



1939

Karnatak Law Society's

INSTITUTE OF MANAGEMENT EDUCATION AND RESEARCH



1991

(Approved by AICTE, New Delhi & An Autonomous Institute Permanently affiliated to RCU, Belagavi | Accredited by NAAC "A" Grade)

(# 77, Vadagaon Road, Adarsh Nagar, Hindwadi, Belagavi- 590 011, Ph.: 0831-2405511/12)

www.klsimer.edu



2020-2022 ONWARDS

AUTONOMOUS MBA

CONTENTS		
Section	Particulars	Page
1	Vision , Mission , Program Educational Objectives (PEOs):	03
2	Program Outcomes (POs), Program Specific Outcomes (PSOs), Values	04
3	Preface	05
4	Program Regulations	
	I. Title	07
	II. Extent of Application	07
	III. Definitions	07
	IV. Minimum Eligibility For Admission And Admission Procedure	08
	V. Duration Of The Programme	08
	VI. Medium Of Instruction	09
	VII. Program Structure	09
	VIII. Category Of Courses	09
	IX. Total Credits	09
	X. Attendance	10
	XI. Duration Of Theory And Practical Papers	11
	XII. Course Weightage	11
	XIII. Evaluation	11
	XIV. Internship Project	12
	XV. Practical Examination/ External Viva	12
	XVI. Board Of Examinations And Valuation	13
	XVII. Revaluation	13
	XVIII. Completion Of The Program	13
	XIX. Declaration Of Results	14
	XX. Marks And Grading	14
	XXI. Grading Of The Students	14
	XXII. Conduct Of Odd And Even Semester Examination	15
XXIII. Other Regulations	16	
5	Program Structure	17
	I. Curriculum Framework	18
	II. Credit Structure	19
	• Foundation Course (MNC)	19
	• First Semester	19
	• Second Semester	20
	• Third Semester	21
	• Fourth Semester	21
	• Professional Electives (II Sem.)	22
	• Professional Electives (III Sem.)	24
• Professional Electives (IV Sem.)	26	
6	Foundation Course (MNC)	28
7	First Semester - Core courses	36
	Mandatory Non Credit Course /VAC	51
	Open Elective (OE)	53
8	Second Semester Value Added Program	57
	Second Semester- Core courses	60
	Professional Electives - Finance	71

	Professional Electives -Marketing	78
	Professional Electives -Human Resources	85
	Professional Electives – Entrepreneurship & Family Business	92
	Professional Electives – Information Technology	99
	Mandatory Non Credit Course /VAC	106
9	Third Semester- Core courses	111
	Professional Electives - Finance	117
	Professional Electives -Marketing	128
	Professional Electives -Human Resources	139
	Professional Electives – Entrepreneurship & Family Business	151
	Professional Electives – Information Technology	162
	Mandatory Non Credit Course /VAC	173
	Open Elective (OE)	176
10	Fourth Semester- Core courses	179
	Professional Electives - Finance	187
	Professional Electives -Marketing	198
	Professional Electives -Human Resources	209
	Professional Electives – Entrepreneurship & Family Business	220
	Professional Electives – Information Technology	231
11	Bloom’s Taxonomy (Revised)	242
12	Revised Bloom’s Taxonomy Action Verbs	243

VISION

Be a globally recognized B-School for professional excellence by creating an inclusive ecosystem for our stakeholders to engage with businesses and society.

MISSION

1. Facilitate contextual management education by providing a conducive environment for learning and industry relevant skill training.
2. Nurture research culture which addresses business and social concerns to provide suitable remedial measures.
3. Promote institute-industry interface and alumni connect on a continual basis
4. Enhance employability skills relevant to industry needs and attributes which are highly valued by employers
5. Offering value added courses backed by experiential learning to develop entrepreneurs, intrapreneurs and critical thinkers

PROGRAM EDUCATIONAL OBJECTIVES (PEOs):

1. To transform students as effective professionals, who are self-aware and possess leadership, and effective communication skills.
2. To demonstrate an understanding of ethical issues and dilemmas that businesses often face.
3. To apply knowledge and skills to solve business problems,
4. To understand the concepts of information technology (IT) and how IT can improve organizational performance.
5. To demonstrate a global perspective and an awareness of how cultural differences impact businesses.
6. To possess the skills required to integrate concepts from various disciplines to identify and develop business strategies.
7. To develop the skills required to work and lead effectively in a team-based environment.
8. To equip students with skills to drive entrepreneurship initiatives either on their own or within organizations where they are employed.

PROGRAM OUTCOMES (POs):

- PO 1.** Apply knowledge of conceptual models and develop business strategies for management decisions, both individually and as part of teams using techniques such as case analysis, projects and assignments.
- PO 2.** Foster analytical and critical thinking abilities for data-based decision making.
- PO 3.** Inculcate the right values and an understanding of professional and ethical responsibility,
- PO 4.** Understand, analyse and communicate global, economic, legal, and ethical aspects of business.
- PO 5.** Lead themselves and others in the achievement of organisational goals, either as a manager or as an entrepreneur.
- PO 6.** Work with and manage multidisciplinary teams and global organisations.
- PO 7.** Apply entrepreneurial competencies acquired during the program to bring socio-economic transformation.
- PO 8.** Use the techniques, skills, and modern management tools necessary for management practice.
- PO 9.** Update consistently and develop the ability for lifelong learning which takes care of qualitative academia and job opportunities

PROGRAM SPECIFIC OUTCOMES (PSOs):

- PSO 1** - Ability to add value to the organization through Research and Technology driven contemporary Management practices.
- PSO 2** - Ability to communicate effectively and exhibit leadership skills in diverse cultural environment.
- PSO 3** - Acquire knowledge of the entrepreneurial process and enhance creativity and innovation in managing family businesses
- PSO4** - Ability to prepare and execute strategies in the interdisciplinary domains.
- PSO 5** - Exhibit high standards of professional ethics, social responsibility and Continuous Learning.

VALUES

- Integrity
- Commitment
- Passion

PREFACE

Any autonomous institution announcing its autonomous academic programme is bound to experience happiness, exhilaration and a deep sense of responsibility. The KLS IMER is not an exception to this tendential rule. This academic year (2020-2022) IMER is well prepared to execute its 2 years' MBA autonomous programme with its comprehensive "Programme Structure" that includes detailed contents of 'course curriculum' along with an elaborative document consisting of 'Rules and Regulations' of examination abiding itself by 'summative and formative assessments' keeping in its execution process the principles of Blooms' Taxonomy. The MBA programme structure at IMER rests itself on three philosophical values. They are **Pragmatism, Liberalism and Modernism**. These three values are clearly reflected in the programme structure, course curriculum and pedagogical devices envisaged in the design and mode of operation of the programme structure. In fact, it is a matter of pride that IMER has adopted a '**four-stage analytical approach**' while preparing its academic programme structure and associated essential documents. This 'four-stage' analytical approach encompasses rigorous and laborious efforts through "initial faculty discussions leading to industry experts' practical inputs culminating into Academic Council deliberations and recommendations finally leading to Governing Board's approval for academic programme.

It is also noticeable to realize that the programme structure the academic team of IMER has evolved is also based on some **specific criteria**. The criteria include "contemporariness of course structure, accomplishment of local needs, employability of students' population and incorporation of social values and business ethos in academic programme". These criteria are well expressed and firmly documented in comprehensive nature of core courses and specializations through electives along with most relevant academic projects and mandatory non-credit courses and sensible open electives. The "**Vision and Mission Statements** along with **PEOs** (Programme Educational Objectives) and **POs** (Programme Outcomes) appeared at the start of the document also portray the ways in which the criteria stated above are put to use while executing this academic programme.

Our efforts have also been directed towards taking decisive steps to integrate **National Education Policy 2020** features (NEP) with programme structure and course contents. For example, 'Student Employability Enhancement Programme (STEP I and II) and the project such as 'Social Entrepreneurship and Rural Immersion' (SERI) are the most suitable examples of such integration. Also, the care has also been taken to make the basis of programme structure and course contents '**technology driven**' or 'digital prone'. For example, the modules from various courses are integrated with technological platforms as their pedagogical tools along with the much required blending of online and offline learning process. The commitment to introduce certifications over a period of time in areas such as AIs, Machine Learning, ERP oriented course along with other contemporary courses will certainly meet the need of innovative efforts being put in while executing this programme. One common objective enshrined in the structure of academic and examination programmes has been the required

flexibility sought for the need to accommodate changes taking place in academic field and industrial world resulting in the burial of outdated and obsolete academic values.

To achieve this one needs full commitment from all resources along with state-of-the-art infrastructure and contemporary programme structure. The efforts of IMER in this direction are definitely promising ones.

PROGRAM REGULATIONS

I. TITLE

These regulations shall be cited as KLS' IMER regulations governing two year Full Time Master of Business Administration (MBA) Program, Autonomous under Rani Channamma University, Belagavi. The program is divided into four semesters at the Post Graduate Level in the Faculty of Management.

II. EXTENT OF APPLICATION

These regulations shall apply to the Two year Full Time Master of Business Administration (MBA) Program Autonomous under Rani Channamma University, Belagavi and approved by the competent authorities such as Board of Studies, the Academic Council and the Governing Body of the college as per the existing norms.

These regulations come into force from the date of approval by the competent authorities.

III. DEFINITIONS:

In these Regulations, unless otherwise mentioned:

- a. "Institute" means Karnatak Law Society's Institute of Management Education & Research Belagavi, approved by AICTE & UGC and Permanently Affiliated and Autonomous Institution Under Rani Channamma University, Belagavi
- b. "Director" means the Head of the Institute and "Faculty" means faculty members of the institute
- c. Post - Graduate Programs means Master's Degree Course in Management (MBA)
- d. "Student" means the student admitted to Post-Graduate Program in management at the institute.
- e. "Degree" means Post-Graduate Degree i.e., MBA.
- f. "Board of Studies (BOS)" means P.G. Board of studies in management of the Institute constituted as per the regulations.
- g. "Board of Examinations (BoE)" means Board governing the examinations of the Institute constituted as per the regulations
- h. "Academic Council" means Academic Council of the Institute constituted as per the regulations.
- i. "Credit" means the unit by which the course work is measured. For this Regulation, one Credit means one hour of teaching work or two hours of practical work per week. Normally a Semester shall be of 16 weeks duration in any given academic year; As regards the marks for the courses, 1 Credit is equal to 25 marks, 2 credits is equal to 50 marks, 3 credits is equal to 75 marks and 4 credits is equal to 100 marks as used in conventional system.

- j. “Grade” is an index to indicate the performance of a student in the selected course. These Grades are arrived at by converting marks scored in each subject in the examinations. Each course carries a prescribed number of credits. These grades are awarded for each subject after conversion of the marks and after completion of the examinations in each semester.
- k. “Grade Point Average” or GPA refers to an indication of the performance of student in a given semester. GPA is the weighted average of all Grades a student gets in a given semester. The GPA depends on the number of courses a student takes and the grades awarded to him/her for each of the subjects.
- l. “Cumulative Grade Point Average” or CGPA refers to the cumulative Grade Point Averages weighted across all the semesters and is carried forward

IV. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE:

- a. The Students who have successfully completed the three-year/four-year Degree program or any other Degree program of Rani Channamma University or of any other University recognized as equivalent thereto by Rani Channamma University shall be eligible for admission to this Post Graduate Program provided they also satisfy the eligibility conditions like percentage of marks etc., as may be prescribed by the competent authorities from time to time.
- b. The admission procedure for the courses in the Faculty of Management shall be as outlined below:
 - i. Admission to the MBA Programme shall be as per the Government of Karnataka and other Central or State Level Competent Authority order or guidelines.
 - ii. All eligible candidates seeking admission to MBA are required to fulfill the prescribed eligibility criteria.
 - iii. The candidates seeking admissions to this Post Graduate Programme should have appeared for any national/state level entrance tests such as CAT, CMAT, XAT, MAT, PG CET etc. conducted by competent authorities. However admissions under the Government Quota shall be made as per the prescribed norms and the reservations rules based on the seat matrix as announced by the competent authority.

V. DURATION OF THE PROGRAMME:

The duration of this Post-Graduate Degree programme shall normally extend over a period of two academic years, each academic year comprising of two semesters, and each semester comprising of sixteen week of class work. No student shall normally be permitted to obtain Degree earlier than four semesters and the student shall complete the course within four years (Eight Terms) from the

date of admission to the first semester of Post-Graduate Programme i.e., MBA. However, the student shall be permitted to carry over all the first year courses to the second year.

VI. MEDIUM OF INSTRUCTION:

The medium of instruction for all subjects shall be English.

VII. PROGRAM STRUCTURE:

- a. The students of Post-Graduate Program shall study the courses as prescribed by the Board of Studies and approved by the Academic Council of the Institute from time to time.
- b. Each course (paper) in this system is designed carefully to include Lectures / Tutorials / Laboratory Work/Workshops/Seminars/ Project work / Practical Training / Report Writing / Viva- Voce etc., to meet effective teaching and learning needs.
- c. The normal calendar for the semester shall be issued by the institute every year before the commencement of the first semester.

VIII. CATEGORY OF COURSES:

- a. There shall be five categories of courses viz., Foundation Course (FC), Core Course (CC), Professional Elective Course (PE), Open Elective Course (OE) and Mandatory Non-Credit Course (MNC).
- b. Each course shall have a definite Course Objective, Course Outcomes, Scheme of Evaluation including the components of Continuous Internal Evaluation (CIE) Marks, Projects (if any), the number of contact hours, and the prescribed Credits.
- c. The students shall compulsorily undertake an extension activity based project and an internship project during the program. The extension activity based project is for 2 credits and shall be taken up by the students between the first and second semesters. The internship project is for 4 credits and will be undertaken after the second semester.

IX. TOTAL CREDITS:

A student to qualify for the Degree in Management- MBA, should have registered and obtained a total of 122 credits.

Semester wise distribution of credits for MBA program

Total credits for the MBA Program: 122 credits

Category	Minimum Credits to be covered in				Total credits to be earned
	I-Sem	II-Sem	III-Sem	IV- Sem	
Core Courses	28	20	08	12	68
Open Electives	04	--	04	--	08
Professional Electives	--	08	16	16	40
Internship Programs	--	02	04	--	06
Total	32	30	32	28	122

X. ATTENDANCE:

- a. Each paper shall be taken as a unit for the purpose of calculating the attendance.
- b. Each student will be marked for his/her attendance for every hour of teaching of each course. At the end of every month all teachers shall notify the attendance of every student on the Notice Board of the institute. The Director of the institute shall certify the fulfillment of required attendance of every candidate in the Examination Form.
- c. A student shall be considered to have satisfied the requirement of attendance for each course, if he/she has attended not less-than 75% of the number of classes held upto the end of the semester including tests, seminars, group discussions, practical, tutorials, etc.
- d. However, a student shall be eligible to claim attendance for her/his absence if participated in any event/activity on behalf of the institute for the actual number of days participated subject to a maximum of 20 days in a semester based on the specific recommendations of the director.
 - i. This facility shall also be extended to the students who were absent due to accident/serious illness leading to actual hospitalization. Their period of absence will be treated as present for calculation of attendance subject to approval of the concerned teacher, mentor and the Director.
 - ii. In the case of students, selected to participate in the national level events, he/she shall be eligible to claim attendance for actual number of days participated subject to a maximum of 20 days in a semester based on the specific recommendation of the Director.
 - iii. A student who does not satisfy the requirements of attendance shall not be permitted to take the examination of that paper. All such students shall repeat that paper in the subsequent year as regular student at his/her own risk and will have to make up for the loss of attendance by attending classes as regular student. All his prior Continuous

Internal Evaluation (CIE) marks in the concerned subject shall be cancelled and he/she will have to appear for his/her CIE again for the concerned papers.

XI. DURATION OF THEORY AND PRACTICAL PAPERS

- a. Each theory course covered under the Core Course, Program Elective Course (PE), Open Elective (OE) and Mandatory Non-Credit Course (MNC) will be taught 1 hour per week per credit. The general duration of the Semester is 16 weeks. The expected total contact hours for each course is 60.
- b. Duration of practicals is as per the respective course regulations.

XII. COURSE WEIGHTAGE:

Course Weightage would be equal to the number of credits awarded to the particular course. For instance, if the Compulsory Course has a Credit award of 4, then the appropriate Weightage for the course would be 4.

XIII. EVALUATION:

- a. Each Course would have two components- the first being Continuous Internal Evaluation (CIE) and the second being the Semester End Exams (SEE). The CIE marks are based on continuous internal assessment. The total marks for the CIE would be based on the total credit awarded to the Course. For instance, if a Course has a Credit award of 4, then the total maximum marks would be 100 for the course. Out of the total marks of 100 for such a course, 40 marks shall be earmarked for CIE and remaining 60 marks for SEE. If a Course has a Credit award of 2, then the total maximum marks would be 50 for the course. Out of the total marks of 50 for such a course, 20 marks shall be earmarked for CIE and remaining 30 marks for the SEE.
- b. The internship project is evaluated for a total of 100 marks. To evaluate the continuous performance of the student undergoing the internship project the CIE will be done by the Company Guide as well as Internal Guide for 40 marks (combined together). The internship project report will be evaluated for 30 marks and the balance 30 marks is earmarked for viva-voce.
- c. In case of candidates who wish to appear in improvement examinations, if any, the marks obtained in the CIE shall not be revised. There is no improvement for CIE.
- d. The suggested distribution of CIE marks is given below:

Components	Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop
Maximum 40 Marks for 4	5	10	15	5	5

credit course					
Maximum 20 Marks for 2 credit course	3	5	8	2	2

Note: *The faculty has freedom to choose mode of evaluation for the award of CIE

- e. There shall be one semester end examination of 3 hours duration for 60 marks/paper. Similarly, 1 ½ hours duration for 30 marks/paper.
- f. All students of MBA Program are required to fill in his/her exam forms and appear and pass in the semester-end examination in each of the courses of the MBA program. However, a student has to score minimum 50% marks both in CIE as well as SEE. (for e.g. for a 4 credit paper where CIE is for a total of 40 marks, the student has to score at least 20 marks; where the SEE is for 60 marks, the student has to score at least 30 marks to be declared as passed.)
- g. If any student has filled in his/her examination form and not appeared for any/all the courses, he/she shall be marked absent and declared as “fail” in those courses. Such candidates who have failed can appear for the examinations as and when announced by the Institute.
- h. The answer scripts of all semester-end examinations will be evaluated by a panel examiners approved by the Board of Examinations.

XIV. INTERNSHIP PROJECT:

All MBA students have to undertake one internship training with a business or service organization after 2nd Semester. The training shall be of 60 days’ duration in any Manufacturing Industry, Services Industry, Government or NGOs or a socially relevant project.

The following rules and regulations apply to Internship Project (IP):

- a. The student will be guided by one internal faculty (internal guide) from the Institute and one external guide from the host organization in which the student is undergoing internship training.
- b. At the end of the 60 days of Internship, the student has to submit a detailed project report (hard copy in A4 size hard bound computer printout preferably not less than 70 pages and not exceeding 150 pages including all annexures along with a soft copy).
- c. The report will be assessed for Plagiarism with the help of Turnitin plagiarism software. The report with more than 25% similarity index shall be rejected and the student has to resubmit the report within one week to the concerned authorities.
- d. Project Reports will be examined by a Panel of Examiners constituted by the BOE of the Institute.
- e. All the students completing internship training will have to attend a viva voce.

XV. PRACTICAL EXAMINATION/ EXTERNAL VIVA

- a Practical Examination and viva shall be conducted by the examiner/s for the courses wherever applicable.
- b The practical and viva evaluation shall be done as per the respective course regulation.
- c External examiner/s shall be appointed by the office of CoE from the approved panel of examiners.

XVI. BOARD OF EXAMINATIONS AND VALUATION:

- a. A panel of Examiners for MBA shall be prepared by the BOE. The Panel will contain both Internal and External examiners. Internal examiners will be all the regular faculty of the institute and external examiners are recommended by BOS.
- b. A Board of Examinations (BOE), constituted by the Academic Council, will scrutinize and approve the question paper set by the paper setter selected from a Panel of Examiners.

XVII. REVALUATION:

A student who desires to apply for revaluation of any paper/s may do so by submitting an application along with the fee prescribed by the Institute from time to time, within 10 days from the date of announcement of the result. The final award of marks will be the maximum out of earlier valuation and revaluation.

XVIII. COMPLETION OF THE PROGRAM:

- a. The MBA Program is a two year full time program. A candidate is expected to successfully complete the MBA program within four years from the date of admission to the program.
- b. Whenever the syllabus is revised, the candidate reappearing shall be allowed to appear for examinations according to the syllabus in force at the time of his/her admission.
- c. A candidate must complete 122 mandatory credits and 8 non-credit mandatory courses to be eligible for the award of MBA degree.
- d. The Choice Based Credit System (CBCS) scheme for MBA is fully carry-over system. However, the four-semester two years' course should be completed by a student within four years. For these periods, candidate may be permitted to take examination in cross semester (even semester examination in even and odd semester examination in odd semester) after paying the examination fees as prescribed by the Institute from time to time.
- e. Supplementary examination will be scheduled within one month from the declaration of the SEE result for the respective semester. The candidate is eligible for supplementary examination only if he/she has applied for the regular SEE and failed in the course/s. In case the candidate has applied for the regular SEE but remained absent for course/s, he/she has to submit relevant documents

justifying his/her absence to the office of the CoE. The decision to allow such candidates to appear for the supplementary examination will be taken by the Office of the CoE.

XIX. DECLARATION OF RESULTS:

- a. Minimum marks to be scored for passing in each course shall be 50% of the total 100 marks including both the CIE and the semester end examinations. However, a student has to score minimum 50% marks both in CIE as well as SEE. (for e.g. for a 4 credit paper where CIE is for a total of 40 marks, the student has to score at least 20 marks; where the SEE is for 60 marks, the student has to score at least 30 marks to be declared as passed.)
- b. The candidates, seeking improvement of their results shall submit a representation along with the permissible fees to the institute and surrender the degree certificate/provisional pass certificate/original marks cards of that semester within 15 days of announcement of result. Such candidates will not be considered for the award of ranks.

XX. MARKS AND GRADING:

The grading of successful candidate at the examination shall be as follows-

Percentage marks	GPA/CGPA	Letter	Class
75.00% and above	7.5 and above	A	Distinction
60.00 to 74.99%	6.00 to 7.49	B	First Class
50.00 to 59.99%	5.00 to 5.99	C	Second Class
Less than 50.00%	Less than 5.00	F	Fail

XXI. GRADING OF THE STUDENTS:

The Grade Point Average (GPA) shall be given to each candidate based on students' performance during the semester- which includes both the CIE and the semester end exams. The GPA of each semester should be carried to next semester as Cumulative Grade Point Average (CGPA) an illustration is given below:

Grade Points

Name: XYZ **Semester I**

Registration No:

Name of the subject	Course Code	Credits	Maximum Marks	Marks Obtained	Semester Grade Points	Credit Points
Principles Of Management	20CC101	4	100	70	07.00	28.00
Decision Sciences	20CC102	4	100	80	08.00	32.00
Applied Economics	20CC103	4	100	60	06.00	24.00
Marketing Management I	20CC104	4	100	50	05.00	20.00
Accounting & Costing For Managers	20CC105	4	100	60	06.00	24.00
Fundamentals Of People Management	20CC106	4	100	70	07.00	28.00
Entrepreneurship Development	20CC107	4	100	90	09.00	36.00
Open Elective	20OE101	4	100	60	06.00	24.00
Total		32				216

Semester I GPA = $216/32 = 6.8$

Likewise, if the GPA's for various semesters is calculated and is as follows:

Semester	Max Credits	Credits Opted	Credit Points	GPA
First	32	32	216	6.8
Second	30	30	190	6.3
Third	32	32	194	6.1
Fourth	28	28	150	5.4

$$\begin{aligned}
 \text{Cumulative Grade Point Average} &= \frac{\text{Credit points of I Sem} + \text{II Sem} + \text{III Sem} + \text{IV Sem}}{\text{Credits of I Sem} + \text{II Sem} + \text{III Sem} + \text{IV Sem}} \\
 &= \frac{(216+190+194+150)}{(32+30+32+28)} \\
 &= \frac{750}{122} \\
 &= \mathbf{6.15}
 \end{aligned}$$

XXII. CONDUCT OF ODD AND EVEN SEMESTER EXAMINATION

- a. All students of MBA program are required to fill in his/her exam forms and appear and pass in the semester end examination in each of the courses relevant to his/her program. If he/she is absent for any semester end examination for any courses/s, such candidate will be marked as AB (Absent) and will be declared as “fail” in those course/s. Such candidates who have failed can appear for the examinations as and when announced by the Institute.
- b. Institute shall conduct semester end examinations i.e. I, II, III and IV semester for MBA. The examinations will be conducted, question papers will be set and answer scripts will be evaluated by the panel of examiners. The marks card for all semester’s examination shall be issued by the Institute and the degree certificate will be awarded by Rani Channamma University, Belagavi.

XXIII. OTHER REGULATIONS:

- a) There will be appropriate use of IT applications in teaching, learning and evaluation processes. However there shall be extensive use of IT applications in teaching, learning and evaluation processes in extraordinary situations subject to the approval of the competent authorities.
- b) New developments/contemporary practices, current legislation, bills, etc., will be incorporated in the Lesson Plan which are essentially part of curriculum in respective domains.
- c) Tuition fees for the course will be as prescribed by the Competent Authority. The tuition and all other fees paid once will not be refunded.
- d) The Directions, Orders, Notifications issued by the Institute and University Authorities in respect of matters not covered by these Regulations shall be final, provided they are in conformity with the provisions of the Karnataka State Universities Act-2000 and the ordinances, statutes, Regulations and Rules made there under.

Program Structure

CURRICULUM FRAMEWORK

- ✓ Curriculum Framework is important in setting the right direction for a Degree/ Diploma/Certificate programme by the College, as it takes into account the type and quantum of knowledge necessary to be acquired by a student to qualify for a particular award in his/her chosen branch or specialization area.

- ✓ Besides, this it also helps in assigning the credits for each course, sequencing the courses semester-wise and finally arriving at the total number of courses to be studied and the total number of credits to be earned by a student to fulfil the requirements for the conferment. The College takes into account the AICTE Model Curricula notified from time to time and follow them so as to be abreast of the national trends in this connection.

- ✓ At the time of graduation, the minimum expected skills in every graduate, for global acceptance is defined by NBA, through the Program Outcomes (POs). The POs are primarily developed through the curriculum, to achieve the Course Outcomes (COs) of various courses. Hence, the expected skills to be developed through the POs forms an important factor during curriculum design.

- ✓ Another guiding factor for curriculum design is to ensure it meets global standards, which are defined through the expectations and the competencies that need to be addressed for every MBA program through the Program Specific Outcomes (PSO)

CREDIT STRUCTURE

Foundation Course Mandatory Non-Credit Course				
COURSE CODE	COURSE		TOTAL HOURS	TOTAL MARKS
20FC001	Basics Of Accounting	FC	15	25
20FC002	Communication Skills	FC	15	25
20FC003	Basics of Statistics & Mathematics	FC	15	25
20FC004	Human Values and Professional Ethics	FC	15	25
Total			60	100

First Semester									
S. NO.	COURSE CODE	COURSE	CONTACT HOURS	L - T - P	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
							CIE	SEE	TOTAL
1	20CC101	Principles Of Management	CC	4-0-0	60	4	40	60	100
2	20CC102	Data Analytics	CC	3-0-1	60	4	40	60	100
3	20CC103	Economics for Managers	CC	4-0-0	60	4	40	60	100
4	20CC104	Marketing Management I	CC	4-0-0	60	4	40	60	100
5	20CC105	Accounting & Costing For Managers	CC	4-0-0	60	4	40	60	100
6	20CC106	Fundamentals Of People Management	CC	4-0-0	60	4	40	60	100
7	20CC107	Entrepreneurship Development	CC	4-0-0	60	4	40	60	100
Total						28			
Mandatory Non-Credit Course (MNC)/Value Added Courses									
8	20MNC101	English Language	MNC	2 - 0 - 0	30	0	25	25	50
Open Elective (OE)									
9	20OE101	Computer Skills For Managers	OE	4 - 0 - 0	60	4	40	60	100

Total credits for First semester is 32 (inclusive of foundation course.)

Second Semester									
S. NO.	COURSE CODE	COURSE	CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS			
			L - T - P	HOURS	CREDITS	CIE	SEE	TOTAL	
1.	20SERI200	Social Entrepreneurship And Rural Immersion Project (SERI)	VAP			2	20	30	50
2.	20CC201	Human Behaviour At Work	CC	4-0-0	60	4	40	60	100
3.	20CC202	Marketing Management II	CC	4-0-0	60	4	40	60	100
4.	20CC203	Financial Management	CC	4-0-0	60	4	40	60	100
5.	20CC204	Business Research Methods	CC	4-0-0	60	4	40	60	100
6.	20CC205	Global Business Environment	CC	4-0-0	60	4	40	60	100
7.		Elective 1	PE	4-0-0	60	4	40	60	100
8.		Elective 2	PE	4-0-0	60	4	40	60	100
		Total				30*			
Mandatory Non-credit Course (MNC)/Value added courses									
9.	20MNC201	Advanced Excel	MNC	2 - 0 - 0	30	0	50	0	50
10.	20MNC202	Student Employability Enhancement Programme I (STEP I)	MNC	2 - 0 - 0	30	0	50	0	50

*** Total credits for Second semester is 30 (inclusive of SERI.)**

Third Semester									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20CC301	Supply Chain And Operations Management	CC	4-0-0	60	4	40	60	100
2.	20CC302	Strategic Management	CC	4-0-0	60	4	40	60	100
3.	20IP300	Internship Program		0-0-4	60 Days	4	40	60	100
4.		Elective 1	PE	4-0-0	60	4	40	60	100
5.		Elective 2	PE	4-0-0	60	4	40	60	100
6.		Elective 3	PE	4-0-0	60	4	40	60	100
7.		Elective 4	PE	4-0-0	60	4	40	60	100
		Total				28*			
Mandatory Non-credit Course (MNC)									
8.	20MNC301	Student Employability Enhancement Programme II (STEP) II	MNC	2 – 0 - 0	30	0	50	0	50
Open Elective (OE)									
9.	20OE301	Management Information System	OE	4-0-0	60	4	40	60	100

*** Total credits for Third Semester is 32 credits inclusive of Internship Program.**

Fourth SEMESTER									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20CC401	Corporate Law	CC	4-0-0	60	4	40	60	100
2.	20CC402	Management Control Systems	CC	4-0-0	60	4	40	60	100
3.	20CC403	TQM	CC	4-0-0	60	4	40	60	100
4.		Elective 1	PE	4-0-0	60	4	40	60	100
5.		Elective 2	PE	4-0-0	60	4	40	60	100
6.		Elective 3	PE	4-0-0	60	4	40	60	100
7.		Elective 4	PE	4-0-0	60	4	40	60	100
		Total				28			

PROFESSIONAL ELECTIVES

II Semester

(2 out of 3)

Entrepreneurship & Family Business									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20FB201	Entrepreneurship & Innovation	PE	4-0-0	60	4	40	60	100
2.	20FB202	New Product Design and Development	PE	4-0-0	60	4	40	60	100
3.	20FB203	Corporate Entrepreneurship	PE	4-0-0	60	4	40	60	100

Finance									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20FM201	Financial Planning & Costing	PE	4-0-0	60	4	40	60	100
2.	20FM202	Banking in India	PE	4-0-0	60	4	40	60	100
3.	20FM203	Financial Markets & Institutions	PE	4-0-0	60	4	40	60	100

Human Resources									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20HR201	Human Resource Planning and Acquisition	PE	4-0-0	60	4	40	60	100
2.	20HR202	Employee Relations	PE	4-0-0	60	4	40	60	100
3.	20HR203	Learning and Development	PE	4-0-0	60	4	40	60	100

Information Technology									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20IT201	Managing E-Business	PE	4-0-0	60	4	40	60	100
2.	20IT202	Software Project Management	PE	4-0-0	60	4	40	60	100
3.	20IT203	DBMS and DBMS Lab	PE	3-0-1	60	4	40	60	100

Marketing									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20MA201	Consumer Behaviour	PE	4-0-0	60	4	40	60	100
2.	20MA202	Services Marketing	PE	4-0-0	60	4	40	60	100
3.	20MA203	Digital Marketing	PE	4-0-0	60	4	40	60	100

PROFESSIONAL ELECTIVES

III Semester

(4 out of 5)

Entrepreneurship & Family Business									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20FB301	Creating Business Plans	PE	4-0-0	60	4	40	60	100
2.	20FB302	New Venture Creation	PE	4-0-0	60	4	40	60	100
3.	20FB303	Family Business Management	PE	4-0-0	60	4	40	60	100
4.	20FB304	Building Blocks of Family Business	PE	4-0-0	60	4	40	60	100
5.	20FB305	Rural Entrepreneurship	PE	4-0-0	60	4	40	60	100
Finance									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20FM301	Security Analysis & Portfolio Management	PE	4-0-0	60	4	40	60	100
2.	20FM302	Financial Derivatives	PE	4-0-0	60	4	40	60	100
3.	20FM303	Personal Tax Planning	PE	4-0-0	60	4	40	60	100
4.	20FM304	Corporate Valuation	PE	4-0-0	60	4	40	60	100
5.	20FM305	Management of Mutual Funds	PE	4-0-0	60	4	40	60	100

Human Resources									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20HR301	Competency Based Performance Management	PE	4-0-0	60	4	40	60	100
2.	20HR302	Talent Management	PE	4-0-0	60	4	40	60	100
3.	20HR303	Legal Environment of Employment	PE	4-0-0	60	4	40	60	100
4.	20HR304	Corporate Social Responsibility and Corporate Governance	PE	4-0-0	60	4	40	60	100
5.	20HR305	Organizational Leadership	PE	4-0-0	60	4	40	60	100

Information Technology									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20IT301	System Analysis and Design	PE	4-0-0	60	4	40	60	100
2.	20IT302	Statistics Using R	PE	3-0-1	60	4	40	60	100
3.	20IT303	Enterprise Resource Planning	PE	4-0-0	60	4	40	60	100
4.	20IT304	Web Technologies	PE	3-0-1	60	4	40	60	100
5.	20IT305	Data Mining And Business Intelligence	PE	4-0-0	60	4	40	60	100

Marketing									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20MA301	Sales Management	PE	4-0-0	60	4	40	60	100
2.	20MA302	Business to Business Marketing	PE	4-0-0	60	4	40	60	100
3.	20MA303	Retailing Management	PE	4-0-0	60	4	40	60	100
4.	20MA304	Strategic Marketing and Models	PE	4-0-0	60	4	40	60	100
5.	20MA305	International Marketing Management	PE	4-0-0	60	4	40	60	100

PROFESSIONAL ELECTIVES

IV Semester (4 out of 5)

Entrepreneurship & Family Business									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20FB401	Managing Succession in Family Business	PE	4-0-0	60	4	40	60	100
2.	20FB402	Family Business Governance	PE	4-0-0	60	4	40	60	100
3.	20FB403	Micro, Small and Medium Enterprises	PE	4-0-0	60	4	40	60	100
4.	20FB404	Social Entrepreneurship	PE	4-0-0	60	4	40	60	100
5.	20FB405	Business Ethics	PE	4-0-0	60	4	40	60	100

Finance									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20FM401	Investment Banking and Financial Services	PE	4-0-0	60	4	40	60	100
2.	20FM402	Goods & Services Tax	PE	3-0-1	60	4	40	60	100
3.	20FM403	Insurance Management	PE	4-0-0	60	4	40	60	100
4.	20FM404	Behavioral & Personal Finance	PE	4-0-0	60	4	40	60	100
5.	20FM405	International Financial Management	PE	4-0-0	60	4	40	60	100

Human Resources									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20HR401	HR Analytics	PE	4-0-0	60	4	40	60	100
2.	20HR402	Compensation and Benefits Management	PE	4-0-0	60	4	40	60	100
3.	20HR403	Interpersonal Effectiveness	PE	4-0-0	60	4	40	60	100
4.	20HR404	Global perspectives in HRM	PE	4-0-0	60	4	40	60	100
5.	20HR405	Organizational Change and Development	PE	4-0-0	60	4	40	60	100

Information Technology									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20IT401	Cloud Computing	PE	4-0-0	60	4	40	60	100
2.	20IT402	Information Security	PE	4-0-0	60	4	40	60	100
3.	20IT403	Social Media and Web Analytics	PE	4-0-0	60	4	40	60	100
4.	20IT404	Information Storage Management	PE	4-0-0	60	4	40	60	100
5.	20IT405	Python for Beginners	PE	3-0-1	60	4	40	60	100

Marketing									
S. NO.	COURSE CODE	COURSE		CONTACT HOURS	TOTAL CONTACT HOURS	TOTAL CREDITS	MARKS		
				L - T - P			CIE	SEE	TOTAL
1.	20MA401	Integrated Marketing Communications	PE	4-0-0	60	4	40	60	100
2.	20MA402	Rural Marketing	PE	4-0-0	60	4	40	60	100
3.	20MA403	Customer Relationship Management	PE	4-0-0	60	4	40	60	100
4.	20MA404	Innovation Marketing	PE	4-0-0	60	4	40	60	100
5.	20MA405	Strategic Brand Management	PE	4-0-0	60	4	40	60	100

Foundation Course
(Mandatory Non-Credit Course)

BASICS OF ACCOUNTING

Course Code	20FC001	Credits	MNC
Course type	Foundation Course (FC)	Total Marks	25
Total Hours:	15	SEE	1 Hour

This course is designed for Non-Commerce Graduates to acquaint themselves with basics of accounting.

