Sri Krishna College of Engineering and Technology

An Autonomous Institution, Affiliated to Anna University

Coimbatore – 641 008

CURRICULUM AND SYLLABI

MASTER OF BUSINESS ADMINISTRATION

REGULATION 2020

SRI KRISHNA COLLEGE OF ENGINEERING AND TECHNOLOGY

SCHOOL OF MANAGEMENT

CURRICULUM STRUCTURE

Course Type	Semester I		Semester II		Semester III		Semester IV		Total	
	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit	No. of Courses	Credit
PC	10	32	05	17	02	05	-	-	17	54
PE	-	-	05	15	09	27	-	-	14	42
EEC					01	01	01	05	02	06
MC	-	-	-	-	01	-	-	-	01	-
Total	10	32	10	32	13	33	01	05	34	102
Marks	1000		1000		1200		100		3300	

NOTE:

CC: Core Course; **EC**: Elective Course; **IT**: Internship Training; **PW**: Project Work

Courses	Courses	Credits
PC: Professional Core Course	17	54
PE: Professional Elective Course	14	42
EEC: Employment Enhancement Course a) **Internship** b) **Project Work**	 01 01	 01 05
MC- Mandatory Course	01	-
TOTAL	34	102

Semester I

Sl.No.	Type	Course code	Courses	L	T	P	C	Internal	External	Total Marks
1	PC	19PNC101	Management Principles and Organizational Behavior	3	-	-	3	50	50	100
2	PC	19PNC102	Managerial Economics and Indian Economy	3	-	-	3	50	50	100
3	PC	19PNC103	Accounting for Managers	4	-	-	4	50	50	100
4	PC	19PNC104	Business Mathematics and Statistics	4	-	-	4	50	50	100
5	PC	19PNC105	Computer Applications for business	3	-	-	3	50	50	100
6	PC	19PNC106	Business Communication	1	-	2	2	60	40	100
7	PC	19PNC107	Production and Operations Management	4	-	-	4	50	50	100
8	PC	19PNC108	Legal and Business Environment	3	-	-	3	50	50	100
9	PC	19PNC109	Human Resources Management	3	-	-	3	50	50	100
10	PC	19PNC110	Marketing Management	3	-	-	3	50	50	100
				31	-	2	32			1000

Semester II

Sl.No.	Type	Course Code	Courses	L	T	P	C	Internal	External	Total Marks
1	PC	19PNC211	Corporate Finance and Indian Financial system	4	-	-	4	50	50	100
2	PC	19PNC212	Quantitative Techniques	4	-	-	4	50	50	100
3	PC	19PNC213	Business and Market Research	2	-	2	3	60	40	100
4	PC	19PNC214	Entrepreneurship	3	-	-	3	50	50	100
5	PC	19PNC215	Project Management	3	-	-	3	50	50	100
6	PE		ELECTIVE 1	3	-	-	3	50 OR 60	50 OR 40	100
7	PE		ELECTIVE 2	3	-	-	3			100
8	PE		ELECTIVE 3	3	-	-	3			100
9	PE		ELECTIVE 4	3	-	-	3			100
10	PE		ELECTIVE 5	3	-	-	3			100
				31	-	2	32			**1000**

Semester III

Sl.No.	Type	Course Code	Courses	L	T	P	C	Internal	External	Total Marks
1	PE		ELECTIVE-6				3			100
2	PE		ELECTIVE-7				3			100
3	PE		ELECTIVE-8				3			100
4	PE		ELECTIVE-9	3	OR	-	3	50 OR 60	50 OR 40	100
5	PE		ELECTIVE-10				3			100
6	PE		ELECTIVE-11				3			100
7	PE		ELECTIVE-12	2	R	2	3			100
8	PE		ELECTIVE-13				3			100
9	PE		ELECTIVE-14				3			100
10	PC	19PNC316	Indian Ethos and Business Ethics	2	-	-	2	50	50	100
11	PC	19PNC317	Corporate Strategy	3	-	-	3	50	50	100
12	EEC	19PNI301	Internship Training	-	-	2	1	60	40	100
13	MC	19PNM301	Outbound Training	-	-	-	-	-	-	-
				33	-	-	33			1200

Semester IV

Sl.No.	Type	Course Code	Courses	L	T	P	C	Internal	External	Total Marks
1	EEC	19PNP401	Project Work	-	-	25	5	60	40	100

			2 5	5			100

LIST OF ELECTIVES

S. No.	Course Code	Courses	L	T	P	C	Internal	External	Total Marks
		FINANCIAL MANAGEMENT ELECTIVES							
1	19PNE001	Foreign Exchange Management	3	-	-	3	50	50	100
2	19PNE002	Banking and Insurance	3	-	-	3	50	50	100
3	19PNE003	Financial Services	3	-	-	3	50	50	100
4	19PNE004	Security Analysis and Portfolio Management	3	-	-	3	50	50	100
5	19PNE005	Financial Derivatives	3	-	-	3	50	50	100
6	19PNE006	Personal Finance	3	-	-	3	50	50	100
7	19PNE007	International Financial Management	3	-	-	3	50	50	100
8	19PNE008	Mergers, Acquisition and Corporate Restructing	3	-	-	3	50	50	100
9	19PNE009	Taxation	3	-	-	3	50	50	100
10	19PNE010	Corporate Valuation	3	-	-	3	50	50	100
		MARKETING MANAGEMENT ELECTIVES							
11	19PNE011	Digital and Social Media Marketing	3	-	-	3	50	50	100
12	19PNE012	Integrated Marketing Communication	3	-	-	3	50	50	100
13	19PNE013	Consumer Behavior	3	-	-	3	50	50	100
14	19PNE014	Services Marketing	3	-	-	3	50	50	100
15	19PNE015	Business to Business Marketing	3	-	-	3	50	50	100
16	19PNE016	Retail Management	3	-	-	3	50	50	100
17	19PNE017	Product and Brand Management	3	-	-	3	50	50	100
18	19PNE018	Sales and Distribution Management	3	-	-	3	50	50	100
19	19PNE019	International Marketing	3	-	-	3	50	50	100
20	19PNE020	Green Marketing	3	-	-	3	50	50	100
		HUMAN RESOURCE MANAGEMENT ELECTIVES							

21	19PNE021	Industrial Relations and Labor Legislations	3	-	-	3	50	50	100
22	19PNE022	Strategic Human Resource Management	3	-	-	3	50	50	100
23	19PNE023	Cross cultural management	3	-	-	3	50	50	100
24	19PNE024	Training and Development	3	-	-	3	50	50	100
25	19PNE025	Performance Management and Compensation Practices	3	-	-	3	50	50	100
26	19PNE026	Talent Management	3	-	-	3	50	50	100
27	19PNE027	Competency Mapping	3	-	-	3	50	50	100
28	19PNE028	Work place Counseling	3	-	-	3	50	50	100
29	19PNE029	International Human Resource Management	3	-	-	3	50	50	100
30	19PNE030	Man Power planning recruitment and Selection	3	-	-	3	50	50	100
PRODUCTION MANAGEMENT ELECTIVES									
31	19PNE031	Logistics and Supply Chain Management	3	-	-	3	50	50	100
32	19PNE032	Advanced Inventory Management	3	-	-	3	50	50	100
33	19PNE033	Technology Management and IPR	3	-	-	3	50	50	100
34	19PNE034	Total Quality Management	3	-	-	3	50	50	100
35	19PNE035	Lean Manufacturing	3	-	-	3	50	50	100
36	19PNE036	Product Design and Development	3	-	-	3	50	50	100
37	19PNE037	Business Process Reengineering	3	-	-	3	50	50	100
38	19PNE038	Lean Six Sigma	3	-	-	3	50	50	100
39	19PNE039	Value Analysis and Value Engineering	3	-	-	3	50	50	100
40	19PNE040	Process Management	3	-	-	3	50	50	100
BUSINESS ANALYTICS ELECTIVES									
41	19PNE041	Human Resource Analytics	2	-	2	3	60	40	100
42	19PNE042	Predictive Analytics using PYTHON	2	-	2	3	60	40	100

43	19PNE043	Data Warehousing and Data Mining	2	-	2	3	60	40	100
44	19PNE044	Supply Chain Analytics	2	-	2	3	60	40	100
45	19PNE045	Business Forecasting Models	2	-	2	3	60	40	100
46	19PNE046	Marketing Analytics	2	-	2	3	60	40	100
47	19PNE047	Web and Social Media Analytics	2	-	2	3	60	40	100
48	19PNE048	Data Science using R	2	-	2	3	60	40	100
49	19PNE049	Spreadsheet Modeling and Simulation	2	-	2	3	60	40	100
50	19PNE050	Data Visualization and Tableau	2	-	2	3	60	40	100
		ENTREPRENEURSHIP ELECTIVES							
51	19PNE051	Emerging business Models	3	-	-	3	50	50	100
52	19PNE052	Microfinance	3	-	-	3	50	50	100
53	19PNE053	Startups And Venture Funding	3	-	-	3	50	50	100
54	19PNE054	Export Management And Documentation	3	-	-	3	50	50	100
55	19PNE055	Business Plan Development for Small Business	3	-	-	3	50	50	100
56	19PNE056	Agribusiness Management	3	-	-	3	50	50	100
57	19PNE057	Family Business Management	3	-	-	3	50	50	100
58	19PNE058	Event Management	3	-	-	3	50	50	100
59	19PNE059	Social Entrepreneurship	3	-	-	3	50	50	100
60	19PNE060	Indian Models in Entrepreneurship	3	-	-	3	50	50	100

COURSE CODE

1	9	P	N	C/E/I/M/P	X1	X2	X3

- **C – Professional Core**
- **E- Professional Elective**

- **I – Internship Training**
- **M-Mandatory Course**
- **P- Project Work**
- **X1- Semester number**
- **X2, X3- course identification starting from 01-60**

19PNC101	MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOR	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Exposure to basic Management concepts

COURSE OBJECTIVES

1. The objective of the course is to provide basic knowledge about management to familiarize the students with the management principles and organisational behavior.
2. The course is designed to enable the students to adapt & apply theoretical concepts in business
3. To know about the role of manager in the area of management.
4. To create and implement team building strategies for organization building.

COURSE OUTCOMES

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

1. Identify and understand different management principles techniques in business environment.
2. Apply management fundamentals to solve organisation problems
3. Understand and analyse the changes within an individual will change the group as well as the organization
4. Understand and evaluate the models discussed and create new models for more behavioral learning.

MODULE 1	INTRODUCTION TO MANAGEMENT PRINCIPLES AND ITS FUNCTIONS	15

Concept- Nature- Importance-The Evolution of Management-Thought Managerial roles and styles-Principles of Management - Levels of Management- Characteristics of Managers -Decision making approach-MBO-Management and Society- The Nature and Purpose of Planning- Objectives - Strategies, Policies and Planning Premises -The Nature of Organizing- Organizational Structure: Departmentation -Line/Staff Authority and Decentralization – Co-ordination functions in Organization - Communication- The System and Process of Controlling - Control Techniques.

MODULE 2	INDIVIDUAL BEHAVIOR AND GROUP BEHAVIOR	15

Definition, need and importance -Nature and scope-Importance of Learning- Introduction and theories Motivation: Content and process theories-Leadership: Styles and Theories - Perception-Personality – Attitudes- Definition, need and importance -Nature and scope-Importance of Groups and Teams- Role relationships and conflict-Group dynamics- Work values.

MODULE 3	ORGANIZATION DEVELOPMENT	15

Organizational culture: Elements - Organizational climate– Factors affecting organizational climate-Organizational Commitment, Organizational change- Importance- Stability Vs Change-Proactive Vs Reaction change- Change process– Resistance to change- Managing change.

	TOTAL HOURS:45

REFERENCES:

1. Harold Koontz, Weihrich (2015). Essentials of Management: An International, Innovation, and Leadership Perspective (10 th ed), Tata McGraw Hill.
2. Chandrani Singh, AditiKhatri (2016). Principles and Practice of Management and Organizational Behaviour, Sage Publications(3 rd ed,)
3. Robbins, Judge, Sanghi(2014). Organizational Behaviour(16 th ed), Pearson .
4. Fred Luthuns (2013). Organizational Behaviour(12 th ed), Tata McGraw Hill .
5. Mahajan. J.P(2011). Management Theory and Practices(3 rd ed), Ane Books Pvt Ltd.

