expected to make a **15 – 20 minutes presentation** before the examiner regarding the CP project work undertaken, which will be followed by questions by the examiner.
- **Plagiarism of CP report should be less than 30%.**

#### 4. CRITERIA FOR EVALUATION OF CP

The total marks for the CP project will be 200 and it carries 6 credits. The marks will be awarded in proportion of 70:30 by external and internal examiners respectively.

**Internal Viva:** The University has to conduct internal viva at University level where internal faculty guide will give marks out of 60 to each student appearing for Viva in consultation with an external person(s) called from industry. (Guidelines for industry person: Preferably a person of senior managerial level and at least having industry experience of 5 years)

**External Viva:** External examiner shall be appointed by GSFC University. He / she will give marks out of 140 on the basis of parameters given in Annexure I.

#### 5. FREQUENTLY ASKED QUESTIONS (FAQS):

Sr. No.	Frequently Asked Questions	Answers of FAQs
1	What is the duration of CP?	CP has to be undertaken during the fourth semester.
2	How many students are allowed in one company/organization?	There is no limit on the number of students who can undertake the project in one organization.
3	How many students can work together?	The CP can be undertaken <b>either individually or in a pair</b> . In no case shall more than two students be allowed to work together. Both students should belong to the same specialization.
4	What should be the nature of the project?	The students should undertake a project which explores particular dimensions or domains in their respective areas of specialization. The project should involve a detailed and systematic research process, and should also incorporate qualitative and/or quantitative data collection and analysis through statistical testing. Students should base their methodology on intensive, relevant and appropriate review of literature.
5	What are the credits and marks of CP?	CP carries <b>6 credits</b> and of <b>200 marks</b> .

6	Is it compulsory for student to work under the guidance of Internal (University) faculty	<b>Yes, it is compulsory</b> for each University to allocate internal faculty to each student. These internal faculty will act as an internal guide for CP.
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7	What is the proportion of Internal and External marks in CP?	<b>The proportion is 30:70.</b> Out of total marks of 200 the internal examiner has to give marks out of 60 and the external examiner has to give marks out of 140.
8	Is it compulsory for the Universities to organize internal VIVA at Universities before University CP VIVA?	<b>Yes, it is mandatory</b> for all the University to organize internal CP viva for their students. The internal evaluation carries 60 marks. Internal VIVA must be conducted before the University external viva so students may make corrections (if any) as per the suggestions by the internal guide.
9	Is it required to attach company Certificate in the project report?	<b>For those students who have undertaken the CP in an organization, it is desirable</b> to attach the company certificate in the project report. But it is compulsory to attach the University's certificate, certifying the genuineness of the work done by the student. <b>For those students who have carried out the CP independently,</b> it is compulsory to attach their University's certificate, certifying the genuineness of the work done by the student.
10	Is it required to attach University certificate in the project report?	<b>Yes, it is required</b> for all the students to attach University certificate in the project report. The University certificate must be signed by internal faculty and counter signed by Principal/Director of the University.
11	How much plagiarism/similarity is allowed in the CP report?	Upto 30% plagiarism is allowed in the CP reports.
12	If plagiarism is above 30%, what should be done?	<b>If plagiarism is above 30% the said report is not accepted for CP VIVA.</b> It is the responsibility of the internal guide to check the plagiarism level and in any case if it is found that the plagiarism percentage is above 30, re-work should be given to student. Such students are not allowed to appear in the external viva examination of CP.
13	Is it compulsory to Attach Plagiarism report?	<b>Yes, it is compulsory</b> for all the students to attach plagiarism report in the CP report.
14	Which plagiarism software should be used?	<b>The licensed software</b> must be used to check plagiarism. Open source and free software are not allowed. If university is providing licensed software, it is compulsory to use the same software to check the plagiarism.
15	What are the passing criteria in CP?	The passing criteria of CP are same like other subjects of MBA course.

16	How many copies of project report are required to submit?	<p>It is compulsory for each student to bring <b>one hard copy</b> (spiral binding) of project at the time of University CP viva. Students are not required to submit hard copy at University. In case if University require then they may ask for hard copy submission. The submission of project report is required as under.</p> <p><b>For University:</b> One Soft/ Hard Copy (as per the requirement of University)</p> <p><b>For Student:</b> One Hard copy (<b>compulsory requirement hard bound</b>) The same hard copy of the project has to be brought during External Viva.</p> <p><b>For Company/Organization:</b> Soft /Hard Copy (as per requirement of Company)</p>
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## **Annexure I**

### **6. PARAMETERS FOR EVALUATION:**

**The marks will be awarded on the following aspects:**

- i) **Introduction of problem/topic:** Clear understanding of the topic/subject; conceptual / theoretical framework of selected topic (if any).
- ii) **Literature Review:** Published studies, review of similar studies, objectives, formulation of the problem, scope, and rationale of the study.
- iii) **Methods / Methodology adopted for the study:** Survey, Field Work, Interview, Observation, etc. methods with appropriate justification and reasoning.
- iv) **Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- v) **Presentation of the report, format of the report, flow of the report, style, language, etc.**
- vi) **Performance during VIVA:** Substance and treatment of the topic, style of presentation, Performance in the question answer session, time management, language, etc.