Objectives:

1. To help students to gain comprehensive understanding of basics of accounting.

MODULE	TITLE AND CONTENT	No. of hours
1	Fundamentals of financial accounting- Part I concepts: types of accounts; rules of Debit and Credit; Principles of Accounting; Generally accepted Accounting Principles; Journal entries – Concept, Passing Journal Entries, Exercises Ledger Accounts – Concept, Preparation, exercises	8
2	Fundamentals of financial Accounting – Part II Trial Balance: Concepts; preparation: Exercises Final Accounts: Concepts; Preparation of final accounts – Trading account – Profit & loss A/c – Balance Sheet – Exercises	7

REFERENCE BOOKS

1. Accounting for Managers by Jelsy Kuppapally, PHI Publication

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Construct journal and ledger entries	1 & 2
2	Prepare final accounts of an organisation	3

Assessment Method –

25 Marks MCQ test will be conducted with each question carrying 01 marks at the end of the course

COMMUNICATION SKILLS

Course Code	20FC002	Credits	MNC
Course type	Foundation Course (FC)	Total Marks	25
Total Hours:	15	SEE	1 Hour

Course learning Objectives

1. To enable the students become aware of the importance of managerial communication and the need to master it in order to successfully function in their day-to-day work
2. To introduce them formally and systematically, to some of the current practices in industry
3. To enable them to acquire some of the skills that are routinely needed
4. To build up their self-confidence by giving them a true picture of themselves as well as of their organization, so that they learn to project their image in all their interactions.
5. To help students set short/long term career goals
6. A good team player as he/she would be a member of a team

Module	Title and Content
1	<p>Professionalism at Work (3 Hours) Making a good first impression, understanding the mechanics of human perception, being aware of elements in image building, developing a culture of excellence, basic understanding of acceptable attitudes and mannerisms at work, the role of Good Manners in Business.</p> <p>Disability Etiquette - Basic Disability Etiquette practices, Courtesies for wheelchair users, Courtesies for blind or visually impaired, Courtesies for the deaf, People with speech impairments.</p> <p>Multi-cultural etiquette, Multi-cultural challenges, Cultural differences and their effect on business etiquette,</p> <p>Body Language at Work Non-verbal communication, the ‘smile’ factor, building posture, facial expressions and eye contact, gestures for effective communication</p>
2	<p>Business Etiquette Basics (4 Hours) Introduction to business etiquette - The ABCs of etiquette Meeting and greeting scenarios, Enduring Words, Making introductions and greeting people, Greeting Components, The protocol of shaking hands, Introductions, Introductory scenarios, Addressing individuals, Networking for business, Business card protocol, Managing your business voice, Speaking Diplomatically, Managing Question and Answer Sessions Effectively - Anticipatory Q & A, Dealing with hostile questions,</p> <p>Cell phone Etiquette, Voice Mail Etiquette, Internet & email etiquette, Internet usage in the workplace, Email, Netiquette,</p> <p>Dining Etiquette: Planning a meal, issuing invitations, how to proceed through a receiving line, seating guidelines, navigating a place setting, appropriate table manners.</p> <p>Business Attire & Professionalism: Dressing sense, selecting the right clothing for a business wardrobe, Business style and professional image, Dress code, Guidelines for appropriate business attire, Grooming for success, Guidelines for appropriate business attire, Multicultural dressing, Making-up basics</p>

3	<p>Goal Setting: Goals for our careers, our health and our lives in general is very important. Encouraging students to think about the milestones they want to achieve in college, professional career and for life.</p> <ol style="list-style-type: none"> 1. What is goal setting? 2. How to set goals? 3. How to achieve goals? <p style="text-align: right;">(3 Hours)</p>
4	<p>Team Building Skills: Being able to build and manage a successful team is a skill, you need to be a team player. Employers want to hire people with team building skills. Good team builders are able to help groups work together well and meet their goals and also achieve organizations goal.</p> <ol style="list-style-type: none"> 1. What are team building skills? 2. How to achieve consensus? 3. Ability to lead the team <p style="text-align: right;">(5 Hours)</p>

Books for reference: -

1. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, Barbara Pachter
2. Modern Manners: Tools to Take You to the Top, Dorothea Johnson and Liv Tyle
3. Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy, Ann Sabath
4. Indian Business Etiquette, Raghu Palat, Jaico Publishing
5. Business Etiquette: A Guide for the Indian Professional, Shital Kakkar Mehra

Evaluation of Foundation Course

Internal Assessment Methods – 15 Marks

(This is to be done by the mentor)

Sl. No.	Particulars	Weightage
1	Presentation	5
2	Report	5
3	Attendance	5
Total		15 Marks

External Assessment Method – 10 Marks

Viva voce to be evaluated by the external evaluator

Sl. No.	Particulars	Weightage
1	Application of concepts	5
2	Q & A	5
Total		10 Marks

After completing this course the student must be able to

Sl. No.	Cos	Bloom's Taxonomy Level
1	Define terms and concepts used to describe appropriate business etiquette attitudes and behaviours.	1
2	Explain what is meant by business etiquette and how it impacts the workplace. Demonstrate team building skills and working towards achieving team targets	2
3	Demonstrate appropriate behaviors within specific business situations.	3
4	Take part in professional business meetings and real & virtual business conversations.	4
5	Determine the right attire for business, casual and multicultural events.	5
6	Plan a professional business meeting and a business meal.	6

BASICS OF STATISTICS AND MATHEMATICS

Course Code	20FC003	Credits	MNC
Course type	Foundation Course (FC)	Total Marks	25
Total Hours:	15	SEE	1 Hour

Course Objectives

1. To gain basic insights of elementary mathematics and statistics

Week 1	(8 Hours)
Elementary Mathematics - Basic Mathematical Operations, BODMAS Rule, Variables, Equations-Linear, Simultaneous and Quadratic equations, Linear functions Use of Scientific Calculator: Logarithm, Exponential, Permutation, Combination Understanding Data - Primary & Secondary Data, Discrete and Continuous data, Establish Frequency Distribution, Graphs and Diagrams, Introduction to Cross-sectional, Time series and Panel data	
Week 2	(7 Hours)
Averages and Dispersion - Concepts of Measures of Central Tendency & Dispersion Formulae Calculation - Calculate Averages, Standard Deviation for a given Data based on formulae, to calculate Correlation & Regression for a given Data Trends in Data Sciences – Importance, applications, industry relevance Hands on Experience in Computer Lab – Test with Explanatory Answers	

Books for reference: -

1. Fundamentals of Statistics, 6th Editions'. Gupta, Himalaya Publishing House
2. Mathematics and Statistics for Management, P. K Mittal, Himalaya Publishing House, Reprint 2018
3. Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill
4. Statistics for Management, Reprint 2010, Anand Sharma, Himalaya Publishing House

Assessment Methods – 25 Marks

Sl. No.	Particulars	Weightage
1	MCQ Test Exam	25 Marks
	Total	25 Marks

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Demonstrate an understanding of basic Mathematical Operations, Equations and Linear functions	2
2	Know basic usage of Scientific Calculator	3
3	Demonstrate an understanding of data types used and its representation	2
4	Demonstrate an understanding of types of averages and Trends in Data Sciences	2
5	Demonstrate an understanding of formulae based calculation	2

HUMAN VALUES AND PROFESSIONAL ETHICS

Course Code	20FC004	Credits	MNC
Course type	Foundation Course	Total Marks	25
Total Hours:	15	SEE	1 Hour

This course is meant to enable the students to adapt to challenges of the current era where forces like peer pressure and social media has been influencing heavily on their mind. This workshop helps in rejuvenating the teachers from the inner core of their existence. It aims at increased self-awareness levels, which helps them to cultivate a right attitude, instilling vigour, and understand the importance of ethics and values in their daily lives.

Life Skills Program (Module I). Enhance clarity of mind and improve overall well-being. Learn practical techniques to manage everyday stress, uncover the natural state of happiness and inner peace. This module focuses on enhancing values like compassion and belongingness and integrating with life.

- Human Values and Professional Ethics
- Integration of values and ethics and daily life
- Business Ethics

Leadership development Program (Module II). Learn the secrets to exemplary leadership. A good leader is a visionary with a perfect mix of empathy and endurance. Gain more clarity on how to invoke these values within.

- Leadership traits and skills
- Teacher as a leader
- Role of a leader in building an Ethical organisation

Ethical Behaviour Program (Module III). Understand ethical values, ideals like empathy and commitment.

- Character Building and Moral development – Fostering Conscience and Moral Character – Adherence to Ethics & Professional Values – Changing approaches to moral and character
- Human Values and Its Relevance in Business
- Building Esteem in Students today – Teaching Self-Regulation and Development'

First Semester
Core Courses

PRINCIPLES OF MANAGEMENT

Course Code	20CC101	Credits	4
Course type	CC(Core Course)	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To make students understand the basic principles of management.
2. To understand and apply management and organizational theories in practice
3. To develop ability to critically analyse and evaluate management practices in the present context.
4. To enable students emulate and adopt existing management practices

<p>Module: I Introduction to Management: (08 Hours) Manager, Managing, Organization, Mintzberg's Managerial Roles, Evolution of Management- Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies and Skills. Self-Learning Topic: Managerial Competencies</p>
<p>Module: II Module 2- Planning and Organizing: (16 Hours) Meaning, Need, Goals and Plans, Types of Plans and planning process, Management by Objectives (MBO) - Process of MBO - Benefits of MBO, Approaches to Setting Goals, Developing Plans, Planning Effectively in Dynamic Environments. Organizing, Organizational Structures, Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice- Strategy, Size, Technology, Environmental Uncertainty. Types of organizational designs- Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. Self-Learning Topic: Boundary less Organization</p>
<p>Module: III Decision Making: (14 Hours) Decision Making Process, Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, the Role of Intuition, and Types of Decisions & Decision-Making Conditions. Decision-Making approaches- Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making, Implementation of decision. Self-Learning Topic: Effective communication of Decision</p>
<p>Module: IV Leadership & Motivation: (Directing) (14 Hours) Leadership, traits, theories- trait, behavioural, contingency, leadership styles and leadership grid. Motivation, Types of motivation, theories- Maslow, Herzberg, ERG, theory X,Y,Z, Equity Theory, Expectancy theory, Reinforcement theory. Challenges of motivating the employees. Self-Learning Topic: Challenges of motivating and retaining the employees</p>
<p>Module: V Controlling (08 hours) Definition, need and its relevance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Self-Learning Topic: Relevance of Controlling</p>

Recommended Books

1. Fundamentals of Management by Robbins, S.P. and Dec Enzo, D.A., Pearson Education Asia, New Delhi.
2. Management by Schermerhorn J, John Wiley & Sons, Inc., 11 edition
3. Principles of Management – Text & cases by Neeru Vashisht/Vibhuti, Taxmann Publications Pvt. Limited.
4. The Changing World of the Executives – Peter Drucker, Routledge Newyork, USA.

Reference Books

1. Management, Koontz and Wechrich, TMGH
2. Management - Text & Cases, Satya Raju, PHI, New Delhi.

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Define various managerial competencies and approaches to management.	1
2	Explain the role and need of planning, organizing, decision making and controlling.	2
3	Apply the principles of goal setting, planning, motivating for simple as well as complex tasks and small projects.	3
4	Compare and contrast various organizational structures/business leaders of variety of business and not-for-profit entities in a real world context.	4 & 5
5	Build a list of the decision making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision making situations and evaluate and explain the same.	3 & 5
6	Formulate and discuss a basic controlling model in a real life business, start-up and not-for-profit organizational context.	6

DATA ANALYTICS

Course Code	20CC102	Credits	4
Course type	CC(Core Course)	CIE Marks	40 Marks
Hours/Week: L-T-P	3-0-1	SEE Marks	60 marks
Total Hours:	60	SEE Duration	4 Hours (Theory and Practical)

OBJECTIVES:

1. To provide basic ideas on various statistical tools.
2. To Apply Techniques to collect, analyse and interpret numerical data
3. To understand MS Excel, Power Bi for applying statistical tools

Module: 1 (12 Hours) Data Preparation - Introduction to Statistics, Data Collection Methods, Classification, Summarization of data, Tables, Graphs, Frequency Distributions (Discrete & Continuous Variables) Measures of Central Tendency: Arithmetic Mean, Combined Mean, Weighted Mean & Median, Mode (Grouped & ungrouped data)
Module:2 (12 Hours) Measures of Dispersion: Range, Interquartile Range, Standard Deviation, Coefficient of Variation (Problems & Cases to be Solved Manually), Only Introduction to Skewness & Kurtosis. Correlation - Types of Correlation, Correlation & Causation, Scatter Diagram, Karl Pearson's Coefficient of Correlation, Rank Correlation (for Ungrouped Data Only)
Module: 3 (10 Hours) Regression - Linear Regression, Regression Coefficients Time Series and Data Analysis - Fitting a trend line to a time series, Method of least Squares and Method of Moving Averages, Introduction to ARIMA theory Probability & Probability Distributions Counting Techniques (Permutation & Combinations), Random Variable, Basic Concepts of Probability, Basic Rules of Probability (Addition, Multiplication Law) Discrete & Continuous Variables, Binomial, Poisson, Normal Distribution and their Characteristics (Theory)
Module: 4 (16 Hours) Data Visualization - meaning, importance, industry relevance. Types of data visualization – Charts, Tables, Graphs, Maps, Info graphics, Dashboards, Heat Maps, etc. Power Bi data visualization tools, visualization of Google fusion tables. Machine Learning - Cluster Analysis, Decision Tree, Association Rule (theory only) Introduction to Marketing Analytics, Financial Analytics, HR Analytics.
Module: 5 (10 Hours) Statistical Tools for Execution Using Excel/Spreadsheets <ul style="list-style-type: none"> - Using and Formatting Tables. - Basic Formulas and Use of Functions. - Data Analysis Using Charts and Graphs. - Managing, Inserting, and Copying Worksheets. - Tabulation, bar diagram, Multiple Bar diagram, Pie Chart Measure of central tendency: mean, median, mode. Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines. Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

Reference Books:

1. Fundamentals of Statistics, 6th Edition, S.C. Gupta, Himalaya Publishing House
2. Business Statistics- 3rd edition, G. C. Beri, Tata McGraw Hill
3. Statistics for Management, Reprint 2010, Anand Sharma, Himalaya Publishing House
4. Statistics for Management. 5th Edition, Levin & Rubin, Prentice Hall of India
5. Quantitative Techniques for Business Managers, 1st Edition, R. K. Bhardwaj, Anuradha R. Chetiya, Kakli Majumdar, Himalaya Publishing House
6. Quantitative Techniques for Managerial decisions, Second Edition, U. K. Srivastava, G. V. Shenoy & S. C. Sharma, New Age International Publication

Reference Books Excel:

1. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Classify data using data Summarization tools like Frequency Distributions, Tables and Graphs.	2
2	Apply statistical tools like measures of central tendency and measures of dispersion to different data sets	3
3	Apply Statistical tools of correlation and regression to ungrouped data sets	3
4	Apply Counting Techniques (Permutations and combination), Basic Rules of Probability and Probability distribution (Binomial, Poisson. Normal Distribution)	3
5	Demonstrate understanding of the tools used for data visualization	2
6	Demonstrate understanding of the importance of analytics in HR, Marketing and Finance	2
7	Analyze Statistical data using MS-Excel	4

ECONOMICS FOR MANAGERS

Course Code	20CC103	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To understand the micro economic concepts
2. To get the understanding of basic economic activities.

<p>Module I: (12 Hours) Introduction Introduction to Economy & Basic Problems PPC. Managerial Economics – Definition, Nature, Scope, Objectives (Decision Making, Forward Planning, Problem Solving process) & Importance. Fundamental Concepts – Opportunity Cost, Incremental Concept, Discounting Principle, Equi-marginal Principle & Time Perspective. Calculation of Incremental Revenue & Cost</p>
<p>Module II: (12 Hours) Demand and supply analysis Utility Analysis – Meaning and Nature. Consumer’s Surplus Demand – Meaning, Empirical demand Function, Schedule Demand Equation (Simple problems), Types, Law (assumptions, explanation, reasons & exceptions), Change in demand & change in Qty demanded. Elasticity of demand– Price, Income, Cross & Advertisement Elasticity (Types), Methods of Measurement of Price Elasticity. Problems on Ratio method. Supply – Meaning, Function, Law & Elasticity of Supply. Price Mechanism – Equilibrium of Price and Demand (Dynamic analysis), problems related to calculating equilibrium price and quantity. Simple problems Demand Forecasting – Meaning, levels, Features, Importance Demand forecasting for New and Existing products- Survey & Statistical methods (Problems on Least Square method and trend projection). Case study on demand forecasting Self-Learning topic: Present economic forecasts of India and analysis.</p>
<p>Module III: (12 Hours) Production analysis Production - Meaning, Factors of production, Production function (Short & Long term), Cobb-Douglas Production function- an introduction. Measurement of Production Function. Laws of Production- Law of Variable Proportions & Laws of Returns to Scale. Economies & Diseconomies of Scale and Scope (internal/External). Interpretation of Law of Variable Proportion through Arithmetical examples. Case study on returns to scale.</p>
<p>Module IV: (12 Hours) Market analysis Cost Analysis: Meaning, Types, Classification of Cost, Cost Curves, Problems. Relation between Costs, AC & MC and LAC. Estimation of Cost Function and Empirical cost. Revenue Analysis: Meaning, Types and Revenue curves. Revenue under Perfect and Imperfect Markets. Revenue function, Revenue and Elasticity relationship curve. Market Analysis: Meaning, Types and Classification. Perfect Competition, Monopoly, Monopolistic Competition, (Features and equilibrium, Long & Short term) and Oligopoly (only features). Meaning of Duopoly, Monopsony, oligopsony. Cases on market structure especially oligopoly. Self-Learning topic: Studying market structures in India and characteristics.</p>
<p>Module V: (12 Hours) Pricing & profit analysis Pricing – Meaning, determinants, objectives and Policies (Pricing methods – Cost based (cost plus, MC, ROR), objectives based (Profit & Sales maximization), competition based (going rate, penetration and entry deterring) Practical pricing strategies and cases on the same. Profit –</p>

Meaning, Types, Objectives & Theories (Risk & uncertainty theory, Innovation theory) Profit function, problems on finding profit maximising quantity (output) Break Even Analysis – Meaning, Features, BEP (Diagram), Importance and Application of BEP in management. Theories of the Firm – William Baumol’s theory of Sales Maximisation problems on BEP.

Books

Text Books:

1. Managerial Economics by D.N.Dwivedi, 7th Edition, VPH
2. Principles of Micro Economics by Taylor J. and Gugnani R. (Global edition), Biztantra
3. Economics by Samuelson P and Nordhaus, TMH
4. Managerial Economics by Varshneya Maheshwari - S Chand

Reference Books:

1. Managerial Economics by Kalkundrikar A.B. and Kulkarni A.N.
2. Managerial Economics by D.M. Mithani, HPH
3. Roger Benett, International Business, Pearson Education, New Delhi, 2006
4. Principles of Micro Economics by Salvatore D, Oxford UP, International Edition.
5. Managerial Economics – Text & cases Haynes, Mote & Paul.
6. Handerson, James H and Quandt, R.E. Micro economic theory, A mathematical approach.

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom’s Level
1	Develop basic understanding of micro economics	3
2	Classify the natures of economic systems.	4
3	List the production factors	4
4	Apply the demand forecasting techniques in decision making	3
5	Identify the characteristics of markets.	3

MARKETING MANAGEMENT I

Course Code	20CC104	Credits	4
Course type	CC(Core Course)	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To understand and appreciate the concept of marketing in theory and practice
2. To have an fundamental knowledge of consumer behavior
3. To understand and apply the STP of marketing

<p>Module: I (12 Hours)</p> <p>Fundamental Concepts of Marketing Management: Definition & Types. Marketing Process. Marketing Management Orientations. Core Concepts of Marketing. Marketing Mix 4P's, Modern Marketing Management - 4Ps, 4Cs, 4As & 4Rs.</p> <p>Self-Learning Topic: Marketing Myopia</p>
<p>Module: II (08 Hours)</p> <p>Analysing the Marketing Environment : The Firm's Microenvironment – The Company, suppliers, Marketing Intermediaries, Competitors, Publics, Customers The Firm's Macro environment – Demographic, Economic, Natural, Technological, Political, Social & cultural</p> <p>Self-Learning Topic: Economic Survey of India/ Union Budget</p>
<p>Module: III (12 Hours)</p> <p>Know Your Customer: Factors influencing Consumer Behaviour. The buying decision process – the five stage model. Types of Buying Behaviour. Difference between Consumer Market and Business Market. Analysing Business Markets. Participants in buying process. Stages in organizational buying process</p>
<p>Module: IV (16 Hours)</p> <p>Marketing Strategy (STP): Consumer Segmentation- Need for Segmentation, Bases of Segmentation. Requirement for Effective Segmentation. Market Targeting – Evaluating Market segments, Selecting Target Market Segment. Positioning – Positioning Maps, Choosing a right competitive advantage.</p> <p>Self-Learning Topic: Differentiate or Die by Jack Trout</p>
<p>Module: V (12 Hours)</p> <p>Product Strategies: Product Line, Product Mix, Product Life Cycle, Product Development, Branding and Packaging Decisions. Product Life Cycle Strategies Shortened PLC: New Product Development Process. Basics of Digital Marketing.</p> <p>Self-Learning Topic: Design Thinking</p>

Text Book

1. Marketing Management – A South Asian Perspective – 14e – Pearson, Philip Kotler, Kevin Keller, Abrahan Koshy, Mithileshwar Jha

Reference Books

1. Principles of Marketing – 13e – Pearson – Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehsan ul Haque

2. Marketing – An Introduction – 6e – Pearson - Gary Armstrong, Philip Kotler
3. Marketing Management - 2/e - Excel Publication – Tapan Panda
4. Marketing - 5e - McGrawHill - Dhruv Grewal and Michael Levy

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain the concepts & tools relevant to basics of Marketing Management	2
2	Analyze the contemporary marketing environment to understand market dynamics	4
3	Infer the complexities of consumer buying behavior.	2
4	Evaluate the consumer buying behavior based on a primary data (Field survey or an observation study)	5
5	Analyze STP issues and its relevance in marketing	4
6	Explain product and brand decisions.	2

ACCOUNTING & COSTING FOR MANAGERS

Course Code	20CC105	Credits	4
Course type	CC(Core Course)	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objective

- To develop knowledge and understanding of Management and cost accounting techniques to support management in planning, controlling, costing and monitoring performance in a variety of business context.

Module 1	(08 Hours)
Introduction Overview of Financial Statements; Sources of Financial Information, Nature of Management Accounting; Cost Accounting Nature & Scope, Self-Learning : Objectives & Functions of Financial Accounting & Cost Accounting	
Module 2	(12 Hours)
Financial Performance Analysis I Tools of Financial Performance Analysis as Ratio Analysis; Liquidity Ratios; Solvency Ratios; Profitability Ratios; Turnover Ratios; Market Test Ratios; Coverage Ratios; Advantages & Limitations of Ratios Self-Learning : Inter firm and Industry Analysis;	
Module 3	(12 Hours)
Financial Performance Analysis II Common Size & Comparative Statement Analysis; Trend Analysis, Funds Flow and Cash Flow Analysis. Self-Learning: Objectives & Uses of Funds Flow & Cash Flow	
Module 4	(12 Hours)
Budget & Budgeting for Decision Making Nature and purpose of Budget; Types of Budget; Production, Production cost, Sales, Purchase, Fixed and Flexible Budgets; Budgetary Control and Reporting. Self-Learning: Zero Based Budgeting	
Module 5	(16 Hours)
Cost Accounting and Marginal Costing Basic Cost Concepts, Cost Unit, Cost Centre, Preparation of Cost Sheet Marginal Costing Concepts, Techniques and Tools; BEP Analysis; CVP Analysis; BEP Charts; Marginal Cost Equation; Decision making through Application of BEP & CVP Analysis. Self-Learning: Decision making using marginal costing	

RECOMMENDED BOOK:

1 Management Accounting by M.N. Arora, Vikas Publications, 10th Edition.

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

- 1 Management Accounting by Pandey I M, Vikas Publication.
- 2 Financial Cost & Management Accounting by P. Periasamy, Himalaya Publishing House
- 3 Management Accounting by Khan and Jain, Tata McGraw-Hill, 7th Edition
- 4 Accounting for Managers by Jelsy Kuppapally by PHI

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Demonstrate an understanding of the basic concepts of Accounting & Costing and illustrate the sources of information.	2
2	Analyse and evaluate the tools of measuring financial performance of a firm.	5
3	Analyse different types of budgets in an organisation.	4
4	Identify the different cost components.	3
5	Evaluate decision making areas using marginal costing techniques.	5

FUNDAMENTALS OF PEOPLE MANAGEMENT

Course Code	20CC106	Credits	04
Course type	CC	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

COURSE OBJECTIVES

1. To introduce the basic concepts, functions and practices of Human Resource Management.
2. To create an awareness of the roles, responsibilities and functioning of Human Resource Department
3. To understand the challenges faced by HR Managers in the present dynamic business Environment

<p>Module 1 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT (10 Hours) From Personnel Administration to Strategic HRM, The Strategic Value of HRM for Employees and the Organization, HRM's contribution to profitability, efficiency, and effectiveness, What Do HR Managers Do? ; What Are the Responsibilities of the HR Department? ; The Legal Environment, The HRM Process, Opportunities, Challenges, and Recent Trends in HRM.</p>
<p>Module 2 THE BIG PICTURE: AN ORGANIZATION'S STRATEGIC PLANNING PROCESS (12 Hours) The Strategic HR Planning Process, Environmental Screening, Linking Strategic HR Planning to the HRM Process, Opportunities, Challenges, and Recent Developments, Technology and Computer-Based HR Planning, Recruitment and Selection: Finding Talent in the External Labour Market, Employment Agencies, Finding Talent Internally, Lateral Transfers and Promoting from Within., Turnover and Retention, Succession Planning, Job Design, Flexible Work Schedule, Linking Job Analysis and Job Design to the HRM Process.</p>
<p>Module 3 EMPLOYEE MOTIVATION AND PRODUCTIVITY (14 Hours) Employee Compensation and Benefits – an Introduction, Rewards and Recognition, What is Performance Appraisal and Why Is It Important?; Common Performance Appraisal Methods, Performance Measurement, Linking Performance Appraisal to the HRM Process, Opportunities, Challenges, and Recent Developments in Performance Management</p>
<p>Module 4 THE STRATEGIC VALUE OF TRAINING AND DEVELOPMENT (12 ours) The Training Process, Training Needs Assessment, Forms of Training and Development, Orientation and On boarding, Technical and Nontechnical Training, Linking Training and Development to the HRM Process, Opportunities, Challenges, and Recent Trends in Training and Development</p>
<p>Module 5 GLOBALIZATION AND HRM (12 Hours) International Assignments and Political Instability, Technology and HRM, Artificial Intelligence and impact on HR, Diversity and Generational Differences, The Characteristics and Expectations of the 21st Century, Future Trends in Human Capital and Talent Management</p>

Text Books:

1. Human Resource Management by Seema Sanghi (Vikas Publications)
2. John H. Bernardin, "Human Resource Management - An Experiential Approach", Tata McGraw Hill, New Delhi, 2013
3. Human Resource Management by V.S.P Rao, Taxman Publications

Reference Books

1. Mirza S. Saiyadain, "Human Resource Management", Tata McGraw Hill, New Delhi, 2013

E-resources (NPTEL/SWAYAM etc.)

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (Cos)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Identify each of the major HRM functions and processes of strategic HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal	2
2	Define strategic HR planning and the HRM process to the organization's strategic management and decision-making process	1
3	Recall the wide range of sources for attracting and recruiting talent and appropriate practices for job placement	4
4	Recognize emerging trends, opportunities and challenges in and future trends for HRM	4

ENTREPRENEURSHIP DEVELOPMENT

Course Code	20CC107	Credits	04
Course type	CC	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To Recognise entrepreneurial competencies
2. To Understand entrepreneurial motivation
3. To find out the ease of doing business in India and eco-system to support entrepreneurs
4. To Understand role of entrepreneurship in the empowerment of women

<p>Module 1 (12 Hours) Entrepreneurship: Introduction, Concept, entrepreneurship as a career, reasons for growth of entrepreneurs, Entrepreneurial competencies, types of Entrepreneurs, Corporate Entrepreneurship, reasons for entrepreneurial; failure, Case Study of successful entrepreneurs. Self-learning topic: Prepare a profile of a local successful entrepreneurs & Failures in Entrepreneurship.</p>
<p>Module 2 (12 Hours) Entrepreneurial Development & Training: Models of entrepreneurial development, entrepreneurial motivation – TAT, McClelland’s achievement motivation theory, Entrepreneurial training methods, The process of entrepreneurial development. Self-learning topic: Effectual Entrepreneurship</p>
<p>Module 3 (12 Hours) Entrepreneurial Support: Definitions of MSME, Government policy, Incentives, Institutional support for enterprises, Incubators and Business Accelerators, DIC and Financial Institutions, Business Cluster Self-learning topic: Identify the schemes introduced by government for promoting entrepreneurship in India interacting with Joint Director, DIC and visit local cluster</p>
<p>Module 4 (12 Hours) Ease of Doing Business: Global Entrepreneurship environment, Global Entrepreneurship Development Index ranking, Business climate in India, Ease of Doing Business ranking, Factors affecting entrepreneurial growth, Creating a favourable environment for entrepreneurship Self-learning topic: : Examine the ranking on Ease of Doing Business in India for five years. Examine why the businesses from China are moved to Vietnam.</p>
<p>Module 5 (12 Hours) Women Entrepreneurs: Role and Significance of women entrepreneurs, Challenges faced by Women entrepreneurs, Strategies for the development of women entrepreneurs, Institutions supporting women entrepreneurs in India, Empowerment of women by entrepreneurship Self-learning topic: Prepare profiles of local women entrepreneurs.</p>

Text Books:

1. Robert D Hisrich et.al., -9/e (2014), Entrepreneurship, McGraw Hill Education
2. Poornima Charantimath, Entrepreneurship Development and Small Business Enterprises -3e, (2019) Pearson

Reference Books:

1. Raghu Nanadan, Unleashing your Entrepreneurial Potential, Sage, New Delhi (2009)

2. Peter Drucker, Innovation and Entrepreneurship – Practice and Principles, East West Press (2010)
3. Anilkumar, S. C. Poornima, Abraham, Jayashree Entrepreneurship Development. New age international (2011)
4. Mahendra Ramasinghani, (2012) The business of venture capital, Wiley.

E-resources (NPTEL/SWAYAM)

1. Entrepreneurial Operations: Launching a Start-up, <https://www.edx.org/course/operations-for-entrepreneurs>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Discuss & Interpret the entrepreneurial competencies	2 & 3
2	Identify the Entrepreneurial training methods	3
3	Identify Government schemes Entrepreneurial development	3
4	Examine the Ease of Doing Business in India	4
5	Identify schemes available promoting women entrepreneurs in India	3

Mandatory Non-Credit Course (MNC)
/ Value Added Courses

ENGLISH LANGUAGE

Course Code	20MNC101	Credits	0
Course type	MNC	CIE Marks	50
Hours/week: L-T-P	2-0-0	SEE Marks	0
Total Hours:	30	SEE Duration	

The importance of English language cannot be ignored. It is important that a learner has a good command over the language to allow him overall success in life. Our English language labs are designed to provide the students with a strong platform for practical training in the language.

COURSE OBJECTIVES

- To efficiently develop the language skills of the learners.
- To train the students to develop a functional use of the oral, written and spoken English language
- To enhance the confidence of the students to discuss and debate in English

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Demonstrate an understanding of the many pronunciation styles that are vital in everyday usage of the English language in today's world.	2
2	Show an improvement in vocabulary	2
3	Improve their presentation and participation skills	4
4	Develop confidence to participate in group discussions and debates	6

Open Elective (OE)

COMPUTER SKILLS FOR MANAGERS

Course Code	20OE101	Credits	4
Course type	OE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 hours

Objectives:

1. To introduce the basic technical skills required for students
2. To enable students gain knowledge of latest developments in IT

Module I: Microsoft Word	(12 Hours)
<ul style="list-style-type: none"> • Opening a New Document, Saving a Document • Editing the document : inserting, deleting, moving text • Formatting the document: Applying a Font, Changing Font Size, Font Attributes, Font Colour, Clear Formatting, Text Alignment • Editing Features of Word : Spell Check, Thesaurus, Auto Correct, Check Word Count • Track Changes: Page View, Zoom, • Paragraph formatting: Changing Paragraph Alignment, Indenting Paragraphs, Add Borders or Shading to a Paragraph, Apply Paragraph Styles, Creating Links within a Document, Change Spacing Between Paragraphs and Lines. 	
Module II: Microsoft Word	(12 Hours)
<ul style="list-style-type: none"> • Working with Tables: Creating Tables, Converting text into a table, Quick Tables, Entering Text, Table Tools, Inserting rows and columns, Deleting Cells, Rows or Columns, Merging Cells and Splitting Cells, Adjusting Column Width, Borders and Shading, • Bulleted and Numbered Lists, Creating a Nested List, Format Your List • Page formatting: Page Margins, how to Change the Orientation, Size of the Page, or Size of the Columns, Apply a Page Border and Colour, Insert Headers and Footers (Including Page Numbers), • Inserting Graphics, Pictures, and Table of Contents • Advanced Tools : Compare and Merge Documents, Protect Document , Mailing Lists, • Creating a List for Mail Merge • Creating Macros 	
Module III: Microsoft Excel	(13 Hours)
<ul style="list-style-type: none"> • Introduction: Uses of Excel, New Functions and Features in Excel • Getting Started with Excel: Opening a Blank or New Workbook, General Organization • Highlights and Main Functions: Home, Insert, Page Layout, Formulas, Data, Review, View, Add-Ins • Using the Excel Help Function • Creating Links within a File • Creating and Using Templates, Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special • Arranging data using Sort • Displaying records with certain criteria using Filter & Advanced Filter 	

Module IV: Microsoft Excel (12 Hours)

- Data from External Sources, Using and Formatting Tables
- Basic Formulae and Use of Functions
- Data Analysis Using Charts and Graphs
- Managing, Inserting, and Copying Worksheets
- Securing the Excel Document (Protect Cells and Workbook)
- Advanced Formulae and Functions
- Advanced Worksheet Features
- Advanced Data Analysis using PivotTables and Pivot Charts

Module V: Basics of Programming (11 Hours)

1. Features of C and its Basic Structure, Simple C programs, Constants, Integer Constants, Real Constants, Character Constants, String Constants, Backslash Character Constants, Concept of an Integer and Variable, Rules for naming Variables and assigning values to variables
2. Control Statements and Decision Making:

The go to statement, The if statement, The if-else statement, Nesting of if statements, The conditional expression, The switch statement, The while loop, The do...while loop, The for loop, The nesting of for loops, The break statement and continue statement.

Lab Exercises

1. Write a simple C program to print “Welcome to ‘C’ Programming”
2. Write a C program to find addition of 3 numbers and find average.
3. Write a C program to check whether the entered number is even or odd.
4. Write a C program to print natural numbers from 1 to n using for loop.

Text Books :

1. Brian W. Kernighan & Dennis M. Ritchie, “The C Programming Language”, 2nd Edition, PHI, 2012.

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom’s Level
1.	Describe the fundamental concepts of computers with the present level of knowledge of the students	2
2.	Use of word-processing, spreadsheet, and presentation software to solve basic information systems problems.	4
3.	Use technology ethically, safely, securely, and legally.	4
4.	Define and implement basics of computer programming	1 & 5
5.	Learn current in technological development	1

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Lab Assignments	Project Report	Total Marks
5	10	10	15	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Conduct of Practical Examination:

1. SEE will be practical examination conducted inviting external expert.
2. Examination will be followed by :
 1. Procedure + Execution + Viva
=9 + 42 + 9 = 60 Marks

Second Semester
(VAP)

SOCIAL ENTREPRENEURSHIP AND RURAL IMMERSION PROJECT

(SE AND RI)

Course Code	20SERI200	Credits	02
Course type	Value added Programme	CIE Marks	20
Hours/week: L-T-P	0-0-4	SEE Marks	30
Total Hours:	40	SEE	Viva Voce

Introduction

Experiential learning is a unique initiative at KLS IMER, Belagavi. The course is designed with the aim of sensitizing the future business leaders to the social environment, issues and challenges. It is expected that the students understand the issues and apply their knowledge and expertise to provide feasible solutions to the pressing social problems. The course shall also focus on policy initiatives, its implementation and execution gaps if any. This initiative shall help students apply their skills & knowledge in real life situations and also help them shape right attitude.

Course Objectives

1. To sensitize the students to social issues and challenges
2. To provide a platform for the understanding of understand policy initiatives and its implantation
3. To analyse and provide solution to social problems

Methodology

1. It is a 2 credit compulsory course.
2. Students should work in teams of 5 members each.
3. Each group shall be assigned a faculty mentor.
4. The group shall identify any of the following
 - a. An NGO
 - b. A Village
 - c. A Government or quasi government Institution
 - d. A charitable organization
 - e. CSR department or project of a corporate
5. The mentor shall approve the organization or village selected by the group
6. The group shall spend min of 40 hours in the organization chosen by them.
7. These 40 hours will be spread across the first semester. The group will be given one weeks' time after the completion of the first semester for report preparation, as per the prescribed format. (Clause 13)
8. The report should be submitted on the first day of the second semester, and will be evaluated as per the evaluation guidelines attached.
9. Following activities can be conducted by the group
 - a. Voluntary work in the organization or the village such as plantation, health camp, education camp etc.
 - b. Awareness campaigns such as street play, a walkathon, and lectures etc. on the issues relevant to the organization or the village chosen.
 - c. The group is expected to meet the concerned authorities such as the board members, the secretary and the administrative officers to understand the vision, mission and the progress of the organization so far and the future plan of action.
 - d. In case of a village the group shall meet the village authorities such as Gram sevak, the Sarpanch etc. to understand the various development schemes and implementation. The group is expected to speak to imminent persons from the village to know their perspectives.
10. The group shall identify issues or challenges and suggest a solution.

11. It is desired that the solution is implemented and results are evaluated.
12. The group is advised to video record and photograph the activities and interviews that they conduct.
13. The report should include following
 - a. Introduction of the immersion course
 - b. Organization or village profile
 - c. Brief of activities conducted with objectives and outcome
 - d. Problem or challenge identified
 - e. Solution suggested
 - f. Evaluation of solution suggested.
 - g. The report must include photographs taken
 - h. A 15 min documentary to be prepared with suitable title and narration (if needed) on immersion course.

Evaluation of Immersion Course

Internal Assessment Methods – 40 Marks

(This is to be done by the mentor)

Sl. No.	Particulars	Weightage
1	Participation in activities	05
2	Documentary	10
3	Report	10
3	Quality of activities conducted	05
4	Attendance	10
Total		40 Marks*

External Assessment Method – 60 Marks

Presentation followed by viva voce to be evaluated by the external evaluator

Sl. No.	Particulars	Weightage
1	Identification of issues and challenges	15
2	Quality of Solution Suggested and implantation	15
3	Documentary	15
3	Q & A	15
Total		60 Marks*

The marks of CIE and SEE will be scaled down to 50%.

After completing this course the student will be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Demonstrate sensitization to the issues which are socially relevant	2
2	Evaluate the social problem	5
3	Assess the effectiveness of work of the organization or the village	5
4	Develop the solution to the social problem	5

Second Semester

Core Courses

HUMAN BEHAVIOUR AT WORK

Course Code	20CC201	Credits	4
Course type	CC(Core Course)	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives-

1. To study the factors that influence the effectiveness of organizations.
2. To analyse individual and group behaviour
3. To understand the implications of organizational behaviour on the process of management.

Module 1 Introduction to Organizational Behaviour: (12 Hours)
Introduction to OB, definition, key elements of OB, , Importance of organizational behaviour, contributing disciplines to OB, challenges and opportunities for OB. Evolution of Organizational Behaviour- Industrial Revolution, scientific management, Human Relations Movement, Hawthorne studies. Self-Learning Topic: Importance of Human Behaviour at work place.
Module: II Foundations of Individual Behaviour: (12 Hours)
Foundations of Individual Behaviour- Personal Factors, Environmental Factors, Organizational Systems and Resources. Personality- Meaning, formation, determinants, types of personalities, traits of personality, big five and MBTI, Theories of personality- Type theory, Trait Theory, Psychoanalytical Theory and Self Theory. Self-Learning Topic: Classification of abilities based on roles performed by employees
Module: III Perception, Attitudes and Values (12 Hours)
Meaning of Perception, Process of perception, factors influencing perception, how to improve perception, link between perception and individual decision-making. Nature of Attitudes, Components of Attitudes, Formation of Attitudes, Functions of Attitudes, work related attitudes and Job Satisfaction. Meaning of Values, Importance of values, Terminal Versus Instrumental Values Self-Learning Topic: Factors influencing perception
Module: IV Learning, Emotions and Moods (12 Hours)
Learning- Meaning and Definition, Theories of Learning- Classical Conditioning, Operant Conditioning, Social Learning and Principles of Learning. Meaning of Emotions and moods, The Function of Emotions, Differences between moods and emotions, Source of emotions and moods, How managers can influence moods, emotional intelligence. Self-Learning Topic: Differentiate emotions from moods and list the basic emotions and moods
Module: V Group Behaviour and Organizational Culture (12 Hours)
Meaning, Nature, types of groups, Stages of group development, and determinants of group behaviour, why do people join groups. Group Properties- Roles, Norms, Status, Size and Cohesiveness, Difference between groups and teams, types of teams, turning individuals into team players. Group decision making. Definition of organizational culture, how employees learn culture, creating and sustaining culture, subcultures in organizations, employee socialization, conflict management, social intelligence. Self-Learning Topic: Why do people join groups?

Recommended Books

1. Organizational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson, 2015.
2. Organizational Behaviour - Fred Luthans, 12/e, McGraw Hill International, 2015.