WEB REFERENCES:

- https://blog.hubspot.com/marketing/management-principles
- http://nraomtr.blogspot.com/search/label/Principles 20of 20Management
- https://www.humanresourcesmba.net
- https://iedunote.com/organizational-behavior

- www.12manage.com
- www.actionleadership.com
- www.beabettermanager.com

ASSESSMENT METHODS & LEVELS (BASED ON BLOOMS' TAXONOMY)

Formative assessment based on capstone Model (Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1, CO2	Understand	Technical Quiz	7
CO3	Analyse	Assignment	6
CO4	Create	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

Assessment	Continuous Internal assessment marks (50 marks)	End Semester Examination marks (50 marks)
Formative assessment	**20**	**-**
Summative assessment	**30**	**50**
TOTAL MARKS	**100**	

19PNC102	MANAGERIAL ECONOMICS AND INDIAN ECONOMY	3/0/0/3

PREREQUISITES: Basic Management and Economics Concepts

COURSE OBJECTIVES

1. To give an exposure to micro economics at enterprise level
2. To learn the mechanism of supply and demand and equilibrium
3. To understand the pricing methods
4. To learn the business practices and influence of macroeconomic indicators

COURSE OUTCOMES

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

1. Understand the role of managerial economics in the business decision-making process for profit maximization
2. Analyze the demand and supply conditions and assess the position of a company
3. Analyse the nature of production and its relationship to costs
4. Analyze the influence of macroeconomic indicators on business and pricing strategies

MODULE 1	INTRODUCTION TO ECONOMICS DEMAND AND SUPPLY	15

Meaning, Scope of Managerial Economics, Role and Responsibility of Managerial Economics Managerial Economics with other discipline, Distinction between Micro and Macroeconomics V Business Cycle Theories-Demand: Law of demand, Determinants, Elasticity of Demand and their types- Demand Forecasting techniques, Simple Regression & Correlation, Goodness of fit (Simple Problems) Shift in Demand - Supply, Law of Supply & Elasticity of Supply Factors affecting supply & shift in supply.

MODULE 2	PRODUCTION AND COST ANALYSIS , MARKET STRUCTURE AND PRICING	15

Production Function and Process, Law of production & Factors of production, production function- Cobb–Douglas- Economies and Diseconomies of Scale, Cost Concepts & Various Types of Cost, Short Run & Long Run Cost Curve, Marginal Cost and Break Even Analysis- Pricing: Types of Pricing & Pricing Strategies, Perfect competition, Monopoly & Monopolistic competition, Duopoly & Oligopoly

MODULE 3	INDIAN ECONOMY POLICY AND NATIONAL INCOME	15

Development and status of Indian economy- De-Industrialization of Indian Economy- Economic reforms in India-National income: Measurement of National Income - Economic Indicators like GNP, GDP, WPI and CPI-Inflation, Types, Inflation and the impact – reasons for inflation ,Deflation & Business Cycle, Unemployment and its impact – Okun's law, Fiscal Policy, Monetary Policy

	TOTAL HOURS:45

REFERENCES:

1. G. Geetika, Piyali Ghosh, Purba Choudhury (2009). Managerial Economics (9 th ed), Tata McGraw Hill.
2. Maheswari Yogesh (2014). Managerial Economics (5 th ed), Prentice Hall of India.

3. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen (2010). Economics (6 th ed), Tata McGraw Hill.
4. K.K. Dewett (2012). Modern Economic Theory (5 th ed), S. Chand.
5. Gupta G.S (2011). Managerial Economics (6 th ed), Tata McGraw-Hill.
6. Moyer & Harris (2010). Managerial Economics (4 th ed), Cengage Learning.

WEB REFERENCES:
- www.opentextbooks.org.hk/.../Principles_of_Managerial_Economics_154
- https://www.free-ebooks.net › Business Textbooks Books

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Remember, Analyze	Technical Quiz	6
CO2,CO3	Evaluate	Presentation	7
CO4	Apply, Analyze	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	1	1	4
Understand	2	1	1	6
Apply		1	1	6
Analyze	3	2	2	14
Evaluate	2	3	2	10
Create	2	0	2	10

19PNC103	ACCOUNTING FOR MANAGERS	4/0/0/4
Nature of the Course	**THEORY**	

PREREQUISITES: Basic knowledge in Accountancy	

COURSE OBJECTIVES

1. To understand the fundamentals of financial accounting
2. To impart the knowledge on preparation and Interpretation of Financial Statements
3. To describe the fundamentals of cost accounting and its practical applications
4. To understand the role of budget and budgetary control in an organization

COURSE OUTCOMES

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

1. Apply the accounting principles in preparation of accounting reports
2. Analyse and interpret financial statements
3. Examine the relationship of costs and profit to the volume of business to maximize profits
4. Prepare budget for the organization and exercise financial control

MODULE 1	FINANCIAL ACCOUNTING-STATEMENT ANALYSIS	20

Financial Accounting Definition and Scope – Accounting Concepts and Conventions – Accounting process: Journal, Ledger and Trial Balance – Preparation of Trading, Profit & Loss Account and Balance Sheet – Depreciation: Meaning, Importance and Methods of charging Depreciation (WDV and SLM) – Brief review of Accounting Standards in India – Accounting software package: Features and applications-Management Accounting – Financial Statement Analysis: Concept, Objectives and Types – Ratios: Liquidity, Profitability and Turnover ratios – DuPont Analysis – Comparative statement – Common size Statement - Trend Analysis

MODULE 2	FUND FLOW AND CASH FLOW STATEMENT-COST ACCOUNTING-I	20

Fund flow statement: Meaning, Uses, Statement of changes in working capital, Fund from operation and Preparation of fund flow statement – Cash Flow Statement as per AS 3: Operating activities, Investing activities and Financing activities, Calculation of Cash from Operations and Managerial Uses of Cash flow Analysis- Cost Accounting – Elements of Cost, Preparation of Cost Sheet and Concepts of Activity Based Costing –

MODULE 3	COST ACCOUNTING II- BUDGETORY CONTROL	20

Marginal Costing: Meaning, Fixed and Variable cost, Contribution, PV Ratio, Break Even Point and Margin of Safety – Standard Costing: Meaning, Advantages and Limitations, Variance Analysis (Material and Labour variances only)-Budget: Need for Budgeting, Classification of budgets, Uses and Limitations – Concept of Budgetary Control: Meaning, Objectives, Process, Advantages and Disadvantages of Budgetary control – Zero Based Budgeting

	TOTAL HOURS:60

REFERENCES:

1. Jain S.P and Narang K.L (2014). Financial Accounting (12th ed), Kalyani Publishers.
2. Maheswari S. N, (2014). Principles of Management Accounting (2nd ed), Sultan Chand and Sons Limited.
3. N.P. Srinivasan, M.Sakthivel Murugan (2011). Accounting for Management (1st ed), S.Chand & Company Ltd.
4. Bhattacharyya Asish K., (2009). Cost Accounting For Business Managers (3rd ed), Elsevier India.
5. Khan & Jain, (2010). Management accounting: Text, Problems and Cases (5th ed), Tata McGraw Hill.

WEB REFERENCES:

- www.icai.org

● www.alpineguild.com					
Assessment Methods & Levels (Based on Blooms' Taxonomy)					
Formative assessment based on capstone Model(Max. Marks: 20)					
Course Outcome		**Bloom's level**	**Assessment Component**		**Marks**
CO1		Understand	Technical Quiz		**7**
CO2, CO3		Analyze	Assignment		**6**
CO4		Create	Case study		**7**
Summative assessment based on Continuous and End Semester Examination					
Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**		**End Semester Examination (50 marks)**
Remember	1	0	1		4
Understand	2	1	1		6
Apply	0	2	1		6
Analyze	4	4	3		14
Evaluate	0	3	2		10
Create	3	0	2		10

19PNC104	BUSINESS MATHEMATICS AND STATISTICS	4/0/0/4
Nature of the Course	**THEORY**	

PREREQUISITES: Basic computing skills

COURSE OBJECTIVES

1. To enable the students get acquainted with the fundamentals of Business Mathematics and Statistics
2. To enable the students acquire the required skills for the application of mathematical and statistical skills in analyzing business problems
3. To enable the students analyze and categorize data meaningfully for deriving inputs needed for business
4. To provide the students with the knowledge and skill required to carry out statistical analysis of business problems by applying appropriate statistical tools

COURSE OUTCOMES

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

1. Understand the basic mathematical concepts that find applications in business
2. Apply mathematical and statistical tools in decision making situations
3. Analyze the information obtained and present the information in a manner appropriate to business environment
4. Evaluate the usefulness of different mathematical and statistical tools and make use of the right tools for the given situations

MODULE 1	DESCRIPTIVE STATISTICS- PROBABILITY DISTRIBUTION	20

Data presentation using tables & charts - measures of central tendency - measures of dispersion – absolute & relative measures – skewness - Karl Pearson's and moment measures of Skewness – Kurtosis-Basic concept of probability – Addition and Multiplication theorems, Probability distributions: random variable; expected value of random variable; Binomial distribution; Poisson distribution, Normal distribution

MODULE 2	TESTING OF HYPOTHESIS - PARAMETIRC TESTS	20

Basic concepts; standard error; central limit theorem; Sampling and types of sampling; Hypothesis testing: Hypothesis- types of hypothesis, types of errors, one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for variance. ANOVA one and two way

MODULE 3	NON-PARAMETRIC TESTS- CORRELATION & REGRESSION	20

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test. Wilcoxon Signed Rank test, Waid – Wolfowitz run test-Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate. Business applications of correlation and regression

	TOTAL HOURS:60

REFERENCES:
1. Richard I. Levin, David S. Rubin (2011). Statistics for Management (7th ed),Pearson Education.
2. Aczel A.D. and Sounderpandian J. (2012). Complete Business Statistics (6th ed), Tata McGraw Hill Publishing Company Ltd., New Delhi.
3. S.P. Gupta (2018). Statistical Methods (45th ed), Sultan Chand & Sons, New Delhi.
4. Srivatsava TN and Shailaja Rego (2008). Statistics for Management(11th ed), Tata McGraw Hill
5. Ken Black (2012). Applied Business Statistics (7th ed), Wiley India Edition.
6. Anderson D.R., Sweeney D.J. and Williams T.A. (2012). Statistics for business and economics (11th ed), Thomson (South – Western) Asia, Singapore.
7. N. D. Vohra (2012). Business Statistics, Tata McGraw Hill.

WEB REFERENCES:

- http://www.statsci.org/teaching.html
- http://businessstatistics.us/algebra-web-resources.html
- http://wps.prenhall.com/chet_cleaves_businessma_8/82/21042/5386895.cw/index.html
- http://researchguides.uoregon.edu/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Understand	Assignment	5
CO2, CO3	Apply	Technical Quiz	5
CO4	Evaluate	Case Study	10

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	-	-	-	-
Understand	1	1	1	6
Apply	2	2	2	10
Analyze	3	3	3	14
Evaluate	2	2	2	10
Create	2	2	2	10

19PNC105	COMPUTER APPLICATIONS FOR BUSINESS	3/0/0/3
Nature of the Course	**THEORY**	

PREREQUISITES: Basic knowledge in Computer Applications

COURSE OBJECTIVES

1. To impart the basics level of computer knowledge
2. To develop the prominence of listening and reading practices using with terminological terms related to IT applications
3. To create a style of communication appropriate to typical reporting situations in business
4. To familiarize the students with the fundamental knowledge of dealing with the electronic business communication channels

COURSE OUTCOMES

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

1. Identify and react with the basic concepts related to It
2. Understand and respond to the computer network in practice
3. Transform themselves as an IT Managers
4. Have good decision making skills by analyzing different dimensions of IT related Projects to Manage them better

MODULE 1	COMPUTER FUNDAMENTALS	15

Computer Basics – Organisations of Computers – Types of Computers – Input, Output and Storage Devices – System and Application Softwares – Overview on Operating Systems : Windows, UNIX, Linux – Open Source OS – File Architectures – Master and Transaction Files – Concept of Data Processing - Modes – Data Processing System in Business Firm – Hierarchy of Data - Hierarchy of Data Processing

MODULE 2	COMPUTER NETWORK AND INETERNET	15

Computer Network Basics – LAN, MAN, WAN, Wireless Systems – Concept of Internet, Intranet and Extranet – Basics of Troubleshooting methods related to internet connectivity – Web browsing Applications – Cookies - Search Engines - Concept of ISP, URL, Domain Name, IP Address – Computer Virus - Detection and Deletion - Antivirus Softwares - Scams and Spams - Internet support and Society - Using Government Websites and Applications for various Services – Internet Etiquette – E-mails : Creating, Sending, Replying and Forwarding - E-Mail Etiquette Business E-Mails.

MODULE 3	PLANNING, IMPLELEMENTING AND MANAGING IN ORGANISATION	15

Strategic alignment with the Implementation of IS projects – Required Strategic Resources - Planning Models to IS – Consulting Process – Contract – Execution - IT Value Equation – Purchasing Hardware and Software - Evaluating IT Investment – Issues and Costs on IS - Implementing new IS – Approaches – Barriers – Integrated Global IT – Factors in IT Management – Security – Quality –Challenges and Issues in IT Management – CIOs.