## **Annexure II**

### **7. FORMAT FOR REPORT SUBMISSION:**

**< First Page/Title Page >**  
**COMPREHENSIVE Project**  
**Report On**  
**‘<Title of Project>’**  
At  
<Name of Company / Organization> (If applicable)

Submitted to

Master of Business Administration  
School of Management Studies and Liberal Arts,  
GSFC University  
Vadodara, Gujarat

Under the Guidance of  
Name of Faculty  
(Designation)

In partial Fulfilment of the Requirement of the  
award of the degree of  
Master of Business Administration (MBA)  
Offered By  
GSFC University  
Vadodara, Gujarat.

***Prepared by:***

<Name of Student>

< Enrolment No.>

**MBA (Semester - IV)**

Month & Year:

**<Second Page>**

**Student(s)'s Declaration**

(On separate page)

I hereby declare that the **COMPREHENSIVE Project Report** titled “\_\_\_in **(Name of the Company / Organization)** is a result of my/our own work and my/our indebtedness to other work publications, references, if any, has/have been duly acknowledged. If I/we am/are found guilty of copying from any other report or published information and showing as my/our original work, or extending plagiarism limit, I/we understand that I/we shall be liable and punishable by the University, which may include ‘Fail’ in examination or any other punishment that University may decide.

<b>Enrollment no.</b>	<b>Name</b>	<b>Signature</b>

Place: .....

Date: .....

<Third Page>

Date: \_\_/\_\_/\_\_\_\_

**Institute Certificate**

[Please attach signed copy of this certificate in the report]

“This is to Certify that this **COMPREHENSIVE Project Report** Titled “ .....” is the bonafide work of <**Name of Student (Enrolment No.)**>, who has/have carried out his / her / their project under my supervision. I also certify further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate. **I have also checked the plagiarism extent of this report which is ..... % and it is below the prescribed limit of 30%. The separate plagiarism report in the form of html /pdf file is enclosed with this.**

**Rating of Project Report [A/B/C/D/E]: \_\_\_\_\_**

(A=Excellent; B=Good; C=Average; D=Poor; E=Worst) (By Faculty Guide)

**Signature of the Faculty Guide/s  
(Name and Designation of Guide/s)**

**Signature of Dean/HoD with Stamp of School  
(Name of Dean/HoD)**

**< Fourth Page >**

**Date: \_\_/\_\_/\_\_\_\_**

**Company / Organization Certificate <on Company's Letterhead >**

**To whomsoever it may concern**

**This is to certify that <Name of Student (Enrolment No.)>of<School Name > has successfully completed COMPREHENSIVE Project Report titled “ ..... ” at <Name of Company with location >.**

**<Fifth Page>**

**Plagiarism Report (Digital Receipt & Similarity Percentage Page)**

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**PREFACE (SEPARATE PAGE)**

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**ACKNOWLEDGEMENT (SEPARATE PAGE)**

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**SUBJECT INDEX (SEPARATE PAGE)**

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**FULL REPORT**

## **Annexure III**

### **8. FORMATTING SPECIFICATIONS FOR REPORTS:**

- Word format
- Font size: 12 for Regular text, 14 for Subtitles and 16 for titles
- Font Type: Times New Roman
- Line Spacing: 1.5
- Margin : 1.5 inch to Left and 1 inch to all other sides
- Page Type: A4
- Alignment: Justified
- Column Specification: One
- Printing of Report: Both sides of paper
- Binding of Report: Spiral Binding

Number of hard Copies: One hard copy (Student has to bring one hard copy at the time of External CP viva. The WORD file may be converted to pdf format for online submission.

## **Annexure IV**

### **9. ROLE OF FACULTY GUIDE & STUDENTS**

#### **ROLE OF CP COORDINATOR / FACULTY GUIDE:**

- Allocating students to each faculty members (Max. 15 students per faculty)
- Providing the guidance to students before sending them to companies.
- Helping the students to understand the importance of CP.
- Encouraging and guiding students to prepare good quality report.
- Monitoring CP progress report of students.
- Taking regular feedback from Company Mentor regarding the progress and involvement of the student during CP.
- Each Faculty Guide has to ensure that all the students have to fulfill all the criteria i.e. Meeting the deadlines for submission as per guidelines, checking the plagiarism, signing the report and approving the same, conducting internal Viva-Voce, etc.

#### **ROLE OF STUDENTS:**

- Preparing the Project as per guidance from University faculty guide and company mentor (if any) and submit the same within time limit.
- Try to explore the company to be an expert in your area.
- Developing presentation skills for grabbing the job opportunity.
- Preparing the good quality report individually as per the guidelines given in CP guideline.

**ALL THE BEST**