Reference Books

1. Understanding Organizational Behaviour Pareek. U. (2nd ed.). Oxford University Press (2010).
2. Organization Behaviour – Ashwathappa, Himalaya Publication House

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Define the Corporate Finance and determine the Cost of Capital	5
2	Ascertain the impact of Leverage on profitability of a Firm	4
3	Compare the Capital Budgeting techniques	5
4	Compare the Dividend Policies	5
5	Ascertain the Working Capital, choose the Cash Management Techniques and Decide the Optimum Credit Policy	3 & 5

MARKETING MANAGEMENT II

Course Code	20CC202	Credits	4
Course type	CC	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours for 100 marks

Course Objectives

1. To understand marketing mix decisions.
2. To understand competitive marketing environment

Module: I	(10 Hours)
<p>Product Strategy: Products Levels – The Customer Value Hierarchy, Product Classification, developing products for Rural Markets, Product Hierarchy, Product packaging, labelling, warranties and Guarantees.</p> <p>Introduction to designing and managing services – Nature of services, difference between goods and services, distinctive characteristics of services, managing service quality, managing service brands.</p> <p>Self-Learning Topic: Growing importance of services</p>	
Module: II	(10 Hours)
<p>Pricing and Distribution Strategy: Understanding pricing. Setting the price. Adopting the price. Initiating and responding to price changes.</p> <p>Marketing Channels and value network. Role of Marketing Channels. Channel Design decisions. Managing Retailing, Wholesaling and Logistics – Retailing. Private Labels. Wholesaling. Market logistics</p> <p>Self-Learning Topic: Value Chain Analysis.</p>	
Module: III	(16 Hours)
<p>Marketing Communication Strategy: The role of Marketing Communication. Developing effective communication. Marketing Communication mix.</p> <p>Advertisement – Setting Objectives. Deciding on advertisement budget. Deciding on reach, frequency and impact. Choosing among the major media types.</p> <p>Sales Promotion – Objectives. Advertisement V/S Sales Promotion.</p> <p>Events and Experiences. Public Relations</p> <p>Direct Marketing and Interactive Marketing. Word of Mouth publicity.</p> <p>Self-Learning Topic: Role of Internet in marketing communications.</p>	
Module: IV	(12 Hours)
<p>Dealing with Competition: Competitive Forces. Identifying competitors. Analysing Competitors – Strategies and objectives.</p> <p>Competitive strategies for Market leaders. Marketing Warfare Strategies. Competitive Strategies for Market Challengers & Market followers. Balancing customer and competitor orientations.</p> <p>Developing Marketing Strategies, Plans, implementation, Evaluation and Control</p> <p><i>Marketing information system. Marketing Intelligence. Forecasting and demand measurement.</i></p> <p>Marketing and Customer Value – Value delivery process. The Value Chain. Core competencies. The Strategic Marketing Planning Process – Corporate vision, mission. Establishing strategic business units. Marketing innovation. SBU Planning – The Business Mission, SWOT Analysis. Marketing Implementation, Evaluation & Control – annual plan control, profitability control, efficiency control & strategic control.</p> <p>Self-Learning Topic: Chairman’s speech of an Indian conglomerate</p>	
Module: V	(12 Hours)
<p>Customer Relationship Management: Definition of CRM, CRM as a business strategy, elements of CRM, CRM processes and systems.</p>	

Digital Marketing - Introduction to Digital Marketing and Social Media Marketing. A Brief History of Social Media, Types of Media, Important Trends, Digital Marketing's Impact on Marketing, The Shift and How to Understand It.

Text Book

1. Marketing Management – A South Asian Perspective – 14e – Pearson, Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha

Reference Books

1. Principles of Marketing – 13e – Pearson – Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehsan ul Haque
2. Customer Relationship Management, Seth, Jagdish et al,

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain Product and Service decisions	2
2	Apply the concepts of distribution channels in marketing	3
3	Illustrate the elements of marketing communications	2
4	Analyze the competitors and their marketing strategies	4
5	Define the concepts of Customer Relationship Management	1

FINANCIAL MANAGEMENT

Course Code	20CC203	Credits	4
Course type	CC(Core Course)	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours for 100 marks

Course Objectives

1. To acquaint students with the knowledge of financial management decisions
2. To make students to understand the changing role of Finance Manager

Module 1	(12 hours)
Introduction to Financial Management- Introduction, Major Financial Decisions, Sources of Finance, Role of CFO/Finance Manager, Cost of Capital- Introduction, Cost of Debt, Cost of Preference, and Cost of Equity: Internal and External Equity, CAPM, Dividend Growth Model, and WACC.	
Module 2	(12 hours)
Capital Structure and Leverage. Capital structure – Concept; Theories of Capital Structure; NI, NOI, Traditional, Modigliani and Miller Theories. Agency Problem, Impact of changes in Capital Structure. Leverage – Concept, Types – Operating, Financial, Combined, Degrees of leverage, EBIT – EPS analysis, Usage of leverage concept in optimizing firm’s revenue.	
Module 3	(14 hours)
Capital Budgeting- Concept, Time value of money, capital budgeting process, kinds of projects, techniques of capital budgeting- NDCF & DCF, Modified IRR, EVA, Decision Tree analysis, Capital rationing Assignment : Preparation of Project Cash flows for 10 years of various New Projects (sample DPR Cash flow)	
Module 4	(10 hours)
Dividend Policy Decision Concept; Types of Dividend; Dividend Policy; Dividend Theories- Gordon Model, Walter’s Model, M-M Model, Bonus Shares, Stock split and its impact, Buy back of shares, ESOP Assignment : Dividend Policies / Dividend Behaviour of Nifty 50 / Sensex / Nifty Midcap / Companies	
Module 5	(12 hours)
Working Capital Management Concept; Determinants; WC Estimation; Cash Management. Techniques; Receivable Management. : Optimum Credit Policy, Monitoring Receivables; Exercises; Inventory Management. – Concept, Exercise	

RECOMMENDED BOOK:

1. Financial Management: Khan and Jain, TMH Publications.

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

1. Financial Management: G.Sudarsana Reddy, Himalaya Publishing House
2. Financial Management: Prasanna Chandra, TMH Publications.

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Define the Corporate Finance and determine the Cost of Capital	5
2	Ascertain the impact of Leverage on profitability of a Firm	4
3	Compare the Capital Budgeting techniques	5
4	Compare the Dividend Policies	5
5	Ascertain the Working Capital, choose the Cash Management Techniques and Decide the Optimum Credit Policy	3 & 5

BUSINESS RESEARCH METHODS

Course Code	20CC204	Credits	4
Course type	CC (Core Course)	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To understand the importance of business research as management decision tool.
2. To equip the students with the concept and methods of Business Research

Module: I	(12 Hours)
<p>Meaning of Research, Objectives of Research. Characteristics of Good Research. Meaning of Business Research, Research agencies (Internal research department, External research Agencies /suppliers). Topics for Research in Business, Research Process. Types of Research- Quantitative v/s. Qualitative, Basic v/s. Applied, Descriptive v/s. Analytical, Conceptual v/s. Empirical). Ethical issues in Business Research.</p> <p>Research Design- Exploratory, Descriptive, & Causal research</p>	
Module: II	(10 Hours)
<p>Sampling- Meaning, Stages in selection of a sample, Types of Sampling - Probability and non-probability Sampling Techniques, Standard Error, sample size calculation, factors influencing sample size, Errors in sampling</p>	
Module: III	(12 Hours)
<p>Measurement and Scaling- Types of Scales – Nominal, Ordinal, Interval, and Ratio. Criteria for good measurement, Attitude Measurement – Simple Attitude Scales, Category Scales, Likert scale, semantic differential scale, numerical scales, staple scale, graphical rating scales, scales measuring behavioural intentions and expectation</p>	
Module: IV	(10 Hours)
<p>Data Collection</p> <p>Secondary Data – meaning, advantages & disadvantages of secondary data, characteristics of secondary data, sources of secondary data (Internal & External)</p> <p>Primary data – meaning, methods of primary data collection (observation method, interview methods, questionnaire method, Schedules, difference between questionnaire and Schedules, consumer panels, use of electronic and mechanical devices, projective techniques - Word Association, sentence completion, story completion, verbal projection test, pictorial techniques, OZMET-Olson and Zaltman Test and TAT-Thematic Appreciation Test)</p> <p>Construction of Questionnaire/schedule</p>	
Module: V	(16 Hours)
<p>Data Analysis and Reporting</p> <p>Stages of data analysis – Processing, analysing and interpretation</p> <p>Processing of data - editing, coding, tabulation, cross tabulation</p> <p>Testing of Hypothesis- Introduction to Inferential Statistics, Basic Concepts of Hypothesis Testing, Type I & Type II error, Hypothesis Testing for Means & Proportions for Large and Small Samples, Hypothesis Testing for Difference Between Means (Small and Large Samples) and Difference Between Proportions (Large Sample), Chi- Square Testing of Independence of Attributes, Introduction to ANOVA (One Way Classification)</p> <p>Interpretation of data analysis – meaning, techniques and precautions in interpretations</p> <p>Reporting - Oral, and Written Reports, Components of Research Report</p> <p>Introduction to SPSS</p> <p>Steps involved in preparing business research plan/proposal</p>	

Reference Books

1. William G. Zikmund, Business Research Methods, Cengage Learning, India 7E
2. Donald Cooper, Pamela Schindler & J.K. Sharma, Business Research Methods, McGraw Hill, 11E
3. C. R. Kothari, Research Methodology Methods & Techniques, New Age International Publishers, 2E
4. Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education, 2008.
5. J.K. Sachadeva, Business Research Methodology, Himalaya Publication

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Compare different types of research designs	2
2	Demonstrate an understanding of Sampling techniques and Calculate sample size for finite and infinite population	2 & 3
3	Demonstrate an understanding of Measurements and Scales used in social science	2
4	Demonstrate an understanding of types of data and tools of data collection	2
5	Analyze data using Inferential Statistics (Hypothesis tests)	4

GLOBAL BUSINESS ENVIRONMENT

Course Code	20CC205	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

- To make students understand the contemporary issues in Global Business
- To familiarize students about challenges faced by managers in the global business environment
- To make students to develop a global perspective.

<p>Module 1- An overview of Global Business Environment- (12 Hours) Introduction to Global Business, Significance, Nature and Scope of Global Business, Modes of Global business – Global Business Environment- Social, Cultural, Economic, Political, legal, Ecological factors., demographic environment and technological environment</p>
<p>Module 2- Theories of International Trade and Multi-National Corporations- (15 Hours) Trading Environment of International Trade - Free Trade Vs. Protection- Tariff and Non-tariff Barriers –Trade Blocks. Importance and dominance of MNCs, Code of conduct , MNCs in India, Transfer of Technology global competitiveness, indicators of competitiveness, competitive advantage of nations Technology and Global competitiveness. International Operations, Global supply chain management, global manufacturing strategies, factors affecting international HRM and staffing policy, International negotiations, international asset protection, Protection of IPRs. Self-Learning topic: Global economic slowdown 2008.</p>
<p>Module 3- Balance of Payment and International Investments- BOT & BOP (15 Hours) Components of BOP, Disequilibrium in BOP – Causes for disequilibrium and Methods to correct the disequilibrium in Balance of Payment. Types and significance of foreign investments, factors affecting international investment, growth and dispersion of FDI, cross border mergers and acquisitions, foreign investment in India – The New Policy – EURO/ADR issues – M & A – Indian companies going global. Self-Learning topic: Recent bilateral agreements by India.</p>
<p>Module 4- Foreign Exchange Market (08 Hours) Nature of transactions in foreign exchange market and types of players, Exchange rate determination, Convertibility of rupee – Euro currency market. Self-Learning topic: Leading currency exchange rate and comparison.</p>
<p>Module 5-World Trade Organization and International Financial institutions (10 Hours) Objectives, Organization Structure and Functioning, WTO and India, International Financial institutions - IMF, IBRD, IFC, ADB – International liquidity, Problems of liquidity, Their role in managing international liquidity problems. SAARC, G-20 & other International Organisations, Regional Co-operation, Economic Integration, Custom Union & European Union. Self-Learning topic: Study of UNO and allied bodies, their contributions.</p>

Text Books:

1. Text Books Daniel, John D and Rdebanh, Lee H. International Business, 6h ed., New York, Addison Wesley, 2007.
2. Michael R. Czinkota, Iikka A. Ronkainen & Michael H. Moffett., International Business, Cengage Learning, 2008
3. Bhall, V.K. and S. Shivaramu, International Business Environment and Business, New Delhi, Anmol, 2003 Charles W. L. Hill, Irwin , International Business, 3rd Edition, McGraw-Hill, 2000
4. B. L. Soderston – International Economics

Recommended Books:

1. Francis Cherunilam, International Business Environment, Himalaya Publishing House, 2008
 2. Indian Economics 72nd E -, Datt and Sundaram.
 3. Roger Benett, International Business, Pearson Education, New Delhi, 2006
 4. K.Aswathappa, International Business, Tata Mc-Graw Hill Publishing Company Ltd., New Delhi, 2004.
- www.forbes.com and <https://www.weforum.org/events/world-economic-forum-annual-meeting-2020>
 - <https://www.mckinsey.com/about-us/new-at-mckinsey-blog/davos-2020-four-big-themes>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Develop the link between India and Global Business	3
2	Classify types of Economies of the World	4
3	List the world's economic forums	4
4	Apply the implications of WEF on Indian Business environment	3
5	Identify the structures of Global Economies	3

Second Semester

Professional Electives

Finance

FINANCIAL PLANNING AND COSTING

Course Code	20FM201	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To make student to understand the basics of time value of money
2. To acquaint student with the knowledge of cost management techniques for changing roles of Finance Manager.
3. To acquaint student with the basics of financial planning.

Module: I	(12 Hours)
Concepts of value and return Time preference of money, Future Value: single cash flow, annuity, sinking fund. Present Value: single cash flow, annuity, sinking fund. Net present value and rate of return, IRR calculations; Exercises Self-Learning Topic: Value of Annuity due	
Module: II	(12 Hours)
Product Life Cycle Costing and Applications of Marginal costing Product Life Cycle - Total Cost of PLC; PLC and Forecasting Cost; Differential Costing and Incremental Costing; Concept - Method of Calculation - Decision Making such as Sales, Replacement & Buying – Exercises Self-Learning Topic: Responsibility Accounting	
Module: III	(14 Hours)
Activity Based Costing (ABC) & Target costing: Concept of ABC; Process of Implementation of ABC; Application of ABC; Benefits and Limitations; Exercises; Target Costing; Target Cost; Determinants of Target Cost - Components of Target Costing; Process of Target Costing; Methods of Establishment of Target Costs - Exercises. Self-Learning Topic: Advantages of ABC over Traditional costing	
Module: IV	(12 Hours)
Service Costing Service Costing of Services – Goods and Passenger Transport, Hospital, Catering, hotels, Education, Financial Services, Power Generation; Service Cost Units; Computation of Service Cost; Exercises Self-Learning Topic: Service Costing of water supplies	
Module: V	(10 Hours)
Financial Planning and Introduction to IFM Introduction, Strategic decision making and planning, strategic financial planning; planning for sustainable growth; Introduction to International finance management, Forex markets International parity relations. Self-Learning Topic: Foreign exchange risk and hedging	

Reference Books

1. Financial Management by I M Pandey, Vikas Publishing house
2. Financial Management by Khan and Jain.
3. Cost Accounting: Principles and Practice by M.N. Arora
4. Advanced Cost Accounting by J.K. Mitra
5. Principles and Practice of Cost Accounting by Asish K. Bhattacharya
6. Advanced Management Accounting by Dr. J.B Gupta, *Taxmann Publication*
7. Advanced Management Accounting By Ravi M.Kishore, Taxman Publication

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Analyze the concepts of time value of money	4
2	Apply product life cycle costing and marginal costing methods	3
3	Demonstrate and apply Activity Based Costing (ABC) & Target costing methods	3
4	Demonstrate and apply service costing method	2 & 3
5	Interpret Financial planning and concepts of IFM.	2

BANKING IN INDIA

Course Code	20FM202	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To give complete exposure to products and services offered by banks.
2. To equip the students with the knowledge of management of lending, risk, treasury and expenses by banks
3. To help students to understand working of banks in the competitive environment.

Module: I	(14 Hours)
<p>Introduction to Banking Sector Regulatory & Legal Framework: Overview; Banking Companies Act 1970; RBI Act 1934; Banking Regulation Act 1949; <i>Banking Laws (Amendment) Act</i> 2012; Committee Reports; BASEL I, II and III Report; Regulatory Authorities in India; LPG and Banking Sector Deregulations; Changes in Banking Environment RBI and Its Functions; Types of Banks - Commercial, Rural, Developmental, Public, Private, Cooperative, Small finance and payment banks. Role of Commercial Banks; Competition in Banking Industry; Performance of Commercial Banks in India; Factors Influencing Performance; Foreign Banks Entry in India Bankers Duties and Responsibilities; Anti-Money Laundering and PMLA Rules; Operations Risk Management; Banking Ombudsman. Self-Learning Topic: Study the functioning of a public and private bank.</p>	
Module: II	(12 Hours)
<p>Credit and Credit Risk Management Lending – Products; Lending Criteria; Lending Principles; Lending Policy & Regulations; Types of Borrowers; Types of Advances; Types of Securities; Different Methods of Creating Charges; Pledge, Hypothecation; Mortgage; Documentation; Stamping of Documents; Limitation Act; Credit Appraisal Techniques; Credit Monitoring (CMA); NCLT and NCLAT, Credit Risk and Basel Rules; CIBIL; NPA Management; IRAC Rules; DRT and SARFAESI Concept; Tools; Loan Processing & Administration; Loan Calculator Self-Learning Topic: Credit Risks – Concept and Types</p>	
Module: III	(10 Hours)
<p>Liquidity and Treasury Management Liquidity Risk – Concept; Types; Policy; Guidelines for Liquidity; Liquidity Sources – Optimal Level of Liquidity; Measurement Tools; Improving Liquidity Treasury Management - Treasury functions; TM Tools – Balance Sheet Mgt.; Asset and Liability Management Self-Learning Topic: Treasury Management Regulations.</p>	
Module: IV	(12 Hours)
<p>Technology in Banks Distribution Channels- ATM; Online Banking; Tele-Banking; Debit Card; Credit Cards; Smart Cards; E-Commerce; Payment and Settlement Systems – NEFT; RTGS; CHIPS/CHAPS; SWIFT; EFT-POS; New Age Clearing & Payment Gateways, UPI and Wallets. Self-Learning Topic: Impact of demonetisation on Banking technology</p>	

Module: V	(12 Hours)
Banking Products and Services	
Sales, Banker-Customer Relationship; Types of Customers; KYC Norms; Retail Assets; Retail Liability Products & Ancillary Services; Cross Selling Products; Retail Banking Operations; Negotiable Instruments;	
Introduction to Institute of Banking Personnel Selection (IBPS) exams.	
Self-Learning Topic: Study of products offered by one Public or Private bank.	

Recommended Books

1. Principles and Practice of Banking, IIBF, Macmillan Publications
2. Treasury Management, IIBF, Macmillan
3. Banking Principles and Operations by M N Gopinath, Snowwhite Publications Pvt Ltd.

Reference Books

1. Banking Theory and Practice by Dr. P. K. Srivastava, Himalaya Publishing House
2. Banking Law and Practice by Varshney P N, Sultan Chand & Sons
3. Tannan's Banking Law and Practice in India.
4. Advanced Bank Management, IIBf, Macmillan
5. Bank Financial Management, IIBF, Macmillan.
6. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Pearson
7. Modern Banking: Theory and Practice by Muraleedharan, PHI publishing

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain the Regulatory & Legal Framework of banking system in India.	1 & 2
2	Explain credit and credit risk management	1 & 2
3	Illustrate liquidity and treasury management	1 & 2
4	Identify the technologies used in banking sector	3
5	Interpret banking products and services	2

FINANCIAL MARKETS AND INSTITUTIONS

Course Code	20FM203	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

This course is designed for students who wish to pursue a career in the financial markets in India and learn the fundamentals of Financial Markets and Institutional framework governing the Financial Markets. The course is structured to help the students understand the basics of primary markets, secondary equity and debt markets and related institutions

Objective:

1. To help students to get a basic understanding of the players and functioning of financial markets, particularly the primary and the secondary market.
2. To know about the eligibility criteria for seeking membership at BSE & NSE.
3. To understand the terms and jargons used in the financial newspapers and periodicals

MODULE: 1	(10 Hours)
Financial Markets Concepts; Indian Financial System; Types of Financial Markets; Role and Need of Financial Markets; Capital Market and Economic Development; Financial Engineering; Regulatory Bodies - SEBI, Registrar of Companies; Legal Framework (Key Provisions only) -	
MODULE: 2	(15 Hours)
Primary Markets Concepts; Methods of raising money from Indian Primary Market; Market Players - Merchant Bankers, Depository, Brokers, Bankers, Underwriter; SEBI guidelines; IPOs – Concept, Issue Process Book Building; FPO; Private Placement; QIB Placement; Rights Issue (Detailed Process)	
MODULE: 3	(12 Hours)
Secondary Market Concepts; Membership of Stock Exchanges; Dematerialization; Rematerialisation; Rolling Settlement; Market Players; Trading, Clearing and Settlement Mechanism; Stock Exchanges in India-BSE, NSE, OTCEI; Market Capitalization; Investor Protection Fund (IPF); Insider Trading; Unfair Trade Practices; Stock Indices- Concept, Types –BSE and NSE - Construction	
MODULE: 4	(15 Hours)
Indian Debt and Money Markets Concept; Instruments (all instruments traded in Indian Debt Market): Concept, Types, Issuer, Market Participants; Wholesale Debt Market - Market Participants; Pricing of Issue; Face Value; Coupon Rate; Trading and Settlement System in BSE and NSE; Product and Services offered by NSE and BSE; Yield Curve; Corporate Debt; Market Reporting Platform; Retail Debt Market – Market Participants; Money Market - Concept, Instruments, Issuer, Market Participants, Pricing, Primary & Secondary Market.	
MODULE: 5	(08 Hours)
Specialized Financial Institutions NBFC's, Microfinance Institutions, Credit Corporative, HFC's, Project Finance Institutions. Insurance as a Financial Product.	

Essential Readings:

1. Financial Institutions and Markets by Bhole, L. M., Tata McGraw Hills, New Delhi.

Suggested Reading:

1. Indian Financial System by Pathak, Pearson Education.
2. Financial Markets & Services by Gordon & Natarajan, HPH
3. Indian Financial System Khan, M.Y by Tata McGraw Hill, New Delhi.
4. Indian Financial System by Machiraju, H.R, Vikas Publishing House.
5. Working of Stock Exchange in India by Machiraju H.R., New Age Publication.
6. Finance India
7. Indian Journal of Finance
8. The Economic Times
9. Business Line
10. Business Standard

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Demonstrate an understanding of Indian Financial System and Types of Financial Markets	2
2	Demonstrate an understanding of the methods of raising money from Primary Markets and detailed process of various primary issues	2
3	Demonstrate an understanding of the functioning of Stock Exchanges in India and Process of Clearing and settlement in secondary markets	2
4	Demonstrate an understanding of the concept of raising capital through debt market, debt market instruments, their issuances and process of clearing and settlement in debt markets	2
5	Demonstrate an understanding of the functions of NBFC's, Microfinance Institutions, Credit Corporative, HFC's, and Project Finance Institutions. To understand Insurance as a Financial Product	2

Marketing

CONSUMER BEHAVIOR

Course Code	20MA201	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To understand the fundamentals of consumer behaviour
2. To learn individual and group behaviour of consumers.

Module 1 (12 Hours) Introduction to Consumer Behaviour Definition, Meaning and Evolution, Factors influencing Consumer Behaviour, Consumer Decision Making, Input-Output model. EKB model. Changing profiles of Indian consumer, Technological impact on consumer behaviour in India, Trends in demography.
Module 2 (12 Hours) Consumer as an Individual: Consumer motivation, Facets of motivation, classification of motives. Maslow' Theory and Its Application in marketing, WJ McGuire's Behaviour Motives, Personality: Meaning, Nature & Types. Freud' theory: Stages & Levels of Mind. Personality Traits. Defence Mechanism & Buying Behaviour. Perception: Meaning, elements and process. JND, Subliminal perception, Weber's Law. Perceptual map and risk. Self-learning topic - Ethics and Consumer behaviour
Module 3 (12 Hours) Consumer Learning: Learning: Meaning, Features and Process, Classical conditioning theory, Cognitive learning theory, Involvement Theory and their marketing Applications. Consumer attitude, determinants and features, Tri Component Model of Attitude and Multicomponent model.
Module 4 (12 Hours) Group and Social Behaviour Family: Meaning, Types and Importance, Family Buying Roles, Social class-meaning and classification. Reference groups. Factors that influence reference group influence. Consumer behaviour applications in social class. Self-learning topic : Top trends in consumer behaviour
Module 5 (12 Hours) Culture and Innovation Culture- Meaning and importance. Influence of culture in Indian Markets. WoM and its significance. Degree of Globalization- Cultural perspective. Components of Culture and Adaptation. Comparative Cultural Values (East & West). Addressing the global diversity and understanding the marketing perspective. Diffusion of innovation-The diffusion process, adoption of innovation.

Text Books:

1. Consumer Behavior -11the , Schiffman, Joseph Wisenblit, S.Ramesh Kumar, Pearson
2. Consumer Behavior In Indian Perspective – 2nde, Suja Nair, 2nd Edition, Himalaya Publishing

Reference Books:

1. Consumer Behavior, Oxford Higher Education - Rajneesh Krishna
2. Consumer Behavior, India Ed. - Cengage Learning - Blackwell, Miniard, Engel,
3. Consumer Behavior Buying, Having, and Being, 7the, Michael R Soloman, PHI
4. Consumer Behaviour, A Managerial Perspective – 1ste , Dheeraj Sharma, and Jagdish Sheth and Banwari Mittal

E-Sources

www.tutor2u.com

www.ibef.in

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)			
Sl. No.	At the end of the course, the student will be able to	Bloom's Level	
1	Develop the link between market and consumers	3	
2	Classify types of Consumers	2	
3	List strategic thinking tools	4	
4	Apply methods of creative problem solving	3	
5	Identify the sources of new ideas	3	

SERVICES MARKETING

Course Code	20MA202	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To gain insights into several facets in the area of services marketing
2. To equip the students with all aspects of services – design, standards, delivery and measurement

Module: I	(10 Hours)
Introduction to Services: Definition, Why Services Marketing? Differences in Marketing of Tangible Goods versus Services, Classification of Services, The Services Marketing Mix. GAPS Model of Service Quality. Self-Learning Topic: Services and Technology - emergence of self service, automation in services, Internet services	
Module: II	(12 Hours)
Focus on The Customer-Consumer Behaviour in Services, Customer Expectations of Services, Zone of Tolerance, Customer Perceptions of Services, Service Encounters, Building Customer Relationships, Relationship Strategies, Types of complainers Services Recovery Strategies, Service Guarantees,	
Module: III	(12 Hours)
Aligning Service Design and Standards, Customer-Defined Service Standards, Services Blueprint, Physical Evidence & Services cape, Measuring and Improving Service Quality (SERVQUAL)	
Module: IV	(12 Hours)
Delivering and Performing Service - Employee's Roles and Customers Role in Service Delivery, Delivering Service Through Intermediaries and Electronic Channels, Customer's Role in Service Delivery, Strategies for managing Demand and Capacity	
Module: V	(14 Hours)
Integrated services marketing communication - Communication and Services Marketing Triangle, Strategies to match service promises with delivery Pricing of Services – Role of Non-Monetary Costs, Approaches to pricing services, Pricing Strategies that Link Four Value Definitions Self-Learning Topic: Ethical issues in Services Marketing	

Text Book

1. Services Marketing-Valarie A Zeithmal & Mary Jo Bitner, 5/e, TMH, 2011

Reference Books

1. Services Marketing: Operation, Management and Strategy-Kenneth E Clow & David L.Kurtz, 2/e, Biztantra, 2007
2. Services Marketing: The Indian Perspective-Ravi Shankar, Excel BOOKS, 2006
3. Services Marketing - Rajendra Nargundkar, 3/e, TMH, 2010
4. Service Marketing - Jha S. M, HPH

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain services Marketing mix.	2
2	Explain the difference between customer expectation and perception	2
3	Analyse 5 service quality dimensions through SERVQUAL framework.	4
4	Illustrate the service blueprinting	2
5	Explain pricing of services	2

DIGITAL MARKETING

Course Code	20MA203	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. Create the right content and campaigns for different target groups.
2. To understand the important concepts related to e-marketing
3. To learn the use of different electronic media for designing marketing activities.
4. To acquaint the students with the latest techniques of e-marketing.

Module I	(15 Hours)
Internet- (meaning, advantages, disadvantages, history and growth, LAN, WAN, www). Introduction to Online Marketing Environment - Dotcom Evolution, Essentials of e-marketing, Traditional and Digital Marketing, Business models (Brokerage model, Advertising model, Infomediary model, Merchant model, Direct model, Affiliate model, Community model, Utility model), E-marketing Mix, Self-learning topic - Internet marketing Challenges.	
Module II	(10 Hours)
E-marketing planning process, Product benefits (attributes, branding, support services, labelling), new product strategies for e-marketing, Pricing strategies (fixed, dynamic, renting), online channel intermediaries, e-marketing communication tools.	
Module III	(10 Hours)
E-Commerce - Meaning, definition, e-commerce in India, Traditional commerce versus e-commerce, Advantages of e-commerce, Limitations of e-commerce, Drivers of e-commerce, Myths of e-commerce, Opportunities of e-commerce, categories of e-commerce (B2C, B2B, C2B, C2C), E-Commerce payment systems. Self-learning topic – Compare major e-commerce platforms in India	
Module IV	(15 Hours)
Website - meaning, Types of websites, Search Engine& Links, Search engine optimization (SEO), keywords, Website design decisions and guidelines. Web analytics. SEM, SMM, Adwords, PPC, e-mail marketing. Blogs, Basics of Digital Marketing through Facebook, Twitter, LinkedIn, Instagram and YouTube. ORM(Online Reputation Management), Content marketing, affiliate marketing, CRO(Conversion Rate Optimization) Self-learning topic – importance of mobile Apps in marketing	
Module V	(10 Hours)
Legal & IPR Issues – Introduction to Cyber Law, copyrights in online marketing, copyright issues, Copyright (Amendment) Act, 1999, Information Technology Act 2000, Strategies for cyber security, digital signature, Trademarks online (Meta tags, sale of trademarks as keywords, pop-up advertisements, mouse trapping, framing) Domain names, Patents (Business method patents & Software patents)	

Text Books

1. E-Marketing in Digital Age – Text and Cases – Prof Vinod V Sople, Second Edition, Biztantra publication
2. E-Marketing - Judy Strauss and Raymond Frost, 5th Edition, PHI publication

Reference Books

1. Introduction to E-Commerce – Nidhi Dhawan, 1st Edition, International Book House Publication
2. e-commerce – C.S.V Murthy, Himalaya Publishing House

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain e-marketing models and objectives.	2
2	Outline e-marketing 4Ps framework.	2
3	Compare e-commerce types and their strategies	4
4	Explain the use of search engine marketing, online advertising and marketing strategies.	2
5	Explain legal and IPR issues related to digital marketing.	2

Human Resources

HUMAN RESOURCE PLANNING & ACQUISITION

Course Code	20HR201	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To discuss the techniques of effective Human Resource Planning
2. To explain the concept of Human Resource Acquisition.
3. To discuss various methods of Recruitment & Selection

Module 1	(12 Hours)
Human Resource Planning (HRP): Objectives, need for HRP, HRP Process- Organizational Analysis, Demand Forecasting, Supply Forecasting, Estimating HR requirements, Redeployment, Internal Mobility, Retrenchment, Lay-offs, (Downsizing, Rightsizing), Recent trends in HRP	
Self-learning topic: Factors affecting HRP-Issues and Challenges	
Module 2	(10 Hours)
Human Resource Acquisition (HRA): Meaning, Stages of HRA, Importance of effective HRA, Employee Value Proposition, Employer Branding, Employer Branding Strategies	
Self-learning topic: Basics of Staffing	
Module 3	(14 Hours)
Recruitment: Recruitment Process, Sources of Recruitment, Contemporary techniques of Recruitment, Recruitment Marketing, Emerging Trends in Recruitment	
Self-learning topic: Basics of Employer Branding, Recruitment	
Module 4	(12 Hours)
Selection Process: Selection Process (Application/Resume Screening, Employment Tests, Interviews, Referral Checks, Background Check, Job Offer, Appointment Letters), Contemporary techniques in Selection	
Self-learning topic: Study the formats of various Corporate correspondence during R & S	
Module 5	(12Hours)
On boarding Process: Meaning & Purpose of On boarding, On boarding Vs Induction/Organizational Socialization/Orientation, Importance of effective on boarding process	
Self-learning topic: Examples of On boarding process	

Books

Text Books:

1. P Subbarao, Essentials of HRM and Industrial Relation 5th Edition, Himalaya Publishing House Pvt. Ltd. (2013)
2. Seema Sanghi, Human Resource Management, Vikas Publishing

Reference Books

1. Deepak Kumar Bhattacharya, Human Resource Planning, Excel Books 3rd edition

E-resources (NPTEL/SWAYAM, etc.)-

https://onlinecourses.nptel.ac.in/noc20_mg15/unit?unit=2&lesson=11

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Explain the process of Human Resource Acquisition	2
2	Analyse the techniques of effective Human Resource Planning	4
3	Compare various methods of Recruitment & Selection	4
4	Explain the importance of Referral and background checks	4

EMPLOYEE RELATIONS

Course Code	20HR202	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Introduction: - It is the broad term to refer to the relationship that is shared between an organization and its employees. Employee relations as an area of study and practice has its primary focus employment relationship, conflict in employment relations and various forms of employee participation

Course Objectives:

1. To introduce to the students, the concepts related to employee relations.
2. To make the students aware of the tools and strategies used to foster relationship between management and employees
3. To understand various forms of employee conflict resolutions mechanisms including negotiation, collective bargaining

<p>Module 1 INTRODUCTION TO EMPLOYEE RELATIONS (ER) (12 Hours) Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tools, Core Issues of Employee Relations Management. Self-learning topic: Employee Relations or Industrial Relations???</p>
<p>Module 2 STRATEGIC EMPLOYEE RELATIONS (12 Hours) Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Capitalism, labour markets, ownership, Diversity, migration, Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages The Psychological Contract: Interest and Expectations, Self-learning topic: Globalization, PESTLE and ER</p>
<p>Module 3 CONFLICT RESOLUTION IN ER (12 Hours) Conflict Management– Introduction: Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict –intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources. Negotiations-Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations.</p>
<p>MODULE 4, PARTICIPATION AND EMPOWERMENT. (12 Hours) Employee Participation Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment and engagement Employee Empowerment - Objectives, types and factors which encourage employee empowerment Employee engagement – types, strategies and best practices Self-learning topic: Employee advocacy groups , Employee resource groups (introduce the concept)</p>
<p>Module 5. CONTEMPORARY ISSUES IN EMPLOYEE RELATIONS (12 Hours) Stress and Employee wellbeing in organisation, Organisational Justice, Organisational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations during Organisational Change, Employee relations for the diverse workforce and Multinational Companies</p>

(MNC), Employee relations during crises – Recession, Mergers and Acquisition, Separation Management, Employee Assistance Program Self-learning topics: Employee burnout and stress

Books

Text Books:

1. Human Resource Management, by R. K. Ghai S. P. S Bedi
2. Contemporary Human Resource Management Improving Performance in the Workplace Alam Shahbaz
3. Employee Engagement, Vipul Saxena, Notion Press

Reference Books:

1. Employee Empowerment: The Rhetoric and the Reality, By Rozana Huq
2. The business of employee empowerment by Thomas A. Potterfield
3. Counselling and Negotiation Skills for Managers Paperback by Premvir Kapoor

E-resources (NPTEL/SWAYAM)

1. <https://www.peoplesmatters.in>
www.hrzone.com
<https://www.bamboohr.com/hr-glossary/employee-relations/>
2. <https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (Cos)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Demonstrate an understanding of the growing importance of employee relations	3
2	Identify the right strategies to foster harmonious employee relations	3
3	Identify the factors that encourage employee engagement.	3
4	Distinguish those activities which lead to employee empowerment and employee engagement	3
5	Design basic employee empowerment and employee engagement programmes	4

LEARNING AND DEVELOPMENT

Course Code	20HR203	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To enable students to be aware of the field of learning and development and its role in optimizing performance.
2. To make students understand the process of analysing training needs and evaluating training programs.
3. To provide the students an overview of the various Training and Management Development Method.

<p>Module 1 : Introduction to learning and Development (12 Hours) Introduction to Employee learning and Development, learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning, The Learning Process , Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes</p>
<p>Module 2 Training need Analysis (12 Hours) Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities. Self-learning topic: Training Need Analysis for different roles</p>
<p>Module 3 : Designing Training (12 Hours) Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Strategic Training, Work Environment, Characteristics influencing transfer of knowledge, organizational environments encouraging transfer of knowledge Self-learning topic: Training Design as a process.</p>
<p>Module 4 : Methods of Training (12 Hours) Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration, Choosing New Technology Training Methods. Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Micro Learning. Self-learning topic: OBL in MNCs</p>
<p>Module 5 Training Evaluation (12 Hours) Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirk Patrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity. Self-learning topic: Return on investment in Training</p>

Books

Text Books:

1. Effective Training, P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005
2. Training & Development, Dr. B. Janakiraman, Biztantra/Wiley Dreamtech, 2005
3. Employee Training & Development, Noe A Raymond, 2nd edition, McGraw Hill Publication, 2011, ISBN: 0072436611, 9780072436617

Reference Books:

1. Training for development– Rolf Lynton & Udai Pareek, Sage Publications, 2011
2. Effective HR Training Development Strategy – Ratan Reddy, HPH, 2005

E-resources (NPTEL/SWAYAM etc.)

https://www.youtube.com/watch?v=MPQuNwMX_BE

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Demonstrate understanding of the concepts of learning and development and its role in HRM	3
2	Learn various contemporary methods of learning and development.	4
3	Classify different types of trainings and develop TNA for different roles	4
4	Evaluate effectiveness of trainings	4

Entrepreneurship and Family Business

ENTREPRENEURSHIP AND INNOVATION

Course Code	20FB201	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To discuss creativity and the techniques of creative problem solving
2. To understand the inter-relationship between creativity, innovation and entrepreneurship
3. To discuss methods available for generating business opportunities.

<p>Module 1 (12 Hours) Creativity & Innovation: Creativity, Innovation & Entrepreneurship, Concept of creativity innovation and its importance, The Creative Process, CREATES, Creativity & Business idea, Process of creativity, creative thinking and lateral thinking, Six thinking hats (Edward De Bono) Self-learning topics: Creativity, innovation and entrepreneurship linkage Case Study: Sanjeev Bikhchandani, naukri.com</p>
<p>Module 2 (12 Hours) Innovation and Entrepreneurship: Invention and Innovation, Systematic innovation, purposeful innovation, seven sources for innovative opportunity – the unexpected, Incongruities, process need, industry and market structures, demographics, changes in perception, new knowledge. Disruptive innovation, principles of innovation, Types of innovation, S curve, Entrepreneurial innovation, Jugaad innovation. Self-learning topic: Importance of Innovation</p>
<p>Module 3 (12 Hours) Design Thinking : The concept of design thinking and its role within NPD and innovation, A framework of Design thinking, Design thinking as nonlinear process, the principles and “mind-set’ of design thinking, tools for design thinking, the key roles of stories and prototypes in design thinking. Self-learning topic: Personas as a practical tool for design</p>
<p>Module 4 (12 Hours) Creative Problem Solving: Brainstorming, Reverse brain storming, Brain writing, Gordon method, Checklist method, Free association, Forced relationships, Collective notebook method, Attribute listing, Big-Dream approach, Parameter analysis, Delphi technique, Scenario analysis, Cause-effect analysis, Value analysis. Self-learning topic: Morphological analysis, Synectics</p>
<p>Module 5 (12 Hours) Sources of New Ideas: Trends- Green trend, Clean energy trend, Organic-orientation trend, Economic trend, Social trend, Health trend, Web trend, Digital trend, Sources of new ideas, methods of generating ideas, idea lab Self-learning topic: Current trends in business</p>

Books

Text Books:

1. Peter Drucker, Innovation and Entrepreneurship – Practice and Principles, East West Press (2010)
2. Michael Luchs, et.al., Design thinking (2018), Wiley
3. Navi Radjou, Jaideep Prabhu, Simone Ahuja (2012), Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth, Jossey-Bass.