TOTAL HOURS: 45

References:	
1.	Ritendra Goel and DN Kakar (2013), Computer Applications in Management, New Age Publishing
2.	Alexis Leon and Matuews Leon (2008), Fundamentals of Information Technology, Leon Tech World

3.	Peter Norton (2011), Introduction to Computer (6th ed.). Tata McGrawHill
4.	Richard Fairly – Software Engineering Concepts, Tata McGrawHill
5.	Ramesh Behl (2012), Information Technology for Management, Tata Mc Graw Hill
6.	Turban, Rainer and Potter (2003), Introduction to Information Technology, John Wiley and Sons
7.	Rajaram v (2010), Introduction to Information Technology, PHI
8.	Sanjiva Shankar Dubey (2012), Management and IT Consultancy, McGraw Hill

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- http://techbooksforfree.com/intro_to_data_com/
- http://www.klientsolutech.com/online-basic-computer-courses-learn-essential-computer-skills/
- https://resources.saylor.org/wwwresources/archived/site/wp-content/uploads/2012/02/Computer-Networking-Principles-Bonaventure-1-30-31-OTC1.pdf
- http://www.klientsolutech.com/how-to-learn-how-to-use-computers/
- www.freebookcentre.net/networking-books-download/Introduction-to-Computer-Networks.html

Assessment Methods & Levels (Based on Blooms Taxonomy)

Formative Assessment based on Capstone Model (Max. Marks : 20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Technical Quiz	6
CO3, CO4	Apply	Assignment	6
CO2	Evaluate	Group Presentation	8

Summative Assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination (50 Marks)
	CIA – 1 (10 Marks)	CIA – 2 (10 Marks)	CIA – 3 (10 Marks)	
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNC106	BUSINESS COMMUNICATION	1/0/2/2
Nature of the Course	**THEORY CUM PRACTICAL**	

PREREQUISITES: Basic knowledge in English

COURSE OBJECTIVES

1. To develop language skills to satisfy the needs of the work environment
2. To develop the prominence of listening and reading practices using authentic business vocabulary
3. To create a style of communication appropriate to typical reporting situations in business
4. To familiarize the students with business communication procedures

COURSE OUTCOMES

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

1. Apply correct usage of English grammar in writing and speaking
2. Read and comprehend academic articles with ease
3. Transform themselves as critical thinkers, readers and writers
4. Have good retrieval and interpretation skills required in corporate scenario.

MODULE 1	**ETIQUETTES ,WORD POWER, ORAL COMMUNICATION**	**15**

Vocabulary practice- Telephonic Conversation and Etiquette-Email etiquettes – Requests and obligation- Word Techniques-Formation-Gerunds-Infinitives-Idioms and phrases- Language, Language Styles: Language Perception, Language and Power, Language and Interaction, Nonverbal Communication, Listening- Preparation of speeches –Audience Centeredness, Preparing for Your Audience, Adapting to Audience Feedback, Practicing the Presentation, Methods of Delivery

MODULE 2	**INTERNAL AND EXTERNAL BUSINESS COMMUNICATION**	**15**

 Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings, Writing Memos, Circulars and Notices: Introduction, Circulars and Notices, Communication with shareholders-Writing Business Letters: Introduction, Principles of Business Letter Writing, Types of Business Letters, Format for Business Letters, Communication with Media through News Releases, Communication about the Organization through Advertising

MODULE 3	**EMPLOYMENT READINESS AND PRESENTATION**	**15**

Job Resume-Curriculum Vitae-Interviews-Body language –Gestures, Interview Summaries, Interview Preparation/ Interviewing Strategies, Types of Interviews, Conducting Interviews Analysing the candidates-American English-British English- Informative & Persuasive Business Presentations, Informative Presentation Guidelines-Types of Persuasive Presentations/Organizational Patterns- Report writing.

		TOTAL HOURS: 45

	References:
1.	Wood, Ian, Anne Williams, Anna Cowper (2014). Pass Cambridge BEC Preliminary, (2nd ed), Cengage learning.
2.	Urmila Rai & S M Rai (2014). Business Communication (6th ed.), Himalaya Publishing House
3.	Herta Marphy, Herbert W Hildebrandt & Jane P Thomas (2017). Effective Business Communication (7th ed.), McGrawHill
4.	John V Thill (2016). Excellence in Business Communication (12th ed.), Bovee and Thill
5.	Dr Sumanth S (2016). English for Engineers (1st ed), Vijay Nicole Imprints Private Limited.
6.	Whitby, Norman (2008). Cambridge University Press- Students Book (3rd ed), Pearson.
7.	Scott McLean (2011), Business English for Success, Flatworld publishers
8.	Jawahar, Jewelcy, RathnaP (2018). English Work book (1st ed), VRB Publications Pvt Ltd.

Web References:

- https://is.muni.cz/el/1456/jaro2016/MPV_COMA/um/E-book_II_Business-Communication.pdf
- https://www.abahe.uk/Free-En-Resources/English-for-Managers-Business-Correspondance.pdf
- http://www.pc-freak.net/international_university_college_files/Business 20Communication.pdf
- https://epdf.pub/business-communicationebb03a89804ad20b5df04c5396b8f8b274 920.html
- https://epdf.pub/business-communicationd85c5a1b2a9917f05f0c05107830a64d14 434.html
- https://fcaib.edu.ng/books/GNS/ 5Bmichael_Bennie 5D_Guide_to_Good_Business_Communicat(BookFi.org).pdf

Assessment Methods & Levels (Based on Blooms Taxonomy)

Formative Assessment based on Capstone Model (Max. Marks : 20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Assignment	6
CO3& CO4	Apply	Seminar	6
CO2	Evaluate	Presentation	8

Summative Assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination (50 Marks)
	CIA – 1 (10 Marks)	CIA – 2 (10 Marks)	CIA – 3 (10 Marks)	
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNC107	PRODUCTION AND OPERATIONS MANAGEMENT	4/0/0/4
Nature of the Course	**THEORY**	

PREREQUISITES: Understanding of basic Managerial functions

COURSE OBJECTIVES

1. To enable the students to become familiar with the concepts, techniques, and strategies in manufacturing and service operations with Global Perspectives
2. To facilitate the students in learning product design, production planning and controlling techniques and importance of Layout, Plant Location
3. To enable the students to understand the Materials management and Inventory control techniques
4. To make the students to understand the importance of Quality management and assurance

COURSE OUTCOMES

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

1. Understand the strategies in manufacturing and service operations with Global Perspectives
2. Develop comprehensive knowledge about product, process and Lay out design and able to apply line balancing Techniques in Industries
3. Apply production planning and Inventory control Techniques to ensure Quality in Industries
4. Acquire Insights about Quality management and assurance

MODULE-1	**INTRODUCTION, PRODUCT DESIGN, LAYOUT AND LOCATION PLANNING**	**20**

Operations Management -Importance -Operations as a system- Decision making in OM-Functions of OM- Products and Services -Concepts -Productivity Measures - Relationship of Operations with other Management Functions - Operations Strategies in a Global Economy -Types of production systems- Production Standards: BIS, ASTM&EN; Prototype to production-Points for consideration-Product Design-Principles-Product Development process-Designing and Development of new Services- Process Planning and Design- Types of process Designs- Plant location - Factors - Plant Layout-Principles-Importance-Types-Assembly line balancing -VA/VE

MODULE-2	**PRODUCTION PLANNING AND CONTROL-MATERIAL MANAGEMENT**	**20**

Production planning and control -functions -Aggregate planning – Strategies-Master production schedule (MPS) –Procedures -Material requirement planning (MRP)-Elements-Lot-sizing in MRP - An Introduction to MRP II and ERP -Capacity planning Techniques - Material planning- Purchase functions and procedure - Types of inventory - Inventory costs.

MODULE-3	**INVENTORY CONTROL -ADVANCED PRODUCTION CONCEPTS, QUALITY MANAGEMENT**	**20**

Inventory control - Safety-stock - order point -lead time- EOQ-Inventory control systems - Perpetual and Periodic- Selective Inventory control Techniques-ABC analysis- VED analysis-FSN Analysis: Overview of SAP modules-Introduction to -Lean and Agile operations JIT- Kanban - Total Quality Management – basic concepts– Kaizen - Quality Control – Control charts for variables and attributes-Key process indicators for operations-Earned value, Cost variance, Schedule Variance-Schedule performance index, cost performance index- Integrated management system-ISO 9001-ISO-14001-OHSAS 18001.

	TOTAL HOURS: 60

References:
1. Panneerselvam (2012).Production and Operations Management (5th ed), PHI learning.
2. Norman Gaither and GregFrazier(2011). Operations Management (6th ed), South-Western Publications.
3. Roberto Panizzolo and Amole Gore (2012). Operations Management (1st ed), Cengage Learning.
4. Ajay K.Garg (2017). Production and Operations Management (3rd ed), McGraw Hill Education
5. Kanishka Bedi (2008). Production and Operations Management (3rd ed) Oxford University Press.
6. Richard R Chase, Nicholas J Aquilano, F Robert Jacobs(2002), Production and Operations Management (6th Reprint), TataMcGrawHill Pub.Co Ltd.
7. Everette E Adam Jr., Ronald J Ebert (2006). Production and Operations Management (5th ed.), PHI
8. William J Stevenson (2018). Operations Management (6th ed), McGraw-Hill Education

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● https://www.udemy.com/operations-management/
● http://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
● https://www.academia.edu/23992923/Production_and_Operations_Management_2nd_Edition_by_S._Anil_Kumar_and_N._Suresh
● https://www.open.edu/openlearn/money-business/business-strategy-studies/introduction-operations-management/content-section-1
● https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=17&cad=rja&uact=8&ved=2ahUKEwi8u_rbsf3jAhXKvI8KHRsIBucQFjAQegQIBRAC&url=http 3A 2F 2Fwww.martsolf.com 2Fdownloads 2FPOMIntro.ppt&usg=AOvVaw321c972ylMqQW32d9RP2P9
● https://slideplayer.com/slide/4029098/

Assessment Methods & Levels (Based on Blooms Taxonomy)

Formative Assessment based on Capstone Model (Max. Marks : 20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Technical Quiz	6
CO2	Apply	Assignment	6
CO3& CO4	Analyze	Case Study	8

Summative Assessment based on Continuous and End Semester Examination				
Bloom's Level	Continuous Assessment			End Semester Examination
	CIA – 1 (10 Marks)	CIA – 2 (10 Marks)	CIA – 3 (10 Marks)	
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNC108	LEGAL AND BUSINESS ENVIRONMENT	3/0/0/3
Nature of Course	THEORY	
PREREQUISITES:		

COURSE OBJECTIVES
1. To enable the students to gain knowledge on legal aspects of Law of Contracts
2. To enable the students to have good knowledge in the Non Corporate and Corporate Laws
3. To create awareness of legal principles involved in the Sale of Goods Act and Negotiable Instruments Acts
4. To inculcate and enrich the student about Partnership Act,Consumer Protection Act , Cyber Laws and Right to Information Act

COURSE OUTCOMES
Upon successful completion of the course, the students will be able to:
1. Analyze the relevance of legal aspects in Laws of contracts in business
2. Develop a body of legal knowledge about Legal structures of Partnership Act, Non Corporate &Corporate Laws
3. Imbibe intricate knowledge in applying Sale of Goods Act and Negotiable Instrument Act in business.

MODULE 1	LAW OF CONRACT ,GUARANTEE, AGENCY	15

Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts of Indemnity – Meaning, Nature – Right of Indemnity Holder and Indemnifier- Contracts of Guarantee – Meaning, Nature and Features – Types of Guarantee – Contracts of Bailment and Pledge –Contract of Agency – Relationship between Principal, Agent and Sub-Agent – Rights, Duties and Liabilities of Agent and Principal – Termination of Agency.

MODULE 2	PARTNERSHIP ACT AND NON CORPORATE & CORPORATE LAW, SALE OF GOODS ACT	15

Brief introduction of Non corporate entities - Sole Proprietorship, HUF, Societies –Partnership Firms –Registration of Firms-Rights & Duties of Partners-Dissolution of Partnerships, LLP Act-Limited Company and its Incorporation -Types and procedures of conducting meetings -Directors ,Types of Directors, Qualification, Appointment and removal of directors-Winding up of a Company- Contract for sale of goods – Document of title to goods - Essentials of a Contract of Sale – Sale and agreement to sell –Sale and hire-purchase agreement.

MODULE 3	NEGOTIABLE INSTRUMENTS ACT, CONSUMER PROTECTION ACT & RIGHT TO INFORMATION ACT	15

The Negotiable Instruments Act- 1881: Nature and Types, Negotiable instruments, Promissory notes, Bills of exchange, Cheques-Consumer Protection Act - 1986: Definition of consumer, Consumer Protection Councils and Consumer Redressal Forums– Information Technology Act -objectives, meaning of digital signature, protection of transfer of funds under this Act.Right to Information Act: Objectives, Definition of information, Procedure to file petition Under RTI Act - Organizations covered under this Act, Exceptions.

	TOTAL HOURS:45

REFERENCES:
1. Kapoor N.D. (2015). Elements of Mercantile Law (37th ed), Sultan Chand & Sons.
2. Dr.S.S.Srivasatava (2018). Law of Contract I and II (6th ed), Central Law Publications
3. R.S.N. Pillai Bagavthi (2013). Legal Aspects of Business (3rd ed), S.Chand& Company   Pvt.Ltd.
4. P.C. Tulsian (2001). Business Law (2nd ed), Tata McGraw Hill.