Reference Books:

1. Raghu Nanadan, Unleashing your Entrepreneurial Potential, Sage, New Delhi (2009)
2. Joe Tidd et.al., (2017), Managing Innovation, Wiley
3. Edward De Bono (1999), Six thinking Hats, Back bay books
4. Jimmy Jain (2018), Design thinking for Stratups, Notion Press
5. HBR's 10 must Reads on Innovation (2013), HBR
6. Rashmi Bansal (2015), Arise, Awake – The inspiring stories of 10 young entrepreneurs who graduated from college into a business of their own, Westland.

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.edx.org/learn/innovation>
2. <https://nptel.ac.in/courses/110/106/110106124/>
3. <https://nptel.ac.in/courses/110/107/110107094/>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Develop the link between creativity, innovation and entrepreneurship	3
2	Classify types of innovation	4
3	List Design thinking tools	4
4	Apply methods of creative problem solving	3
5	Identify the sources of new ideas	3

NEW PRODUCT DESIGN AND DEVELOPMENT

Course Code	20FB202	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To Understand the characteristics of successful product development
2. To identify the customer needs
3. To formulate product specification

<p>Module 1 (12 Hours) Introduction: Introduction, Characteristics of successful product development, Product development cycle, A generic development process, Concept development, Duration and Cost of Product Development. Self-Learning Topic: The Challenges of Product Development Case Study: Product Development at Apple</p>
<p>Module 2 (12 Hours) Product Planning and Identification of Customer Needs: Identify opportunities, evaluate and prioritise projects, resource allocation, complete pre-project planning, gather and interpret raw data from customers, establish relative importance of needs and reflect on results and process Self-learning topic: Four types of product development projects</p>
<p>Module 3 (12 Hours) Product Specification and Concept Generation : Definition of specification, establishing target specifications and setting the final specifications, the activity of concept generation, A five step method of concept generation Self-learning topic: Importance of Specifications</p>
<p>Module 4 (12 Hours) Concept Selection and Testing: Concept selection as an integral part of the product, development process, concept screening and concept scoring, detailed concept testing steps (seven steps) Self-learning topic: Methods used for choosing a concept</p>
<p>Module 5 (12 Hours) Prototyping and Product Development Economics: Prototyping basics, Principles of prototyping, Planning a prototype, Prototyping technologies, Elements of economic analysis, quantitative and Qualitative, Estimation of timing and magnitude of future cash inflows and outflows, Computation of Net Present Value (NPV) of the cash flows. Self-learning topic: Types of Prototypes</p>

Text Books:

1. Karl T Ulrich and Steven D Eppinger -2e (2000), Product Design and Development, McGraw Hill Higher Education
2. Rajeev Roy (2013), Entrepreneurship-2e, Oxford University Press

Reference Books:

1. Raghu Nanadan, Unleashing your Entrepreneurial Potential, Sage, New Delhi (2009)
2. Jimmy Jain (2018), Design thinking for Stratups, Notion Press
3. Rashmi Bansal (2008), Stay Hungry Stay Foolish (2008), The inspiring stories of 25 IIM Ahmedabad graduates who chose to tread a path of their own making.

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.coursera.org/learn/new-product-development>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Understand the NPD model	2
2	Identifying customer needs	3
3	Develop Product Specification	3
4	Apply methods for detailed concept testing	3
5	Apply four-step method for planning a prototype and Develop Prototype	3

CORPORATE ENTREPRENEURSHIP

Course Code	20FB203	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Understand the reasons for interest in Corporate Entrepreneurship
2. To Discuss how established firms can develop an entrepreneurial culture and the challenges

<p>Module 1 (12 Hours) Corporate Entrepreneurship: Introduction to corporate entrepreneurship (CE), Benefits, Entrepreneur vs Intrapreneur, Types and Models, Dimensions of Corporate Entrepreneurship, Managerial vs entrepreneurial decision making. Corporate Entrepreneurship as a strategic plan for succession planning. Characteristics of an entrepreneurial environment in organisations. Self-Learning topic: Reasons for interest in Corporate Entrepreneurship</p>
<p>Module 2 (12 Hours) Establishing Corporate Entrepreneurship in the Organisation Environmental heterogeneity, role of managers, model of managers' Corporate Entrepreneurial behaviour by Smith and Di Gregorio. Triggering events for corporate entrepreneurship. Corporate entrepreneurship strategy. Establishing a culture for Corporate Entrepreneurship. Self-Learning topic: Examples of companies promoting Corporate Entrepreneurship in India</p>
<p>Module 3 (12 Hours) Corporate Entrepreneurship behaviour among managers: Innovation and entrepreneurship, Enablers and drivers of corporate entrepreneurship, Introduction and list of problems faced by corporate entrepreneur. Process problems, human problems, structure problem, and the leadership problem. Leadership characteristics of Corporate Entrepreneurship, Self-Learning topic: Failures and successful efforts for CE.</p>
<p>Module 4 (12 Hours) International Corporate Entrepreneurship Introduction, Corporate Entrepreneurship and organizational learning, role of absorptive capacity, knowledge integration and learning in ice, vicious Ice cycle: Implications for competence development. Profile study of Mr. Satya Nadella from Microsoft, Sunder Pichai from Google Corp, Arvind Krishna from IBM, Shantanu Narayan (Adobe), Ajay Banga (Master Card), Rajeev Suri (Nokia), V K Narasimhan (Novartis), D C Paliwal (HARMAN), Ivan Menezes (DIAGEO) Self-Learning Topic: Study of Global business Environment for promoting Corporate Entrepreneurship</p>
<p>Module 5 (12 Hours) Inspiring Corporate Entrepreneurship: Infosys technologies, ITC Limited, Google (Alphabet), SAP Labs India, Bosch IERO, Sony Computer entertainment, Ford Motor Company, Hindustan Unilever, DreamWorks Studios, Societe Generale. Self-Learning Topic: The CEO Factory by Mr. Sudhir Sitapati - Book review</p>

Text Books:

1. Robert D Hisrich et.al., -9/e (2014), Entrepreneurship, McGraw Hill Education
2. Jerome A. Katz and Dean A. Shepherd (2004), Corporate Entrepreneurship: 7, Advances in Entrepreneurship, Firm Emergence and Growth, :Emerald Group Publishing Limited
3. Vijay Sathé, Corporate entrepreneurship, Top Managers and New Business Creation, Cambridge

Reference Books:

1. Mr. Sudhir Sitapati (2019), The CEO Factory: Management Lessons from Hindustan Unilever, Juggernaut.

E-resources (NPTEL/SWAYAM etc.)

1. www.afce.co/corporate-entrepreneurship
2. <https://www.lifehack.org>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Develop the link between leadership and Corporate entrepreneurship	3
2	Classify types of Corporate Entrepreneurs	4
3	List Problems faced by Corporate Entrepreneurs in India	4
4	Develop Profile of Global Corporate Entrepreneur	3
5	Develop Profile of Indian Corporate Entrepreneur	3

Information Technology

MANAGING E-BUSINESS

Course Code	20IT201	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Understand paradigm shift to E-enterprise
2. Expose students to enterprise software: ERP/SCM/CRM.
3. Understand the value chain including the information, negotiation, and processing phase of electronic business transactions

Module 1	(13 Hours)
Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise, E- business Models	
Module 2	(12 Hours)
E-business strategies: Strategic planning process, SCM, CRM, ERP, Procurement, Web enabled business management, CMS, Case Studies	
Module 3	(12 Hours)
E-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for Business over Web, Internet, based Business Models.	
Module 4	(12 Hours)
Electronic Payment System: Concept of Money, Electronic Payment System, Types of Electronic Payment Systems, Smart, Cards and Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.	
Module 5	(11 Hours)
Legal, Ethics and privacy issues in E-Commerce – Protection needs and methodology – consumer protection - cyber laws - contracts and warranties. Taxation and encryption policies.	

Books

Text Books:

1. Schneider Gary P. Electronic Commerce. 9th Edition, Thomson Learning.
2. Efraim Turban et al, Electronic Commerce –A managerial perspective, 3rd Edition, Pearson Education Asia.
3. Management Information Systems, W.S Jawedekar, TATA McGraw Hill, 2010

Reference Books:

1. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 4th Edition. Tata McGrawHill Publications, 2008.
2. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang E-Commerce – Fundamentals and Applications, Wiley India Pvt Ltd, 2007.

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Discuss the E-Commerce and E- business infrastructure and trends	2
2	Describe the models of E-Business	2
3	Analyse real business cases regarding their e-business strategies and transformation processes and choices.	4
4	Apply theoretical frameworks with business strategies.	3
5	Understand the ethical, social, and security issues of information systems.	1

SOFTWARE PROJECT MANAGEMENT

Course Code	20IT202	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To understand the Process of Software development process.
2. Aims to expose students to Risk management in software development
3. Understanding of the discipline of software engineering and methodologies involved in software engineering project management

Module 1	(12 Hours)
Software Product and Process: Software Characteristics & Applications, Software Process, Software Process Models; Prototyping Model, RAD Model, Evolutionary Software Process Models, Software Development Process and life cycle.	
Module 2	(13 Hours)
Software Project Planning: Software Requirement, Software Requirements Specification, Requirements Validation, Software Design Principles, and Software Project Estimation: Size Oriented, Function Oriented, Software Metrics, Software Cost Estimation, COCOMO Model.	
Module 3	(12 Hours)
Project Scheduling: Project Scheduling, Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure. Project Monitoring & Control Techniques. User interface design, Software Configuration Management	
Module 4	(11 Hours)
Risk Management: Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.	
Module 5	(12 Hours)
Software Quality Assurance & Configuration Management: Software Quality, Software Quality Assurances, Validation and software testing, Formal Technical Reviews, ISO Software Quality Standards, Software Configuration Management, SCM Process, Configuration Audit.	

Books

Text Books:

1. Ian Sommerville: Software Engineering, 10th Edition, Pearson Education, 2017.
2. Michael Blaha, James Rumbaugh : Object Oriented Modelling & Design with UML, 2nd Edition, Pearson Education, 2005.

Reference Books:

1. Roger S. Pressman: Software Engineering-A Practitioners approach, 7th Edition, Tata McGraw Hill.
2. Pankaj Jalote: An Integrated Approach to Software Engineering, Wiley India

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Explain a software system, component, or process to meet desired needs within realistic constraints.	2
2	Explain project management in terms of the software development process.	2
3	Identify the strategies to calculate risk factors involved in IT projects	3
4	Apply the concepts of project management & planning in software development	3
5	Explain the quality management, validation and software testing	2

DATABASE MANAGEMENT SYSTEMS AND DBMS LAB

Course Code	20IT203	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	3-0-1	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To expose the students to the concepts of DBMS.
2. To emphasize effective ways of building a model of the real world and optimizing it through normalization algorithms
3. To create an understanding of the user-views of the real world and how such views are organized through ORACLE

Module 1 (14 Hours) DBMS [Database Management System]: Introduction, Database Environment, Working of a Simple Centralized Database System, Properties of Database, Traditional File Systems vs. Modern Database Management Systems, Types of Database Users, Advantages of using DBMS, Applications of traditional Database
Module 2 (10 Hours) Database Core Concepts and Applications: Introduction, Data Model, Schemas and Instances, three schema architecture, Languages and Interfaces, DBMS Components, Classification of Database Management Systems
Module 3 (12 Hours) Entity-Relationship Model: Introduction, Conceptual Data model for Database Design, ER Model Concept with an example:, Components of an ER Model, Relationships, Roles and Structural Constraints, Constraints on Relationship Types
Module 4 (12 Hours) SQL: Introduction, types of SQL queries, Arithmetic Operations, DATE functions, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language, The Create Table Statement
Module 5 (12 Hours) Database Administration and Security: Roles and responsibility of DBA, Roles and Responsibilities of DBA, Database User Accounts, Creating a User, Profiles and Users. Database Security Revoke Unnecessary Privileges from PUBLIC, Restrict the Operating System Directories Accessible by the User, Limit Users with Administrative Privileges, Manage Default User Accounts, Implement Standard Password Security Features.

Practical Learning:

SQL Programming:

- Design, develop, and implement the specified queries for the following problems using Oracle, MySQL, MS SQL Server, or any other DBMS under LINUX/Windows environment.
- Create Schema and insert at least 5 records for each table. Add appropriate database constraints.

Text Books:

1. Silberschatz Korth and Sudharshan, Database System Concepts, 6th Edition, Mc-GrawHill, 2013.
2. R. Elmsari & S. D. Navathe. Fundamentals of database systems. 7th Edition, Pearson Education, 2017.

Reference Books:

1. Ivan Bayross, SQL, PL/SQL- The Programming Language of Oracle, 4th Edition, BPB Publications, 2010.
2. Michael Laughlin, Oracle Database 12c PL/SQL Programming, Oracle press

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments/ Practical Lab Exam	Workshop	Total Marks
5	10	20	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)
- Practical Examination will be conducted for this course inviting a domain expert.

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1.	Discuss database concepts and database management system software.	2
2.	Create a relational database from a relational schema	6
3.	Create various advance SQL queries	6
4.	Apply E-R modelling to several practical examples.	3
5.	Demonstrate the working of different concepts of DBMS	2

***Mandatory Non-Credit Courses
/ (Value Added Courses)***

ADVANCED EXCEL

Course Code	20MNC201	Credits	2
Course type	MNC	CIE Marks	50
L-T-P	2-0-0	SEE Marks	
Total Hours:	30	SEE	

OBJECTIVES:

1. To enable students to understand excel functions like Nesting, Look-up functions, Pivot Tables, Charts, Power Functions, Text Functions, Statistical Functions and protect data using the security features
2. To enable students to understand Data Management, Data Validation, Data Analysis using Excel

Module: 1	(06 Hours)
<p>Introduction: Key board Shortcuts, Paste specials, copying down formulas</p> <p>Basic Formulae: Formulae that Add/Subtract/Multiply/Divide, BODMAS/Formula Error Checking, The Sum Function, Using The SUMIF/COUNTIF Functions</p> <p>LOOKUP Functions: The VLOOKUP/HLOOKUP Functions</p> <p>PivotTables: Creating PivotTables, Formatting Simple PivotTables, Page Field in a PivotTable, Creating/Modifying a PivotChart</p>	
Module:2	(06 Hours)
<p>Logical Functions: IFs and Nested IF Functions, Using AND/OR/NOT Functions</p> <p>Statistical Functions: Using The SUMIF/COUNTIF Functions, The AVERAGE/COUNT/LARGER/ SMALLER Functions</p> <p>LOOKUP Functions: Advance VLOOKUP Functions, Advance HLOOKUP Functions, MATCH Function, INDEX function</p>	
Module: 3	(08 Hours)
<p>Logical Functions: Advance If Loop and Nested IF Loop Functions, Advance If Using IF/ISERROR Functions</p> <p>Chart Data Techniques: The Chart Wizard, Chart Types, Adding Title/Legends/Labels, Printing Charts, Adding Data to a Chart, Chart Data Techniques, Formatting/Renaming/Deleting Data Series, Changing the Order of Data Series</p> <p>Date/Time Functions: Using The Today, Now & Date Functions, Using The Dated if/ Network days/ Eomonth Functions</p>	
Module: 4	(06 Hours)
<p>Text Functions Using: The Mid/ Search/ Left/ Right Functions, Using The Trim/ Clean/ Upper/ Lower Functions, Using The Substitute/ Text Functions, Using The Trim/ Clean/ Proper/ Dollar Function</p> <p>Advanced Filters: Extracting Records with Advanced Filter, Using Formulas In Criteria</p>	
Module: 5	(04 Hours)
<p>Financial Functions: PV, FV, NPER, PMT, RATE, NPV</p> <p>Advanced Sorting: Sorting by Top to Bottom / Left to Right, Creating / Deleting Custom List, Sort by using Custom List</p> <p>Summarizing Data: Creating Subtotals/Nested Subtotals, SUBTOTALS Formula</p>	

Reference Books Excel:

1. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
2. Excel 2016 Bible John Walkenbach (Author), Wiley
3. Excel: QuickStart Guide - From Beginner to Expert (Excel, Microsoft Office)

Assessment Methods – 40 Marks

Sl. No.	Particulars	Weightage
1	Quizzes	5 Marks
2	Lab Assignment	15 Marks
3	Internal Assessment Test	10 Marks
4	Attendance	10 Marks
	Total	40 Marks

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	Cos	Bloom's Taxonomy Level
1	Demonstrate an understanding of excel functions like Nesting, Look-up functions, Pivot Tables, Charts, Power Functions, Text Functions, Statistical Functions and protect data using the security features	2
2	Demonstrate an understanding of Data Management, Data Validation, Data Analysis using Excel	2

STUDENT EMPLOYABILITY ENHANCEMENT PROGRAMME - I (STEP I)

Course Code	20MNC202	Credits	0
Course type	MNC	CIE Marks	50
L-T-P	2-0-0	SEE Marks	0
Total Hours:	30	SEE	

Introduction

Course Objectives

1. To enable students identify their potential to match suitable career options.
2. To assist students choose relevant summer internship projects.
3. To make students industry ready.
4. To provide career guidance to students.
5. To assist students identify appropriate companies for internship

MODULE	Title and Content
1	Internship & its Importance (6 Hours) Internships are educational and career development opportunities, providing practical experience in a field or discipline. They are structured short term projects focused on a particular task or timelines. An internship may be compensated, non-compensated, but will have meaningful and mutually beneficial to the intern and the organization.
2	Objectives of Internship (6 Hours) To provide opportunity to learn, understand and gain real time managerial skills required for a particular job. To create conditions to quest for knowledge and its applicability on the job. To expose students to organizational environment, which can't be simulated in Class. Gain experience in writing reports and understand social, economic and administrative considerations in the work environment.
3	Benefits to Students (6 Hours) An opportunity to get hired by the industry/organization An opportunity to see how theoretical aspects are integrated into practical world. Helps students to decide if the industry and the profession is the best option. Opportunity to learn strategies like time management, multi-tasking in work place.
4	Industry Analysis: (6 Hours) To prepare SWOT analysis of industry intending to do internship. To prepare worksheet as per guidelines given for internship. To produce preliminary report of shortlisted industry approval.

Evaluation of Course

Internal Assessment Methods – 15 Marks

Sl. No.	Particulars	Weightage
1	Presentation	5
2	Report	5
3	Attendance	5
	Total	15 Marks

External Assessment Method – 10 Marks

Viva voce to be evaluated by the external evaluator

Sl. No.	Particulars	Weightage
1	External Guide	5
2	Q & A	5
	Total	10

After completing this course the student must be able to:

1. Student should be able to select his/her internship project as per domain specific.
2. Ability to follow the steps or methods to complete internship projects.
3. Student should be able to get one or more internship letters.
4. Complete internship and gain work place understanding.

Third Semester
Core Courses

SUPPLY CHAIN AND OPERATIONS MANAGEMENT

Course Code	20CC301	Credits	04
Course type	CC	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Explain the importance of Operations Management
2. Discuss PPC
3. Understand Supply Chain Dynamics

Module 1	(10 Hours)
Operations Management- An overview	
Concept of operations, production as a system function, Evolution from manufacturing to Operations Management, Role & importance of OM, Product V/s Services, Historical evolution of OM- Scientific Management, Moving Assembly Line, Hawthorne Studies, Operations Research,.	
Recent trends in OM: Technological changes in OM, Evolution and impact on management	
Self-Learning topic: Study the Global scenario of Industrialization	
Module 2	(15 Hours)
Production Planning and Control	
Basic functions of PPC and its variants in different systems of manufacture (mass production, Batch production, Job- shop production, projects),	
Location Strategy	
Importance of location decisions, factors influencing locations, selection of locality, exercises on Point Rating method, factor rating and Locational Break- Even Analysis, Qualitative Factor, Analysis Method.	
Layout Strategy	
Meaning, definition, scope, objectives of good layout, types of layout, service facility layout, Special arrangements for particular types of plants, Basics of layout planning models- Graphic, Load distance analysis, Computer models- CRAFT, Value Stream mapping.	
Self-Learning topic: Understand the concept of production cycle and Chinese manufacturing system	
Module 3	(16 Hours)
Aggregate Planning tactics	
Introduction, need of aggregate planning, role of aggregate planning, involvement of various functions in formulating aggregate plan MRP & MRP II- general concepts, objectives, advantages, Bill of material (BOM), ERP (scope, advantages & industrial applications)	
Operations Scheduling Techniques	
Forms of scheduling, basic scheduling problems- n jobs with m machines, product sequencing (Exercises on Johnson's rule of sequencing), Project Management techniques Basics of project scheduling- Construction of a network, Networking techniques: CPM, PERT, Difference between CPM/PERT.	
Self-Learning topic: Study EOQ and methods of Inventory control.	
Module 4	(12 Hours)
Introduction to Supply chain Management (SCM):	
Overview, warehousing, supply chain strategies, managing supply chain, benchmarking SCM, process tools for SCM, supply chain dynamics, coordination in supply chain and virtual supply chain.	
Self-Learning topic: Study the measures of Supply chain performance.	
Case Study: Amazon	
Module 5	(07 Hours)
Logistics: Functions, Transportation packaging, logistic information system (LIS), logistic design for distribution channel and logistics outsourcing. E-commerce logistics.	

Self-Learning topic: Study the role of reverse logistics.

Case Study: Fed Express

Books

Text Books:

1. K. Aswthappa, Shridhar Bhat. Production & Operations Management- 5e, Himalaya Publishing house
2. S. A. Chunawala, D. R. Patel, Production & Operations Management-7e, Himalaya Publishing house
3. Vinod V Sople, Logistics Management, 2e, Pearson

Reference Books:

1. Ajay k. Garg, Production & Operations Management, McGraw Hill Education(India) Pvt
2. Donald J Bowersox & David J closs, Logistical Management-16e, Tata McGraw hill

E-resources (NPTEL/SWAYAM etc.)

1. <https://nptel.ac.in/courses/112/107/112107238/>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Discuss the evolution, importance and technological changes in operations management	2
2	Summarize PPC and examine location strategy and layout	2 & 3
3	Analyse aggregate planning and operations scheduling technique.	4
4	Outline the supply chain management system	2
5	Explain the scope of logistics.	2

STRATEGIC MANAGEMENT

Course Code	20CC302	Credits	4
Course type	CC(Core Course)	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To introduce the basic concepts of strategic management as they apply to business.
2. To provide a critical overview business implications and opportunities arising from social and environmental issues
3. Familiarize and apply modern tools of strategy implementation and control

Module: I	(12 Hours)
<p>Introduction to Strategic Management: Definition, Meaning and scope, Nature and significance, Levels of strategy. Mintzberg's 5Ps for strategy. The basic model of Strategic Management Process. Strategic decision making - Mintzberg's Modes of strategic decision making Strategic fit. Strategy formulation – strategic intent, vision, core values & purpose, mission, business definition, objectives and goals, policies. Strategic Fit. Strategic stretch. Strategic leverage. Strategic intent.</p> <p>Self-Learning Topic: Views of Eminent Thinkers – Vijay Govindrajan, Tom Peter, Sumantra Ghoshal</p>	
Module: II	(08 Hours)
<p>Strategic Analysis: Environmental Analysis – Defining an Industry (Industry & Sector, Industry & Market Segments, changing Industry boundaries). The New BCG Matrix (2X2 – Fragmented, Specialists, Stalemate & Volume Industry). Porter's Five Forces Model. Industry Life Cycle Analysis. PESTEL framework.</p> <p>Internal Analysis – Types of resources, Critical success factor (CSF), Porter's value chain framework, VRIO framework, SWOT analysis, Benchmarking.</p> <p>Business Portfolio Analysis –BCG vs GE, GE nine Cell Matrix, Concept of synergy (Leveraging core competencies)</p>	
Module: III	(12 Hours)
<p>Business Strategies: Generic Competitive Strategies – Low cost, Differentiation, Focused Strategies. Strategic alternatives - Strategic alliances, Collaborative partnerships, Mergers and acquisition, Joint Ventures, Outsourcing</p> <p>Grand Strategies – Stability, Growth, Retrenchment and combination Strategy</p> <p>Long term Objectives - Qualities of Long term objectives. Concentrated growth, Market development & Product development. Innovation, Integration (Horizontal & vertical), Diversification (Concentric & Conglomerate), Restructuring and turnaround.</p> <p>Self-Learning Topic - Balanced Score Card</p>	
Module: IV	(16 Hours)
<p>Implementation and Evaluation of Strategy: Mckinsey's 7S framework. (Outsourcing, towards boundary less structures, learning organizations)</p> <p>Organization culture for implementing strategy- shaping organization culture, role of a leader in organizational culture, Manage strategy – culture relationship, Challenges in strategy implementation Performance standards, establishing strategic controls, Strategic control Process.</p> <p>Self-Learning Topic: Business Ethics & Corporate Governance – An Introduction.</p>	
Module: V	(12 Hours)
<p>Contemporary Strategies:</p> <p>Blue Ocean Strategy –Meaning, Red ocean v/s blue ocean, Introduction to six principles of Blue ocean strategy, Four actions Framework (Reduce, Eliminate, Create, & Raise)</p> <p>Co-Creation – Meaning, changing the role of the customer, consumer- company interaction</p> <p>Traditional frame of reference for value creation v/s The new frame of reference for value creation.</p>	

Introduction to building blocks of co-creation experience (D-dialogue, A- access, R- risk assessment, & T- transparency).

Self-Learning Topic: Strategic gains from Globalization

Text Books

1. Strategic Management – an Integrated Approach – Indian Edition – Cengage Learning – Charles Hill & Gareth Jones
2. Concepts in Strategic Management & Business Policy – 12e – Pearson – Thomas Wheelen & J. David Hunger

Reference Books

1. Blue Ocean Strategy – Harvard Business Review – W. Chan Kim & Renee Mauborgne
2. Future of competition –Co-creating Unique Value with Customers – HBS Press – C.K. Prahalad & Venkat Ramaswamy.
3. Crafting and Executing Strategy: The Quest for competitive advantage- McGraw Hill- Arthur A. Thompson, Jr. Markgaret A. Peteraf. John E. Gamble. A.J. Strickland III and Arun K. Jain

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain business & corporate level strategies and concepts learnt	2
2	Apply knowledge of functional areas to enable holistic decisions.	3
3	Evaluate strategic alternatives	5
4	Explain contemporary approaches to strategy development processes	2
5	Examine the key structural drivers in the business environment to identify opportunities, threats and strategic gaps	4

INTERNSHIP PROGRAM

[20IP300]

Internship Program is an integral part of MBA curriculum. It is an extremely important activity for management student. It enables all MBA students to hone their management skills. It gives an opportunity to the student to apply the theoretical concepts in real life situations. The Internship Project also facilitates interaction between the students and the industry and allows the student to have in depth knowledge about the working of an industry. Students of MBA 2nd Semester has to undergo 8-week Internship Project in companies immediately after the completion of 2nd Semester end Examination.

It carries a weightage of 4 Credits and the Credits are included in the 3rd Semester Marks Card. The Internship Project should be conducted by the students with all sincerity and dedication to get the maximum mileage out of the opportunity. A well done Internship Project adds great value to the Curriculum Vitae of the student. The experience of project training helps a candidate to improve his practical knowledge and to become good manager/leader in the future. If the student completes the project successfully and satisfies company management then there are more chances for him to be absorbed in the same company.

OBJECTIVES OF INTERNSHIP PROJECT

- To gain first-hand knowledge of the day-to-day operations of the Organization.
- To enhance employability skills among the Students.
- To enable the Students to enhance his/her latent potentiality through experiential learning.

PROFESSIONAL ELECTIVES

Finance

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code	20FM301	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

This course is designed for students who wish to pursue a career in the financial markets in India and learn the fundamentals of security analysis. The course is structured to help the students understand the basic concepts relating to security analysis and portfolio management

Objective:

- To provide students with a conceptual and analytical framework of evaluating a security.
- To provide students with working knowledge framework of different financial instruments, their risk and returns and their usefulness while constructing portfolios.
- To familiarize students with portfolio construction and management techniques and strategies

MODULE: 1	(12 Hours)
Introduction to Investment: Investment, Speculation, Investment objectives, Investment Process Investment Alternatives: Investment planning, Investment avenues, Marketable securities (Equity, Bonds/Debentures, Money market instruments, Derivatives, Mutual funds), Non Marketable financial assets (Bank Deposits, Postal Schemes), real assets.	
MODULE: 2	(14 Hours)
Analysing Risk and Return: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Bond Return and Valuation: Bond risk, Bond returns, Bond Yields, Bond value theorems, yield curve, Duration.	
MODULE: 3	(12 Hours)
Fundamental Analysis: Economic analysis, Industry and Company Analysis. Equity Valuation: Dividend Discount Models(single period, multi period and constant growth model), Valuation through P/E ratio, P/B ratio	
MODULE: 4	(10 Hours)
Technical Analysis: Concept, Theories- Dow Theory, Eliot wave theory. Charts-Types, Trend and Trend Reversal Patterns. Technical Indicators and Oscillators–Moving averages, ROC, RSI, Market Indicators, MACD.	
MODULE: 5	(12 Hours)
Efficient Market Hypothesis: Market Efficiency, Random walk and Forms of Market Efficiency Modern Portfolio Theory (Portfolio Analysis): Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier, Sharpe single index model, Capital Asset pricing model, Arbitrage Pricing Theory Portfolio Evaluation: Measures of portfolio performance.	

Recommended Books:

1. Investment Analysis and Portfolio management – Prasanna Chandra, TMH.
2. Security Analysis & Portfolio Management – Punithavathy Pandian, Vikas.

Reference Books and Materials:

1. Security Analysis & Portfolio Management – Fisher and Jordan, Pearson
2. Investment Management – Bhalla V. K, 17/e, S.Chand, 2011
3. Security Analysis & Portfolio Management – Avadhani V. A, HPH

4. Investment Analysis & Portfolio Management– Reilly, Cengage Learning
5. Fundamentals of Investment – Alexander, Sharpe, Bailey, PHI, 2001.
6. Investments – ZviBodie, Kane, Marcus & Mohanty, TMH, 2010
7. Security Analysis & Portfolio Management – Sudhindra Bhat, Excel Books.
8. NCFM Investment Analysis and Portfolio Management Module
9. NCFM Fundamental Analysis Module
10. NCFM Technical Analysis Module
11. NISM-Series-X A Investment Adviser module

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Demonstrate an understanding of various Investment Alternatives	2
2	Demonstrate an understanding of and Analyze Risk and Return for Stocks and Bonds	2 & 4
3	Demonstrate an understanding of Fundamental Analysis and Analyze Stocks using Fundamental Analysis and Value stocks using Dividend Discount Models	2 & 4
4	Demonstrate an understanding of tools in Technical Analysis of Stocks	2
5	Evaluate Performance of Portfolio	5

FINANCIAL DERIVATIVES

Course Code	20FM302	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. Enable a better understanding of various derivatives products available in equity derivatives markets
2. Understand the various trading strategies that can be built using futures and options.
3. To provide exposure to managing investment risk
4. To provide an understanding of pricing Financial Derivatives

Module 1	(08 Hours)
Introduction to Derivatives Basics of Derivatives ; Derivatives Market – History & Evolution; Indian Derivatives Market; Market Participants, Types of Derivatives Market; Significance of Derivatives; Self-Learning: Reforms and Developments in Derivatives Market	
Module 2	(16 Hours)
Forward and Futures Contracts Forward Contracts – Concept; Types; Forward Rates; Forward Markets; Forward Rate Agreements (FRA); Future Contract – Concept; Types; Participants, Marking to Market; Futures Pricing; Pricing by Arbitrage; Futures & Spot Price (cost of carry and reverse cost of carry) Self-Learning: Future Market Trading Clearing and Settlement Mechanism	
Module 3	(18 Hours)
Introduction to Options Concept; Terminology; Types & Classification; Participants; Moneyness of Options, Intrinsic Value & Time Value; Factors affecting Option Price; Option Pricing: Bounds for Option Prices; Black-Scholes Model & Binomial Model, Put-Call Parity, Open Interest Self-Learning: SEBI Guidelines on Options	
Module 4	(10 Hours)
Option Trading & Hedging Strategies Option Greeks – Delta, Gamma, Theta, Vega & Rho; Delta Hedging; Trading Strategies – Bull Spreads; Bear Spreads; Butterfly Spread; Calendar Spreads; Straddle; Strangle Self-Learning: The Realities of Hedging	
Module 5	(08 Hours)
Swaps Concepts; Types - Interest & Currency; SWAP Designing; Self-Learning: Nature of Swap rates	

RECOMMENDED BOOK:

1 Option and Futures by John C Hull, 6th Edition

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

1. Futures and Options by Vohra and Bagri.
2. Financial derivatives by S.S.S. Kumar, PHI Learning
3. Financial Derivatives by S.L Gupta, PHI Learning

4. Derivatives- Valuation & Risk Management by Dubofsky & Miller, Oxford University Press
5. Derivatives and Risk Management by Rajiv Srivastava, Oxford University Press.

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain the Types of Derivatives and Compare Forward and Future Contracts	2
2	Construct Daily Settlement of a Future Contract & Analyse the Arbitrage strategy in Future Contracts	3 & 4
3	Ascertain Price of Options and Determine Put-Call Parity	3 & 5
4	Interpret Option Greeks and Design Hedging Strategies	5 & 6
5	Design SWAP Contract	6

PERSONAL TAX PLANNING

Course Code	20FM303	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives-

1. To make students understand the basic concepts of taxation.
2. To enable students acquire the ability to compute income under various heads and address application oriented issues.
3. To develop ability to critically analyze and implement knowledge about the tax Planning
4. To provide an insight into procedural aspects of determining tax liability and filling of returns.

Module 1- Introduction to Direct Tax: (08 Hours)
Concept: Income Tax, Rate of Tax, Person, assessee, assessing Officer, Previous Year, Assessment Year, Income, Exempted Incomes, Gross Total Income, Total Income. Basis of Charge, Residential status & Incidence of Tax, Practical problems on Incidence of Tax. Self-Learning Topic: Exempted Incomes
Module 2-Income under the Head Salaries & Income from House Property (18 Hours)
Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, tax treatment of provident fund, Computation of income from salary. House property-Basis of charge, property income not charged to tax, computation of income from let out house property and self-occupied property. Self-Learning Topics: Different forms of salary
Module 3- Income under the Head Profits and Gains of Business and Profession (14 Hours)
Computation of profit or gain from business and profession (expenses expressly allowed as deduction; general deductions; expenses specifically disallowed) basis of charge; chargeable incomes; specific deductions. Self-Learning Topics: Meaning of business and profession
Module 4-Income under the Head Capital Gain and Other Sources (12 Hours)
Capital Gain?- Meaning- Capital Gain, Basis of charge, important definitions like Capital Asset, Short Term Capital Asset, Long Term Capital Asset, Transfer of Capital Asset, and transfers not considered as transfers, Short Term Capital Gain and Long term Capital Gain and their computation. "Other Sources" – Incomes Chargeable Under the head "Other Sources" (Section 56), Deductions Allowable (Sec. 57), Deductions Not Allowable (Sec 58). Self-Learning Topic: Transfers not considered as transfers
Module 5-Net Taxable Income and filing of returns (08 Hours)
Computation of total income based on 5 heads, carry forward and set-off of losses, clubbing of income and deductions under Sec. 80, Computation of Income Tax Liability, Advanced Payment of Tax, TDS, Tax Planning & Tax Evasion, Income Tax Returns, E-filing of ITR. Self-Learning Topic- Clubbing of income

Recommended Books

1. Direct Taxes law & Practice- by Vinod K. Singhania & Dr. Kapil Singhania- Taxmann Publications (P) Ltd.

Reference Books

1. Income Tax (Direct Tax) – by Dr. R.G.Saha & Dr. Usha Devi N.- Himalaya Publishing House
2. Income Tax- by M.S.Navale & S.A.Quadri- Renuka Prakashan

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to-

Sl. No.	COs	Bloom's Taxonomy Level
1	Define and Identify various concepts related income tax	1 & 3
2	Illustrate how online filling of returns can be done.	2
3	Analyse total Income of individual assessee	4
4	Assess Tax Liability of an individual assessee.	5
5	Formulate tax saving plan for an individual assessee	6

CORPORATE VALUATION

Course Code	20FM304	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. Identify the purpose of corporate valuation and to obtain an overview of the basic corporate valuation process
2. To familiarize the students with the standard techniques of corporate valuation.
3. To develop analytical skills and communication strategies for discussing corporate valuation

Module: I	(14 Hours)
Corporate valuation-an Overview: Enterprise DCF Model-Analysing Historical Performance-Estimating the cost of Capital-Forecasting Performance-Estimating the continuing value Calculating and interpreting the Results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model Adjusted present value Model-Economic Profit Model-Advantages and Limitations of DCF analysis (Theory and problems)	
Self-Learning Topic: Real life applications of DCF method with cases	
Module: II	(14 Hours)
Non DCF approaches to valuation: Book value approach, Adjusted book value approach, Stock and debt approach (numerical problems in each of these methods). Market efficiency and valuation. Call option based valuation (theory only). Intrinsic (Book) Value and Extrinsic valuation. Relative Valuation-Steps involved in Relative Valuation- Price, Equity Valuation Multiples-Enterprise valuation Multiples-Choice of Multiple-Best practices using Multiples-Assessment of relative evaluation. (Theory and problems).	
Self-Learning Topic: Numerical problems on Black and Scholes model	
Module: III	(12 Hours)
Advanced issues in Valuation- Valuation of companies of different kinds valuation in different Contexts-Loose ends of Valuation-Valuation of intangible assets: Patents, trademarks, copyrights. Franchises; Brands, Replacement value, WACCVs Flow to equity method. (Theory and problems)	
Self-Learning Topic: Valuation of licenses	
Module: IV	(12 Hours)
Strategic financing decisions: Valuation and financing Decisions in ideal, capital markets, Capital structure and value in a perfect world, Information asymmetry, Share buyback and valuation. (Theory).	
Module: V	(08 Hours)
Leverage decisions, Agency costs of Debt, financial distress, Bankruptcy. Role of Government, securities Markets and financial institutions in IPO valuations. (Theory only)	
Self-Learning Topic: Mergers and Acquisitions	

Reference Books

1. Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill,2011.
2. AswathDamodaran, Damodaran on Valuation, 2/e, John Wiley and Sons,2006.
3. Philip R Daves, Michael C. Ehrhardt, and Ron E. Shrieves, Corporate Valuation: A Guide for Managers and Investors, Cengage Learning,2003.
4. David Frykman, Jakob Tolleryd, Corporate Valuation, Financial Times PrenticeHall,2003.

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Analyze corporate valuation using Discounted cash flow models	4
2	Analyze corporate valuation using Non-Discounted cash flow models	4
3	Interpret valuation of companies and intangible assets	5
4	Opinion on Strategic financing decisions	5
5	Analyze IPO valuations	4

MANAGEMENT OF MUTUAL FUNDS

Course Code	20FM305	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

- To help students to gain knowledge on dynamics of Mutual Fund Sector in India

Module 1	(12 Hours)
Introduction to Mutual Fund Concepts; Role; MF as Investment Avenue; Risk Factor; Fund Structure and Constituents; Types of Mutual Fund : Open & Close Ended – Equity – Debt – Gold – Real Estate – International MF Schemes - Exchange Traded – Index MF – Monthly Income Plan – Fixed Maturity Plan, Capital Protection Oriented Plan	
Module 2	(12 Hours)
Mutual Fund Investment New Fund Offer's & Procedure for Investing in NFO; Offer Document ; Listed Schemes;- Expenses (Initial Issue Expense); Cut off Timing; Information Sources : Scheme Information Sheet, Statement of Additional Information, Key Information Memorandum, Fund A/c Statement, Fact Sheet, Annual Reports, Portfolio Statements; MF Players in India; Investor Services;- Investors Rights and Obligations	
Module 3	(12 Hours)
Financial Planning through Mutual Funds Introduction to Financial Planning; Alternate Financial Planning Approaches; Life Cycle & Wealth Cycle in Financial Planning; Concept of NAVs; Measurement of NAVs; Mark to Market; Sale Price; Re-Purchase Price & Loads; Investor Risk Profiling; Asset Allocation & Model Portfolios; Financial Blood-Test Report (FBR); Scheme Selection; Exit from Schemes; Tips and Tricks	
Module 4	(12 Hours)
Evaluation of Mutual Fund Schemes Return Measurement - Simple Return, XIRR, Compounded Annual Growth Rate, Compounding Periodic Return, Annualized Return, Absolute and Relative Return; Risk Measurement - Standard Deviation, Variance, Beta, Weighted Average Maturity, Modified Duration; Risk Adjusted Return: Alpha, Sharp Ratio, Treynor Ratio, Jensen's Alpha, Sortino Ratio - Return on Risk Adjusted Capital CRISIL Rating and Ranking - SEBI Disclosure Norms on Return	
Module 5	(12 Hours)
Mutual Fund Players and Regulatory Environment Market Players; Investor Protection; Standard Protections; Time Standards; Legal and Regulatory Environment; Sponsor; Trusteeship; Asset Management Company (AMC); Maintenance of Investor Records; Unique Client Code; Custody of Investments (Custodian); Registrar; Transfer Agent; AMFI	

RECOMMENDED BOOK:

- Indian Mutual Funds Handbook-A Guide for Industry Professionals and Intelligent Investors by Sundar Sankaran, Vision book India

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIALS:

1. Mutual Funds in India by Joydeep Sen, Shroff Pub & Dist. Pvt. Ltd
2. Everything you wanted to know about investing in Mutual Funds by Deepa Venkatraghvan,
3. Prosperity through Mutual Funds by Arvind Paranjpe, Tejal Prakashan
4. Mutual Funds in India: A Study of Investment Mgt. by Amitabh Gupta, Anmol Publications
5. AMFI Study Materials

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Compare different types of Mutual Fund & Analyse the MF as Investment Avenue	2 & 3
2	Describe the procedure for investing in NFO and analyse Information sources such as Annual reports	1 & 4
3	Analyse Life cycle & Wealth Planning and Design Financial Planning	4 & 6
4	Measure the Returns and understand the SEBI disclosure norms on Return	5
5	Analyse the role played by different players and understand SEBI norms on Investors Protection	1 & 4

Marketing

SALES MANAGEMENT

Course Code	20MA301	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To provide an understanding of the concepts, techniques and approaches in Sales Management.
2. To develop skills for generating, evaluating and selecting sales strategies.

Module: I	(12 Hours)
Introduction – Sales managements, Concepts and Theories	
Successful sales people, Evolution of sales management, Importance of Sales Management, Nature and Roles of Sales management, Types of Personal Selling (Industrial, Retail and Services), Types of Selling (Order Takers, Order Creators and Order Getters), Differences between Selling and Marketing, Environmental changes affecting Sales management.	
Self-Learning Topic: Increased Buyer Expertise and Electronic revolution in Communication.	
Module: II	(15 Hours)
Selling process and Forecasting	
Personal selling process (diagram with stages), Prospecting – Process and Method of Prospecting, Theories of Personal Selling – AIDAS Theory, Sales presentation – Methods (Canned, Organized, Tailored). Methods of handling customer objections, Methods of closing the sale. Understanding DFWR (Daily field work report), Market Potential, Sales potential, Sales forecast – Forecasting Market Demand, Importance of Forecasting, and Process of forecasting. Methods in Sales forecasting – Qualitative methods and Quantitative methods. Difficulties associated with forecasting – Lack of Adequate sales history, Lack of time, money and qualified personnel, Changing customer attitudes fashions and fads.	
Module: III	(12 Hours)
Sales Organization and Sales territory	
Role of Sales force organization, Bases for designing a sales organization, Types of sales force structure – product based, geographic based and customer based. Sales territory – Purpose, Allocation and Designing a sales territory, Criteria and starting point, Methods of Territory design. Build up, Break down and Incremental method. Operating the territory management system – Routing Patterns, concept of tour program for sales people.	
Self-Learning Topics: sales organization structures of B2C and B2B Companies	
Module: IV	(10 Hours)
Sales Quota management and Formulating Personal Selling strategy	
Concept of Sales quota, Procedure for quota setting, Types of Sales quota – Sales volume, Sales Budget, Sales Activity and Combination quota. Methods of setting Sales quota.	
Product Market Analysis – Product specialist, Market specialist and Product/Market specialist with the grid diagram. Stockiest sales analysis, Sales force automation, sales force excellence, content of monthly sales meeting.	
Self-Learning Topic: Personal selling strategy with respect to Monopolistic competition, Oligopolistic Competition and No direct competition.	
Module: V	(11 Hours)
Sales Force Recruitment, Training, Compensation and Motivation	
Criteria used for selecting sales Personnel – Mental Aptitude dimensions - Mental alertness, Business terms and memory recall aptitude, Communication skills, Numerical Ability, and Personality dimensions.	
Sources for Recruiting – Internal and External.	
Sales force training methods.	

Compensation – Objectives, Types of Compensation Plans – Financial and Non-Financial.
 Performance appraisal concept for field force. Career opportunities in sales field.
Self-Learning Topic: Factors influencing the motivation of a sales person

Text Book

1. Sales and Distribution Management – Tapan K. Panda & Sunil Sahadev, 2/e, Oxford University Press

Reference Books

1. Sales Management – Richard Still, Edward Cundiff & Norman Govoni, Pearson, 5/e
2. Sales Management – Stanton, McGraw Hill
3. Sales & Distribution Management – Krishna Havaladar & Vasant Cavale. 2/e, McGraw Hill

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain the concepts & theories of sales Management	2
2	Apply the selling techniques in an organization.	3
3	Compare sales organization structures and territory design.	2
4	Analyse sales management strategies.	4
5	Explain sales training, compensation and motivating strategies	2

BUSINESS TO BUSINESS MARKETING

Course Code	20MA302	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. Gain a managerial perspective on the marketing function in firms that target business and government customers in both domestic and global contexts
2. Understand the process by which strategic market analysis guides the development of B2B marketing programs that integrate product, pricing, communications, and channel decisions.

Module: I	(12 Hours)
<p>Introduction to B2B Marketing – The need to study Business Marketing. Business versus Consumer Marketing. Concepts of Derived demand, Fluctuating demand, stimulating demand, Joint demand and Cross-elasticity of demand. Understanding Business marketing environment – Classification of Business markets and Classification of Business products/services.</p> <p>Self-Learning Topic: Environmental analysis in Business Marketing</p>	
Module: II	(12 Hours)
<p>Organizational Buying Behaviour - Purchasing objectives, Organizational buying process and Buying situations. The Buying centre and Buying centre roles. The Buygrid framework.</p> <p>Vendor Analysis – Importance, Criteria and methods of Vendor Analysis (Categorical, Weighted point and Cost ratio methods). E-procurement and its benefits.</p> <p>Buyer–Seller Relationships – Types of relationships, steps in developing effective Relationship marketing strategies.</p> <p>Segmenting the Business Markets – Process of Segmenting and Targeting Business markets, Criteria and Bases for segmenting Business markets.</p> <p>Self-Learning Topics: Contemporary purchasing methods</p>	
Module: III	(12 Hours)
<p>Strategic Planning in Business Marketing – The role of marketing in strategic planning, Hierarchy of Strategies and Developing Business marketing plans. Business marketing strategies for the Global markets – advantages of going global and international market entry options.</p> <p>Business Product Strategies – Product Policy and Product Strategy. The Technology Adoption Life Cycle and strategies for the Technology Adoption Life Cycle. Role of Branding in Business markets.</p> <p>Managing Services for Business markets – Benefits of Solution marketing. Special challenges in marketing Business services.</p> <p>Self-Learning Topics: Ethical issues in Business marketing.</p>	
Module: IV	(12 Hours)
<p>Managing Business Marketing Channels: Direct and Indirect channels, Participants in the Business marketing channels, Channel design and Channel administration. Internet as a channel alternative.</p> <p>Managing Trade Shows in Business marketing – Benefits of Trade shows, Planning the Trade show – objectives, selecting the trade shows, Managing the Trade show exhibit and evaluating the Trade show performance. Advertising as a major support to sales force and distribution channels.</p> <p>Pricing in Business marketing – Customer value, factors influencing pricing decisions. The pricing strategies in Business marketing – Competitive bidding, Pricing policies, role of Leasing.</p> <p>Self-Learning Topic: Types of discounts</p>	
Module: V	(12 Hours)
<p>Managing the Personal Selling Function – The selling process. Key account management – Key account versus Regular account, Selecting Key accounts, Cycle of Key account management success.</p> <p>Business marketing through E-commerce – Changing business environment, Key elements supporting E-commerce, Benefits of E-commerce. Forms of B2B E-commerce – Supplier oriented</p>	

marketplace, Buyer oriented marketplace, Virtual Corporation. Basics of Electronic markets, Electronic exchanges and on-line auctions. Impact of the Internet on Personal Selling, Distribution Channels and Communications.

Self-Learning Topic: Types of Auctions

Text Book

1. Business Marketing Management: B2B 9e by Michael Hutt, Thomas W Speh, Cengage learning

Reference Books

1. Business Marketing, Text & Cases by Krishna Havaladar, 3e, TMH
2. Industrial Marketing by Reader, Brierty and Reader, PHI
3. Industrial Marketing by P.K.Ghosh, Oxford university press

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	Cos	Bloom's Taxonomy Level
1	Explain the nature of business markets and their related concepts	2
2	Infer the Organization Buying Behavior of business customers	2
3	Apply the concepts of segmenting, targeting and positioning in business to business marketing	3
4	Analyze business situations in managing customer relationships	4
5	Recommend communication strategies for business to business marketing	5

RETAILING MANAGEMENT

Course Code	20MA303	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To introduce the basic concepts of retail management
2. To introduce latest developments in retailing in the Indian context
3. To provide a strategic perspective of the retailing industry
4. To understand and design retail mix

Module: I	(12 Hours)
<p>Introduction to Retailing: The Role of Retailer - Retailing (Definition), Role of Retailer in distribution channel, functions performed by Retailer (Assortment of Products, Braking the bulk, Holding inventory, Providing services). Reasons for studying retailing. Indian Retail Market – Market share of Organized Vs unorganized, key sectors in Indian Retail Industry. Drivers of Retail change in India The global Retail Market Scenario, challengers faced by Retailers worldwide Career in Retail Self-Learning Topic - The A.T. Kearney Global Retail Development Index for the current year</p>	
Module: II	(12 Hours)
<p>Retail Formats and Theories: Traditional Retailing in India – Haat, Mandi, Mela, Kirana store, Pan-Bidi shops. Understanding organized retail. Non store retail. Service retail. Theories of Retail development – Environmental Theory (cyclical theory, conflict theory), concept of life cycle in Retail</p>	
Module: III	(12 Hours)
<p>Consumer Behaviour and Planning Retailing: The buying process-Need recognition, Information Search, Evaluation, Choice, Visit, Loyalty, Type of buying decisions-Extended problem solving, Limited problem solving, Habitual decision making. Factors influencing retail shoppers – Family, reference groups, culture, social class, personality, and lifestyle Self-Learning Topics: Customer profitability and Life time Value</p>	
Module: IV	(12 Hours)
<p>Retail Location: Strategic Retail Planning Process. Types of Retail Locations. Steps involved in choosing a retail location. Trade Areas and their evaluation. Basics of Retail Merchandising-concept of merchandising, seven rights of merchandising. Process of Merchandising planning. The open to buy. Merchandise Procurement Process. Evaluating Retail Store Performance</p>	
Module: V	(12 Hours)
<p>Retail Mix & Store Design: Retail Marketing Mix. HRM function in Retail. Organization structure of a retailer store. Retail store administration, Store design - Principles of store design, exterior store design, interior store design aesthetics, space planning, atmospherics, layouts (Grid, Race track, Free form). Visual merchandising Role of Technology in Retail -Electronic Data Interchange (EDI), RFID, online Retailing. Self-Learning Topic: Role of CRM and Customer Experience Management in Retail</p>	

Text Book

1. Retailing Management – 4e – TMH – Swapna Pradhan

Reference Books

1. Retailing Management – 6e – TMH – Michael Levy, Barton Weitz, Ajay Pandit
2. Retail Management – A strategic Approach – 3e – Pearson – Barry Berman, Joel Evans
3. Retail Management – Oxford University Press – Chetan Bajaj, Nidhi Srivastava, Rajnish Tuli
4. Retail Marketing Management – Pearson Education – David Gilberth
5. Retailing – 4e - Thomson south western – Patrick Dunne, Robert Lusch, David Griffith

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Define Retail Marketing concepts and its significance in retail marketing	1
2	Assess retail consumer behavior and evaluate factors influencing retail consumption.	5
3	Evaluate consumer profitability and lifetime value	5
4	Evaluate location selection & trade area for a retail store	5
5	Design Retail marketing mix for a retail format	6

STRATEGIC MARKETING AND MODELS

Course Code	20MA304	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To understand contemporary marketing strategies and its applications
2. To help students sharpen their analytical abilities in integrating strategic marketing decision.
3. To Analyze and interpret the results of demand forecasting.

Module: I	(12 Hours)
The Marketing Remix: Introducing the 4A's: Think like a Customer. Managing Acceptability. Managing Affordability. Managing Accessibility. Managing Awareness. Applying 4A Analysis. Self-Learning Topic: Market Value Coverage (MVC) Audit	
Module: II	(12 Hours)
Contemporary Marketing Strategies: Fortune at the Bottom of the Pyramid – The Dominant Logic. The nature of BoP Market. The Market Development Imperative. Products and Services for BoP. BoP a Global opportunity. The Ecosystem of wealth creation. The Rule of 3 – What and How it works. Specialist and Generalist. Strategies for Specialist. Strategies for Generalists. Globalization and the rule of three. The Disruption of Markets. Self-Learning Topic: Consolidation in Indian banking industry	
Module: III	(12 Hours)
Fundamentals of Neuromarketing: Introduction to Neuromarketing. Understanding consumer Cognitive & Affective attitudes. Moulding consumer attitudes – cognitive route, affective route & conative route. Multi-attribute models of attitude. Trends in Determinants of consumer behaviour – demographic trends, technological trends & trends in public policy. Tools of Neuromarketing – Electroencephalogram (EEG), Functional Magnetic Resonance (fMRI), Magneto encephalography (MEG), Positron-emission tomography (PET), Electrocardiogram (ECG), Galvanic Skin response. Eye Tracking. Facial Coding in Neuromarketing. Self-Learning Topic: Neuromarketing – What you need to know by Eben Harrell – HBR Article	
Module: IV	(12 Hours)
New Product Planning & Demand Forecasting – Types of New Product situations. The adoption process for new product. Aggregate diffusion model – Models of first purchase (A Pure innovative model & A Pure imitative model). Parfitt-Collins Model repeat purchase. Demand forecasting – Steps in demand forecasting. Determining Demand - Moving Average model, autoregressive integrated moving average (ARIMA) model, Trend estimation using regression Self-Learning Topic: Forecasting adoption of a new product by Elie Ofek – HBR Article	
Module: V	(12 Hours)
Analytical approach to Market Strategy – Profit impact of marketing strategy (PIMS). Product-Portfolio Classification and Analysis Models. Conjoint Analysis and its applications in marketing. Marketing decision support system (MDSS). Intelligent Marketing Systems. Marketing Audit.	

Text Books

1. Marketing Models – PHI – Gary L. Lilien, Philip Kotler, K. Shridhar Moorthy
2. The 4A's Of Marketing – Routledge India Edition – Jagdish Seth, Rajendra Sisodia

Reference Books

1. The Rule of Three –Surviving and Thriving in competitive markets – The Free Press – Jagdish Seth, Rajendra Sisodia
2. The Fortune at the Bottom of the Pyramid – Pearson – C.K. Pralhad
3. Consumer Behaviour – A Managerial Prspective – Cengage Learning – Dheeraj Sharma, Banwari Mittal, Jagdish Seth

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain the concepts Marketing Re-mix	2
2	Examine contemporary marketing strategies for its applications	4
3	Evaluate dynamics of consumer behavior	5
4	Develop strategic framework for assessing market opportunities.	6
5	Evaluate performance marketing strategy	5

INTERNATIONAL MARKETING MANAGEMENT

Course Code	20MA305	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To develop understanding of International Marketing concepts.
2. To understand the strategies and issues involved in International Marketing

Module: I	(14 Hours)
Evolution of Global marketing, Theories of International Trade -Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Factor Endowment Theory, Theory of IPLC, Theory of Competitive Advantage. Process of International Marketing (towards GLOCAL marketing), EPRG Framework, WTO, Trade Blocks: EU, NAFTA, ASEAN, SAFTA, SAARC, Self-Learning Topic – BREXIT, BIMSTEC	
Module: II	(10 Hours)
Market Entry Modes, International Distribution - Types of Channels, Selecting Channels, Market Intermediaries, Structure of Distribution Channel in International Markets Research in International Marketing - Consumer Behaviour, Psychological and Social aspects Self-Learning Topic – Japanese Distribution Channel System	
Module: III	(10 Hours)
Product and Brand Building Strategy for International Marketing: Standardization v/s Adaptation in International markets, Voluntary factors influencing product adaptation in international markets, Product quality decisions, packaging and labelling for International markets, PLC and product strategies in International markets, Selecting brand name for international markets, brand name, brand equity, brand identity, brand essence, brand positioning, brand revitalization, Strategy for building global brands, Life cycle concept and brand, international branding strategy Self-Learning Topic – Brand Building of Singapore Airlines	
Module: IV	(12 Hours)
Pricing Decisions in International Marketing: Pricing approaches and factors influencing pricing decisions in International Markets, Terms of payment and delivery, Types of credit, Dumping, Counter trade, Transfer pricing and Grey marketing Self-Learning Topic – INCOTERMS 2010*	
Module: V	(14 Hours)
Supporting Framework for International Marketing a) India's Foreign Trade Policy b) EOU, STP, Export / Trading / Star Trading Houses / Superstar Trading Houses c) ECGC Export Procedure and Documentation	

Text Books

1. International Marketing by Rakesh Mohan Joshi, Oxford Publication
2. International Marketing by Francis Cherunilam, Himalaya publication

Reference Books

1. International Marketing – by Philip Cateora & John Graham 12th edition, TMH
2. Global Marketing Management 7th Edition by Keegan Pearson Education/PHI

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain the different international trade theories	2
2	Compare the different international market entry modes	2
3	Analyse product-promotion strategies	4
4	Explain terms of payment and delivery in international markets	2
5	Illustrate the Export Procedure	2

Human Resources

COMPETENCY BASED PERFORMANCE MANAGEMENT

Course Code	20HR301	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To understand the concept of Competency Mapping
2. To understand the process and approaches to Performance Management in an organization
3. To discuss the importance of Competency based Performance Management

Module 1 (12 Hours) Introduction to Competency Mapping: Meaning and Purpose, Tools and techniques to identify competencies, Competency Models, Significance of Competency based HR functions (Special focus on Performance Management) Self-learning topic: Generic Competency Model for Leadership
Module 2 (14 Hours) Performance Management (PM): Philosophy behind PM, Relationship of PM with other functions of HR, Pre-requisites of PM, Objectives, PM Model, Competency based PM, Performance Planning (Setting Performance Criteria and Standards) Self-learning topic: Implementing effective PM in an organization-Role of Organization Culture and Leadership
Module 3 (12 Hours) Performance Appraisal (PA): Meaning, Process, Approaches and Methods/Techniques of Performance Appraisal, Designing effective Performance Appraisal Forms, Common errors and bias in PA process, Periodical Feedback system, Ethical issues Self-learning topic: Assessment Centre-History and Application
Module 4 (12 Hours) Performance Feedback: Performance Reviews, Constructive Feedback, Performance Counselling, 360 Degree Feedback, Role of HR Professionals in Performance Management Self-learning topic: Self-Appraisal, Performance Improvement Plans
Module 5 (10 Hours) Contemporary approach to Performance Management: Role of technology in PM, Performance Management System Software, Rethinking Performance Management Self-learning topic: Changing face of Performance Management in Digital Era

Books

Text Books:

1. Ganesh Shermom, Competency Based HRM: A Strategic Resource for Competency Mapping, Assessment and Development Centres, Tata McGraw-Hill Education, 2004
2. Kohli, A.S., Deb, Tapomoy, Performance Management, Oxford University Press
3. Sanghi Seema, The Hand Book Of Competency Mapping : Understanding, Designing And Implementing Competency Models In Organizations, Response-Business Books from Sage Publication
4. Sahu R.K. Competency Mapping, Excel Books India

Reference Books:

1. Sanghi Seema, Human Resource Management, Vikas Publication
2. Roy, Anindya Basu, Ray, Sumati, Competency based Human Resource Management, Sage Publication

E-resources (NPTEL/SWAYAM etc.)

1. <http://humancapitalonline.in>
2. <https://www.peoplesmatters.in>
3. <https://www.hrkatha.com/>
4. Relevant Course contents available on Swayam/NPTEL portals

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Demonstrate an understanding of the concept of Competency Mapping	2
2	Explain the significance of Competency based Performance Management	2
3	Analyse the Performance Management Model	4
4	Explain various methods of Performance Appraisal	4
5	Design the Performance Appraisal Form	5

TALENT MANAGEMENT

Course Code	20HR302	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To understand the basics of Talent Management.
2. To discuss the main drivers of Talent Management in an organization
3. To discuss the significance of effective Talent Management for organizations

Module 1 (10 Hours) Overview of Talent Management (TM): Meaning, Purpose, Process and Drivers of TM, Talent management in the age of globalization Self-learning topic: Importance of Talent in today's Business environment
Module 2 (12 Hours) Talent Attraction & Acquisition: Building Talent Pool and creating Talent Pipeline, Supporting employees after career break, Talent Mobility-Internal & External Mobility, Self-learning topic: Recruitment Branding, On boarding
Module 3 (16 Hours) Talent Development & Retention: Developing High Performance Teams, Performance Measurement, Coaching and Mentoring, Succession Planning, Workforce Diversity and Inclusion, Cost of Talent Attrition, Retention Strategies Self-learning topic: Basics of Learning and Development
Module 4 (12 Hours) Technology and Talent Management: Future of work, Impact of technology on Talent Management, listing top Talent Management Software and understanding their reviews Self-learning topic: Bridging the Talent gap with technology
Module 5 (10 Hours) Opportunities and Challenges in Talent Management: Competition in Job Market, Changing demographics of Organization Culture, Leadership, Employee Turnover, and Compensation and reward strategies Self-learning topic: Role of HR in effective TM

Books

Text Books:

1. Hasan, M., Singh, A. K., Dhamija, S. (eds.), Talent management in India: Challenges and opportunities, Atlantic Publishers & Distributors.
2. Berger, L. A. and Berger, D. R., The Talent Management Handbook, McGraw-Hill Education India.

Reference Books

1. Hiring and keeping the best people, Harvard Business School
2. Coaching and mentoring: how to develop top talent and achieve strong performance, Harvard Business Essentials

E-resources (NPTEL/SWAYAM etc.)

1. <https://hbr.org/2008/03/talent-management-for-the-twenty-first-century>
2. <http://humancapitalonline.in/backIssuesResult.php?sh=y&mid=173>
3. <https://www.peoplesmatters.in/category/recruitment/talent-acquisition>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Demonstrate an understanding of the basic concepts of Talent Management	2
2	Explain the process of Talent Management	4
3	Explain the opportunities and challenges facing Talent Management	4
4	Discuss the present Talent Management scenario globally as well as in India.	4

LEGAL ENVIRONMENT OF EMPLOYMENT

Course Code	20HR303	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Introduction: -

This course serves as an introduction into the field of employee legislations. Students will learn about evolution of legislation and the various legislations which cover the employees in organisations. Compliance Management is a crucial part of managing the HR function in organisations.

Course Objectives:

1. Provide students with knowledge of labour laws, especially the nature and scope of labour law, the rationale of labour laws in organizations, the international labour organization, the labour laws India, occupational hazards and risk, and managing employee relations at work.
2. To examine the theoretical aspects, problems and issues in arbitration and bargaining and models of bargaining and arbitration.
3. To equip the students of HR with the adequate legal knowledge required to manage discipline, disputes and separation in Industries
- 4.

Module 1 INTRODUCTION TO CONSTITUTION AND LEGISLATION (10 Hours)

Indian Constitution. Fundamental Rights. Articles of the Constitution on which labour legislation has been framed.

Labour legislation in India – Social security and welfare legislations

How legislations are formed , New Labour Code

Self-learning topic : Role of ILO

Module 2 INDUSTRIAL RELATIONS (12 Hours)

- ✓ Role of employee, government and employer in IR
- ✓ Trade Unions – registered and recognised, problems of trade unions in India
- ✓ Trade Unions Act, 1926
- ✓ Participative Management Collective Bargaining
- ✓ Functions of Labour department in Karnataka, officers under the Department and their duties and responsibilities.

Self-learning topic History of Trade Unions in India

Module 3 INDUSTRIAL UNREST (14 hours)

- ✓ Industrial Conflicts, Causes of Industrial Conflicts and manifestation
 - Layoff
 - Closure
 - Retrenchment
 - Strike
- ✓ Standing Orders & Grievance Procedure – certification of certification orders
- ✓ The Industrial Employment (standing orders) Act, 1946
- ✓ Dispute resolution
 - The Industrial Disputes Act, 1947
 - Concept of Industry and workman
 - Dispute Resolution Methods & Machinery
 - Mediation
 - Investigation
 - Conciliation
 - Arbitration

• Adjudication.	
MODULE 4, RIGHTS AND DUTIES OF EMPLOYEES AND EMPLOYERS	(12 hours)
Drafting employment contracts, appointment orders. Wage legislations, <ul style="list-style-type: none"> • Payment of wages Act, • Minimum Wages Act, Introduction to the concept of Gratuity and Bonus (not the act) International Compliance – introduction , Data Privacy	
Module 5 . Labour Welfare and Social Security	(12 hours)
SOCIAL SECURITY-	
<ul style="list-style-type: none"> ✓ Objectives and Types of Social Security <ul style="list-style-type: none"> • ESI Act (full act) • Employee's Compensation (Amendment) Act, 2017 • Employees Provident Fund and Miscellaneous Provisions Act ✓ Sexual Harassment of women at workplace Act (Visaka Guidelines) ✓ Maternity Benefit Act 1961, (full act) 	
WELFARE LEGISLATION	
Labour Welfare – Meaning and types, The Factories Act 1948 Contract Labour (Regulation and Abolitions Act – 1970, Shops and Commercial establishments Act,	

Books

Text Books:

1. Industrial Relations, Trade Unions and Labour Legislation, Jun 2017 by P.R.N. Sinha Indu Bala , Shekhar Seema Priyadarshini
2. Labour and Industrial Law with Latest Amendments by Ravi Shinde , 2018
3. Compliances Under Labour Laws - A User's Guide to Adhere with the Provisions Under Various Employment Related Acts, Sep 2017 by H L Kumar
4. Industrial Relations and Labour Laws , by B. D. Singh

Reference Books:

1. Bare Acts

E-resources (NPTEL/SWAYAM etc.)

www.simpliance.com

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Demonstrate an understanding of the nature and scope of labour laws in India	3
2	Apply the understanding of legislations to comply with the legal requirements (compliance)	3
3	Demonstrate an understanding of the Social Security and Labour welfare from an Indian perspective.	3
4	Distinguish those activities which lead to employee empowerment and employee engagement	3
5	Develop strategies to manage employee conflicts ad behaviour	4

CORPORATE SOCIAL RESPONSIBILITY AND CORPORATE GOVERNANCE

Course Code	20HR304	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

This course introduces students to the concept of corporate social responsibility, which involves an examination of whether organizations should expand their focus from serving stockholders to also considering the impact of the firm's activities on diverse stakeholders. Human Resource departments play a critical role in ensuring that the company adopts CSR responsibility programs. Furthermore, HR can manage the CSR plan implementation and monitor its adoption proactively, while documenting (and celebrating) its success throughout the company.

Course Objectives:

1. Examine the scope and complexity of corporate social responsibility (CSR).
2. Demonstrate a multi-stakeholder perspective in viewing CSR issues.
3. Analyse the connections between corporate strategy and CSR and the impact on foundational organizational principles such as mission and vision.
4. Understand the interrelationship of HR and CSR

Module 1 Introduction to CSR:	(12 Hours)
Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.	
Self-Learning Topic:- Triple bottom Line	
MODULE 2 CSR as a Strategic Business tool for Sustainable development.	(12 Hours)
International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool,	
Self-learning Topic : ILO tri-partite declaration of principles on multinational enterprises and social policy	
Module 2 CSR-Legislation in India & the world.	(12 hours)
III Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India. The Drivers of CSR in India,	
Self-learning Topic: Voluntarism and Judicial activism.	
Module 4 HR, Ethics and CSR:	(12 Hours)
Ethical decision making: Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J. Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robest Nozick) Ethical Issues in HR: Workers Right and Duties: Work place safeties, sexual harassment, whistle Blowing.	
Self-learning Topics: Green HRM	
Module 5	(12 Hours)
Corporate Governance: - Definition—Historical perspective of corporate governance and Issues in corporate governance— Theoretical basis of corporate governance—mechanism- corporate governance systems— Indian model of governance –What is good corporate governance—obligations towards society and stake holders. Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency	

theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance

Books

Text Books:

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. Handbook on Corporate Social Responsibility in India,
3. Corporate Governance, Business Ethics & CSR, Sharma, J.P., Ane Books Pvt Ltd, New Delhi.
4. Corporate Social Responsibility in India - Sanjay K Agarwal
5. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
6. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi

Reference Books:

The World Guide to CSR - Wayne Visser and Nick Tolhurst
 Innovative CSR by Lelouche, Idowu and Filho

E-resources (NPTEL/SWAYAM etc.)

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Demonstrate an understanding of the concepts of CSR , Corporate Governance and Ethics	3
2	Demonstrate an understanding of CSR related legislation in India and the world	4
3	Discover contemporary practices in CSR so as to help it enhance the competitive advantage of the organisation	4
4	Apply the understanding of legislation and concepts to formulate innovative CSR policies	3
5	Identify the various Corporate Governance practices	3

ORGANIZATIONAL LEADERSHIP

Course Code	20HR305	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To make students understand fundamental concepts and principles of organizational leadership.
2. To make students knowledgeable of the theoretical aspects and practical applications of leadership styles in an organization.
3. To make the students understand the basic concepts of leadership traits and ethics underlying leadership behaviour besides developing better insights into one's own self

<p>Module 1 Introduction to Leadership: (10 Hours) Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory. Case Study: Successful and Unsuccessful leaders</p>
<p>Module 2 Leadership traits and ethics (12 hours) Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory. Types of leaders – Transactional, Transformational, Servant, Charismatic. Self-learning topic: Ethics and non-bias in leadership</p>
<p>Module 3 Leadership behaviour and motivation, and contingency leadership: (14 Hours) Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory Self-learning topic: Analysis of different leadership styles</p>
<p>Module 4 Team Leadership (12 hours) The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet's team effectiveness leadership model, virtual and self-managed teams, the changing role of leadership in self-managed teams. Leadership roles in the organizations. Self-learning topic: Leadership in 21st Century</p>
<p>Module 5 Leader follower relations and Development of leadership (12 hours) Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict. Organizational strategies for developing leadership, LDP (Leadership development program, Building a leadership pipeline – grooming future leaders.</p>

Books

Text Books:

1. Effective Leadership- Lussier/ Aches, Third edition, Thomson South Western, 2007
2. Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy, Fifth edition, Tata McGraw Hill, 2020
3. Leadership-Research findings, Practice, and skills, Andrew J Durbrin, Fourth edition, Biztantra, 2007.

Reference Books:

1. Leadership in Organizations, Gary Yukl, Pearson Education, 6th Edition.
2. The Leadership Experience, Richard L Daft, Cengage Learning, 2nd Edition, 2002.

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.youtube.com/watch?v=ymq8pfWCOyQ>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Comprehend & correlate organizational leadership styles which are happening around with fundamental concepts of team leadership	3
2	Demonstrate an understanding of the overview of leadership behaviour and motivation in organization.	4
3	Effectively use their skills for self-grooming on leadership traits and ethics that influences them to effectively work in groups to achieve organizational goals.	4
4	Demonstrate their acumen in applying their knowledge in organizational leadership and behavioural concept in real world/situation.	3

Entrepreneurship And Family Business

CREATING BUSINESS PLANS

Course Code	20FB301	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To Understand the Purpose of a Business Plan
2. Explain the contents of a Business Plan
3. Design and Present a Business Plan

Module 1	(12 Hours)
Basics of Business Plan: Introduction, Scope and value of the Business plan, Kinds of Business Plan, Contents of Business plan, Importance of Executive Summary, Business description, The Problem statement, The Solution, Business Concept, Business Strategy, SWOT analysis, Types of Business models.	
Self-learning topic: Analysis of Business Environment	
Module 2	(12 Hours)
Marketing Plan: Product or service, Industry and the market, Supply, Market structure, competitor analysis, distribution, trends, competitive advantage, branding, advertising, promotion, market segmentation, differentiation, pricing, barriers to entry, market research, sales forecast.	
Self-learning topic: marketing mix	
Module 3	(12 Hours)
Organisational and Operations Plan: Founder and Management team, Organisation structure, raw materials, Processes, Location and environment, Production plan, Logistics and supply chain, , Technology, Plant and equipment, Facilities, Quality, human resources.	
Self-learning topic: Risks and Contingencies	
Module 4	(12 Hours)
Financial Plan: Startup costs and Sources of funds, Operating and Capital Budgets, Break-even Analysis, Proforma Income Statements, Pro Forma Cash Flow Statement, Pro Forma Balance Sheet, Sensitivity analysis.	
Self-learning topic: Fund raising Strategies	
Module 5	(12 Hours)
Presenting and Implementing Business Plan: Elevator pitch, Oral and Visual presentation, Business plan competitions, Using and implementing the business plan, measuring plan progress, Updating the plan.	
Self-learning topic: Why some business plans fail.	

Books

Text Books:

1. Garrett Sutton, ESQ (2012), Writing Winning Business Plans, RDA Press LLC
2. Brian Finch (2013), How to Write a Business Plan, Kogan Page
3. Sarada Ramani (2017), The Business Plan Write up Simplified, Notion Press

Reference Books:

1. Charantimath Poornima, (2019), Entrepreneurship Development & Small Business Enterprises -3e, Pearson
2. Creating Business Plans (2014), HBR Press
3. Rajeev Roy (2013), Entrepreneurship-2e, Oxford University Press
4. Nicolai J. Foss and Tina Saebi (2014), eds. Business Model Innovation: The Organizational Dimension. Oxford: Oxford University Press,

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.edx.org/learn/innovation>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Understand Significance of Business Plan and Identify Business models	2 & 3
2	Develop Marketing Plan	3
3	Develop Organisational and Operations Plan	3
4	Develop Financial Plan	3
5	Build a Business Plan Model	3

NEW VENTURE CREATION

Course Code	20FB302	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

- Identify business Opportunity
- Understand the Procedure for setting up an enterprise
- Identify fund raising strategies to start the venture

<p>Module 1 (12 Hours) From Idea to Opportunity: Defining the business goal, In-depth analysis of business environment, understanding industry, target market, feasibility study, Four stage Growth model, Evaluation framework to scale a business. Self-learning topic: Domestic and International opportunities</p>
<p>Module 2 (12 Hours) Legal Forms of Business: Private Ltd Company, Public Ltd Company, Unlimited Company, Sole proprietorship, Joint Hindu Family business, Joint Stock Company, Franchising, Partnership, Cooperatives, Limited Liability Partnership (LLP), Joint Venture company, Liaison Office, Branch Office, Project Office, Subsidiary Company Self-learning topic: Corporation, S- Corporation, C-Corporation, Trust, NPO</p>
<p>Module 3 (12 Hours) Procedure for Setting up an Enterprise: Steps for setting up a business enterprise, Selection of a project, Decide on the constitution, procedure for registration, obtain clearances as applicable, arrange for infrastructure, Prepare Business plan Self-learning topic: Project Profile and Project Report</p>
<p>Module 4 (12 Hours) Funding the Venture: Resource requirements, Sources of Capital, Informal risk, Personal funds, family and friends, internal and external funds, capital market, Debt and Equity, Angel, Venture capital, Networking, Going Public. Self-learning topic: Fund raising Strategies</p>
<p>Module 5 (12 Hours) Intellectual Property Rights: Introduction, Types of IPR, Laws relating to IPR in India, patents, copyright, industrial design rights, trademarks, plant variety rights, trade dress, geographical indications, and in some jurisdictions trade secrets and confidential information. Self-learning topic: Importance and Significance of IPR</p>

Books

Text Books:

1. Charantimath Poornima, (2019), Entrepreneurship Development & Small Business Enterprises -3e, Pearson
2. Jeffrey A Timmons et.al., (2009), New Venture Creation, Mc Graw Hill International Edition
3. David H Hilt, Entrepreneurship-New Venture Creation, (2002) PHI

Reference Books:

1. Rajeev Roy (2013), Entrepreneurship-2e, Oxford University Press
2. Nandini Vaidyanathan (2011), Entrepedia- A step by step guide to becoming an entrepreneur in India -2e, Embassy Books
3. Rashmi Bansal (2014), Take Me Home – The inspiring stories of 20 entrepreneurs from Small town India with Big-time dreams, Westland Ltd.

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.edx.org/learn/innovation>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Identify Business Opportunities in India	3
2	Examine various forms of Business entities	4
3	Explain the Procedure for setting up an enterprise	2
4	Identify various methods of funding a venture	3
5	Identify types of IPR	3

FAMILY BUSINESS MANAGEMENT

Course Code	20FB303	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Understand the uniqueness of Family Business
2. Explain the Dilemmas and Challenges for family Business
3. Explain the role and importance of Family Business in India

<p>Module 1 (12 Hours) Concepts of Family Business: Definitions, Family Business in India-An Overview, Premature Mortality of Family Business, Significance of Family Business, Family Business, Contribution of family business across the globe and in India, Uniqueness and Strengths of Family Business. Self-learning topics: Growing Complexity in Family Business Case Study: Dupont Family – Video Case Study</p>
<p>Module 2 (12 Hours) Family: The three Dimensional model of Family Business, The Family System, Dimensions of a Family System, Family Legacy, Family Culture, Common Vision, Managing Differences, Family Business People- founders, Husband and wife teams, Son and daughter, In-laws, Cousins and their role in family and business. Self-learning topic: Women in Family Business</p>
<p>Module 3 (12 Hours) Ownership : Attributes of Ownership, Ownership Structure, Many Roles of Ownership, , Rights and Responsibilities of owners, types of ownership, Key Dilemmas in Ownership, Ownership Options and Involvement in Business, Effective role of owner, Types of Assets, Emotional ownership, Responsible Ownership, Multi-generational Ownership. Self-learning topic: Founder as Owner</p>
<p>Module 4 (12 Hours) Business: Strategic Planning in Family Business, Benefits of Strategic planning in Family Business, Crafting Strategy, The Parallel Planning Process, Family and Business Vision, Drafting a Family Business Vision, Integrating family vision with business vision. Self-learning topic: Non-Family Executives in Family Business</p>
<p>Module 5 (12 Hours) Integration – Family, Business and Ownership: The Seven Territories, Major risk areas in Family Business System, Family Governance risks, Business Management risks, Ownership risks, Wealth Management risks, Succession risks, Lifecycle of Family Business, Types of Capital in Family Business, Self-learning topic: When Family Businesses are Best</p>

Books

Text Books:

1. Peter Leach, South Asian Edition (2010), Family Businesses: The Essentials, Profile Books Ltd.
2. Ernesto J Poza and Mary S Daugherty- 4e (2014), Family Business, Cengage Learning.