WEB REFERENCES:
- https://en.wikipedia.org/wiki/Commercial_law
- https://www.investopedia.com/terms/c/company.asp
- https://saylordotorg.github.io/text_the-legal-and-ethical-environment-of-business/index.html

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1,CO2,CO3	Remember, Apply	Technical Quiz	6
CO2,CO3	Evaluate	Presentation	8
CO3,CO1,CO4	Analyze	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNC109	HUMAN RESOURCES MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge of Organizational Behavior

COURSE OBJECTIVES

1. To offer the students a unique experience to learn the basics functions of Human Resource Management
2. To familiarize about the tools and techniques used by HR Department
3. To expose the students about the role of Human Resource Manager in the area of people management.
4. To familiarize students with various concepts and systems of Human Resource Functions

COURSE OUTCOMES

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

1. Understand and remember the concept of human resource management
2. Analyze various human resource issues prevailing in the industry.
3. Demonstrate learnable and practical skills from knowledge gained in HR domain
4. Develop and implement strategies for building human resource management system in organisation

MODULE 1	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT AND RECRUITMENT	15

Definition - Functions and Objectives of HRM - Human Resource Planning - Objectives : Tools, Methods and Techniques - Job analysis, skill analysis/ skill inventory, Manpower inventory. Recruitment : Sources of recruitment - Current practices in Recruitment: Outsourcing, e-recruitment - Selection - Steps in Systematic Selection process, Selection Tests – Assessment Center - Interviewing Techniques for Selection - Types of interviews - Interview Preparation – Interviewing and Legal Consideration – Pre employment Testing – Reference and background Checks – Social Networks and hiring.

MODULE 2	DEVELOPMENT, COMPENSATION , EVALUATION AND SEPERATION	15

Induction and Socialization - Organisational Orientation – Conventional versus- Web based Orientation – Corporate training –Training needs analysis-Designing Training Programme - Types of training - Evaluation of the training programme. Job evaluation - Wage and Salary administration/ Payroll – Factors influencing wage fixation – Incentive scheme – Performance appraisal- Process – Methods of Appraisal system - 360 degree feedback system -Appraisal interview and feedback – Transfer, Promotion- Retirement Benefits.

MODULE 3	RECENT TRENDS AND ORGANISATIONAL APPLICATIONS	15

Competency Mapping - Career Planning and Development - Succession planning - HR Outsourcing - Employee Retention – Employee Engagement – HR Audit- Emerging Trends.

	TOTAL HOURS:45

REFERENCES:

1. Gary Dessler (2015), Human Resource Management (14th ed), Pearson Education
2. Khanka S.S (2009), Human Resource Management (Text and Cases) (3rd ed), S Chand & Company
3. Bhattacharaya. D(2013), Human resources and planning (2nd ed), Excel books
4. RaoVSP(2006), Human Resource Management (3rd ed), Text and Cases Excel Books.
5. Aswathappa. K (2009), Human Resource & Personnel Management (4th ed), Tata McGraw Hill.
6. David Lepak and Mary Gowan (2010), Human Resource Management (2nd ed), Pearson Education

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- https://www.citehr.com/

- https://www.younghrmanager.com/
- https://www.digitalistmag.com/lob/human-resources/2012/10/25/top-10-blogs-news-sites-for-hr-019564
- https://www.peoplemanagement.co.uk/news

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model(Max. Marks: 20)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1	Understand	Technical Quiz	7
CO2,CO3	Analyze	Assignment	6
CO4	Create	Case study	7
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**	**End Semester Examination (50 marks)**
Remember	0	1	1	4
Understand	1	2	1	6
Apply	2	0	1	6
Analyze	4	4	3	14
Evaluate	3	0	2	10
Create	0	3	2	10

19PNC110	MARKETING MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge of Economics and Management concepts

COURSE OBJECTIVES

1. To provide basic knowledge about functional areas of marketing and practices.
2. To familiarize and illustrate the application of marketing mix elements.
3. To provide in depth knowledge on marketing segmentation, positioning and targeting.
4. To provide knowledge on emerging trends in marketing.

COURSE OUTCOMES

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

1. Understand the marketing elements and its applications.
2. Apply and evaluate different techniques in the practical market space to meet the upcoming Challenges.
3. Design sources of marketing tools for better applications in the market
4. Evaluate the developed designs for better utilization in the market

MODULE 1	**INTRODUCTION TO MARKETING, STM**	**15**

Defining Marketing Concepts- Marketing Opportunity Analysis: Scanning the Marketing Environment-Ethics in Marketing. Introduction to Marketing Mix (Product, Place, Price, Promotion, People, Process) Market Segmentation-Targeting-Positioning and Differentiation.

MODULE 2	**PRODUCT MANAGEMENT, BUYER BEHAVIOUR**	**15**

Hierarchy -Classification of Product- New Product Development-Product Life Cycle-Brand-Packaging-Labeling- Buyer Behavior- Roles-Types-Stages-Marketing Channel-Retailing-Wholesaling and Logistics

MODULE 3	**PRICING AND PROMOTION**	**15**

Pricing Strategies- Development-IMC Tools and Techniques-Transactional and Relationship Marketing Emerging Trends.

	TOTAL HOURS: 45

REFERENCES:

1. Philip Kotler, Mithileswar Jha,Kevin Lane Keller, Abraham Koshy (2013). Business Marketing: Concepts and Cases(14th ed), Pearson Publishing.
2. Ramaswamy V.S. and Namakumari S (2012). Marketing Management: Planning, Implementation and Control (5th ed), Macmillian.
3. Rajan Saxena (2009). Marketing Management (3rd ed), Tata McGraw Hill.
4. R Kumar& Goel (2013). Marketing Management (2nd ed), UDH Publishers, 2013.
5. Tapan Panda (2012). Marketing Management (2nd ed), Excel Books.

WEB REFERENCES:

- https://www.marketo.com
- https://www.marketingeye.com
- https://www.coursera.org/learn/marketing-management
- https://www.marketingteacher.com

Assessment Methods & Levels (Based on Blooms' Taxonomy)				
Formative assessment based on capstone Model(Max. Marks: 20)				
Course Outcome	**Bloom's level**	**Assessment Component**		**Marks**
CO1	Understand	Technical Quiz		6
CO2, CO3	Analyze	Assignment		6
CO4	Evaluate	Case Study		8
Summative assessment based on Continuous and End Semester Examination				
Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**	**End Semester Examination (50 marks)**
Remember	0	1	1	4
Understand	1	2	1	6
Apply	2	0	1	6
Analyze	4	4	3	14
Evaluate	3	0	2	10
Create	0	3	2	10

SEMESTER II

19PNC211	CORPORATE FINANCE AND INDIAN FINANCIAL SYSTEM	4/0/0/4
Nature of Course	**THEORY**	
PREREQUISITES: Basic knowledge on Finance		
COURSE OBJECTIVES		
1. To understand the fundamentals of Financial Management and operations 2. To understand the importance of Working capital management and gain knowledge about effective working capital management 3. To make the students familiarize with Capital structure and Capital budgeting techniques 4. To design the Dividend Policies		
COURSE OUTCOMES		
Upon successful completion of the course, the students will be able to: 1. Understand basic finance functions and Goals of an organization 2. Compute the Working capital requirement of an organisation 3. Design the various sources of finance with optimum level 4. Evaluate the best investment proposals through wealth maximization techniques		
MODULE 1	**FINANCIAL MANAGEMENT OPERATIONS, WORKING CAPITAL**	**20**
Financial Management: Definition - Nature and Scope - Finance Functions and Financial Decision - Goals of Financial Management – Risk and Return Matrix - Time Value of Money –Compounding –Discounting. Financial Leverage Analysis- Working Capital - Operating Cycle – Receivables and Payables Management – Cash Management – Inventory Management- Sources of Finance.		
MODULE 2	**CAPITAL STRUCTURE,**	**20**
Cost of Capital - Capital Structure Theories: Net income approach, Net operating income approach, MM approach, Traditional view- Impact of capital structure on value of the firms. Designing Capital Structure.		
MODULE 3	**CAPITAL BUDETING AND DIVIDEND**	**20**
Capital Budgeting: Nature and Principles - Cash Flows- Discounted Cash Flow Techniques (Simple problems): Net Present Value - Internal Rate of Return - Profitability Index - Non Discounted Cash Flow Techniques: Pay Back and Accounting Rate of Return-Dividend Policy –Objectives - Retained Earnings Ratio - Types of dividends – Dividend Theories - Share Splits.		
		TOTAL HOURS:60

References:	
1.	Pandey. I. M (2015), Financial Management (11 th ed), Vikas Publishing House.

2.	Prasanna Chandra (2009), Fundamentals of Financial Management(6 th ed), Tata McGraw Hill
3.	Khan and Jain (2009), Financial Management (10 th ed), Tata McGraw Hill.
4.	James C Van Horne (2009), Financial Management and Policy, Prentice Hall of India.
5.	Eugene F Brigham, Michael C Ehrhardt (2008), Financial Management Theory and Practice, Cengage Learning.
6.	Bhat (2009), Financial Management Principles and Practice (3 rd ed), Excel Books.

Web References:

•	https://www.jstor.org/stable/4410000
•	http://www.himpub.com/documents/Chapter498.pdf
•	https://www.studynama.com/community/threads/mba-finance-indian-financial-system-ifs-notes-ebook-second-year-sem-3.2707/
•	https://www.easynotes4u.com/overview-of-indian-financial-system/
•	https://edurev.in/courses/10760_Indian-Financial-System-Notes--Videos

Assessment Methods & Levels (based on Blooms'Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 1	Remember, Understand	Technical Quiz	7
CO 2, CO3	Apply	Presentation	7
CO 4	Analyze, Evaluate	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50]
	CIA1 [10]	CIA2 [10]	CIA 3 [10]	
Remember	1	1	2	4
Understand	1	-	1	4
Apply	1	2	-	7
Analyse	2	3	2	11
Evaluate	3	2	3	12
Create	2	2	2	12

19PNC212	QUANTITATIVE TECHNIQUES	4/0/0/4
Nature of the course	**THEORY**	

PREREQUISITES: Basic knowledge in management concepts

COURSE OBJECTIVES

1. To enable the students appreciate the importance and role of operations research techniques in business
2. To train the students in formulating mathematical models of business situations requiring decisions
3. To familiarize the students in using the different techniques and tools used in arriving at optimal decisions to business problems
4. To enable the students acquire the knowledge and skills of applying the appropriate Operations research technique to the business problems

COURSE OUTCOMES

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

1. Build mathematical models for real-life business problems
2. Analyze the mathematical models using the different Operations Research Techniques
3. Arrive at optimal solutions for the mathematical models
4. Improve business performance by optimizing the resources

MODULE 1	LINEAR PROGRAMMING –BASIC CONCEPTS, TRANSPORTATION PROBLEM	20

Formulation of Linear Programming Problems – Applications in business environment - Graphical solution to Linear Programming Problems - Simplex Method - The Big M Method - Duality in Linear programming-Transportation Problem - Initial basic feasible solutions using North-West Corner Rule, Least Cost method and Vogel's approximation method -Optimality in Transportation Problem – Stepping Stone Method - MODI Method - Maximization problems

MODULE 2	ASSIGNMENT MODEL- DECISION THEORY	20

Assignment Algorithm – Hungarian Method for Optimal assignments – Alternative Optimal Solutions – Maximization Problem – Unbalanced assignment problems - Travelling Salesman Problem-Decision making under risk – Expected Monetary value – Expected Opportunity Loss – Expected Profit of Perfect Prediction – Expected Value of Perfect Information – Payoff Matrix – Decision making under uncertainty – Maximin Criterion –Minimax Criterion – Maximax Criterion – Minimin Criterion

MODULE 3	SIMULATION	20

Random phenomena in Simulation – Random Numbers – Monte Carlo Simulation – Applications of Simulation to Business problems: Simulating future demand based on past data – Simulating production output based on past data- Simulating Inventory Management- Simulating Queuing Model – Problems on simulation using Normal Distribution

	TOTAL HOURS: 60

References:	
1.	Dharani Venkatakrishnan(2011). Operations Research – Principles and Problems (12th ed), Keerthi Publishing House Pvt. Ltd.
2.	Hamdy A. Taha (2013). Operations Research – An Introduction (4th ed), Prentice
3.	Nagarajan K (2016). Textbook of Operations Research (3rd ed), New Age International.
4.	Pradeep J Jha (2015). Operations Research (3rd ed), McGraw-Hill Education (India) Private Limited.

5.	Rajagopal.K (2012). Operations Research (4th ed), PHI Learning Private Limited.
6.	A M Natarajan (2014), Operations Research (2nd Ed.), Pearson India
7.	Kanti Swarup, Gipta & Man Mohan (2017), Operations Research – Introduction to Management Science
8.	Srivastava.U.K., Shenoy.G.V., and Sharma.S.C (2011). Quantitative Techniques for Managerial Decisions(3rd ed), New Age International Publishers.