Reference Books:

1. Randel S Carlock and John L Ward (2010), When Family Businesses are Best, , Palgrave Macmillan

2. Kavi Ramachandran (2015), The 10 Commandments for Family Business, SAGE
3. Shobha Bondre (2013), forward by Narendra Modi, Dhandha: How Gujarati's do the business. Penguin

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.classcentral.com/course/edx-family-business-strategy-essentials-7883>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>
3. <https://www.youtube.com/watch?v=INSuLnQJvuY>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Outline the concepts and uniqueness of Family Business	2
2	Identify Challenges for Family Business	3
3	Make use of three Circle model of Family Business	3
4	Analyse Family Dimension Vs Business Dimension	4
5	Identify the benefits of setting Family Foundation	3

BUILDING BLOCKS OF FAMILY BUSINESS

Course Code	20FB304	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Discuss need for Professionalization in Family Business
2. Explain Challenges for improving Relationships in Family Business
3. Discuss Ten Commandments for family business perpetuity.

<p>Module 1 (12 Hours) Family and Business: Coexistence of multiple stake holders, Amoebic model of family business, Family-Business System, Family Orientation and Business Orientation, The Family Business Space (Leenders and Waarts 2003). The Business Relationships, When family and Business meet, Understanding Relationship Intelligence, The Relationship Intelligence challenges, Improving Relationship Intelligence: Tools and Methods, Promoting RQ through Stewardship Self-learning topics: Family and Business: Compassion versus Competitiveness Case Study: Religare Group: Growth History</p>
<p>Module 2 (12 Hours) Ten Commandments for family business : Communicate and Build trust, Professionalise your business, Preserve and Practice values, Manage Leadership and ownership challenges, Redefine role but never retire, Successfully manage Succession in Business, Build business Entrepreneurially, Develop Long-term Business Strategy, Give back to society by Family Philanthropy, Understand togetherness: Role of Consultative and Compassionate leadership. Self-learning topic: Leaders role as Custodian of Wealth</p>
<p>Module 3 (12 Hours) Professionalisation of Family Business : Professionalism, Importance, Challenges, Building Professional organization, Developing organization structure, Defining roles, responsibility and accountability, establishing communication channels, Professionalism as organization value, Building Strategic Alliance Professionally, Attracting and Retaining talent in Family Business. Self-learning topic: Professionalise your business or perish</p>
<p>Module 4 (12 Hours) Creating Legacy: Road map to legacy, The four capitals of the Legacy family: Human, Intellectual, Financial and Social, Creating Wealth, Investing for family business success, Governance, Support for next generation, Professional advisers and Consultants, Family as an institution. Self-learning topics: Non-Family Executives in Family Business Case Study: Harilela family from Hong Kong</p>
<p>Module 5 (12 Hours) Successful Family Businesses in India: Tatas, Ambanis, Birlas, Godrej, Wadias, Munjals, Mahindra, Thapars, Mittals, Shaparji Paollonji, Jindals, Adanis, Anil Aggarwal – Vedanta, Bajaj, Ruias, Ranbaxy. Self-learning topic: Indian Origin Families That Made It To Forbes’ List Of Richest Asian Dynasties</p>

Books

Text Books:

1. Kavi Ramachandran (2015), The 10 Commandments for Family Business, SAGE
2. Walter Vieira and Mita Dixit (2019), The 5Gs of Family Business, SAGE
3. Edwin A Hoover and Colette Lombard Hoover (1999), Getting along in Family Business: The Relationship Intelligence Handbook, Routledge.

Reference Books:

1. Allan R Cohen and Pramodita Sharma (2016), Entrepreneurs in every generation, Collins Business
2. Lee Hausner et. al., (2009), The Legacy Family, Palgrave Macmillan.

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.youtube.com/watch?v=y1jkb6kNv4Y>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Identify the relation between Family Orientation & Business Orientation	3
2	Examine the 10 Commandments for Family Business	4
3	Explain importance and challenges of Professionalization for Family Business	2
4	Plan creating a family Legacy	3
5	Identify the best Practices for Successful family businesses in India	3

RURAL ENTREPRENEURSHIP

Course Code	20FB305	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To introduce the students on the fundamentals of rural entrepreneurship and the related concepts
2. To enable the students' articulate rural problems that need to be solved.
3. To find out the support system for starting rural enterprises.
4. To learn the fundamentals of rural enterprise plan.

Module 1	(12 Hours)
Concepts of Rural Entrepreneurship: Definition, Understanding rural economy, Scope and importance of rural entrepreneurship in India, Rural development in India through rural entrepreneurship, types of rural entrepreneurship and rural enterprises.	
Self-learning topic: Role of Stakeholders	
Module 2	(12 Hours)
Rural Innovations: Definition, Concepts of rural innovation, Drivers of rural innovation, types of rural resources, rural innovation in India, rural innovation model, Opportunities for rural entrepreneurs, assessing and prioritizing opportunities, rural innovation labs, rural innovation fund, innovations for sustainable rural development, cost-effective rural innovations, Recent examples of rural innovation, rural innovation awards, Technology and innovation for rural enterprises.	
Self-learning topic: Incredible inventions that changed rural India	
Module 3	(12 Hours)
Support System to Start Rural Enterprises : Forms of rural entrepreneurship – Individual, Group, Cluster formation, Co-operatives, Problems, policies and prospects of rural enterprises in India, Government Schemes for promoting rural entrepreneurship, Rural Entrepreneurship Development Programmes, NABARD, KVIC, PMEGP, RSBDC, NSIC, SIDBI, NSEUS, SVEP, Steps to develop rural entrepreneurship.	
Self-learning topic: Ministry of rural development and rural development institutions in India	
Module 4	(12 Hours)
Self-Help Group (SHG): Meaning, Objectives, Grass root entrepreneurship through self-help groups, Formation of Self-help Group, Need for Self-Help Group, Functioning of SHG, SHG Registration, SHG as catalyst for rural development and empowerment, advantages of SHG, Micro finance.	
Self-learning topic: Government schemes for self-help groups in India	
Module 5	(12 Hours)
Successful Rural Entrepreneurs in India: Rural artisans in India, Types of Artisans, Jaipur rugs, SABALA, FabIndia, ToeHold, Terracotta of Kutch, Glazed pottery of Khurja, Navalgund durries, eCraftIndia,	
Self-learning topic: Dr. Shivaram Karantha's, Pilukula Nisargadhama conserving biodiversity, heritage & culture, Study of Artisans village.	

Books

Text Books:

1. Soundarapandian M (2001), Rural Entrepreneurship: Growth and Potentials, Kanishka
2. Singh B M and Namboodiri KVN (2006), Unleashing Rural Entrepreneurship, The ICFAI University Press.

Reference Books:

1. C K Prahalad (2019), The Fortune at the Bottom of the Pyramid,
2. Issa Mohamed , Venkatakrishnan V (2013), Rural Entrepreneurship, LAMBERT

E-resources (NPTEL/SWAYAM etc.)

1. <https://www.youtube.com/watch?v=YObCQ725pHs>
<https://www.youtube.com/watch?v=Br8ZnQH7quA>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Explain the concepts of rural entrepreneurship	2
2	Identify opportunities for rural enterprise	3
3	Classify Forms of rural Enterprises & Examine eco-system	4
4	Explain role of SHG to promote rural entrepreneurship	3
5	Identify Successful Rural Entrepreneurs/Enterprises	3

Information Technology

SYSTEM ANALYSIS AND DESIGN

Course Code	20IT301	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

- To study the system development life cycle.
- To explore the methods of determining system requirements
- To study modular and structural design of software

Module 1	(12 Hours)
Introduction: System Definition and concepts, System Environments and Boundaries. Real-time and distributed systems, Basic principles of successful systems, Structured System Analysis and Design. Systems Analyst: Role and Need of Systems Analyst. Qualifications and responsibilities. System Analysis as a Profession; System Development Cycle: Introduction to Systems Development Life Cycle (SDLC). Various phases of SDLC: Study, Analysis, Design, Development, Implementation, Maintenance	
Module 2	(13 Hours)
Systems Documentation Consideration: Principles of Systems Documentation, Types of documentation and their importance, enforcing documentation discipline in an organization System Planning: Data and fact gathering techniques: Interviews, Group Communication Questionnaires, Presentations & Site Visits. Assessing Project Feasibility: Technical, Operational, Economic, Cost Benefits Analysis, Schedule, legal and contractual, 9 18 Political. Modern Methods for determining system requirements	
Module 3	(13 Hours)
Modular and Structured Design: Module specifications. Top-down and bottom-up design. Module coupling and cohesion. Structure Charts. System Design and Modelling: Process Modelling, logical and physical design, Conceptual Data Modelling: Entity Relationship Analysis, Entity Relationship Modelling, DFDs, Process Description: Structured English, Decision Tree, Decision Tables. Documentation: Data Dictionary, Recording Data Descriptions. Input and Output: Classification of forms, Input/output forms design. User-interface design, Graphical interfaces. Standards and guidelines for GUI design, Unified Modeling Language, The Systems Analysts Toolkit – Communication Tools, CASE Tools,	
Module 4	(12 Hours)
System Implementation, Maintenance/Audit: Planning considerations. Conversion methods, procedures and controls. System acceptance criteria. System Implementation and Maintenance, financial Analysis Tools, Project Management tools, System Evaluation and Performance. Testing and Validation. Preparing User Manual. Maintenance Activities and Issues	
Module 5	(10 Hours)
Project Team Skills and Roles: Skills and Roles of a Project Team, Business Analyst, Systems Analyst, Infrastructure Analyst, Change Management Analyst, Project Manager	

Books

Text Books:

1. Jeffrey A. Hoffer, Joey F. George and Joseph S. Valacich, Modern Systems Analysis and Design, Pearson
2. Roger, Pressman, Software Engineering McGraw Hill

Reference Books:

1. Kendal and Kendal, System Analysis and Design, PHI
2. Waman S. Jawadekar, Software Engineering Principles and Practice, McGraw Hill
3. Denis, Wixom, Tegarden, System Analysis and Design with UML Version 2.0 An Object Oriented Approach, Wiley

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcomes

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Demonstrate core processes involved in the System Development Life Cycle (SDLC) for a computer based information system	2
2	Analyse an existing information system and specify the requirements for a replacement system;	4
3	Understand alternative approaches to systems development;	2
4	Develop and evaluate system requirements.	3
5	Analyse the duties and activities of a systems analyst.	4

STATISTICS USING R

Course Code	20IT302	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	3-0-1	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

- To study the basics concepts of R programming
- To study statistical functions like probability distributions, correlation and regressions using R

Module 1 (12 Hours) Introduction to R: R as a statistical software and language, R as a calculator, R preliminaries, methods of Data input, Data accessing or Indexing, some useful built in functions , Graphics with R, Getting Help, Saving, storing and retrieving work.
Module 2 (12 Hours) Descriptive Statistics: Introduction, Diagrammatic representation of Data, Graphical representation of Data, Measures of central tendency, Measures of Dispersion, selection of representative samples.
Module 3 (12 Hours) Probability and Probability distributions: Introduction, Definition and Properties, Probability Distributions, Discrete distributions, continuous probability distributions, special continuous probability distributions.
Module 4 (12 Hours) Statistical Inference: sampling distribution of sample Mean, estimation of parameters, plots to check normality, Hypothesis Testing, Goodness of Fit Tests.
Module 5 (12 Hours) Correlation and regression Analysis: Correlation, Inference procedures for correlation coefficient, Linear regression, Inference procedures for Linear regression, validation of Linear regression

Books

Text Books:

1. Sudha G. Purohit, Sharad D. Gore, Shailaja R. Deshmukh, Statistics Using R, Narosa Publishing House
2. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning: with Applications in R, Springer Texts in Statistics

Reference Books:

1. Hadley Wickham, Garrett Golemund, R for data science, O'reilly' January 2017
2. Andy Field, Discovering Statistics Using R, SAGE publications
3. Mark Gardener, " Beginning R – The Statistical Programming Language", Wiley, 2013

Moc Course

Course Name: Introduction to R Software

Link: https://onlinecourses.nptel.ac.in/noc18_cs52

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments/ Practical Lab Exam	Workshop	Total Marks
5	10	20	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)
- Practical Examination will be conducted for this course inviting a domain expert.

COURSE OUTCOMES (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Understand the basics in R programming in terms of constructs, control statements, string functions	2
2	Understand the use of R for descriptive statistics	2
3	Apply R programming for probability distribution	3
4	Apply R programming for Hypothesis testing	3
5	Apply the R programming from a statistical perspective	3

ENTERPRISE RESOURCE PLANNING

Course Code	20IT303	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Understand the life cycle stages of any ERP implementation.
2. Understand the problems in ERP implementation projects and understand the challenges associated with post-implementation management of ERP systems.

Module 1	(12 Hours)
Overview of enterprise systems, Evolution, Risks and benefits, Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.	
Module 2	(12 Hours)
Overview of ERP software solutions, Small medium and large enterprise vendor solutions, Business Process Reengineering, Business Engineering and best Business practices	
Module 3	(13 Hours)
Planning Evaluation and selection of ERP systems-Implementation life cycle ERP Implementation Lifecycle: Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training;	
Module 4	(12 Hours)
Maintenance of ERP- Organizational and Industrial impact, Success and Failure factors of ERP Implementation -case studies. Selection of vendors - Consultants and Users; In-House Implementation - Pros and Cons; Vendors; Consultants; End User	
Module 5	(11 Hours)
Extended ERP systems – Customer Relationship Management – Supply Chain Management, Business Objects in SCM. Business Analytics - Future trends in ERP systems-web enabled Wireless technologies	

Books

Text Books:

1. Alexis Leon, Enterprise Resource Planning, Fourth edition, Tata McGraw-Hill, 2019.
2. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2014.

Reference Books:

1. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Organise business processes using ERP concepts and techniques.	3
2	Discuss the problems in ERP implementation projects and understand the challenges associated with post-implementation management of ERP systems.	6
3	Demonstrate the scope of common Enterprise Systems (e.g., MM, SCM, CRM, HRM, procurement),	2
4	Understand the ERP Life cycle.	2
5	Apply the concepts of ERP Manufacturing Perspective and ERP Modules.	3

WEB TECHNOLOGIES

Course Code	20IT304	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	3-0-1	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To provide comprehensive introduction to programming tools and skills required to build and maintain server sites on Web.
2. This course aims to introduce many web programming languages like HTML, XHTML, Perl, PHP, Ruby, JavaScript, XML with CSS and XSLT style sheets, CGI programming and techniques for designing interactive web applications.
3. To study core of JavaScript and features of JavaScript that are related to XHTML documents.
4. To study Server side Scripting Language such as PHP as Database Access language.

Module 1	(13 Hours)
Web Servers: HTTP Request Types, Introduction to Microsoft IIS, Features, Creating Virtual Directory. HTML & XHTML: The development process, basic HTML, formatting and fonts, commenting code, color, hyperlink, lists, tables, images, simple HTML forms, web site structure, XML, Move to XHTML, Meta tags, Character entities, frames and Frame sets.	
Module 2	(12 Hours)
Style Sheets: Need for CSS, introduction to CSS, basic syntax and structure, using CSS, background images, colors and properties, manipulating texts, using fonts, borders and boxes, margins, padding lists, positioning using CSS, CSS2.	
Module 3	(12 Hours)
Javascript, DHTML: Introduction to Javascript, Client side scripting, simple javascript, variables, functions, conditions, loops and repetition, javascript own objects, the DOM and web browser environments, forms and validations, combining HTML, CSS and javascript, events and buttons, controlling your browser.	
Module 4	(12 Hours)
PHP Arrays and Superglobals, Arrays, \$_GET and \$_POST Superglobal Arrays, \$_SERVER Array, \$_FILES Array, Reading/Writing Files, PHP Classes and Objects, Object-Oriented Overview, Classes and Objects in PHP, Object Oriented Design, Error Handling and Validation, What are Errors and Exceptions?, PHP Error Reporting, PHP Error and Exception Handling	
Module 5	(11 Hours)
Mobile application Development: What is Android, Installing softwares, android Core building blocks , Android Emulator, UI widgets	

Books

Text Books:

1. Kogent Learning, (2013). Web Technologies BLACK BOOK, 1st Edition, Dreamtech Press.
2. Programming the World Wide Web- Robert W. Sebesta, 4th Edition, Pearson Education, 2008
3. A.K. Saini and Mukta Sharma, (2015). Planning, designing and development of Website, 1st Edition. Galgotia Press.
4. Erik Hellman, "Android Programming – Pushing the Limits", 1st Edition, Wiley India Pvt Ltd, 2014.

Reference Books:

1. Deitel & Deitel. Internet & World Wide Web, 5th Edition. Pearson.
2. Roussel A. John, (2003). Mastering ASP. 2nd Edition, BPB Publication.
3. Raymond Greenlaw, Fundamentals of the Internet & The World Wide Web, 2nd Edition, Tata McGraw-hill

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments/ Practical Lab Exam	Workshop	Total Marks
5	10	20	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)
- Practical Examination will be conducted for this course inviting a domain expert.
-

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1.	Understand HTML and CSS syntax and semantics to build web pages.	2
2.	Construct and visually format tables and forms using HTML and CSS	6
3.	Write simple PHP programs using operators, Primitives, arrays, Functions and cookies and create XHTML forms with database Access	6
4.	Apply XHTML & impose CSS style sheet using examples	3
5.	Understand various JavaScript programs	2

DATA MINING AND BUSINESS INTELLIGENCE

Course Code	20IT305	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To identify the scope and essentiality of Data Warehousing and Mining
2. To study spatial and web data mining.
3. To study the importance of business intelligence.
4. To develop research interest towards advances in data mining.

Module 1	(12 Hours)
Overview and concepts Data Warehousing and Business Intelligence	
Why reporting and Analysing data, Raw data to valuable information Lifecycle of Data - What is Business Intelligence - BI and DW in today's perspective - What is data warehousing - The building Blocks: Defining Features - Data warehouses and data 1marts - Overview of the components - Metadata in the data warehouse - Need for data warehousing - Basic elements of data warehousing - trends in data warehousing.	
Module 2	(12 Hours)
The Architecture of BI and DW	
BI and DW architectures and its types - Relation between BI and DW - OLAP (Online analytical processing) definitions - Difference between OLAP and OLTP - Dimensional analysis - What are cubes? Drill-down and roll-up - slice and dice or rotation - OLAP models - ROLAP versus MOLAP - defining schemas: Stars, snowflakes and fact constellations	
Module 3	(12 Hours)
Introduction to data mining (DM)	
Motivation for Data Mining - Data Mining-Definition and Functionalities – Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM – KDD Process	
Module 4	(12 Hours)
Data Pre-processing	
Why to pre-process data? - Data cleaning: Missing Values, Noisy Data - Data Integration and transformation - Data Reduction: Data cube aggregation, Dimensionality reduction - Data Compression - Numerosity Reduction - Data Mining Primitives - Languages and System Architectures: Task relevant data - Kind of Knowledge to be mined - Discretization and Concept Hierarchy	
Module 5	(12 Hours)
Data Mining for Business Intelligence Applications	
Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, Market Segmentation, retail industry, telecommunications industry, banking & finance and CRM etc., Data Analytics Life Cycle: Introduction to Big data Business Analytics - State of the practice in analytics role of data scientists Key roles for successful analytic project - Main phases of life cycle - Developing core deliverables for stakeholders.	

Books

Text Books:

1. Alex Berson and Stephen J.Smith Data warehousing, data mining & OLAP McGrawHill
2. Jiawei Han and Micheline Kamber Data Mining Concepts And Techniques Elsevier
3. M. Kantardzic, "Data mining: Concepts, models, methods and algorithms, John Wiley & Sons Inc.

Reference Books:

1. George M. Marakas Modern data mining warehousing, mining and visualization Pearson
2. Soumendra Mohanty Data Warehousing: Design, Development and best practices McGrawHill

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1.	Define the concepts of Data Warehousing, Data mining and BI	1
2.	Discuss how Data mining transforms data into intelligent business insight	2
3.	Compare the various approaches to data warehousing and data mining implementations	4
4.	Discuss the relevance of data to business	2
5.	Identify appropriate data mining algorithms to solve real world problems	2

Mandatory Non-Credit Courses

STUDENT EMPLOYABILITY ENHANCEMENT PROGRAMME - II

Course Code	20MNC301	Credits	0
Course type	MNC	CIE Marks	50
L-T-P	2-0-0	SEE Marks	0
Total Hours:	30	SEE	PI

Course Objectives

1. To guide students to select suitable job roles in top notch companies.
2. To introduce various selection procedures of companies visiting for placements.
3. To give important tips to clear group discussions and personal interviews.
4. To prepare students to face and qualify for entrepreneurship or employment.
5. To make students release the importance of skills required at work place.

MODULE	Title and Content	
1	Career Planning: To provide tips how to align their Interest to their profile. To select career options either be it entrepreneurship or employment. The importance of career progression. To understand the recruitment process involved during placements.	(6 hours)
2	Resume Writing: How important is a resume, types of resumes. Which format of resume should a fresher choose? Importance of define your career objective on the resume. How important is internship project in campus placements.	(6 hours)
3	Group Discussion: Meaning of the term group discussion. Objectives of a group discussion. Taking initiative, making a point, making impact, coordinating with the group, opinion formation. Importance of summarizing at the end of group discussion.	(6 hours)
4	Personal Interview: What are the basic mannerism and etiquettes to attend PI Importance of dress code. Understanding the job profile and align oneself to the job role.	(6 hours)

Evaluation of Course

Internal Assessment Methods – 15 Marks

Sl. No.	Particulars	Weightage
1	Aptitude Test	5
2	GD	5
3	Attendance	5
	Total	15 Marks

External Assessment Method – 10 Marks

Viva voce to be evaluated by the external evaluator

Sl. No.	Particulars	Weightage
1	PI by Mentor	5
2	Q & A	5
	Total	10 Marks

After completing this course the student must be able to:

1. Student should be able to select his/her career goal.
2. Ability to choose the right company according to the job role.
3. Student should be able to align internship topics to job description.
4. Important to have at least one offer letter before they leave the campus.

Open Elective (OE)

MANAGEMENT INFORMATION SYSTEM

Course Code	20OE301	Credits	04
Course type	OE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Understand the life cycle stages of any ERP implementation.
2. Understand the problems in ERP implementation projects and understand the challenges associated with post-implementation management of ERP systems.

Module 1	(12 Hours)
MIS concepts, Definition, role of MIS, Role and importance of management, Impact of MIS, Introduction to E-Business Enterprise, Models of E-Business Enterprise- E-Business, E- Commerce, E- Collaboration, Information Security – Managing Security Threat in E- Business	
Module 2	(11 Hours)
Decision Making, Decision Making Concept, Decision Making Process, Behavioural Concept in DM, MIS and DM concepts. Information: Classification of Information, Methods of Data and Information collection; Value of Information.	
Module 3	(14 Hours)
Systems Analysis and Design: System Concepts, Systems Control, Types of Systems, Classes of System. System Analysis, System analysis of Existing and New Requirement, System/ Software Development Models, Structured System analysis and Design.	
Module 4	(12 Hours)
Decision Support System: concept and philosophy, Types of Decision Support System, Introduction to DSS Models, Enterprise Management Systems - EMS, ERP, ERP Models and Modules, ERP Implementation. Business Intelligence (BI), Tools and Techniques of BI, Introduction to Artificial Intelligence, Virtual Reality, Augmented Reality, IOT and Block chain	
Module 5	(11 Hours)
Introduction to DBMS, Data Warehouse and Data Mining Concepts, Electronic payment Systems, Web Enabled Business Management Applications of MIS - Applications in Manufacturing sector – Introduction, Financial Management, Production Management, Materials Management and Marketing Management. MIS Applications in Service Industry	

Text Books:

1. Management Information Systems, W.S Jawedekar, TATA McGraw Hill, 2010
2. Management Information Systems, Robert Schulheis, TATA McGraw Hill, 1999

Reference Books:

1. Management Information Systems, Gordon B Davis, Margrethe H. Olson, TATA McGraw Hill.
2. Management Information Systems, Ken Laudon, Pearson.
3. Management Information Systems, James A O'Brien, George Ma Marakas, TATA McGraw Hill.

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Understand MIS and how it has impact on Business performance	2 & 3
2	Identify and analyse requirements for information systems	2 & 3
3	Analyse and understand the development of MIS by applying system design and software engineering Models	4
4	Define DSS and models used in development of DSS	1
5	Apply MIS in various fields like Marketing, Finance, service sectors	3

Fourth Semester
Core Courses

CORPORATE LAW

Course Code	20CC401	Credits	04
Course type	PC	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

COURSE OBJECTIVES

1. To introduce the basic legislations a student should know either as a manager or as an entrepreneur
2. To create an awareness of the various regulations, legal aspects a business should comply with.
3. To understand the legal regulations for the starting and managing a business.

MODULE 1

UNDERSTANDING BUSINESS LAWS AND CONTRACTS

(12 Hours)

Introduction to Business Law - Business Organizations; Types of Business Organisation - Limited Liability Company, Sole Proprietorship, General Partnership, Limited Partnership, Corporation, Limited Liability Company; Legal rules and doctrines associated with running a business, Meaning and Nature of Law, Sources of Law, the Need for Business Laws, General Legal Environment of Business.

Law Relating to Contracts - Indian Contract Act, 1872 – Introduction, Definitions- Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract, E-Contracts in India and its Legalities.

Reference Books:

1. Singh, Avtar, Law of Contract and Specific Relief, 11th Edition, (Lucknow: Eastern Book Company, 2013)
2. Pollock and Mulla, Indian Contract and Specific Relief Act, 14th Edition, (New Delhi: Lexis Nexis, 2013)

MODULE 2

LAW RELATING TO SALES, GOODS, AGENCY and GURANTEES

(12 Hours)

The Contract of Indemnity and Guarantees – Contracts of Guarantee and indemnity – Introduction, Contract of Indemnity, Contract of Guarantee, Difference between contract of indemnity and Guarantee

The Contract of Bailment - Definition - Kinds - Rights and Duties of Bailor and Bailee - Rights of Finder of goods as Bailee, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee

The Contract of Agency – Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal’s Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney

The Sale of Goods Act, 1930 - The Contract of sale - Goods and their classification, Agreement to sell - Conditions and Warranties - Passing of property - Transfer of title - Performance of the Contract Rights of Unpaid Seller - Remedies for Breach of Contract.

The Negotiable Instrument Act, 1881 Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Crossing of cheques, Dishonour of Cheques.

Reference Books:

1. Singh, Avtar, Law of Contract and Specific Relief, 11th Edition, (Lucknow: Eastern Book Company, 2013)
2. Verma J.P (ed.) Singh and Gupta, The Law of Partnership in India, (New Delhi: Orient Law House, 1999)
3. Saharay H. K, Indian Partnership and Sale of Goods Act, (Universal, 2000)
4. Nair, Krishnan, Law of Contract, (New Delhi: Orient Law House, 1999)

5. Pollock and Mulla, Indian Contract and Specific Relief Act, 14th Edition, (New Delhi: Lexis Nexis, 2013)
6. M. S. Parthasarathy (Ed.), Khergamvala, Negotiable Instruments Act (Bombay: N. M. Tripathi Pvt Ltd, 1955)

MODULE 3 LAWS RELATING TO PARTNERSHIP, COMPANIES, AND TRUSTS

(12 Hours)

Indian Partnership Act, 1932 –Law of Partnership: Introduction, Meaning and Nature of Partnerships, Registration of Firms, Types of partners Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution, Insolvency and winding up, Limited liability partnership.

Reference Books:

1. The Indian Partnership Act by Pollock & Mulla – 8th Edition 2019.

MODULE 4

(12 Hours)

LAW GOVERNING COMPANIES AND INTELLECTUAL PROPERTY RIGHTS

Law Relating to Companies- The Company's Act, 2013: Introduction, nature and characteristics of company – kinds of company – Corporate personality –Management and Control of Companies Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up.

- Meetings: Meetings of Board and Committees – kinds of meetings – procedure relating to convening and proceedings at General and Other meetings – resolutions
- Financial structure of company Sources of capital: Shares – types – allotment – transfer of shares – rights and privileges of shareholders – dividends – declaration and payment of dividends, prohibition of buy back
- Importance of Corporate Social Responsibility.

Reference Books:

1. Taxman, Companies Act 2013.
2. Singh Avtar, Company Law, (Lucknow: Eastern Book Company, 2007)

Introduction to Intellectual Property Rights in India - Overview of the concept of property; Industrial property and non-industrial property; Historical background of IPR; Importance of human creativity in present scenario; Different forms of Intellectual Property and its conceptual analysis. Basic Information on Patents: Trade Marks: Cyber Intellectual Property Geographical Indications Indian Copyright Law: Designs Law

Reference Books:

1. Narayan, S., Intellectual Property Law in India, (Hyderabad: Gogia Law Agency, 2005)
2. Cornish, William, Intellectual Property: Patents, Copyright, Trademark and Allied Rights, 2nd Edition, (London: Sweet & Maxwell, 1998)

MODULE 5 GENERAL LAWS RELATING COMPETITION, CONSUMER PROTECTION AND SAFETY

(12 Hours)

Information Technology Act, 2000, Electronic Governance, and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act, 2000, Duties of Subscribers.

➤**The Competition Act, 2002-** Evolution of Competition laws in India, Important features of competition laws relating to - anti-competitive agreements, abuse of dominance, regulation of combinations, competition advocacy.

➤**The Right to Information Act, 2005-** Salient features of the Act.

➤**Consumer Protection Act, 2019** - The Law Relating to Consumer Protection: -Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers.

Reference Books:

1. Richard Whish & David Bailey, Competition Law, 7th ed., (New York: Oxford University Press, 2012).
2. Mittal D. P., Competition Law and Practice, 3rd ed., (New Delhi: Taxmann Publications (P.) Ltd, 2010).
3. Roy Abir & Jayant Kumar, Competition Law in India, (Kolkata: Eastern Book House, 2008).
4. J. H. Barowalia, Commentary on the right to Information Act (Universal Law Publications.
5. Kamath, Nandan, A Guide to Cyber Laws and IT Act, 2000 with Rules and Notifications, 3rd Edition, (Universal Law Publisher, 2007)
6. Relevant provisions of Information Technology Act, 2000
7. Joga Rao, S.V., Law Relating to Right to Information-A Comprehensive and Insightful Commentary with comparative Perspectives, (Jain Book Agency, 2009)
8. Dr. Madubhushi Sridhar: Right to Information, Law & Practice (latest edition).

E-resources (NPTEL/SWAYAM etc.)**Components of Internal Assessment for 40 Marks**

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	DESCRIBE the key terms involved in each Act	1
2	SUMMARIZE the key legal provisions of each Act.	2
3	ILLUSTRATE the use of the Acts in common business situations.	3
4	OUTLINE the various facets of basic case laws of each Act from a managerial perspective.	4

MANAGEMENT CONTROL SYSTEM

Course Code	20CC402	Credits	4
Course type	CC	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours for 100 marks

Course Objectives

1. To introduce macro level canvas of Management Control to the management students.
2. To explain their relevance to micro operations at the unit level management.

Module 1	(10 hours)
Basic Concepts, Goals, Strategies, Key-variables in Management Control Systems; Control characteristics in Business activities; Management by Objectives - with emphasis on all functional areas in an organization; Analysis for effective feedback	
Module 2	(15 hours)
Responsibility Centre Concept - Types of Responsibility Centres; Cost Centres; Revenue Centres; Profit Centre; Investment Centre; Performance Measurement; Transfer Pricing – Necessity; Benefits; Methods; Impact of Transfer Pricing on Profitability	
Module 3	(15 hours)
Budgetary Control System - Types of Budget; Zero Based Budgeting; Flexible Budgets; Fixed Budgets; Standard Costing and Variance Analysis: Need for setting standards-development of standards for material and Labour costs- variance analysis Ideal Reporting System - Budget Reporting. Estimation in Reporting, Financial Reporting, Project Reporting, Troubles in Reporting, Nature of Economic Reporting.	
Module 4	(10 hours)
Financial Control and Reporting in Non-Profit and Non-Government Organisations, Multinational Organisations and Service Organisations, Scope, Characteristics, Non-Monetary Output Measurement	
Module 5	(10 hours)
Management Control of Projects: Nature, Planning, execution and evaluation.	

Recommended Book:

1. Robert N. Anthony and Vijay Govindarajan: Management Control Systems, Tata McGraw Hill Publishing Company Ltd., New Delhi- 8/e.
2. P. Saravanavel – Management Control Systems, Himalaya Publishing House.

Reference Books:

1. Pradip Kumar Sinha, Mgmt Control System - a Managerial Emphasis. Excel Books Publication.
2. Ravindra Vadapalli, Management Control System, Excel Books

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Describe the Strategic Intent and illustrate the level of Goal Congruence	2
2	Classify the Behavioral aspects in Organisation and evaluate the responsibility center performance	5
3	Evaluate the impact of Transfer pricing decisions on Profitability	5
4	Estimate the Budgets and analyse the variances	6
5	Identify difference between NGOs, NPOs and Service organisations	3
6	Develop the Control System for Projects	2

TOTAL QUALITY MANAGEMENT

Course Code	20CC403	Credits	04
Course type	PC	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Explain the Importance of Total Quality Management and Contribution of quality gurus
2. Discuss Quality tools, standards and awards
3. Explain Lean management Principles

<p>Module 1 Quality Concepts (10 Hours) Introduction, Evolution, Gurus of TQM, TQM Models, Dimensions of Product quality & Service quality, Obstacles, Benefits. Leadership, Characteristics of Quality Leaders, Culture, Values, Vision, Mission, Quality Policy, Framework, Quality Statements, Strategic Planning, Balanced Score card Self-Learning topics: Identify and prepare profile of Quality leader in India. Case Study: TVS Motors and Techno systems, Belagavi</p>
<p>Module 2 (15 Hours) Customer Driven Quality: Internal customer, External customer, Employee involvement, Quality Circle, Employee surveys, Suggestion system, Customer Perception of quality, CRM, Customer Satisfaction Measurement, Service quality, TQM in Services. ISO and its implementation: Introduction, ISO Standards, Benefits, QMS, ISO 9000 series, 9001:2015, ISO 14000 series, EMS, ISO 14001:2015, OHSAS 45000 series, OHSAS 45001:2018, Integrated Management System, Sector specific standards, Auditing Management Systems, ISO 19011:2018. Self-Learning topic: Distinguish between SERVQUAL and SERPVAL models</p>
<p>Module 3 (15 Hours) Lean management: Lean thinking, Lean principles (3M, TIMWOOD), Importance of Lean, Tools & Methods for Lean Implementation- Kaizen & 5-S, Poka-Yoke, Value stream mapping, JIT, Cellular Manufacturing, TPM, eight pillars of TPM, OEE, Six big losses and sixteen kinds of losses in production, QC tools, Management tools, Quality Function Deployment, Quality by Design, FMEA, Lean Six-sigma, Cost of Quality, Six-sigma metrics, Implementing Six-sigma, DMAIC, DFSS/DMADV, Six-sigma hierarchy, Theory of Constraints. Self-Learning topic: Study lean Toyota way.</p>
<p>Module 4 (12 Hours) Benchmarking & BPR: Introduction, Reasons to Benchmark, Types of Benchmarking, Process of Benchmarking, designing the Benchmarking process, Prerequisites for Benchmarking. Introduction, BPR in manufacturing and service industry, BPR in Information technology, Success factor of BPR, BPR implementation methodology, Benefits of BPR, BPR and TQM Self-Learning topics: Study of organization who have implemented Benchmarking in India Case Study: BPR at Mahindra</p>
<p>Module 5 (08 Hours) Business Excellence Models: Deming, MBNQA, EFQM, Business Excellence Models in India Self-Learning topics: Study the organization who have received Deming award in India</p>

Books

Text Books:

1. Poornima Charantimath, Total Quality Management, 4e (2020), Pearson.
2. Dale H. Besterfield et al., Total Quality Management, 3e (2010), Pearson

Reference Books:

1. Sunil Sharma, Total Quality Management, 1e (2018), SAGE
2. Pannerselvam & P Sivasankaran, Quality Management -, 1e (2014), PHI

E-resources (NPTEL/SWAYAM etc.)

1. NPTEL Archive. <https://nptel.ac.in/courses/110/104/110104080/>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Discuss & Interpret the Quality Concepts	2 & 3
2	Discuss types of customer and Illustrate ISO standards	2 & 3
3	Identify lean management tools and examine their application	2 & 4
4	Identify and demonstrate the benchmarking and BPR process	2 & 3
5	Appraise the business excellence models	4

Professional Electives

Finance

INVESTMENT BANKING AND FINANCIAL SERVICES

Course Code	20FM401	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

This course is designed for students who wish to pursue a career in merchant banking and financial services sector. The course is structured to help the students understand the basic of merchant banking activities and various financial services offered by merchant banks and other non-banking financial institutions.

Objective:

1. To provide an understanding of the functioning of merchant banks
2. To provide an understanding of the financial services
3. To understand the role of financial services in overall financial system.

MODULE:1	(10 Hours)
<p>Merchant Banking: Definition, Functions of merchant banking, Merchant banker's code of conduct, regulatory framework, pre- issue and post issue obligations. Offer by unlisted companies- guidelines, terms of issue.</p> <p><i>Ref book: Financial services and system Dr. Gurusamy</i></p>	
MODULE:2	(16 Hours)
<p>Leasing and Hire purchase</p> <p>Leasing: Concept and classification of leasing, Advantages / Disadvantages of leasing, Tax aspects of leasing, Financial evaluation of leasing: Net advantage of leasing, Present value method, Structuring of lease rentals</p> <p>Hire Purchase: Meaning and characteristics, Hire purchase agreement, Comparison of Hire Purchase with Credit sale, Installment sale and Leasing, Tax aspects of hire purchase. Financial evaluation. Problems on leasing v/s hire purchase.</p> <p><i>Ref book: Financial services, MY Khan.</i></p>	
MODULE:3	(12 Hours)
<p>Factoring: Theoretical framework, functions, Types of Factoring mechanism, advantages, Factoring v/s bill discounting, Factoring in India. Problems on factoring.</p> <p>Forfaiting: Advantages and evaluation, characteristics, benefits, difference between factoring and forfaiting, forfeiting in India</p> <p><i>Ref book: Financial services, MY Khan.</i></p>	
MODULE:4	(12 Hours)
<p>Credit rating: Definition and meaning, Process of credit rating of financial instruments, Rating methodology, Rating agencies, Rating symbols of different companies.</p> <p><i>Ref book: Financial services, MY Khan.</i></p> <p>Securitization: Meaning, Features, Special Purpose Vehicle, asset securitization, asset characteristics, Application and Benefits of Securitization, Issues in Securitization.</p> <p>Asset Reconstruction Companies.</p> <p><i>Ref book: Financial services and system Dr. Gurusamy</i></p>	
MODULE:5	(10 Hours)
<p>Housing Finance: Models of Housing projects, Housing finance in India (issues, growth factors), Housing Finance Assistance, Housing Finance Institutions, Mortgage Backed securities and Reverse Mortgage)</p> <p><i>Ref book: Financial services and system Dr. Gurusamy</i></p>	

Consumer Finance: Definition, types, sources of consumer finance, mode, demand, and products covered for consumer finance, terms of finance, consumer finance insurance, consumer credit scores, Advantages of consumer finance, Hire purchase system, and Installment credit system.