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- https://civildatas.com/download/operations-research-by-p-ramamurthy
- https://freevideolectures.com/course/2365/fundamentals-of-operations-research
- https://books.google.co.in/books?id=6khDDAAAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false
- https://drive.google.com/file/d/1qSr51ZoP5FE0PPs8V6-LMU-ZWSBbQuC6/view
- https://lecturenotes.in/notes/20145-note-for-operations-research-or-by-bput-toppers
- https://books.google.co.in/books?id=rj6bBMVzfPsC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false

Assessment Methods & Levels (Based on Blooms Taxonomy)

Formative Assessment based on Capstone Model (Max. Marks : 20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 1	Understand	Assignment	6
CO 3& CO 4	Create	Group Assignment	8
CO 2	Evaluate	Group Presentation	6

Summative Assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination (50 Marks)
	CIA – 1 (10 Marks)	CIA – 2 (10 Marks)	CIA – 3 (10 Marks)	
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyse	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNC213	BUSINESS AND MARKET RESEARCH	2/0/2/3
Nature of Course	THEORY	

PREREQUISITES: Basic Knowledge of Statistics and Management concepts

COURSE OBJECTIVES

1. To make the learners to understand the importance of Business research methods
2. To equip them to familiarize with the data collection techniques
3. To facilitate them to evaluate various measurement techniques of business research
4. To familiarize them towards the statistical tools for data analysis

COURSE OUTCOMES

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

1. Analyze the importance of Business research methods
2. Apply statistical tools for data analysis
3. Test statistical hypotheses using SPSS
4. Evaluate a given dataset using statistical tools in SPSS and suggest business solutions to improve performance

MODULE 1	INTRODUCTION TO RESEARCH METHODS	20

Introduction: Definitions - Objectives - Nature & Scope – Concept – Importance - Types of Research - Research Process - Criteria of Good research –Preparation of Research Proposal- Research Problem: Definition - Formulation - Identification and selection of problems in Management - Research design and experimental design in Management-Sampling Techniques – Scaling Techniques used in data Collection - Meaning and Relationship of Reliability and Validity – Data cleaning – Removing outliers - Introduction to SPSS – Creating data base in SPSS

MODULE 2	UNIVARIATE AND BIVARIATE ANALYSIS	20

Generating frequencies – Histogram – Mean, Median, Mode – Range, Standard Deviation, Variance –Skewness, Kurtosis – Hypotheses Testing - Z test- One way and Two way ANOVA – Cross tabulation and Contingency table – Chi Square Test - 't' tests – Correlation – Regression– Using SPSS for Univariate and Bivariate Analysis - Techniques of interpretation

MODULE 3	MULTIVARIATE ANALYSIS,	20

Multivariate analysis : MANOVA - Factor analysis - Cluster analysis – Correspondence analysis - Conjoint Analysis –Discriminant Analysis- Application of SPSS- Meaning and techniques of interpretation -Significance of report writing - Contents of the research report - Different types and steps in report writing

		TOTAL HOURS: 60

REFERENCES:

1. Donald R Cooper & Pamela S Schindler (2014). Business Research Methods (4th ed), Tata McGraw Hill Publishing.
2. Uma Sekaran (2014). Research Methods for Business (5th ed), Wiley India.
3. Kothari, Garg Gaurav(2014). Research Methodology: Methods and Techniques (7th ed), New Age International Publishers.
4. William G Zikmund, Barry J Babin, Jon C Carr, Atanu Adhikari& Mitch Griffin (2014). Business Research Methods – A South Asian Perspective (5th ed), Cengage Learning.
5. Naresh K Malhotra, David F. Birks and Peter A Wills (2014). Marketing Research – An Applied Approach (5th ed), Pearson.
6. Kiren Pandya, Sanjay Sinha and Smruti Bulsari(2012). SPSS in Simple Steps(1 st ed.) Wiley Publication

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- www.bizjournals.com
- www.free-research.com
- www.valuationresources.com/IndustryReport.htm

● www.metrics2.com				
Assessment Methods & Levels (Based on Blooms' Taxonomy)				
Formative assessment based on capstone Model (Max. Marks: 30)				
Course Outcome	**Bloom's level**	**Assessment Component**		**Marks**
CO1	Apply	Assignment		8
CO2	Analyze	Technical Quiz		8
CO3, CO4	Create	Record		14
Summative assessment based on Continuous and End Semester Examination				
Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**	**End Semester Examination (40 marks)**
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

19PNC214		ENTREPRENEURSHIP	3/0/0/3
Nature of Course		THEORY	

PREREQUISITES: Basic knowledge on all functional areas desirable

COURSE OBJECTIVES

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To equip the students to face the challenges in starting a new business.
3. To impart basic entrepreneurial skills to run a business efficiently and effectively.
4. To provide the students with inputs for team presentation.

COURSE OUTCOMES

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

1. Understand the knowledge and skills required for entrepreneur.
2. Apply the knowledge gained in preparation of business plan and evaluate the feasibility of a project
3. Apply the functional skills required in starting and managing small business.
4. Appreciate the scope for startup business ventures and know the Government schemes for the support of startups.

MODULE 1	INTRODUCTION- BUSINESS PLAN PREPARATION	15

Introduction to Entrepreneurship - Characteristics - Business Environment - Women Entrepreneurship -Family business- Entrepreneurship Development Training- Criteria for Selection of Product - Project identification and formulation of small business: Prefeasibility Study - Project Profile Preparation (Business plan) - Feasibility Report Preparation.

MODULE 2	SMALL BUSINESS FORMATION AND MANAGEMENT	15

Business Organization Forms – IPR - DIN, Digital Signature, Company Registration, MSMEs (UAM) PAN, TAN – Apply for Industrial Licensing to DIPP – Tax Registration for income tax, GST,   FSSAI, Drug License, Importer/Exporter code –Land classification: Selection of land – Industrial estate - Sheds-Allotments - EC-Requirements-Physical inspection-List of NOCs required for small business-Financial resources and Human Resource Mobilization - Operations Planning - Market and Channel Selection - Incubation - Project Financing - Product Launching - Sources of Finance - Financial Institutions – Banks, Venture capital, Angel Investors, Crowd Funding, Preventing sickness and Rehabilitation of sick units.

MODULE 3	GOVERNMENT SCHEMES AND STARTUPS	15

Central and State Government Schemes and Institutional support – Special Schemes for First generation Entrepreneurs-Incubation-Life history of Entrepreneurs- Recent startups-Success and Failures stories.

		TOTAL HOURS:45

REFERENCES:

1. Poornima M. Charantimath (2014). Entrepreneurship Development and Small Business Enterprises (3 th ed),Pearson - New Delhi.
2. Donald F Kuratko, T.V Rao (2012). Entrepreneurship: A South Asian perspective, (4th ed), Cengage Learning.
3. Hisrich (2014). Entrepreneurship (4 th ed), Tata McGraw Hill, New Delhi.
4. Norman M. Scarborough, Jeffrey R. Cornwall (2015). Essentials of Entrepreneurship and Small Business Management (1st ed), Pearson
5. Bruce R Barringer, Duane Ireland R (2008). Entrepreneurship: Successfully launching new ventures (7 th ed) Pearson Education.

WEB REFERENCES:
- https://www.edx.org/learn/entrepreneurship
- https://www.entrepreneur.com/article/337029
- https://www.pogdesign.co.uk/cat/Shark-Tank

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model (Max. Marks: 20)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1, CO2	Remember, Apply	Assignment	7
CO3	Evaluate	Presentation	6
CO4	Analyze	Case Study	7

Summative assessment based on Continuous and End Semester Examination				
Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**	**End Semester Examination (50 marks)**
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNC215	PROJECT MANAGEMENT	3/0/0/3
Nature of the Course	THEORY	

PREREQUISITES: Basic knowledge of Operations Management

COURSE OBJECTIVES

1. To facilitate the students to understand the importance of project management, project planning and implementation
2. To provide an in-depth knowledge about important facets of projects and the methods of project evaluation
3. To make the students understand the different project planning and scheduling techniques
4. To familiarize the students with contract management and to impart knowledge on effective project implementation in them

COURSE OUTCOMES

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

1. Evaluate projects and assess their feasibility
2. Plan and schedule project activities for implementation
3. Monitor and control project implementation
4. Identify deviations and take corrective measures in implementing projects

MODULE 1	INTRODUCTION, PROJECT APPRAISAL	15

Project Management -Need for project management - Benefits - Project Management Lifecycles -Project management Functions -Project Initiation – Project Planning -Project Selection Methods - Project Execution - Project Portfolio Process -Project Closure - Project Manager -Roles and Responsibilities -Selection of Project Team- Introduction – Technical Appraisal – Commercial Appraisal – Economic Appraisal – Financial Appraisal –Management Appraisal - Project Cost Estimation – Order of magnitude estimate – Macro and micro estimating- Components of capital cost of a project

MODULE 2	RISK MANAGEMENT, PROJECT PLANNING AND SCHEDULING	15

Project Financing – Sources of Finance –Life cycle costing concept- Project Risk Management- Steps in Risk Management-Risk Identification-Risk Analysis- Project Scheduling - Project Network Construction - CPM -PERT –Gantt Charts - Updating of network- Network Cost System- crashing of project network-Types of costs - Project Cost control –Crashing of Project Network – Resource Leveling – Resource Smoothing- Management of software's- Advantages of Using Project Management Software- Common Features- MS project and Primevera.

MODULE 3	PURCHASING, CONTRACT MANAGEMENT, EVALUATION AND AUDIT	15

Introduction- Purchase Cycle- Procurement Process- Contract Management- Contract Management framework- Contract Management process- Principles of Project Contracts - Project Contracting Process - Legal Aspects of Project Management –Tenders - Global Tendering - Insurance for Projects – Types of contracts – Sub-contracts –Types of payments to contractors- Project Evaluation – Evaluation objectives – Evaluation methods: Project Evaluation under certainty , Project Evaluation under uncertainty – Benefits and Challenges of Performance Measurement and Evaluation- Post Audit – Objectives of Post Audit –Phases of Post Audit – Types of Post Audit – Agencies for Post Audit of Govt./Govt. sponsored projects (Indian Scenario)- Social Cost Benefit Analysis -Emerging Trends.

		TOTAL HOURS:45
References:		

1.	Bhavesh M Patel (2010). Project Management (1 st ed), Vikas Publishing House.
2.	Gopalakrishnan and Rama Moorthy V E(2008). Text Book of Project Management (1st ed),Macmillan.

3.	Jack R Meredith and Samuel J Mantel (2011). Project Management - A Managerial Approach (8th ed), WileyIndia.
4.	Nagarajan K (2017). Project Management (8th ed) New Age International (P) Ltd), New Delhi
5.	Jeffrey K Pinto (2016). Project Management, Achieving Competitive Advantage (1st ed), Pearson Education.
6.	Narendra Singh (2015). Project Management and Control(3rd ed), Himalaya Publishing House.
7.	Nicholas (2009). Project Management for Business and Technology (1st ed), Prentice Hall of India.
8.	Paneer selvam and Senthil kumar (2009). Project Management (1st ed), Prentice Hall of India.

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●	https://preparepm.com/pmp/intro.html
●	https://www.thoughtco.com/pmp-practice-questions-4005393
●	https://www.examspm.com/2017/07/27/pmp-study-notes-pdf/
●	https://nptel.ac.in/courses/110104073/
●	https://www.justacademy.co/pmp-notes/

Assessment Methods & Levels (Based on Blooms Taxonomy)

Formative Assessment based on Capstone Model (Max. Marks : 20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Technical Quiz	**6**
CO2	Analyze	Assignment	**7**
CO3, CO4	Evaluate	Presentation	**7**

Summative Assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination (50 Marks)
	CIA – 1 (10 Marks)	CIA – 2 (10 Marks)	CIA – 3 (10 Marks)	
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyse	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNC316	INDIAN ETHOS AND BUSINESS ETHICS	2/0/0/2
Nature of Course	**THEORY**	

PREREQUISITES:

COURSE OBJECTIVES
1. To make the students to know Indian Ethos.
2. To make the students to understand the importance of Values and Karma.
3. To make the students to know the Theories of Ethics
4. To make students to understand the various dimensions in Ethics for business

COURSE OUTCOMES
Upon successful completion of the course, the students will be able to:
1. Understand the concepts of Ethos.
2. Analyse the importance of Values and Karma in life
3. Understand the various theories of Ethics.
4. Apply the various dimensions of Ethics in business.

MODULE 1	**INDIAN ETHOS – AN OVERVIEW, VALUES**	**10**

History & Relevance- Role of Indian Ethos in Managerial Practices-Management Lessons from Vedas, Mahabharata, Bible, Quran -Kautilya's Arthashastra - Asian spiritual philosophies of Vedanta, Taoism & Buddhism- Ethics v/s Ethos, Indian v/s Western Management Work Ethos-Values for Indian Managers-Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular vs. Spiritual Values - Value System in Work Culture- Environmental Ethics Awareness-Institutionalizing ethics in organization: ethical decision making, ethical eco system-corporate wrongdoing.

MODULE 2	**THEORIES OF ETHICS**	**10**

Understanding the need for ethics - Ethical Principles in Business - Theories of Ethics- Absolutism verses Relativism - Teleological approach - the Deontological approach, Kohlberg's six stages of moral development (CMD)-Kant's ethos- Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.

MODULE 3	**KARMA AND ETHICS IN BUSINESS**	**10**

Indian Systems of Learning-Gurukul System of Learning, importance of Karma to Managers-Nishkama Karma - Laws of Karma - Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection--Corporate Karma Leadership-Ethical Culture in Organization - Developing codes of Ethics and conduct - Role of scriptures in understanding ethics - Indian wisdom & Indian approaches towards business ethics-Ethics Issues beyond borders-profit maximization v/s corporate social responsibility.

	TOTAL HOURS:30

REFERENCES:

1. George F. Rejda (2019). Principles of Risk management and Insurance (14th ed), Pearson education.
2. Mishra, M. N., & Mishra S. B. (2016). Insurance Principles and Practice (22nd ed), S. Chand Publishing.
3. Shekhar K C (2013). Banking theory and practice (21st ed),Vikas Publishing House.
4. Muraleedharan D (2014). Modern Banking- Theory and Practice (2nd ed), PHI Learning Pvt. Ltd.
5. Williams Jr., Smith and Young, (1998). Risk management and Insurance (8th ed), McGraw Hill Publication.

WEB REFERENCES:

- https://en.wikipedia.org/wiki/Indian_Ethos_in_Management
- https://en.wikipedia.org/wiki/Business_ethics
- https://en.wikipedia.org/wiki/Ethos

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Remember	Technical Quiz	7
CO2, CO3	Evaluate	Presentation	7
CO4	Analyze, Create	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNC317	CORPORATE STRATEGY	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge about Management

COURSE OBJECTIVES

1. To make the students to understand the concepts of strategic management and strategy formation process.
2. To help students to understand different types of strategies
3. To enable students to implement and evaluate the strategies
4. To enable students to apply strategic control processes

COURSE OUTCOMES

Upon successful completion of the course, the students will be able to:
1. Understand the theory and concepts of strategic management
2. Understand different types of strategies
3. Develop and implement the strategic management processes
4. Evaluate and control strategic management processes.

Module1	**INTRODUCTION TO STRATEGIC MANAGEMENT AND COMPETENCIES**	15

Introduction – Concept of strategy - Strategy formation process- Stake holders in business, Vision, Mission and Purpose - Business definition, objectives and goals - Corporate governance and Corporate Social Responsibility & Sustainability - External environment, Porters five forces model. Competitive changes during industry evolution - Competitive structure, Globalization and industry structure, National context and competitive advantage, Distinctive competencies, Core competencies, Generic building blocks of competitive advantage - Assessing and Evaluating market entry strategies for entering global markets.

Module 2	**STRATEGIES**	15

The Generic and Grand strategic alternatives, Stability, expansion - Vertical integration – Diversification – Mergers & Acquisitions - Cost leadership - Business level strategy - Corporate level strategy - Building and restructuring the corporation - Corporate Portfolio Analysis - Strategic Networking: Concept of strategic networking and strategic alliances and cooperative strategies. SWOT analysis - GAP analysis - McKinsey's 7 S frame work - GE 9 cell model - Balanced Score Card – Blue Ocean and Red Ocean strategy.

Module 3	**STRATEGY IMPLEMENTATION, EVALUATION AND CONTROL**	15

The implementation process - Resource allocation - Designing organizational structure - Designing strategic control system - Matching structure and control to strategy - Implementing strategic change - Politics - Power and conflict - Techniques of strategic evaluation and control - Other strategic issues – Managing Technology and Innovation - Strategic issues for nonprofit organization - New business models and Strategies for Internet economy – Emerging Trends.

	TOTAL HOURS:45

REFERENCES:

1. Thomas L Wheelen, JDavid Hunger and Krish Rangarajan (2010).Concepts in Strategic Management and Business policy(5thed),Pearson Education.
2. Charles WL Hill and Gareth RJ ones (2009).Strategic Management Theory, an Integrated approach (4thed), Biztantra.
3. Kazmi (2009).Strategic Management and Business Policy (7thed), Tata McGraw Hill.
4. Michael A Hitt, Robert E Hoskisson, R Duane Ireland(2010). Management of Strategy Concepts and Cases (6thed), Cengage Learning.
5. John A Pearce, Richard B Robinson (2009).Strategic Management (4thed), Tata McGraw Hill.
6. Francis Cherunilam (2009). Strategic Management (5thed), Himalaya Publishing House.

WEB REFERENCES:
- https://www.edx.org/learn/strategic-management
- https://www.mckinsey.com/in
- http://irresearchers.ir/upload/docs/StrategicManagementDavid.pdf

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Remember, Analyze	Technical Quiz	7
CO2,CO3	Evaluate	Assignment	7
CO4	Analyze, Create	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

FINANCE ELECTIVES

19PNE001	FOREIGN EXCHANGE MANAGEMENT	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Basic knowledge of Management Principles and Financial Management

COURSE OBJECTIVES

1.To facilitate the students to understand the importance of foreign exchange in business transactions
2. To provide an in-depth knowledge about foreign exchange arithmetic
3. To make the students understand the risks associated with foreign exchange operations
4. To familiarize the students with export finance and the important provisions of FEMA

COURSE OUTCOMES

Upon successful completion of the course, students will be able to:
1. Evaluate foreign exchange rates
2. Foresee and mitigate risks associated with foreign exchange transaction
3. Handle and negotiate the different export finance options
4. Ensure that the foreign exchange transactions of the organization are in accordance with FEMA

MODULE 1	INTRODUCTION	15

Role and rules of FEDAI- Foreign Exchange rates and Risk Management – Foreign Exchange for Resident Indians: Foreign Currency accounts in India- Liberalized remittance scheme – Travel and non-travel related expenses, FOREX Facilities for Non-Resident Indians: Deposit schemes for Non-Resident Indians, Investment facilities for NRIs – Loans for NRIs – Foreign Exchange market participants: Central Bank, Commercial banks, Investment funds, Forex brokers, Corporations , individuals-

MODULE 2	FOREIGN EXCHANGE ARITHMETIC & RISK	15

Factors determining exchange rates: Fundamental factors- Technical factors – Speculative factors – Foreign Exchange Arithmetic-Forex Markets; Direct and Indirect Quote- Basic Exchange Rate Arithmetic: Cross Rate, Chain Rule, Value date, Forward Exchange Rates- Forward Points; Arbitrage; Calculating Forward Points; Premium / discount- Operational risk, Exchange risk, Credit risk, Settlement risk, Liquidity risk, Market risk, Legal risk, Systematic risk, Country risk, Sovereign risk

MODULE 3	EXPORT FINANCE & FEMA ACT	15

Pre-shipment export finance – Post-shipment export finance – Export finance against collection of bills –Deferred Export finance – Export finance against allowances and subsidies – Export Credit Guarantee Corporation: Roles and activities- FEMA, 1999 – Objectives, salient features - Regulatory requirements under FEMA for Residents and Non residence entities

	TOTAL HOURS:45

REFERENCES:

1. B.K. Chavdhuri, 'Finance of Foreign Trade and Foreign Exchange', Himalaya Publishing House, 2014.
2. C.Jeevanandam, 'Foreign Exchange- Practice, Concepts and Control', Sultan Chand and Sons, 2014.
3. A.V. Rajwade, 'Foreign Exchange, International Finance and Risk Management', Shroff Publishers and Distributors Private Limited, Mumbai, 2014.
4. Tim Weithers, 'Foreign Exchange: A practical guide to the Foreign Exchange markets', Wiley, 2006.
5. 'Foreign Exchange Management Manual with FEMA and FDI Ready Reckoner', - TAXMAAN, Jain Book Depot, 2014.
6. Nidhi Jain,'Foreign Exchange Risk management 'New Century publications,'2007.

WEB REFERENCES:

- https://dor.gov.in/foreign-exchange-management-list
- https://www.taxmann.com/.../foreign-exchange-management-act-objectives-provisions

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model (Max. Marks: 20)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1	Remember, Analyze	Technical Quiz	6
CO2,CO3	Evaluate	Presentation	7
CO4	Analyze	Case study	7
Summative assessment based on Continuous and End Semester Examination			

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	1	1	4
Understand	2	1	1	6
Apply	1	2	1	6
Analyze	3	3	3	14
Evaluate	1	3	2	10
Create	2	0	2	10

19PNE002	BANKING AND INSURANCE	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge of Banking Products and Insurance Policies

COURSE OBJECTIVES

1. To enable the students to understand the Banking system in India and to familiarize them with the different banking products
2. To familiarize the students with different aspects of Bank Management
3. To familiarize the students with basics of Insurance business and Insurance products
4. To enable the students understand operations of Insurance companies

COURSE OUTCOMES

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

1. Understand the role of banks in an economy
2. Know the different financial products offered by banks
3. Become familiar with the IT enabled modern banking operations
4. Understand the nuances of Insurance business

MODULE 1	OVERVIEW OF BANKING AND ITS PRODUCTS AND SERVICES	15

Evolution of Banking – Banking in India- Role of Commercial Banks – Key Acts governing the functioning of Indian banking system – RBI- its role and functions – Types of Banks – Small Finance Banks - New Generation banks – Foreign Banks – International Banking scenario - Retail Banking – Trade Finance – Treasury Operations – Different Types of Accounts – Common Banking Products and Value Added Services

MODULE 2	CREDIT FACILITIES, MONITORING AND RISK MANAGEMENT AND E BANKING	15

Project Finance – Loan syndication – Corporate Term Loan – Working capital Loan – Acquisition Finance – Overdraft against property – Foreign Currency loan – Financing Securitisation : Asset based – Mortgage based – Direct Loan assignment - NPA Capital Adequacy - BASEL Norms - Rehabilitation Process – Risk Management - Electronic banking – Security threats – Electronic Money Transfer (EMT) system – RTGS, NEFT, SWIFT – Automatic Teller Machine (ATM) – Tele-banking – E-Banking security – Cyber Crimes – Data encryption – Digital signature

MODULE 3	BASICS OF INSURANCE	15

Life and General Insurance – Regulations and Guidelines of IRDA – Hazards, Risks and Perils – Insurance intermediaries – Classification of Insurance Policies: Fire Insurance, Marine Insurance, Motor Vehicle Insurance, Property Insurance, Fidelity Guarantee, Personal Accident Insurance, Liability Insurance, Travel Insurance - Indemnity policy vs. Benefit policy – Banker's clause in insurance policy – Reinsurance – Bancassurance - Reinsurance

	TOTAL HOURS:45

REFERENCES:

1. George F. Rejda (2019). Principles of Risk management and Insurance (14th ed), Pearson education.
2. Mishra, M. N., & Mishra S. B. (2016). Insurance Principles and Practice (22nd ed), S. Chand Publishing.
3. Shekhar K C (2013). Banking theory and practice (21st ed),Vikas Publishing House.
4. Muraleedharan D (2014). Modern Banking- Theory and Practice (2nd ed), PHI Learning Pvt. Ltd.
5. Williams Jr., Smith and Young, (1998). Risk management and Insurance (8th ed), McGraw Hill Publication.

WEB REFERENCES:

- https://en.wikipedia.org/wiki/Online_banking
- https://www.icsi.edu/media/webmodules/publications/9.1 20Banking 20Law 20-Professional.pdf

- https://www.investopedia.com/terms/u/universalbanking.asp
- https://www.investopedia.com/terms/i/insurance.asp

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO2,CO3,CO4	Remember, Analyze	Technical Quiz	7
CO1,CO2	Evaluate	Presentation	7
CO3	Analyze	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE003	**FINANCIAL SERVICES**	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Knowledge on basic business finance

COURSE OBJECTIVES

1. To study the need, objectives and concepts of various financial services provided by the banks, financial institutions and their roles and responsibilities.
2. To know the regulatory framework of the financial entities.
3. To understand the functioning of Indian Financial System.
4. To study the various insurance schemes available in the market.

COURSE OUTCOMES

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

1. Identify the structure of the Indian financial system
2. Perform the role of Merchant Banking
3. Handle lease and hire purchase portfolios
4. Handle insurance related issues in organizations.

MODULE 1	**INDIAN FINANCIAL SYSTEM & SERVICES – OVERVIEW**	**15**

Money market – call money market – commercial paper market – commercial bill market – certificates of deposits – treasury bill market – gilt edged securities market. Capital market – an overview - capital market instruments - capital market reforms –primary markets – methods of raising funds from primary market- public issue global markets – issue of American depository receipts and global depository receipts – guide lines on their issue – Fintech latest developments. Financial services- nature – characteristics – role of financial services in economic development – relevance of the study of financial services – factors influencing the growth and development of financial services industry – types of financial services.

MODULE 2	**MERCHANT BANKING & CREDIT RATING**	**15**

Merchant banking – historical perceptive – nature of services provided by Merchant bankers – structure of merchant banking firm – setting up and managing a merchant bank – SEBI regulations on merchant banks – under writing – stock broking – depositories – tax planning services – portfolio management services – factoring services and practices – card business – credit cards and debit cards - Credit rating: approaches and process of rating – credit rating agencies – CRISIL and ICRA, CARE ratings for financial instruments – methodology of rating.