Ref book: Financial services and system Dr. Gurusamy

Credit Cards: Features of Credit Card, Facilities and services, Classification of credit cards, innovative cards, credit card cycle, credit card structure, credit card and ecommerce, benefits of credit cards

Ref book: Financial services and system Dr. Gurusamy

Recommended Books:

1. Financial services, MY Khan, Mc Graw Hill.
2. Financial services and system Dr. Gurusamy, Tata McGraw Hill

Reference Books and Materials:

1. Indian Financial System – Bharati V. Pathak, Pearson Education
2. Financial Markets and Services – Gordon & Natarajan, Himalaya publishing.
3. Indian Financial System – Machiraju, Vikas, 2010

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Demonstrate an understanding of Functions of Merchant Banking	1&2
2	Demonstrate an understanding of Leasing and Financial evaluation of leasing using various methods	2, 4 & 5
3	Demonstrate an understanding of Hire Purchase and Financial evaluation of Hire Purchase	2, 4 & 5
4	Demonstrate an understanding of Theoretical framework and functions of Factoring and Forfeiting	2
5	Demonstrate an understanding of the Process of credit rating of financial instruments and Process of Securitization	2
6	Demonstrate an understanding of the features of Housing Finance, Consumer Finance and Credit Cards	2

GOODS AND SERVICES TAX

Course Code	20FM402	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	3-0-1	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives-

- To make students understand the basic aspects of Goods and Services Tax
- To make students understand the GST Registration Process
- To make students determine the Transaction Value and Tax Liability

Module I: Introduction to GST	(14 Hours)
Tax – Meaning and Definitions, Tax Structure of India – Direct and Indirect Taxes, Present Indirect Tax Structure, Problems of Indirect Taxes, Arguments for and against the taxes, GST- Meaning and Definition, Origin, Need for Introduction of GST in India, Features of GST, Other Indirect Taxes post GST, Commodities to be kept outside the preview of GST, Dual model of GST, (Central GST (CGST) and state GST (SGST), IGST (Integrated GST). Legal background - The Constitution (122 nd Amendment) Act, 2017, CGST Act, 2017; Scope of GST (Section 1), Important Definitions (Section 2): Goods, Services, Money, Actionable Claim, Aggregate Turnover, Person etc. Self-Learning Topic: Different types of indirect taxes before implementation of GST	
Module II: GST Registration Process	(10 Hours)
Registration process in GST; Meaning and Types of Registration - Compulsory Registration, Deemed Registration, Casual Dealer, Non-resident Supplier; Registration process for new applicant, Composition Scheme, Surrender of registration, Cancellation of Registration. GSTIN, HSN and SAC Codes, Registration Rules under GST. Self-Learning Topic: Registration Types and Forms	
Module III: Levy and Collection under GST	(12 Hours)
CGST Act – Levy and Collection of Taxes, Time and Place of Supply of Goods and Services, Reverse Charge, Supply: Composite and Mixed Supply, Tax Invoices: Debit Note and Credit Note, Bill of Supply. Self-Learning Topic: Determination of Time and Place of Supply	
Module IV: Value of Supply under GST	(12 Hours)
Transaction Value, Computation of taxable value and tax liability using Valuation Rules Input Tax Credit (ITC): Eligibility, apportionment under GST, Distribution of credit by Input Service Distributor (ISD), Problems on utilization of Input Tax Credit and Value of Supply. Self-Learning Topic: Input Tax Credit on Capital Goods and Second-hand Goods	
Module V: Assessment and Returns	(12 Hours)
Meaning and Types of Assessment, Accounts and Records to be maintained under GST. GST Returns: Types, furnishing details of Outward Supplies and Inward Supplies, Manner of utilization of ITC, First Return, Annual Return and Final Return. GST Payment Forms, Late Fees under GST, Electronic Ledgers and Refunds under GST. GST Audit: Only Introductory Part. Self-Learning Topic: GST Returns- Forms, Due Dates and Late Fees	

Recommended Book

1. 'Taxmann's GST Ready Reckoner' by V. S. Datey, ISBN-10: 9388983602 and ISBN-13: 978-9388983600, Taxmann Publication, 11th Edition 2020

Reference Books

1. 'GST Ready Reckoner' by Keshav Garg, ISBN: 9789351395188, Publisher: Bharat Law House Pvt. Ltd.
2. 'GST Guide for Students: Making GST – Good & Simple Tax' by CA Vivek Kr. Agarwal, ASIN: B0774MRLFK, Publisher: Neelam Book House
3. 'GST Master Guide- A Comprehensive Practitioner's Companion to GST with Flow Charts & Tables' by Vivek Laddha and Pooja Patwari, ISBN-10: 9387702766 and ISBN-13: 978-9387702769, Publisher: Taxmann
4. 'Taxmann's GST' by CA Raj K Agrawal & CA Shivangi Agrawal, ISBN-10: 938663595X and ISBN-13: 978-9386635952, Publisher: Taxmann

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	RECALL all the basic concepts pertaining to Goods and services tax	1
2	Explain the procedure related to GST registration	2
3	Classify & Analyze the businesses and suppliers exempted from GST	2 & 4
4	Examine the taxable value and tax liability under GST	4
5	Demonstrate an understanding of the procedure of filling GST returns and claim of refund	2

INSURANCE MANAGEMENT

Course Code	20FM403	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To familiarize the students with basics of insurance.
2. To provide exposure to students about different categories of insurance
3. To make students conversant with various aspects of insurance underwriting
4. To enable the students in understanding insurance claim settlement process.

Module 1- Principles of Insurance and Insurance Legislation-	(12 Hours)
Concept of insurance- the asset, the risk, principle of Insurance, classification of insurance. Insurance Terminologies Regulation and legislation applicable to insurance- The Insurance Act 1938, LIC Act 1956, Insurance Regulatory and Development Authority Act 1999, Consumer Protection Act 1986, Ombudsman Scheme, only salient features of the above mentioned Acts. Ethics in the Insurance Industry and its importance. Self-Learning Topic: Insurance Terminologies	
Module II - Life Insurance and its Practice in India-	(14 Hours)
Structure of Indian Life Insurance Market, Risks, Types of Risks and Characteristics of Insurable Risks, Perils, Hazards. Life Insurance- Advantages of Life insurance, Terminologies in Life Insurance. Life Insurance Products –Term Insurance, Endowment Policy, Whole-Life Policy, Child Policy, Unit Linked Insurance Policy and other relevant products and Tax benefits. Self-Learning Topic: Advantages of Life insurance	
Module III - General Insurance-	(12 Hours)
How General insurance works, Benefits of General insurance, Types of General Insurance- Fire Insurance, Marine Insurance, Motor Insurance, Health Insurance, Burglary Insurance and different types of policies. Self-Learning Topic: Benefits of General insurance	
Module IV - Underwriting & Policy Conditions-	(08 Hours)
Meaning of Underwriting, Underwriting Process, Underwriting Considerations, Renewals, and Lapse, Paid up value, Surrender value, Loans, Nomination and Assignment. Self-Learning Topic: Underwriting Considerations	
Module V - Claims Procedure:	(14 Hours)
Meaning of claim and Importance of settling claims, notice of loss, Claims settlement process, Investigation and assessment – Surveyors and loss assessors – Claim forms – Loss assessment and claim settlement - Important Aspects in an insurance claims – categories of claim – Discharge vouchers – Post settlement action – Salvage – Recoveries – Disputes related to claims –Grievance Redressal Mechanism: Consumer courts, Ombudsman - Integrated Grievance Management System (IGMS) -The Insurance Ombudsman. Self-Learning Topic: Integrated Grievance Management System (IGMS)	

Recommended Book

1. Insurance Products- Taxmann Publications Pvt. Ltd.
2. Elements of Banking and Insurance, Jyotsna Sethi, Nishwan Bhatia. PHI Learning Pvt. Ltd.

Reference Books

1. Insurance and Risk Management, P.K.Gupta, Himalaya Publishing House
2. Insurance, Principles and Practice, S.N.Mishra, S.B.Mishra, S Chand
3. Principles of Insurance Management, Neelam Gulati, Excel Books

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Recall all the concepts pertaining to life insurance covered in the course	1
2	Explain the concepts pertaining to life insurance and general insurance covered in the course.	2
3	Identify the key elements of the life insurance and general insurance products and services.	3
4	Compare and contrast insurance plans	4 & 5
5	Design the life insurance cover strategy for clients.	6
6	Identify the compliance procedure required for acquiring the policy and claim settlement.	3

BEHAVIORAL AND PERSONAL FINANCE

Course Code	20FM404	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Objective:

1. This course will cover the behavioural aspects of financial decision making and personal finance planning.
2. The students shall be introduced to the theoretical, mathematical, and empirical underpinnings of anomalies and biases that investors face in financial markets.
3. The course will help students focus on the behavioural approach of investment and personal financial planning.

MODULE: 1	(10 Hours)
Introduction to behavioural economics and finance: Economics of Decision Making, Decision Making Under Risk and Uncertainty The concept of expected utility, Non-expected utility preferences and its applications in finance. Prospect Theory and Behavioural Biases	
MODULE: 2	(14 Hours)
Beliefs, biases and heuristics in financial markets: Beliefs, Biases and Heuristics, Biases and Financial Decision-Making Basics of personal finance, financial planning, and budgeting Overconfidence and Investor Behaviour, Valuation of Financial Assets, Portfolio Return and Risk	
MODULE: 3	(14 Hours)
Investment decision making and behavioural finance: Personal Financial Goals, Planning Personal Finances, Cash Flow Statement, Personal Balance Sheet, Taxes and Financial Planning Investment strategies for individual investors. Portfolios for Individual Investors, Investment Alternatives for Individual Investors, Investing in Mutual Funds, Fixed Income Investments	
MODULE: 4	(12 Hours)
Purchasing decisions, consumer credit and related issues: Purchasing Decisions, Consumer Credit Decisions, Loans and Amortization. Credit Card as Source of Consumer Credit	
MODULE: 5	(10 Hours)
Alternative investment and structured finance: Tangible assets such as precious metals, art, etc. and some financial assets such as real estate, commodities, private equity, distressed securities, hedge funds, exchange funds, carbon credits, venture capital	

Recommended Readings:

Essential

1. Behavioural Finance, William Forbes, Wiley, 2009.
2. Personal Finance (11th ed.), Jack Kapoor, Les Dlabay and R. J. Hughes, McGraw Hill.

Suggested Reading:

1. Behavioural Finance: Psychology, Decision-Making and Markets, L. F. Ackert and R. Deaves, South-Western College Publication.

2. Investor Behavior: The Psychology of Financial Planning and Investing, H K Baker and V Ricciardi, Wiley, 2018.
3. Personal Finance (11th ed.), Jack Kapoor, Les Dlabay and R. J. Hughes, McGraw Hill.

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Demonstrate an understanding of Economics of Decision Making and understand Prospect Theory and Behavioral Biases	1 & 2
2	Demonstrate an understanding of beliefs, biases and heuristics in financial markets and Basics of personal finance and financial planning	1 & 2
3	Demonstrate an understanding of Investment decision making Personal Financial Goals and Planning Personal Finances	1 & 2
4	Demonstrate an understanding of the concept of Purchasing decisions, consumer credit and related issues	1 & 2
5	Demonstrate an understanding of the concept of Alternative investment and structured finance:	1 & 2

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	20FM405	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To provide an understanding of the international economic and financial environment
2. To describe foreign exchange management.
3. To offer an understanding of the financial management aspects of the MNC

Module 1	(12 Hours)
Introduction To IFM Overview; Importance; Nature & Scope; International Business Methods; Fundamentals of Balance of Payments (BoP); Accounting Components of BOP; BoP Equilibrium & Disequilibrium; Trade Deficits; Capital Account Convertibility; Problems on BoP Self-Learning: study the BoP Statistics of India for the last five year & present the analysis in the class.	
Module 2	(08 Hours)
International Monetary System Gold Standard; Bretton Woods System; Exchange Rate Regimes – Fixed, Floating, Dirty Float, Economic and Monetary Union; IMF; World Bank; ADB Self-Learning: Study the exchange rate regimes of US, UK, France, Germany & India	
Module 3	(10 Hours)
International Financial Markets and Instruments Foreign Portfolio Investment; International Bond & Equity Market; GDR, ADR, IDR, Foreign Bonds & Eurobonds, International Money Markets; Financing of Foreign Trade; Payment Methods for International Trade; Prepayment; Letters of Credit; Drafts; Consignment; Open Account. etc. Self-Learning: study the payment methods followed by Importers & Exporters.	
Module 4	(18 Hours)
Exchange Rates & Risk Management Structure of Forex Market; Foreign Exchange Rates and Quotations – Direct, Indirect, Conversion of Indirect into Direct quote; Bid-Ask Spread; Forward Quote; Premium/Discount on Forward; Conversion of Points into Outright Rates; Cross Rates; Determination and forecasting of Forex rates - Law of one price - Purchasing power parity - Interest Rate Parity. Currency Hedging; Money Market Hedge Forwards/Futures Hedge and Options Hedge; Exchange Risk Mgt. Transaction Exposure; Translation and Economic Exposure Self-Learning: study the impact of exchange rate movement on the firm profitability	
Module 5	(12 Hours)
International Capital Budgeting Concepts & Evaluation of a Project; International Capital Structure & Cost of Capital; Multilateral Netting; MNC capital budgeting techniques Self-Learning: Study the various modes of International Finance	

RECOMMENDED BOOKS:

1. International Financial Management – Madhu Vij, Excel Books
2. International Financial Management - Jain, Peyrard & Yadav, Macmillan

REFERENCE BOOKS AND SUPPLEMENTARY READING MATERIAL:

1. International Financial Management, Jeff Madura, Cengage Learning
2. International Financial Management, Apte P. G, TMH

3. International Finance Management - Eun & Resnick, Tata McGraw Hill
4. Multinational Financial Management, Alan C. Shapiro, John Wiley

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Describe the various methods of international Business and Construct the BOP	2 & 3
2	Describe the evolution of IMS, pros & cons of Economic Union and identify the role of IMF, World Bank & ADB in International Economy	2 & 3
3	Define various instruments, evaluate different strategies adopted during international investment by MNCs & compare the different international payment methods	1 & 4
4	Analyse forex quotes, Predict Bid-Ask Spread, ascertain Cross Rates & build the CIP Opportunities & hedging strategies	4 & 6
5	Analyse the capital budgeting strategies for MNCs	4

Marketing

INTEGRATED MARKETING COMMUNICATIONS

Course Code	20MA401	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. Introduce students to the basic concepts of Integrated Marketing Communications and how business organizations and other institutions carry out such activities.
2. Sensitize students to the various facets of communications mix,
3. Sensitize students to legal and ethical considerations in the formulation and the implementation of marketing communications strategy

Module: I	(12 Hours)
<p>Introduction to Integrated marketing Communication - The Promotional –Mix, Role of Marketing Communications in Marketing, Evolution and Importance of Integrated Marketing Communication. Introduction to IMC tools – Advertising, Sales promotion, Publicity/Public relations, Interactive/Internet marketing, Personal selling and Direct marketing.</p> <p>The Communication Process - the basic Communication Model, Models of response process.</p> <p>Self-Learning Topic: Advertising Gurus in India</p>	
Module: II	(12 Hours)
<p>Sales Promotion: Role and growth of sale promotion. Objectives and techniques of Consumer oriented sales promotions and Trade oriented sales promotions. Coordinating Sales Promotion and Advertising.</p> <p>Direct Marketing: Role and growth of Direct marketing. Direct marketing objectives, developing a database, Direct marketing strategies and media.</p> <p>Public Relations, Publicity and Corporate Adverting: Public relations and Publicity – advantages and limitations. Corporate advertising and its types</p>	
Module: III	(12 Hours)
<p>Organizing for IMC – Participants in the IMC process. The role of advertising agencies and other marketing communication organizations – Types of Ad Agencies, Specialized service agencies, Collateral services.</p> <p>Establishing Objectives and Budgeting for IMC Programs-Value of objectives, marketing, sales and communications objectives. DAGMAR approach to setting objectives. Budgeting for IMC programs - Factors influencing budget, Budgeting approaches – Top-down, Affordable, Arbitrary allocation, Percentage-of-sales, Competitive-parity ROI and Objective-task methods. Allocating the budgets to the IMC elements.</p> <p>Self-Learning Topic: Prominent Ad agencies in India.</p>	
Module: IV	(12 Hours)
<p>Message Strategy: Creativity in advertising and the Creative Process, storyboard and Animatics. Creative strategy development- Advertising Campaigns, Copy platform, Major selling idea. Creative Strategy Implementation – Advertising appeals and Execution styles. Source Factors – credibility, attractiveness and power. Using celebrities for endorsements. Creative tactics for print advertising and TV advertising.</p> <p>Media Planning and Strategy: Types of Media - Broadcast Media, Print Media and Support Media. Media Planning Process, Media objectives, Reach, Frequency and Impact, Media Mix decisions, Media Vehicles and Media Scheduling.</p> <p>Measuring Ad Effectiveness: Need, Advantages and Limitations of measuring Ad effectiveness, Pretesting and Post testing of Ads</p> <p>Self-Learning Topic: Types of Campaigns.</p>	

Module: V**(12 Hours)**

Ethical and Legal Issues in Advertising: Ethical and social issues in advertising. Surrogate Advertising in India - Meaning and genesis of surrogate advertising in India, Cases of surrogate advertising in India.

Regulation of Advertising in India: The need for regulation, self-regulation by advertisers, Ad Agencies and trade associations. Advertising Standards Council of India (ASCI) – Goal and code for self-regulation. Advertising Agencies Association of India – Objectives and activities. Acts for regulation in India.

Self-Learning Topic: Social issues in Advertising.

Text Book

1. Advertising and Promotion an Integrated Marketing Communications Perspective, Belch, M A, Belch, G E and Purani, K., 9e, McGraw-Hill

Reference Books

1. Advertising Management, 5th e Aaker, David A et al. Prentice-Hall, India
2. Advertising Principles and Practice, Ruchi Gupta, S. Chand
3. Advertising Principles and Practice, Wells, William, Burnett John, Moriarty, Sandra, 7e, Pearson

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain the elements of Integrated Marketing Communications and their related concepts	2
2	Illustrate the role of participants in the Integrated Marketing Communications Process	2
3	Design a print advertisement and sketch a storyboard for a Television Ad	6
4	Apply the concepts of consumer promotions and trade promotions	3
5	Explain the concepts of ethical and legal issues in advertising	2

RURAL MARKETING

Course Code	20MA402	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To provide a conceptual understanding on the Rural Marketing with special reference to Indian context.
2. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
3. To familiarize with the special problems related to sales in rural markets.

Module I	(10 Hours)
Introduction Definition for Rural market (RBI, Census, and NABARD). Scope of Rural Marketing, Concepts, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, Challenges in Rural Marketing	
Module II	(12 Hours)
Rural Marketing Environment Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Development Programs, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets, Print Media in Rural Areas and Rural Demand. Self-Learning Topic: Thompsons Rural Market Index	
Module III	(10 Hours)
Rural Consumer Characteristics of Rural Consumer, Stages of the Life Cycle, Occupation and Income, Economic Circumstances, Lifestyle, Personality and Brand Belief, Information Search and Pre Purchase Evaluation, Rise of Consumerism. Factors affecting rural consumer buying - Social factors, Technological factors, Economic factors, Political factors. Socio – Economic classification (New SEC system based on 2 variables viz., education & consumer durables) of rural consumers Self-Learning Topic: Contribution of C.K.Prahalad- Fortune at the bottom of the pyramid	
Module IV	(16 Hours)
Rural Marketing Strategies STP (Segmenting, Targeting and Positioning), Heterogeneity in rural markets, pre-requisites of segmentation, selection and coverage of segmentation for targeting, developing rural concept for positioning. Product Strategy, Pricing strategy, Distribution Strategy, Coverage Status in Rural Markets, Channels of Distribution, - Rural Retail System, Rural Mobile Traders, The Last Mile Distribution, Haats/Shandies, Public Distribution System, Co-Operative Societies. Prevalent Rural Distribution Models - Distribution Models of FMCG Companies, Microfinance Models Self-Learning Topic: Marketing strategies for rural Banking services	
Module V	(12 Hours)
Indian Agricultural Produce Marketing, Challenges, and Marketing Strategies to Promote Marketing of Agricultural Produce Characteristics. Rural Marketing Innovations - HUL's Project Shakti, ITC's e-Choupal, Shriram Finance, Amul, Warana Bazaar, TARA Haat and EID Parry's India agriline. Scope of e-commerce in rural India. Self-Learning Topic: Corporate farming and its effect on income of the rural farmer.	

Text Book

1. Rural Marketing, Pradeep Kashyap Second Edition, Pearson Publication

Reference Books

1. Rural Marketing: by C S G Krishnamacharyulu & Lalitha Ramakrishnan Text and cases, 2nd edition, Pearson Publications
2. Rural Marketing: Concepts and Practices, Author: Karminder Ghuman, Balram Dogra Publisher: Tata McGraw Hill Publishing.
3. Rural Marketing 1st Edition (English) 1st Edition Author: U C Mathur Publisher: Excel Books.
4. Rural Marketing 01 Editions, Author: Badi R V, Publisher: Variety Books.

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain the characteristics of Indian rural markets and compare rural and the urban economy.	2
2	Analyse the roadblocks of Indian rural market and advocate to solve the problems of rural markets.	4
3	Explain the complexities of rural consumer buying behavior.	2
4	Relate the strategies to be adopted for influencing the rural consumers.	2
5	Analyze STP issues in rural marketing	4

CUSTOMER RELATIONSHIP MANAGEMENT

Course Code	20MA403	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To understand the value, role, concepts and principles of CRM.
2. To provide managerial insights into the process of forming, managing and enhancing customer relationships

Module: I	(12 Hours)
Introduction to CRM: Meaning, definitions, benefits of CRM. The criticality of customer relationships, Why business should adopt CRM Elements of CRM. Types of CRM - Operational, Collaborative and Analytical CRM. Types of Customers and their Relationship styles. Customer segmentation re-examined, Loyalty as a basis of Segmentation. CRM, Marketing & Relationship marketing. Self-Learning Topic: Evolution and growth of CRM	
Module: II	(12 Hours)
Building Customer Relationship – Relationship building as a process. IDIC framework, The ladder of loyalty, Bonding for customer relationship, Zero customer defections, CRM framework. Economics of Customer Relationship Management – Types of customer value, Market Share V/s Share of customer, Customers Lifetime Value and its benefits. Customer Value Management. CRM in services and CRM in B2B markets. Self-Learning Topic: Customer value co-creation.	
Module: III	(12 Hours)
Managing the Customer Lifecycle - Customer Lifecycle. Strategies for the Customer acquisition stage, Customer retention stage, Customer development stage and Customer Termination stage. CRM and Customer Experience: Customer Experience concepts, Methods to understand customer experience, experiential marketing strategies, Features of CRM software applications that influence customer experience.	
Module: IV	(12 Hours)
Technology for Customer Relationship – Contact Center Technology (IVR, CTI, ACD), Customer Complaint Management Technology, Front Desk Management Technology. Data warehousing, Data Mining, Campaign management, Marketing Automation, Sales Force Automation, Customer service and support.	
Module: V	(12 Hours)
Planning CRM Implementation: Framework for building CM strategy, Building blocks of CRM, Preparing for CRM rollout, Challenges in CRM implementation. Applications in various industries: Manufacturing, banking, hospitality and telecom sectors Self-Learning Topic: Ethical Issues in CRM.	

Text Books

1. Customer Relationship Management Concept & Cases, Rai, Alok Kumar, Sinha, Chhabi, Sharma, Rakesh, Prentice Hall of India Private Limited
2. Customer Relationship Management Concept & Technologies, Buttle, Francis, Prentice Hall of India Private Limited
3. Customer Relationship Management, Shanmugasundaram,S, Butterworth-Heinemann
4. Customer Relationship Management, A Strategic Perspective, Seth, Jagdish, Shainesh, G, Macmillan

Reference Books

1. Customer Relationship Management, Mukherjee, Kaushik, Prentice Hall of India Private Limited

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain the elements of Customer Relationship Management and the related concepts	2
2	Compare the types of CRM	2
3	Illustrate Strategies for different stages in the Customer Lifecycle	2
4	Outline the basic aspects of Technology for Customer Relationship Management	2
5	Demonstrate the use of CRM in manufacturing, banking, hospitality and telecom sectors	2

INNOVATION MARKETING

Course Code	20MA404	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To understand the need for innovation in the competitive market
2. Learn to formulate innovation management strategies for the organizations
3. To know the process of globalizing innovation
4. To study and implement ICT for marketing innovations.

Module: I	(12 Hours)
Innovation a Key Source of Business: Defining Innovation. Need for innovation. Models of innovation. Sources & Transfer of Innovation. The link between innovative ideas, innovation and Marketing. Characteristics of Innovation. Innovation Management – an Introduction. Major Challenges of Innovation Management	
Module: II	(12 Hours)
New Product development & Innovation: Innovation & New Product Development. Innovation and Market – Innovation & Market Vision. Innovative New Products & Consumption patterns. Marketing Insights for innovation. Innovation Decision Process. Innovation Management of New Product development function. Organizing for new product development. New Service Innovation Self-Learning Topic: Introduction to IPR and Patent application process in India.	
Module: III	(12 Hours)
Innovation Diffusion Process: What is Diffusion? Four elements in diffusion of Innovation. Attributes of Innovation & Rate of Adoption. Adoption Process Adopter Categories. Opinion Leaders & Diffusion Network. Self-Learning Topic: Business Incubation platforms in India. (National Institute of Design, TiE, Sandbox)	
Module: IV	(12 Hours)
Product & Brand Strategy: Capabilities, networks & platforms. Product Planning. The Competitive Environment. Managing brands & brand strategy. Launch & continuing improvement. Managing the mature products. Withdrawing the products.	
Module: V	(12 Hours)
Globalization of Innovation: Technological & Market Uncertainties. The role of Complementary Innovation. Methods of Globalization. Innovating for Emerging Markets - Entry Strategies. Role of ICT. Implementation – Technology Transfer & Commercialization, establishing co-opetition. Self-Learning Topic: Measurement of Innovation Marketing Performance	

Text Book

1. Innovation Management & New Product Development – 4e – Pearson – Paul Trott
2. Innovation Management: Strategies, Implementation & Profits – Oxford University Press – Allan Afuah

Reference Books

1. Managing Innovation & New Product Development: concepts & Cases – PHI – Mukesh Chaturvedi, Aseem Kumar, Mohanlal Rahul
2. The Innovator's Dilemma: when technologies cause firm to fail – HBR Press – Clayton M. Christensen
3. Diffusion of Innovations – 5e - Free Press – Everett M. Rogers

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Learning Outcomes

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain importance of innovation	2
2	Assess linkage between innovation, new product development & marketing.	5
3	Examine role of adopter categories and their role in diffusion process	4
4	Design brand strategies for innovation (product/services)	6
5	Evaluate process of globalization of innovation	5

STRATEGIC BRAND MANAGEMENT

Course Code	20MA405	Credits	4
Course type	PE	CIE Marks	40 Marks
Hours/Week: L-T-P	4-0-0	SEE Marks	60 marks
Total Hours:	60	SEE Duration	3 Hours

Course Objectives

1. To explore the various issues related to Brand Management
2. To understand and appreciate the important intangible strategic assets.

Module: I	(12 Hours)
Brand & Brand Management Brand meaning, importance. Brand Vs. Product, Can anything be branded? - Goods, Services, Retailers, distributors, Online services, People, Organizations, Sports, Arts, Entertainment, Locations, properties, Ideas & Cause, Branding Challenges and Opportunities, The Brand equity concept, Strategic brand management process	
Module: II	(12 Hours)
Identifying and establishing brand positioning and value Brand equity as a bridge, Brand knowledge (Making a brand strong), Sources of Brand equity, Steps in brand building - 4 steps CBBE model. Creating customer value (CRM, Customer Equity, Relationship of Customer Equity & Brand Equity) Identifying and establishing brand positioning - basic concepts, target market, nature of competitions, POP & POD, Positioning Guidelines - identifying & communicating frame of reference, choosing POD, establishing POP & POD, updating positioning over time, Core brand associations, Internal branding, Brand Audits	
Module: III	(12 Hours)
Brand Marketing Programme Criteria for choosing brand elements, Options and tactics for brand elements, Brand Awareness, Brand Associations, Product Strategy - Perceived quality & Value - Brand intangibles, Value chain, Relationship Marketing. Pricing Strategy - Consumer price perceptions, setting prices to build brand equity. Channel Strategy - Channel Design, Direct Channels, Indirect Channels, web strategies. IMC for branding, Criteria for IMC Programs - Coverage, contribution, commonality, complementarily, versatility, cost, below the line marketing campaigns. Self-learning topic - Secondary brand associations to build brand equity	
Module: IV	(12 Hours)
Measuring brand performance Designing brand tracking studies – what to track, how to conduct tracking studies, how to interpret tracking studies. Measuring sources of brand equity – Qualitative techniques (free association, projective techniques, brand personality and values), Quantitative techniques (Brand awareness, Brand Image, Brand Response, Brand Relationship)	
Module: V	(12 Hours)
Designing & Implementing Brand Strategies Brand Architecture – the brand product matrix, Breadth of a branding strategy, depth of branding strategy Brand Hierarchy – building equity at different hierarchy levels, corporate image dimensions	

Designing a branding strategy – No of levels of the brand hierarchy, desired awareness & image at hierarchy level, linking brand elements to multiple products, Using cause marketing to build brand equity – meaning & advantages of cause marketing, green marketing.
 Revitalizing brands – expanding brand awareness, improving brand image, entering new markets
Self-learning topic - Brand Extensions – advantages & disadvantages of brand extensions

Text book

1. Strategic Brand Management – 13e – Pearson –Kevin Keller, M.G. Parameshwaran, Issac Jacob

Reference Books

1. Product Management - McGraw Hill - Donald R Lehmann and Russel S Winner
2. Brand management The Indian Context – Vikas Publication - Y L R Moorthi
3. Brand Failure –3e – Kegan – Matt Haig

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

After completing this course the student should be able to

Sl. No.	COs	Bloom's Taxonomy Level
1	Explain brand and brand elements	2
2	Analyse CBBE model	4
3	Illustrate IMC programs for branding	2
4	Contrast between Qualitative vs. Quantitative techniques for sources of brand equity	2
5	Design brand strategy for a product/service	6

Human Resources

HR ANALYTICS

Course Code	20HR401	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Introduction: -

Description & Learning Objectives this course focuses on the statistical techniques and data analysis methods appropriate for quantitative human resource management research projects. It will enable the organizations to factor in the tangible benefits derived from HR activities. This will help in cost planning for HR activities.

COURSE OBJECTIVES: -

- To enable the student to understand how the HR function can add value and demonstrate the value in business terms
- To equip the students to develop SMART (Simple, measurable, attainable, realistic/, relevant, time bound) targets and identify business contributions of the HR function
- To learn importance of reliability, validity, and accurate measurement
- To understand how to conduct reliable and valid research projects vis-à-vis calculating the costs of various HR processes

MODULE 1 HR Analytics in Perspective: (12 Hours)
Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey, Understanding the organizational system (Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system, Typical problems.
MODULE 2 HRA Frameworks: (12 Hours)
Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent ship Framework, 5 overarching components of an effective Analytics framework.
Module 3 Basics of HR Analytics and Predictive Analytics (12 Hours)
Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. Steps involved in predictive analytics: Determine key performance indicator, analyse and report data, interpreting the results and predicting the future. Metrics and Regression analysis and Causation.
MODULE 4 HR METRICS (12 Hours)
Staffing Metrics (4 Hrs.) Skill based Why managers need to pay attention to recruitment? What are the expectations from recruitment from organizational/managerial perspective? Recruiting tools and practices – a quick audit, How and when to measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push model (Markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.
Development Metrics (4 Hrs.) Skill based Training ROI, measuring employee satisfaction, attitude measurement and survey, Training evaluation models, tracking the value of career management, measurement, Performance metrics, performance matrix – Shingo prize model, EFQM, and Baldrige criteria calculating 6 sigma, assessing the training organization, customer focused metrics, BSC, HR

Scorecard, performance measurement using ranking and rating systems, scales for evaluation of performance, HR's role in value chain, HR Accounting.

Compensation Metrics (4 Hrs.) Skill based Connecting it to revenues and expenses, calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in Compensation – percentiles, cost benefit analysis, and comparators. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives.

Module 5 Statistical software used for HR analytics:

- MS-Excel, IBM- SPSS, (PRACTICAL)
- Theoretical introduction TO IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.

Books

Text Books:

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014
3. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
4. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

Reference Books:

1. HR Analytics: The What, Why and How, by Tracey Smith
2. Bhattacharyya., Kumar, D. (2007). HR research methods. University Press.
HR Metrics standards & glossary published by the HR metrics service. Version 6.3/Dec 2010
HR metrics service, HR metrics Interpretation guide published by BC HRMA version 2.4 / December 20th 2010

E-resources (NPTEL/SWAYAM etc.)

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Have an understanding of How HR function adds value and demonstrates the value in business terms.	2
2	Measure the value of Intangibles that HR helps builds for the organization given a particular business context to facilitate decision making.	3
3	Convert soft factors in a people management context into measurable variables across various domains.	4
4	Devise, conduct and analyse a study on employees or any other related to the HR context in an organization	3

COMPENSATION AND BENEFITS MANAGEMENT

Course Code	20HR402	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Introduction: -

Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management. It enables students to understand and perform job evaluation for various job positions of different fields. It also serves to develop and strengthen overall analytical skills of students Related to various HR Functions.

COURSE OBJECTIVES:-

1. To learn basic compensation concepts and the context of compensation practice
2. To illustrate different ways to strengthen the pay-for-performance link.
3. To learn the concepts of payment and employee benefits issues for different categories of employees including executives, contract and contingent workers.
4. To understand the legally required employee benefits.
5. To understand the implications of strategic compensation on tax planning

MODULE 1 OBJECTIVES OF COMPENSATION AND WAGE DETERMINATION

(12 Hours)

Introduction to compensation and rewards, Introduction to Framework of Compensation Policy, Labour market characteristics and pay relatives. Components of Remuneration, Wage Levels and Wage Structures; Introduction to Wage Determination Process and Wage Administration rules; Introduction to Factors Influencing Wage and Salary, Structure and Principles of Wage and Salaries Administration; pay equity compensation budgeting, developing salary ranges (band)

Self-Learning Topic :- Minimum, Fair and Living Wage,

Module 2 WAGE DIFFERENTIAL AND JOB EVALUATION

(12 Hours)

Introduction to Basic Kinds of Wage Plans, Introduction to Wage Differentials & Elements of a Good Wage Plans, Institutional Mechanisms for Wage Determination, **Job Evaluation:** - Introduction to Nature and Objectives of Job Evaluation; Introduction to Principles and Procedure of Job Evaluation Programs; Introduction to Basic Job Evaluation Methods

Self-learning topic Theory of Wages

Module 3 INCENTIVES AND PROFIT SHARING

(12 Hours)

Introduction to Classification of Rewards; Incentive Payments and its Objectives, Determinants of Incentives; Wage Incentives in India; Prevalent Systems & Guidelines for Effectives Incentive Plans; Non- Monetary Incentives – objectives, types, prevailing practicing, Equity and Bonus; Profit Sharing & Stock Options; Features of Fringe Benefits, Coverage of Benefits; Employee Services & Fringe Benefits in India

Self-Learning Topic: - Types of Wage Incentive Plans; (The Halsey System, The Rowan System, the Bedaux Point System)

MODULE 4 BENEFIT PROGRAMS AND EXECUTIVE COMPENSATION

(12hours)

Introduction to Benefit Programs; Management & Administration of Benefits & Services; Introduction to Compensation Survey & Methodology; – Development of Base Pay Systems, Executive Compensation, Planning Compensation for Executives, knowledge Workers and sales staff, Cafeteria Style of Compensation, Introduction to Total Rewards

Module 5 LEGALISTIC FRAMEWORK FOR WAGE DETERMINATION AND TAX PLANNING**(12 Hours)**

Tax Planning; Taxable Income, Tax planning as per IT Act , Payment of Wages Act and Minimum Wages Act, calculation of minimum wage, CPI, Payment of Gratuity Act, 1972, Payment of Bonus Act, 1965, Pay roll administration, NPS

Books**Text Books:**

1. Compensation Management Paperback –, 2014, Dipak Kumar Bhattacharyya
2. Strategic Compensation: A Human Resource Management approach - Joseph J. Martocchio
3. Performance Appraisal, And Compensation Management, Dewakar Goel PHI Learning, New Delhi.
4. Compensation – by B. D. Singh

Reference Books:

1. Compensation Management in a knowledge-based world – Richard I. Henderson
2. The Compensation Handbook, Sixth Edition: A State-Of-The-Art Guide to Compensation Strategy and Design – Lance A. Berger

E-resources (NPTEL/SWAYAM etc.)

1. www.simpliance.com

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	State the significance of employee benefits to both employers and employees	2
2	Evaluate a benefits package that supports the organization's strategy in line with HRM cost-containment policies and practices	3
3	Recommend actions based on results of the compensation analysis and design compensation schemes that are cost effective, that increase productivity of the work force, and comply with the legal framework	4
4	Explain their understanding of the administrative complexities of providing a full array of benefits to employees and the ways and means of delivering these benefits	3
5	Appraise a job-based compensation scheme that is consistent with organizational goals, mission and values, and at the same time linked to the labour market	4
6	Understand tax planning	3

INTERPERSONAL EFFECTIVENESS

Course Code	20HR403	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To understand the concept of Interpersonal effectiveness
2. To understand the role of interpersonal relationship in an organizational context
3. To discuss the process of Conflict Management & Negotiation

Module 1	(14 Hours)
Concept of Self and Personal Effectiveness: Meaning of Self-Concept, Self-Concept Theory, The elements of the Self-Concept Model, Self-Concept development stages, tools to assess/measure Self-Concept (Introduction to Psychometric tests-MBTI, FIRO-B, Enneagram etc.), Emotional Intelligence, Personal effectiveness through Time Management and Spirituality Self-learning topic: Understanding Self with Johari Window	
Module 2	(14 Hours)
Interpersonal Relationship: Meaning, Types, and Importance of Interpersonal relationship at workplace, factors affecting interpersonal relationships, Relationship Theories, Transactional Analysis Self-learning topics: Basics of Group Dynamics	
Module 3	(10 Hours)
Conflict Management: Meaning of Conflict, Workplace Conflicts, Strategies to manage conflicts, Managing difficult people, Conflict Management Skills Self-learning topic: Significance of Leadership in managing Conflicts in organizations	
Module 4	(12 Hours)
Negotiation: Meaning, process of negotiation, Skills required for effective negotiations Self-learning topic: Application of “negotiation skills” in organizations	
Module 5	(10 Hours)
Interpersonal Skills: Importance of Interpersonal Skills in the organizational context, examples of interpersonal skills, Strategies to improve interpersonal skills, Persuasion, Influencing, Self-learning topic: Role of communication in enhancing interpersonal skills	

Books

Text Books:

1. Robert N. Lussier , Human Relations in organizations, 6/e, McGraw Hill Education.
2. Gallo, Amy, Harvard business review guide to dealing with conflict.
3. Weiss, Jeff., Harvard business review guide to negotiating,
4. Robbin, Stephen, Organizational Behaviour, by Pearson

Reference Books:

1. Mishra Abhishek , Power of One : Personality and Self Development
2. Negotiation : closing deals, setting disputes, and making team decisions, Hames, David S., Sage Publication
3. Seven habits of highly effective people - Stephen R Covey, Pocket Books

E-resources (NPTEL/SWAYAM etc.)