MODULE 3	**LEASING, HIRE PURCHASE & INSURANCE**	**15**

Leasing: concepts and classification of leasing – present legislative frame work of leasing – lease evaluation (lessor's and lessee's point of view)- tax aspects of leasing. Hire purchase: introduction – concepts and characteristics – legal aspects and tax implications – financial evaluation - Insurance – Risk & types of risk – types of insurance – general insurance, Life & Health insurance – types of insurance companies- reinsurance – perils – proximate cause – hazard – Indemnity, Liability – Insurable interest, coinsurance – Ambiguity – Agent & Brokers – Agency, fiduciary: Insurance Act, 1938 (with amendments up to 2015), IRDA; IRDA Act, 1999 (with amendments up to 2015)

	TOTAL HOURS: 45

References:	
1.	Khan M.Y. (2017). Financial Services (9th edition), McGraw Hill Education.
2.	C.Ramagopal (2014). Management of Financial services (1st ed), Vikas publication.
3.	Bhole L.M. (2017). Financial Institutions and Market (6th ed), McGraw Hill Education
4.	Friend M Blume, J Crocket (2001). Mutual Funds and other Institutional Investors (1st ed), McGraw-Hill & Co, New York City.

5.	Yasaswy N.J. (2011). Personal Investment and Tax Planning (20th edition).
6.	Julia Holyoake, William Weipers (2001). Insurance (5th ed), Financial World Publishing.

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● https://www.coursera.org/learn/digital-competition-financial-services
● https://financialservices.gov.in/banking-divisions/Work-Allocation-Among-Sections/Parliament-and-Coordination-Section
● http://sigc.edu/department/commerce/studymet/FinancialServices.pdf
● https://www.easynotes4u.com/financial-services-notes/
● https://www.smartzworld.com/notes/financial-services-pdf-notes-fs-notes-pdf/

Assessment Methods & Levels (based on Blooms'Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 1	Remember, Analyze	Technical Quiz	7
CO 2, CO3	Evaluate	Presentation	7
CO 4	Apply, Analyze	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 Marks]
	CIA1 [10 Marks]	CIA2 [10 Marks]	CIA 3 [10 Marks]	
Remember	1	1	2	5
Understand	1	1	1	5
Apply	1	1	-	5
Analyse	2	3	2	11
Evaluate	2	2	3	12
Create	3	2	2	12

19PNE004	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge on Investment

COURSE OBJECTIVES

1. To enable students understand the conceptual framework of Investment, Securities Market and Portfolio Management.
2. To equip the students to gain expertise in valuation of securities.
3. To facilitate the students to understand the functioning of Securities Market in India.
4. To familiarize the students to evaluate the performance of Portfolio of Securities.

COURSE OUTCOMES

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

1. Analyse the functioning of financial market
2. Critically evaluate the investment advice from analyst
3. Evaluate and choose financial securities in constructing an investment portfolio using relevant tools and Techniques
4. Design rightly diversified portfolio and assess portfolio performance

MODULE 1	INVESTMENT AN INTRODUCTION, SECURITY ANALYSIS	15

Investment –meaning and definition-types of investment- corporate investment--Security markets; legal framework of security markets; organized stock exchanges; listing of securities; trading and operational mechanism of stock exchanges; settlement and clearing; online trading; Dematerialization, Depositories and Depository participants; Credit rating services-Types of securities - equity based and debt based; derivatives, mutual funds. Concepts of risk and return; valuation of securities – bond and equity valuation; different approaches to valuation; Estimation of net asset value of mutual funds

MODULE 2	FUNDAMENTAL ANALYSIS AND TECHNICAL ANALYSIS	15

Economic analysis – Economic forecasting and stock investment decisions – Forecasting techniques. Industry Analysis : Industry classification, industry life cycle – Company analysis Measuring Earning – Forecasting earnings – Applied Valuation techniques. Fundamental analysis Vs technical analysis - methods of technical analysis: trends, indicators and patterns– advance-decline line, RSI - market indices and moving averages –Dow theory and Efficient market theory.

MODULE 3	PORTFOLIO MANAGEMENT	15

Investment management – portfolio management - selection of portfolio- Markowitx diversification- Portfolio theory and risk management- calculation of risk and return of portfolios- Portfolio evaluation –methods of evaluation- portfolio revision—problems

	TOTAL HOURS: 45

References:	
1.	Donald E. Fisher and Ronald J. Jordan (2018). Securities Analysis and Portfolio Management (7th ed), Prentice Hall, New Delhi.
2.	S. Kevin (2015). Security analysis and portfolio Management (2nd ed), PHI Learning
3.	Sudhindra bhat (2008). Security analysis and portfolio Management (2nd ed), Excel Books.
4.	Gupta L.C. (2005).Stock Exchange Trading in India Society for Capital Market Research and Development, Delhi.
5.	Machi Raju, H.R (2008). Working of Stock Exchanges in India (3rd ed), Wiley Eastern Ltd, New Delhi

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•	https://www.studynama.com/community/threads/pdf-security-analysis-portfolio-management-sapm-notes-ebook-for-mba-finance.2713/
•	http://www.gurukpo.com/security-analysis-and-portfolio-management/
•	http://164.100.133.129:81/econtent/Uploads/Security_Analysis_&_Portfolio_Management.pdf
•	https://www.scribd.com/document/378058756/Security-Analysis-and-Portfolio-Management-Lecture-Notes-Study-Material-and-Important-Questions-Answers
•	https://examupdates.in/mba-investment-analysis-and-portfolio-management/

Assessment Methods & Levels (based on Blooms'Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 1	Analyze, Understand	Technical Quiz	**7**
CO 2	Apply, Remember	Presentation	**7**
CO3, CO4	Evaluate, Create	Case study	**6**

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]]
	CIA1 [10 marks]	CIA2 [10 marks]]	CIA 3 [10 marks]]	
Remember	-	-	2	3
Understand	2	2	1	5
Apply	1	1	-	7
Analyse	3	3	2	12
Evaluate	3	2	3	13
Create	1	2	2	10

19PNE005	FINANCIAL DERIVATIVES	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Trading mechanism of Indian Stock Market

COURSE OBJECTIVES
1. To equip young managers with the knowledge of derivatives practices in India 2. To acquaint the students to manage the risk associated with derivatives and their synergic effect on financial returns 3. To examine forwards and futures contracts for equity indexes, commodities, and Currencies 4. To learn to model and evaluate derivative instruments and risk exposure

COURSE OUTCOMES
Upon successful completion of the course, the students will be able to: 1. Apply the knowledge for hedging Activity 2. Analyse financial derivatives: forward contracts, futures, swaps and options. 3. Create derivative pricing models and identify payoffs from derivative positions 4. Analyse financial derivatives to a range of scenarios

MODULE 1	INTRODUCTION	15
Derivatives, Types of derivatives, Participants: hedgers, speculators, arbitrageurs and scalpers - Traders – Types of Settlement - OTC and Exchange Traded Securities - Uses and Advantages of Derivatives, risks In Derivatives		
MODULE 2	FUTURES AND OPTIONS CONTRACT	15
Specifications of Futures Contract - Margin Requirements – Marking to Market - Hedging using - Futures – Types of Futures Contracts - Securities - Stock Index Futures, Currencies and Commodities - Delivery Options, Relationship between Future Prices, Forward Prices and Spot Prices. Definition, Exchange Traded Options & OTC Options - Specifications of Options, Call and Put Options & American and European Options, Intrinsic Value and Time Value of Options - Option payoff, options on Securities, Stock Indices, Currencies and Futures - Differences between future and Option contracts, Options Pricing models		
MODULE 3	SWAPS, DERIVATIVE INSTRUMENTS	15
Definition of SWAP, Interest Rate SWAP & Currency SWAP - Role of Financial Intermediary –Warehousing - Valuation of Interest rate SWAPs and Currency SWAPs Bonds - FRNs & Credit Risk. Commodity Market Derivative Instruments - Equity Market Derivative instruments- Interest rate market Derivative instruments - Currency Derivative instruments		
	TOTAL HOURS:45	

References:	
1.	S. L. Gupta (2008). Financial Derivatives, Theory, Concepts and Practice (7th ed), Prentice Hall of India.
2.	S.S.S Kumar (2010). Financial Derivatives, Theory, Concepts and Practice (4th ed), PHI Learning.
3.	John C Hull (2009). Options, Futures and other Derivative Securities (5th ed), Pearson.
4.	Stulz (2011). Risk Management and Derivatives (6th ed), Cengage Learning.

5.	David Dubofsky (2014). Option and Financial Futures – Valuation and Uses (6th ed), McGraw Hill International Edition.
6.	N.R.Parasuraman (2014). Fundamentals of Financial Derivatives (5th ed), Wiley India.

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●	https://examupdates.in/mba-financial-derivatives/
●	https://www.studynama.com/community/threads/mba-finance-financial-derivatives-fd-notes-ebook-second-year-sem-4.2705/
●	http://www.ddegjust.ac.in/studymaterial/mba/fm-407.pdf
●	http://ebooks.lpude.in/commerce/mcom/term_4/DCOM510_FINANCIAL_DERIVATIVES.pdf
●	http://dl4a.org/uploads/pdf/Financial%20Derivatives%20Module.pdf

Assessment Methods & Levels (based on Blooms'Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 1	Apply, Understand	Technical Quiz	**7**
CO 2	Analyze	Presentation	**7**
CO 3, CO 4	Evaluate, Create	Case study	**6**

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]]
	CIA1 [10 marks]]	CIA2 [10 marks]]	Term End Assessment [10 marks]]	
Remember	-	-	1	2
Understand	2	1	1	6
Apply	1	2	1	7
Analyse	3	2	2	11
Evaluate	3	3	3	14
Create	1	2	2	10

19PNE006	PERSONAL FINANCE	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge on FINANCE

COURSE OBJECTIVES

1. To make the students to understand the base steps for personal financial planning
2. To familiarize the risk and return with the time value of money
3. To provide inputs on how to calculate personal income tax
4. To provide the various sources of savings and investments

COURSE OUTCOMES

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

1. Plan one's own Financial planning
2. Evaluate the risk and return involved in savings and investment
3. Compute Personal Income Tax and file income tax returns return
4. Design the best method of savings and investment for the future.

MODULE 1	FINANCIAL PLANNING & RISK AND RETURN	15

Financial Planning – Importance – Steps in Financial Planning – Personal Budget – SMART GOAL – Ways to achieve SMART Goal – Exercise on Financial Planning- Risk and Return - Present Value and Future Value – Annuity – Power of Compounding – Capital Gains on Personal Investment

MODULE 2	PERSONAL INCOME TAX	15

Basic Personal Income Tax Structure – Eligible deductions under various Sections – Tax Planning: Concepts and Strategies – Filing of Return – E Filing- Personal savings and Investment – Investment Criteria

MODULE 3	RETIREMENT AND RISK MANAGEMENT PLANNING	15

Savings instruments of Post Office and Banks – Chit Funds – Investment in debentures, equity, corporate and Government Bonds – Investment Planning Strategies- Retirement Plan – Pension Plan – Public provident Fund – Gratuity – Gratuity – Life Insurance Plan – Reverse Mortgage Plan.

	TOTAL HOURS:45

REFERENCES:

1. Sid Mittra, Shailendra Kumar Rai, Anandi P.Sahu, Harry Starn (2015). Financial Planning Theory and Practice (1st ed), SAGE Publishing.
2. Michael A. Dalton, James Dalton, Randol Cangelosi, Scott Wasserman, Randall Guttery (2011).
3. Personal Financial Planning Theory and Practice (7th ed), KalpanSchweser.
4. MadhuSinha (2016). Financial Planning (2nd ed), McGraw Hill Education (India) Private Limited.
5. Amar Pandit (2014). The Only Financial Planning Book, Network 18 Publications Ltd.
6. Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes (2004). Personal Finance (9th ed), Tata

McGraw Hill Publishing Company Ltd.

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- https://www.moneycontrol.com/personal-finance/
- https://open.umn.edu/opentextbooks/textbooks/personal-finance

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Apply	Assignment	6
CO2	Evaluate	Presentation	7
CO3,CO4	Apply, Analyze	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE007	INTERNATIONAL FINANCIAL MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge on foreign exchange

COURSE OBJECTIVES

1. To discuss the role and practices of foreign exchange markets and their use in financial management for international businesses
2. To appraise the foreign exchange risks faced by international businesses and the principles for managing these risks
3. To explain the exchange rate determination and the role of global financial market
4. To apply the principles of financial management techniques in international business

COURSE OUTCOMES

1. Examine a complex body of knowledge relating to the international financial environment
2. Analyze the foreign exchange risk and manage them.
3. Understand the exchange rate determination and the role of global financial market.
4. Apply the principles of international investment techniques.

MODULE 1	INTRODUCTION	15

Foreign Exchange–Basics –Foreign Exchange Market-Market Participants-Foreign Exchange Rates –Factors determining Foreign Exchange Rates and International Monetary System – Gold Standard - The Bretton woods system, Foreign Direct Investment(FDI), Foreign Institutional Investment (FII).