1. <https://positivepsychology.com/self-concept/>
2. <https://www.peplematters.in>
3. <https://www.hrkatha.com/>

Relevant Courses available on Swayam/NPTEL portals

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Demonstrate an understanding of the concept of "Interpersonal Effectiveness"	2
2	Make use of simple Self-Assessment tools like Johari Window to know more about self	3
3	Analyse various Conflict Management Strategies	4
4	Explain the process of negotiation	4
5	Explain the importance of interpersonal skills in the organizations	4

GLOBAL PERSPECTIVES IN HRM

Course Code	20HR404	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Critically analyse the impact of contemporary issues and global imperatives on Human Resource concepts, policies and practices in multinational organizations.
2. Compare, contrast and explain a variety of strategic approaches to the management of Human Resources in multinational organizations.
3. Apply concepts and knowledge about the range of Human Resource functions to the deployment of expatriate employees and expatriate failures on international assignments.

<p>Module 1 Introduction to GHRM (12 Hours) Introduction to GHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of GHRM. Difference between GHRM and Domestic HRM. Models of GHRM-Matching model, Harvard Model, Contextual Model, and 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies. Case Study: Development of GHRM.</p>
<p>Module 2 Strategies for International Growth (12 Hours) Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, and the challenges of localization. Managing alliances and joint ventures. Self-learning topic: Localization and its significance.</p>
<p>Module 3 International Workforce planning and staffing (12 Hours) Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies. Self-learning topic: Training and Development in global companies</p>
<p>Module 4 Developing Global mindset (12 Hours) Performance Management in GHRM, Constraints in goal attainment, performance management cycle, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices, Cross cultural issues, workforce diversity – issues and challenges. Self-learning topic: Country specific performance management practices</p>
<p>Module 5 International Compensation and International Employment Laws (12 Hours) International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions. Immigration compliance, Indian laws for expatriates. Self-learning topic: International Labour courts</p>

Books

Text Books:

1. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.

- Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e
- Human Resource Information Systems: Basics, Applications, and Future Directions: Basics, Applications, and Future Directions, Michael J. Kavanagh, Mohan Thite, Richard D. Johnson SAGE, 2011, 2/e

Reference Books:

- International Human Resource Management: Policies and Practices By Dennis Briscoe, Randall Schuler, Ibraiz Tarique, Taylor & Francis, 4/e, 2012
- International Human Resource Management - Anne-Wil Harzing, Joris Van Ruysseveldt - SAGE, 2004

E-resources (NPTEL/SWAYAM etc.)

- <https://www.youtube.com/watch?v=RRdKQhS2CLc>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Comprehend & distinguish the differences between domestic HRM and GHRM	3
2	Demonstrate an understanding of HRM from the global perspective	4
3	Analyse the impact and implications of contemporary HR perspectives of on HR practices and policies.	4
4	Adapt to the expectations and standards of global companies and prepared to take executory and leadership roles.	3

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code	20HR405	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To discuss the concept of Change and organizational improvement process through effective Change Management
2. To understand the Organizational Development Interventions
3. To discuss applications of Organizational Development in different organizational settings

Module 1 (10 Hours) Organizational Change: Philosophy of Organizational Change, Nature of Change, Types of Change, Importance, Imperative and Impact of Change Self-learning topic: Organizational Systems, Structure and Design
Module 2 (12 Hours) Managing Organizational Change: Change Management Process, Role of Change Agents, Competencies of an effective Change Agent, Theories of Planned Change (Lewin's Three Stage Change Model, Action Research Model, Appreciative Inquiry (AI) Model) Self-learning topic: Impact of Culture and Leadership on Change Management Process
Module 3 (12 Hours) Organizational Development (OD): Concept of OD, Process of OD OD Models: Force Field Analysis, Leavitt's Model, Action Research, Weisbord's Six Box, Model, McKinsey's 7-S Framework, Open System Theory, TPC Framework Self-learning topic: History and evolution of OD
Module 4 (16 Hours) OD Interventions: Human Process Interventions, Techno-structural Interventions, HRM Interventions, Strategic Change Interventions Self-learning topic: Overview of Globalization and its impact on OD
Module 5 (10 Hours) Applications of OD: OD in different types of organizational settings (Family Businesses, Public/Private Sector, Non-Profit Organizations etc.) Recent trends in OD Self-learning topic: Relevance of OD in current business environment

Books

Text Books:

1. Dipak Kumar Bhattacharyya, Organizational Change and Development, OUP India; Edition (2011)
2. Thomas G. Cummings | Christopher G. Worley, Organization Development and Change, Cengage Learning
3. Donald L. Anderson, Organization Development: The Process of Leading Organizational Change, Fourth Edition, Sage Publishing
4. Ratan Raina, Change Management and Organizational Development, Sage Publishing

Reference Books:

1. Kavita Singh, Organisation Change and Development, Excel Books (2010)

2. Tupper F. Cawsey, Gene Deszca, and Cynthia Ingols , *Organizational Change: An Action-Oriented Toolkit*, Third Edition, Sage Publishing
3. French & Bell, *Organization Development: Behavioral Science Interventions for Organizational Improvement*, Prentice Hall (2008)/ Pearson Education; Sixth edition, (2017)
4. Robert A Paton, *Change Management: A Guide to Effective Implementation*, SAGE South Asia; Third edition (2008)

E-resources (NPTEL/SWAYAM etc.)

1. https://onlinecourses.nptel.ac.in/noc20_mg16/course

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Explain the impact of Change in the organizational context	2
2	Analyse the Change Management Process	4
3	Compare various Organization Development Models	4
4	Explain various OD interventions	4
5	Analyse the application of OD in different types of Organizations	4

Entrepreneurship and Family Business

MANAGING SUCCESSION IN FAMILY BUSINESS

Course Code	20FB401	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Understand the importance of Succession Planning in Family Business
2. Discuss Challenges for Succession Planning
3. Explain the Process of Succession Planning in Family Business

Module 1	(12 Hours)
The Genesis of Succession: Designing New Road maps for the journey, A Typology of Succession, Basic family forms- Controlling owner, Sibling Partnership, Cousin Consortium, The Succession journey, three types of evolutionary successions, three types of devolutionary successions, Succession Conundrum,	
Self-Learning Topic: Simultaneous transitions	
Case Study: The Lombardi Family Business	
Module 2	(12 Hours)
Succession Paradox: Resistance to Developing Successors, Succession within the family vs Outside the family, The four developmental stages of family business, Family Dreams, Preparing the family for a successful transition, Family tensions, Sowing the seeds.	
Self-learning topic: A family CEO versus nonfamily CEO	
Module 3	(12 Hours)
Succession Planning: The Succession Process, Succession to ownership, Succession to Management, Succession to family roles, Leading the transition, Start planning early, Encourage intergenerational teamwork, develop a written plan, Involve everyone and obtain outside help, establish a training process, Grooming the successor, Step-by-step approach, Ethical will.	
Self-learning topic: Selecting the right Successor.	
Case Study: Tata's Succession	
Module 4	(12 Hours)
Implementing Succession: Communicating the decision, Bridging the succession gap, Transfer of power, After passing the baton, Legal aspects in succession planning, Role of Predecessor, retirement plan, Change of role, Preparing next generation managers and leaders, compensation, succession of non-family members, In-house training and development, new generation, new system, new culture.	
Self-learning topics: The next generations perspective	
Module 5	(12 Hours)
Role of Women in Family Business: Gender based role in family business, Women as founder, Role of Women in Succession, Wife, Mother, Widow, Stepmother, Daughter, Daughter-in-law, Sister, Sister-in-law, Align family and business, Family code of conduct, Creating defined roles for women, Create an eco-system, Women as Chief Emotional Officer.	
Self-learning topics: Challenges for women in family business	
Case Study: Role of Kokilabehn in Ambani vs Ambani	

Books

Text Books:

1. Ivan Lansberg (1999), Succeeding Generations- Realising the dream of families in business, Harvard Business School Press.
2. Craig E Aronoff et.al., (2011), A family business publication, Family Business Succession, Palgrave Macmillan.

3. Patricia Annino et.al., (2009), Women in Family Business, Patricia, Thomas & Synthia
4. Lee Hausner et. al., (2009), The Legacy Family, Palgrave Macmillan.
5. Peter Leach, South Asian Edition (2010), Family Businesses: The Essentials, Profile Books Ltd.

E-resources (NPTEL/SWAYAM etc.)

1. <https://journals.sagepub.com/home/fbr>
2. <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Outline the importance of Succession Planning in Family Business	2
2	Identify Continuity Dilemma	3
3	Develop Succession Planning Process	3
4	Analyse Overcoming barriers in succession planning	4
5	Identify Role of Women in Family Business	3

FAMILY BUSINESS GOVERNANCE

Course Code	20FB402	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Understand the importance of governance in Family Business
2. Discuss Family Business Conflicts
3. Explain the Family Council and Constitution

<p>Module 1 (12 Hours) Family Dynamics and Family's Emotional Intelligence: The Challenge of keeping family firm alive, Overcoming barriers to long-term business health, Symptoms leading to crisis, Five Ds to Disaster, Understanding family conflict, Managing conflicts, Conflict Styles, Family's emotional intelligence, Conflict resolution, Family feuds, Family Business battles, Family Governance as a tool for conflict prevention and resolution. Self-learning topics: Family Business Battles in India</p>
<p>Module 2 (12 Hours) Family Governance: Why Governance, Effective Governance, Family vs Business Governance, Governing the network of families, Forums for Governance, Challenges to the governance of the family enterprise, Family business governance structures and systems Self-learning topics: Sound Family Business Governance Case Study: The Murugappa Family</p>
<p>Module 3 (12 Hours) Professional Board of Directors: Different boards for different family enterprises, The role of board of directors, , Establishing a well-balanced board, Board composition, Organising the board, A four-step model for professional board of directors, effective working of board of directors, relationship with family, Two-tier boards, Cousin companies. Self-learning topics: Managing communication between family and board</p>
<p>Module 4 (12 Hours) Family Governance Structure: Family meetings, Family office, SFO, MFO, Chief family officer, Wealth management, Family Assembly, Family policy making, the annual general meeting, Family Council as a strategic body, A governance code for family enterprises, Family Share holder agreements, Family Constitution, Developing a Family Constitution, Example of a family constitution, Self-learning topics: Limitations of Family Constitutions Case Study: GMR group</p>
<p>Module 5 (12 Hours) Family Philanthropy and Family Foundation: From Family Business to Family Offices and Foundations, Three measures of family business performance: Operations, Value Creation, Stewardship, Stewardship as the real measure of family business, The competitive advantage of Stewardship, The benefits of family philanthropy, CSR Self-learning topics: Study of Family Business Foundations in India</p>

Books

Text Books:

1. Alexander Koeberle-Schmid, Denise Kenyon-Rouvinez & Ernesto J Poza (2014), Governance in Family Enterprise, Palgrave Macmillan
2. Randel S Carlock and John L Ward (2010), When Family Businesses are Best, , Palgrave Macmillan

- Lee Hausner et. al., (2009), The Legacy Family, Palgrave Macmillan.

Reference Books:

- Craig E Aronoff and John Ward (2011) Family Business Governance – Maximising Family and Business Potential, A Family Business Publication, Palgrave Macmillan
- Peter Leach, South Asian Edition (2010), Family Businesses: The Essentials, Profile Books Ltd.
- Shyamal Majumbar (2014), Business Battles-Family Feuds that changed an industry, BS books.

E-resources (NPTEL/SWAYAM etc.)

- <https://journals.sagepub.com/home/fbr>
- <https://swayam.gov.in/explorer?searchText=Multidisciplinary>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Outline the importance of Governance in Family Business	2
2	Identify Different boards for different family enterprises	3
3	Plan the process of writing Family Constitution	3
4	Analyse Overcoming barriers to long-term business health	4
5	Identify major risk areas in Family Business	3

MICRO, SMALL AND MEDIUM ENTERPRISES

Course Code	20FB403	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Understand the role and importance of MSMEs
2. Explain the recent policy initiatives and other reforms with reference to MSMEs
3. Discuss the Eco-system for promoting MSMEs in India

<p>Module 1 (12 Hours) MSME: Evolution, Concepts, Definition, Characteristics, Importance, Role and Significance. Contribution of MSMEs in economic development, Establishing MSME's, Growth and Development of MSME's in India, Problems and Prospects for MSMEs Self-learning topic: SMEs in other countries</p>
<p>Module 2 (12 Hours) MSMEs Policy and Regulatory Frame Work: Government policy initiatives for MSMEs, Major initiatives taken by Indian Government for MSMEs, Factoring, and Current Schemes for MSMEs, MSME union budget provisions, Make in India, Legislations regarding MSMEs. Self-learning topic: Make in India</p>
<p>Module 3 (12 Hours) Institutional Framework and MSME Financing: Organisational Set up, DC-MSME, Central government institutions-SIDO, Ni-Msme, KVIC, the coir board, NSIC, SIDBI, MSME-TC, TRs/TDI, MSME-TDC, State Level Institutions, MUDRA Bank, DIC, SFCs, SIDC/SIIC, SSIDC Self-learning topic: Role and functions of Credit Guarantee Trust for Small Industries.</p>
<p>Module 4 (12 Hours) MSME Development: Clusters, types of clusters, role of clusters, setting up of clusters, approach to develop cluster strategies, virtual clusters, measuring cluster development, Successful clusters in India and Across the globe Self-learning topic: Advantages and Disadvantages of clusters</p>
<p>Module 5 (12 Hours) MSME: Rehabilitation: Definition of sickness, Sickness in MSMEs, Symptoms, warning signals, causes of sickness, diagnosis and prescription, Framework to detect sickness, rehabilitation, restructuring, NPA, revival and rehabilitation under companies act 2013, legal aspects, relief's and concessions for rehabilitation of potentially viable units, Self-learning topic: Future of MSMEs</p>

Books

Text Books:

1. Micro, Small and Medium Enterprises in India (2017), Indian Institute of Banking & Finance, Taxmann
2. S P Singh (2018), Guidelines for Micro Small and Medium Enterprises Development in India
3. Mitali Chinara (2017), Micro Small & Medium Enterprises in emerging India

Reference Books:

1. Jaynal Ud-Din Ahmed (2014), Micro Small and Medium Enterprises in India: Institutional Framework, Problems and Policies.
2. Abha Jaiswal, (2016), Micro Small and Medium Enterprises Development Act 2006- Law, Policies and Incentives.
3. Sarika Lohana (2014), Micro, Small & Medium Enterprises for inclusive growth
4. Rashmi Bansal (2010), Connect the Dots-The inspiring stories of 20 entrepreneurs without an MBA who dared to find their own path, Eklavya Education Foundation

E-resources (NPTEL/SWAYAM etc.)

1. <http://dcmsme.gov.in/>
2. <https://msme.gov.in/>
3. <http://www.makeinindia.com/msme>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Identify contribution of MSMEs for economic development in India	3
2	Examine government policies and initiatives for MSMEs	4
3	Explain institutional framework and MSME financing	2
4	Identify role of cluster in the development of MSMEs	3
5	Identify Sickness in MSMEs	3

SOCIAL ENTREPRENEURSHIP

Course Code	20FB404	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To introduce the students on the fundamentals of social entrepreneurship and the related concepts
2. To enable the students' articulate social problems that need to be solved.
3. To learn the fundamentals of social enterprise plan.

Module 1	(12 Hours)
Concepts of Social Entrepreneurship: The characteristics of social entrepreneurs, Scope for social entrepreneurship in India and enterprise creation, the four distinctions of social entrepreneurship, Social change, social value and social value creation.	
Self-learning topic: Role of Stakeholders in Social value creation	
Module 2	(12 Hours)
Social Innovation: Definition, Concepts of Social innovation, Drivers of Social innovation, Social innovation process, Problem and Problem mapping, Social innovation in India, Social innovation model, Opportunities for social entrepreneurs, assessing and prioritizing opportunities, Recent examples of social innovation.	
Self-learning topic: Technology and innovation for social change.	
Module 3	(12 Hours)
Forms of Social Enterprises : Profit and non-profit proprietorships, partnership, company, Non-Governmental Organisation, Society, trust and Company (sec 25) registration, Factors determining selection of forms of registration, CSR funds, Private Public Partnership.	
Self-learning topic: Social Capital	
Module 4	(12 Hours)
Models of Social Enterprise : Social Business Model Canvas, Nine Business Models for social enterprises - The Entrepreneur Support Model, The Market Intermediary Model, The Employment Model, The Fee-for-Service Model, The Low-income Client Model, The Cooperative Model, The Market Linkage Model, The Service Subsidization Model, The Organisational support model.	
Self-learning topic: Choosing business model for Social Enterprise.	
Module 5	(12 Hours)
Successful Social Entrepreneurship Initiatives: Grameen Bank, Aravind Eye Care, TERI, AMUL, SEWA, Ashoka, Jaipur Foot, SELCO, Childline, Goonj, SHEF, Pipal Tree,	
Self-learning topic: Importance of Social media for Social Enterprises	

Books

Text Books:

1. Teresa Chahine, (2016), Introduction to Social Entrepreneurship, CRC Press
2. Ryzard Praszkiar and Andrzej Nowak, (2012) Social Entrepreneurship theory and Practice, Cambridge University Press.
3. Alex Nicholls, ed., (2008), Social Entrepreneurship New Models of Sustainable Social Change, Oxford University Press.

Reference Books:

1. Jason Haber (2016), The business of good- Social Entrepreneurship and the New Bottom Line, Entrepreneur Press.

- Rashmi Bansal (2011), I have a Dream: The inspiring stories of 20 social entrepreneurs, who found new ways to solve old problems, westland.
- Gouri Salvi (2005), I too had a dream, Roli Books

E-resources (NPTEL/SWAYAM etc.)

- <https://www.coursera.org/lecture/social-entrepreneurship-opportunities/definition-of-social-entrepreneurship-auwLI>
- <https://swayam.gov.in/explorer?searchText=Multidisciplinary>
- <https://www.youtube.com/watch?v=ksM3ZYIw1I>,
<https://www.youtube.com/watch?v=fo5JwX3Qwkw>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Explain the concepts of social entrepreneurship	2
2	Develop Problem map to Social Problems	3
3	Classify Forms of Social Enterprises	4
4	Develop Social Enterprise model and plan	3
5	Identify Successful Social Enterprises	3

BUSINESS ETHICS

Course Code	20FB405	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To introduce the students on the fundamentals of Business Ethics and CSR
2. To enable the students to articulate CSR through triple bottom line
3. To learn CSR legislation in India

<p>Module 1 (12 Hours) Business Ethics: Definition, The importance of business ethics, Values, Norms, Beliefs and Standards, Emerging business ethics issues, The development of business ethics, Benefits of business ethics. Self-learning topic: A Crisis in Business Ethics Case Study: Enron: Questionable accounting leads to collapse.</p>
<p>Module 2 (12 Hours) Ethical Decision Making Process: A framework for ethical decision making in business, Corporate Governance as a dimension of ethical decision making Process, Ethics as a dimension of Social responsibility. Self-learning topic: Ethical Dilemma. Case Study: Yes Bank</p>
<p>Module 3 (12 Hours) Ethical Factors: Individual factors, Moral philosophy perspectives, Organizational factors, the role of corporate culture in ethical decision making, Organisation Structure, relationships and conflicts, Improving ethical decision making in business. Self-Learning topic: The role of leadership in a Corporate culture Case Study: King fisher</p>
<p>Module 4 (12 Hours) Implementing Business Ethics in a Global Economy: Developing an Effective Ethics Program, The need for organizational ethics program, Codes of Conduct, Ethics officers, Ethics training and communication, Common mistakes in designing and implementing an ethics program. Self-learning topic: International framework for corporate social Responsibility Case Study: Gas Leak at UCIL, Bhopal</p>
<p>Module 5 (12 Hours) Auditing Ethics Program: The Ethics Audit, Benefits of ethics auditing, ethical crisis management and recovery, risks and requirements in ethics auditing, The auditing process, Strategic importance of ethics auditing Self-learning topic: Business ethics in a global economy Case Study: Mattel: Ethics is no game</p>

Books

Text Books:

1. O.C. Ferrell, John Paul Fraedrich and Linda Ferrell, (2009), Business Ethics: Ethical Decision Making and Cases, Biztantra.
2. Murthy CSV (2010), Business Ethics-Text and Cases, HPH
3. Sanjay K. Afarwal, (2008), Corporate Social Responsibility in India, SAGE Publication Inc.

Reference Books:

1. Kalkundrikar A B, et.al., (2009) Business Ethics and CSR, Macmillan
2. John Raymond Boatright (2008) -6e, Ethics and the Conduct of Business

E-resources (NPTEL/SWAYAM etc.)

1. <https://researchguides.library.vanderbilt.edu/c.php?g=68599&p=444764>
2. <http://www.tulane.edu/~kmcleenna/Ethics%20Syllabus.html>

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

Course Outcome (COs)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Explain the concepts of Business Ethics and CSR	2
2	Develop Ethics as a dimension of social responsibility,	3
3	Classify CSR models in India	4
4	Summarize CSR legislations in India	2
5	Identify Key Stakeholders of CSR	3

Information Technology

CLLOUD COMPUTING

Course Code	20IT401	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60 Hrs.	SEE Duration	3 Hours

Course Objectives:

1. To study the cloud computing technology
2. To learn how to use Cloud Services.

Module 1	(13 Hours)
Cloud Computing : Overview, Applications, Intranet and the Cloud, First Movers on the cloud, the need for Cloud Computing, Benefits of cloud Computing, Limitations of the Cloud Computing, security concerns and regulatory issues, over view of different cloud computing applications which are implemented, Business case for implementing a Cloud.	
Module 2	(13 Hours)
Cloud Computing Technologies: Hardware and Infrastructure: Clients, Security, Network, Services Accessing the Clouds: Platforms, WEB applications, WEB APIS, WB Browsers Cloud Storage: Overview, Storage provides, Cloud Standards: Applications, Client, Infrastructure, Services.	
Module 3	(14 Hours)
Cloud Computing Mechanisms : Software as a service: Overview, Driving Forces, Company offerings, Industries, Software + services: Overview, Mobile Device Integration, Providers, Microsoft Online Application development: Google, Microsoft, Intuit Quick base, Cast Iron Cloud, Bungee Connect, Development Platforms : Google, Sales Force, Azure, Trouble shooting, Application management. Local Clouds: Virtualization, server solutions, Thin Clients Migrating to the clouds: Cloud services for individuals, Mid - market, and Enterprise wide, Migration, best practices, analysing the service.	
Module 4	(10 Hours)
Using Cloud Services : Collaborating on Calendars, Schedules, and Task Management, Collaborating on Event management, Collaborating on Contact management, collaborating on Project Management, Collaborating on Word Processing, Collaborating on Spread sheets, Collaborating on Databases, Collaborating on presentations, Storing and sharing Files and other online content, sharing Digital Photographs.	
Module 5	(10 Hours)
Controlling the collaborations with Web – Based Desktops Online Collaborations: Collaborating Via WEB based communication Tools, Collaborating Via Social Networks and Groupware, collaborating Via Blogs and Wikis.	

Books

Text Books:

1. Anthony T Velte, Toby J Velte, Robert Elsenpeter , (2009), Cloud Computing a practical approach, 1st Edition, Tata McGraw – HILL
2. Michael Miller, (2009), Cloud Computing - Web Based application, 1st Edition, Pearson Education.
3. Rajkumar Buyya, Christian Vecchiola, and Thamarai Selvi Mastering Cloud Computing McGraw Hill Education

Reference Books:

1. Judith Hurwitz, Bloor Robin, Marcia Kaufman & Fern Halper.(2009), Cloud Computing For Dummies. 1st Edition, Wiley.

2. David S. Linthicum, (2009), Cloud Computing and SOA Convergence in Your Enterprise, 1st Edition, Addison Wesley Information Technology Series.
3. Dan Kusnetzky, (2011). Virtualization: A Manager's Guide, 1st Edition ,O'Reilly

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Define the concepts, characteristics, delivery models and benefits of cloud computing	1
2	Describe the key technical and organisational challenges	2
3	Discuss the deployment of cloud services	6
4	Interpret the various types of cloud models	2
5	Explain how the collaborations with Web are handled	2

INFORMATION SECURITY

Course Code	20IT402	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. Help students identify the risks associated with information.
2. Understand the models, tools, and techniques for enforcement of security with some emphasis on the use of cryptography.

Module 1 (12 Hours) Introduction to Information Security: Definition - Secrecy and Confidentiality, Accuracy, Integrity and Authenticity - Security Threats - Vulnerabilities, Threats and Countermeasures - Firewall - Planning and Administration -Log analysis basic - Logging states - Security Information Management.
Module 2 (13 Hours) Ethical Hacking, Internet Foot Printing : Introduction, Evolution, Malicious Code, Mobile Code & Denial Of Service attack - Information Security Assessment Process - Network Stalking and Fingerprinting - Cracking the Shadow and Administrator - Privilege Escalation – Wireless Security and Review - RFID Hacking and Security Review - Spyware and Phishing.
Module 3 (10 Hours) Security Policy and Awareness: Security policy guidelines - Security awareness - People, Process and Technology - Physical Threats to the Information System – Information Infrastructure - Operating system fundamentals and security.
Module 4 (13 Hours) Access Control Systems and Methodology: Access Control Overview - Identification and Authentication Techniques - Access Control Techniques - Access Control Methodologies and Implementation - Access Control Administration - Access Control Working Process Attacks and Monitoring: Monitoring - Intrusion Detection - Penetration Testing - Methods of Attacks - Access Control Compensations - Security Testing Working Process.
Module 5 (12 Hours) Cyberspace and the Law: Introduction, Types of cyber crimes, Cyber Security Regulations, Roles of International Law, the state and Private Sector in Cyberspace, Cyber Security Standards. The INDIAN Cyberspace, National Cyber Security Policy 2013.

Books

Text Books:

1. Mark Merkow, James Breithaupt, (2014). Information Security : Principles and Practices, 2nd Edition, Pearson Education.
2. Alfred Basta, Nadine Basta, Mary Brown, Ravinder Kumar, Cyber security & Cyber Laws, Cengage – 2018.
3. Nina Godbole, Sunit Belapure, Cyber Security, Wiley India 2011.

Reference Books:

1. William Stallings, Cryptography and Network Security: Principles and Practices, 7th Edition, Pearson Education.
2. Charles P. Pfleeger and Shari Lawrence Pfleeger, Security in Computing , 5th Edition, PHI
3. Micki Krause, Harold F. Tipton, (2008). Handbook of Information Security Management, 6th Edition, CRC Press LLC,

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Develop basic understanding of security, cryptography, system attacks and defences against them.	3
2	Understand security technologies and policies to protect computers and digital Information.	2
3	List typical threats, attacks and exploits and the motivations behind them	1
4	Demonstrate how controls can be selected, deployed and tested to minimise risk and impact	2

SOCIAL MEDIA AND WEB ANALYTICS

Course Code	20IT403	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To gain an understanding of social media analytics concepts, techniques, and tools.
2. To prepare social media analytics reports to inform executives/senior managers thereby impacting social media policy.

Module 1 (12 Hours)
Introduction to the course, The concept of Purchasing funnel in Marketing in Offline and Online world, Technical concepts about web medium, Definition and History of Web Analytics, Overview in different mediums of Web analytics Data collection methods in Web Analytics
Module 2 (12 Hours)
Web analytics tools: Clickstream analysis, A/B testing, online surveys, Web Crawling and Indexing. Natural Language Processing Techniques for Micro-text Analysis, Google Analytics. Google Analytics: Outcome data analysis and Web survey analysis, Metrics used in Web analysis, Pyramid Model of Web Analytics, Fundamentals of Social Networks.
Module 3 (12 Hours)
KPIs in Web Analytics, Common Metrics, Dimensions, Cross channel attribution models, Website Goals, Website Optimization, Email analytics, Facebook analytics.
Module 4 (12 Hours)
Analysing offline customer experiences, analysing mobile customer experiences, Mobile data collection, Mobile reporting & analysis. Emerging Analytics: Social, Mobile. Quantifying the impact of Twitter, analysing performance of videos.
Module 5 (12 Hours)
Sentimental analysis on Social media data, Topic Classification using user-generated content to inform marketing research and monitor brand image and other approaches for Topic modelling on Twitter. Data Attribution modelling, Case Studies

Books

Text Books:

1. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
2. Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media, Matthew Ganis, Avinash Kohirkar
3. Social Media Analytics: Techniques and Insights for Extracting Business, Matthew Ganis, Avinash Kohirkar, Value Out of Social Media , Pearson 2016

Reference Books:

1. Social Media Metrics: How to Measure and Optimize Your Marketing Investment, Jim Sterne
2. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization (Que Biz-Tech), Oliver Blanchard
3. Social Media Analytics, Marshall Spender

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1.	Explain how social media data is obtained, analysed and visualized.	2
2.	Construct social media analytics reports to inform executives/senior managers thereby impacting social media policy.	6
3.	Analyse how managers can make better strategic decision based on social media analytics.	4
4.	Describe of social media analytics concepts, techniques, and tools.	2
5.	Demonstrate the Web analytics tools	2

INFORMATION STORAGE MANAGEMENT

Course Code	20IT404	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	4-0-0	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To study the evolution of storage and implementation models
2. To expose students to Storage network design principles
3. To study how to Backup, Business Continuity, and Disaster Recovery principles

Module 1	(13 Hours)
Introduction to Storage Technology: Data proliferation and the varying value of data with time & usage, Sources of data and states of data creation, Data centre requirements and evolution to accommodate storage needs. Overview of basic storage management skills and activities, The five pillars of technology, Overview of storage infrastructure components, Evolution of storage, Information Lifecycle Management concept, Data categorization within an enterprise, Storage and Regulations.	
Module 2	(12 Hours)
Intelligent disk subsystems overview, Contrast of integrated vs. modular arrays, Component architecture of intelligent disk subsystems, Disk physical structure- components, properties, performance, and specifications, Logical partitioning of disks.	
Module 3	(12 Hours)
Data Protection - RAID: RAID Implementation Methods, RAID Array Components, RAID Techniques, RAID Levels, RAID Impact on Disk Performance, RAID Comparison.	
Module 4	(10 Hours)
Introduction to Business Continuity: Information Availability, BC Terminology, BC Planning Life Cycle, Failure Analysis, Business Impact Analysis, BC Technology Solutions , Disaster Recovery principles & techniques, Key management metrics (thresholds, availability, capacity, security, performance),	
Module 5	(13 Hours)
Replication and Security: Replication Terminology, Uses of Local Replicas, Replica Consistency, Local Replication Technologies, Tracking Changes to Source and Replica, Restore and Restart Considerations, Creating Multiple Replicas. Remote Replication: Modes of Remote Replication, Remote Replication Technologies. Securing Data Storage (Storage Security domains, Risk assessment Methodology, Security elements, threats against applications, Controlling user access to data, threats again backup , recovery and archive)	

Books

Text Books:

1. EMC Education Services, "Information Storage and Management", 2nd edition, Wiley India Publications, 2009.
2. Marc Farley Osborne, "Building Storage Networks", Tata McGraw Hill

Reference Books:

1. Robert Spalding, "Storage Networks: The Complete Reference", Tata McGraw Hill
2. Paul Massiglia, Richard Barker, "Storage Area Network Essentials: A Complete Guide to Understanding and Implementing SANs Paperback", 1st Edition, Wiley India Publications, 2008

Components of Internal Assessment for 40 Marks

Attendance	Internal Assessment Test	Project/Field work/Assignments	Case Study	Workshop	Total Marks
5	10	15	5	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1	Explain the requirements of Data centre requirements	2
2	Interpret the Data Protection methods of RAID and implementation methods	5
3	Describe the Disaster Recovery principles & techniques	2
4	Analyse the concept of local replication and remote replication technologies	4
5	Explain the Risk assessment Methodology and Controlling user access to data	2

PYTHON FOR BEGINNERS

Course Code	20IT405	Credits	04
Course type	PE	CIE Marks	40
Hours/week: L-T-P	3-0-1	SEE Marks	60
Total Hours:	60	SEE Duration	3 Hours

Course Objectives:

1. To study the syntax and semantics of Python programming language.
2. Explore the process of structuring the data using lists, tuples and dictionaries.
3. Demonstrate the use of built-in functions of Python

Module 1	(12 Hours)
Why should you learn to write programs, Variables, expressions and statements, Conditional execution, Flow control, Boolean Values, Comparison Operators, Boolean Operators, Mixing Boolean and Comparison Operators, Elements of Flow Control, Program Execution, Functions Lab Assignments	
Module 2	(12 Hours)
Lists, The List Data Type, Working with Lists, Augmented Assignment Operators, Methods, Iteration, Strings, Files Lab Assignments	
Module 3	(11 Hours)
Dictionaries and Structuring Data, The Dictionary Data Type, Pretty Printing, Using Data Structures to Model Real-World Things, Tuples, Regular Expressions Lab Assignments	
Module 4	(14 Hours)
Classes and objects, Programmer-defined types, Attributes, Rectangles, Instances as return values, Objects are mutable, Copying, Classes and functions, Time, Pure functions, Modifiers, Prototyping versus planning, Classes and methods, Object-oriented features, Printing objects, Another example, A more complicated example, The init method, The __str__ method, Operator overloading, Type-based dispatch, Polymorphism, Interface and implementation Lab Assignments	
Module 5	(11 Hours)
Networked programs, Using Web Services, Using databases and SQL Lab Assignments	

Books

Text Books:

1. Mark Summerfield, Programming in Python 3: A Complete Introduction to the Python Language, 2nd Edition, Pearson.
2. Martin C. Brown, Python: The Complete Reference(2018)

Reference Books:

1. Charles Dierbach, "Introduction to Computer Science Using Python", 1st Edition, Wiley India Pvt Ltd, 2015. ISBN-13: 978-8126556014
2. Gowrishankar S, Veena A, "Introduction to Python Programming", 1st Edition, CRC Press/Taylor & Francis, 2018. ISBN-13: 978-0815394372
3. Mark Lutz, "Programming Python", 4th Edition, O'Reilly Media, 2011. ISBN-13: 978-9350232873
4. Roberto Tamassia, Michael H Goldwasser, Michael T Goodrich, "Data Structures and Algorithms in Python", 1st Edition, Wiley India Pvt Ltd, 2016. ISBN-13: 978-8126562176
5. Reema Thareja, "Python Programming Using Problem Solving Approach", Oxford university press, 2017. ISBN-13: 978-0199480173

Components of Internal Assessment for 40 Marks

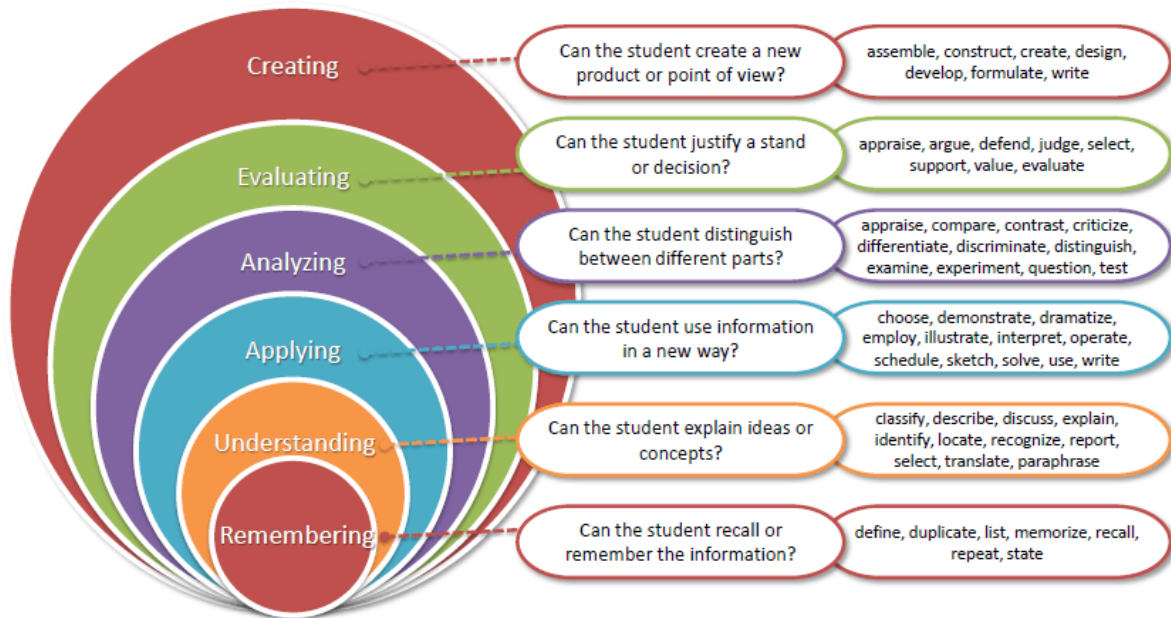
Attendance	Internal Assessment Test	Project/Field work/Assignments/ Practical Lab Exam	Workshop	Total Marks
5	10	20	5	40

- The faculty has freedom to choose mode of evaluation for the award of CIE.
- Self-Study topics shall be evaluated during CIE (Assignments and IA tests)
- Practical Examination will be conducted for this course inviting a domain expert.

COURSE OUTCOME (CO)

Sl. No.	At the end of the course, the student will be able to	Bloom's Level
1.	Demonstrate proficiency in handling of loops and creation of functions using python programming.	2
2.	Understand and demonstrate the methods to create and manipulate lists, tuples and dictionaries.	2
3.	Identify the commonly used operations involving regular expressions and file system.	3
4.	Interpret the concepts of Object-Oriented Programming as used in Python.	5
5.	Learn the concepts of Networked programs using python	1

Bloom's Taxonomy (Revised)



REVISED Bloom's Taxonomy Action Verbs

Definitions	I. Remembering	II. Understanding	III. Applying	IV. Analyzing	V. Evaluating	VI. Creating
Bloom's Definition	Exhibit memory of previously learned material by recalling facts, terms, basic concepts, and answers.	Demonstrate understanding of facts and ideas by organizing, comparing, translating, interpreting, giving descriptions, and stating main ideas.	Solve problems to new situations by applying acquired knowledge, facts, techniques and rules in a different way.	Examine and break information into parts by identifying motives or causes. Make inferences and find evidence to support generalizations.	Present and defend opinions by making judgments about information, validity of ideas, or quality of work based on a set of criteria.	Compile information together in a different way by combining elements in a new pattern or proposing alternative solutions.
Verbs	<ul style="list-style-type: none"> • Choose • Define • Find • How • Label • List • Match • Name • Om it • Recall • Relate • Select • Show • Spell • Tell • What • When • Where • Which • Who • Why 	<ul style="list-style-type: none"> • Classify • Compare • Contrast • Demonstrate • Explain • Extend • Illustrate • Infer • Interpret • Outline • Relate • Rephrase • Show • Summarize • Translate 	<ul style="list-style-type: none"> • Apply • Build • Choose • Construct • Develop • Experiment with • Identify • Interview • Make use of • Model • Organize • Plan • Select • Solve • Utilize 	<ul style="list-style-type: none"> • Analyze • Assume • Categorize • Classify • Compare • Conclusion • Contrast • Discover • Dissect • Distinguish • Divide • Examine • Function • Inference • Inspect • List • Motive • Relationships • Simplify • Survey • Take part in • Test for • Theme 	<ul style="list-style-type: none"> • Agree • Appraise • Assess • Award • Choose • Compare • Conclude • Criteria • Criticize • Decide • Deduct • Defend • Determine • Disprove • Estimate • Evaluate • Explain • Im portance • Influence • Interpret • Judge • Justify • Mark • Measure • Opinion • Perceive • Prioritize • Prove • Rate • Recommend • Rule on • Select • Support • Value 	<ul style="list-style-type: none"> • Adapt • Build • Change • Choose • Combine • Compile • Compose • Construct • Create • Delete • Design • Develop • Discuss • Elaborate • Estimate • Formulate • Happen • Imagine • Improve • Invent • Make up • Maximize • Minimize • Modify • Original • Originate • Plan • Predict • Propose • Solution • Solve • Suppose • Test • Theory

Anderson, L. W., & Krathwohl, D. R. (2001). A taxonomy for learning, teaching, and assessing, A bridged Edition. Boston, MA: Allyn and Bacon.