MODULE 2	FOREIGN EXCHANGE ARITHMETIC AND RISK	15

Factors determining exchange rates: Fundamental factors- Technical factors – Speculative factors - Foreign Exchange Arithmetic-Forex Markets; Direct and Indirect Quote- Basic Exchange Rate Arithmetic: Cross Rate, Chain Rule, Value date, Forward Exchange Rates- Forward Points; Arbitrage; Calculating Forward Points; Premium / discount. Types of Foreign Exchange Exposure and Risk – SWIFT Messaging - Management of Transaction Risk – Techniques for Hedging Transaction Risk, Internal Hedging Strategies – Management of Operating Risk, Managing Transaction Exposure.

MODULE 3	INTERNATIONAL FINANCIAL MARKET, REGULATION	15

International Money Markets - Motive-Segments -International Finance sources - Equity and debt products like ECBs, ADRs, GDRs - ECCBs and other types of Bonds etc., Parity conditions in International Finance- Purchasing Power Parity - Covered Interest Parity- Uncovered Interest Parity - Real Interest Parity - Parity Conditions and Managerial Implications- International Fisher Effect

		TOTAL HOURS:45

References:	
1.	P.G.Apte (2014). International Financial Management (7th ed), TMH Publication.
2.	Eun& Resnick (2017). International Finance Management (7th ed), TMH Publication.
3.	Jeff Madura (2015). International Finance Management (12th ed), Thomson Publication.
Web References:	
•	https://examupdates.in/international-financial-management-notes/
•	http://students.icwai.org/studies/studies/Fin_Managt.aspx
•	http://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf
•	https://www.academia.edu/31705533/International_Financial_Management_7th_Edition_
•	http://www.ddegjust.ac.in/studymaterial/mba/fm-406.pdf

Assessment Methods & Levels (based on Blooms'Taxonomy)
Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 1, CO 3	Remember, Understand	Technical Quiz	7
CO 2	Analyze, Evaluate	Presentation	7
CO 4	Analyze, create	Case Analysis	6

Formative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]]	CIA2 [10 marks]]	CIA 3 [10 marks]	
Remember	1	1	1	2
Understand	2	1	-	6
Apply	-	1	2	7
Analyse	3	2	4	14
Evaluate	3	3	2	11
Create	1	2	1	10

19PNE008	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTING	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: A basic understanding about what is merger and acquisition and its impacts.

COURSE OBJECTIVES

1. To understand the nature and mechanism of mergers and acquisitions
2. To assess the impact of merging and acquiring companies and to make recommendations
3. To understand corporate restructuring and its purpose.
4. To understanding the key participants in the M&A process.

COURSE OUTCOMES

1. Demonstrate an advanced and integrated understanding of the regulatory framework relating to the operation of mergers and acquisitions
2. Critically evaluate the effects of mergers and acquisitions
3. Analyze and research complex problems relating to regulation of takeovers and make appropriate choices amongst alternatives.
4. Demonstrate sophisticated cognitive and creative skills in approaching legal issues relating to mergers and acquisitions and generate appropriate responses.

MODULE 1	MERGERS – STRATEGY AND LEGAL ASPECTS	15

Introduction to Mergers, Types of Mergers Merger Strategy - Growth Synergy, Operating Synergy, Financial Synergy - Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers - Financial Evaluation, Joint Venture and Strategic Alliances - Legal Aspects of Mergers - Amalgamation and Acquisition - Provisions of Companies Act - Regulation by SEBI, Takeover Code, Scheme of Amalgamation, Approval from Court, Valuation of a Business.

MODULE 2	VALUATION OF MERGERS AND ACQUISITIONS	15

Due Diligence –types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition, Concepts of value, methods of Enterprise and Equity valuation - Brand, Goodwill, Human resources valuation, Customer Relationships valuation and Firm valuation - Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation - Financing Mergers and Acquisitions, Equity, debt and venture capital funds, Negotiation - Deal structuring and Methods of payments in mergers and acquisitions, Accounting for Mergers and Acquisitions,

MODULE 3	CONTROL MECHANISM & CORPORATE RESTRUCTURING	15

Collars, Role of Arbitrage in Merger & Acquisition - Interpretation of arbitrage spreads - Earn out and CVR_S - Pre closing & closing M&A Risk with the help of Collars - Fixed Collar Offers vs. Floating Collars Offers - Internal and External control Mechanism - Takeover tactics - Takeover defenses - Regulatory Aspects in India with respect to Takeover defenses

		TOTAL: 45

	REFRENCES:
1.	J. Fred Weston- Kwang S. Cheng-Susan E. Hog "Merger and Acquisition, Restructuring a:nd corporate control
2.	MY. Khan and PK Jain Financial Management, Text, Problem, Cases- 5. TH. Edition. Tata McGraw Hill Publishing, 6th Edition
3.	Merger and Acquisition strategy, valuation and integration, Kamal Ghosh Ray. PHI Learning Pvt. Ltd., 2010

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- https://onlinelibrary.wiley.com/doi/book/10.1002/9781119380771
- https://www.scribd.com/doc/40321727/Mergers-Acquisitions-M-A-summary-notes
- http://www.simonfoucher.com/MBA/FINA 20695E 20- 20Mergers 20Acquisitions/M 20A 20corporate 20restructuring 205th 20ed.pdf
- https://www.icsi.edu/media/webmodules/publications/Full 20Book 20of 20PP-CRVI-2014.pdf
- https://www.slideshare.net/HaridasKarath/corporate-restructuring-study-materialfinal-2

Assessment Methods & Levels (based on Blooms'Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
C01	Remember	Quiz	7
C02,C03	Understand	Assignment	7
C04	Apply	Presentation	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]]
	CIA1 [10 marks]]	CIA2 [10 marks]]	Term End Assessment [10 marks]]	
Remember	1	2	1	5
Understand	1	-	1	6
Apply	1	1	1	4
Analyze	2	2	3	11
Evaluate	3	3	2	14
Create	2	2	2	10

19PNE009	TAXATION	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge of tax concepts.

COURSE OBJECTIVES

1. To impart the basic principles underlying the provisions of direct and indirect tax laws
2. To introduce practical tax planning as a vital managerial decision-making process.
3. To expose the real-life situations involving taxation and to equip them with techniques for taking tax-sensitive decisions
4. To impart GST mechanism for business operations.

COURSE OUTCOMES

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

1. Apply the various provisions of direct and indirect laws for computing the taxes.
2. Evaluate the various options to take advantage of the taxation policy.
3. Compute the taxable income of an individual using the provisions of the Act.
4. Understand the mechanisms of GST.

MODULE 1	INTRODUCTION	15

Introduction to Taxation Management – Assessee – Assessment year- Persons- Income and Gross Total Income -Types of taxes, concepts, objectives – Tax planning, Tax Evasion and Tax Avoidance - Factors to be considered for tax planning - Capital and Revenue Receipts and Capital and Revenue Expenditures- Residential status and Incidence of Tax-

MODULE 2	INCOME TAX AND DEDUCTIONS BY EMPLOYER	15

Introduction – Income tax – Income tax Act, 1961 - Various heads in computation of total income –Salary income, Income from house property and Income from business – Income from other sources – Capital Gains -Deductions from gross total income, Rebates and Reliefs - Computation, Payment and accounting - Computation of Taxable income and tax payable- Income exempt under sec.10. Basic concept – levy and charge of tax: Employers' liability to deduct and pay tax – Tax deducted at source (TDS) – Forms-Deductions for individuals u/s 80– Provident Fund – Gratuity – Contribution from Employers and Employees - Professional tax.

MODULE 3	GOODS AND SERVICES TAX, FILING OF RETURNS	15

Fundamentals of GST –Constitution Act 2016 – Registration – Persons not liable for registration - Advantages of GST – Need for GST in India – One Nation One Tax – Dual GST Model – Inter State Vs Intra State stock transfer – Goods and Service Tax Network (GSTN) – GST Council –Guiding principles of GST council – Functions of GST council - Important definitions under CGST law. Filing of Income tax returns – Provisions, Forms and due dates, Notices and assessment for Individuals – various Income Tax Returns (ITR) forms – E-filing of Returns – GST Returns.

TOTAL HOURS:45

References:	
1.	Dr.Vinod K Singhania (2019). Students Guide to Income Tax (60th ed), Taxmann Publications Pvt. Ltd.
2.	Bagavathi Prasad (2019). Income Tax Law and Practice (46th ed), Vishwa Prakashan.
3.	Hariharan (2019). Income Tax Law and Practice (14th ed), Mc graw-Hill Management.
4.	Dr. Girish Ahuja & Dr. Ravi Gupta (2018). Systematic Approach to Indirect Taxation - Including GST & Customs (2nd ed), Wolters Kluwer.
5.	Jayant Printery (2018). Directorate of Studies, The Institute of Cost Accountants of India (ICAI).

6.	Dr. Vinod K Singhania, Dr. Monica Singhania (2019). Students' Guide to Income Tax Including GST-Problems & Solutions (18th ed), Taxmann.
7.	VS Datey (2018). GST Law and Practice with Customs and FTP (June ed), Taxmann's,
8.	CA G. Sekar and CA B. Saravana Prasath (2018). Practical Guide on TDS and TCS (17th ed), Wolters Kluwer.

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●	http://cbseacademic.nic.in/web_material/Curriculum/Vocational/2018/Taxation/Taxation%20XI%20.pdf
●	https://www.icsi.edu/media/webmodules/FINAL_TL&P.pdf
●	https://www.mastermindsindia.com/DT%20AND%20IDT%20SM.pdf

Assessment Methods & Levels (based on Blooms'Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 4	Understand	Technical Quiz	7
CO 2, CO 3	Analyze, Evaluate	Presentation	7
CO 1	Apply	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]]
	CIA1 [10 marks]	CIA2 [10 marks]]	CIA 3 [10 marks]]	
Remember	1	1	1	3
Understand	1	1	-	4
Apply	1	1	2	8
Analyse	3	2	4	13
Evaluate	3	3	2	12
Create	1	2	1	10

19PNE010	CORPORATE VALUATION	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge of Financial Management

COURSE OBJECTIVES
1. To enable students understand the conceptual framework of valuation and its approaches.
2. To equip the students to gain expertise in relative valuation of equity shares of corporate
3. To impart knowledge on Enterprise valuation through discounted and non-discounted models
4. To familiarise the students to evaluate the Value Enhancement by the corporate.

COURSE OUTCOMES
Upon successful completion of the course, the students will be able to:
1. Value the equity shares of a company.
2. Critically evaluate the various Valuation models.
3. Evaluate and choose financial securities for constructing an investment portfolio through relative Valuation techniques.
4. Evaluate the value addition created by the corporate through various methods.

MODULE 1	INTRODUCTION	15

Valuation – Value – Definition - Approaches to Valuation – Features of the Valuation Process – Corporate Valuation in Practice – Information needed for Valuation – Intrinsic Value and the Stock Market – Importance of Intrinsic Value.

MODULE 2	ENTERPRISE DCF MODEL AND NON-DCF APPROACHES	15

Analysing Historical Performance – Estimating the Cost of Capital – Forecasting Performance – Estimating the Continuing Value – Calculating and Interpreting the results – Applicability and limitations of DCF Analysis. Book Value Approach – Various basis of Asset Valuation – Replacement cost value – Market Value – Agreed Value/Fair Value – Problems with Asset-based valuation – Strategic Approach to Valuation.

MODULE 3	RELATIVE VALUATION, VALUE ENHANCEMENT	15

Steps in Relative Valuation – Fundamental Determinants of Valuation Multiples - Equity Valuation Multiples – Enterprise Valuation Multiples – Choice of Multiple – Best Practices using Multiples – Assessment of Relative Valuation. Meaning – Economic Value Added (EVA) Approach to value creation – Measure of value creation – Computing Market Value Added (MVA) – Properties of Market Value Added – Drivers of value creation

		TOTAL: 45

References:	
1.	Prasanna Chandra, 'A Guide for Analysts, Managers and Investors, McGraw Hill Education 2014.
2.	AswathDamodaran, 'The little book of Valuation', Wiley India Pvt Ltd., 2012
3.	Kamal Garg CA, 'Handbook on Valuation', Bharat Law House, Delhi, 2017
4.	Kamal Garg CA, 'Valuation by Registered Valuers', Bharat Law House, Delhi, 2017
5.	Sridhar VS, 'Valuation Examination for Asset Class Securities or Financial Assets', Rama books, 2018.

6.	SyamalesDatta, 'Advanced Valuation for Secured Lending by Banks and Financial Institutions', SyamelsDatta, 2014.

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●	https://www.scribd.com/doc/11292285/CORPORATE-VALUATION
●	https://ibbi.gov.in/uploads/resources/Securities_or_Financial_Assets.pdf
●	http://students.icwai.org/studies/studies/Bus_val_man.aspx
●	https://onlinelibrary.wiley.com/doi/book/10.1002/9781119261674
●	http://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-18.pdf

Assessment Methods & Levels (based on Blooms'Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 1	Remember, Understand	Technical Quiz	7
CO 2, CO 3	Analyze, Evaluate	Presentation	7
CO 4	Evaluate, Create	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]]
	CIA1 [10 marks]]	CIA2 [10 marks]	CIA 3 [10 marks]]	
Remember	1	1	1	3
Understand	1	1	-	6
Apply	1	1	2	6
Analyse	2	2	3	11
Evaluate	4	3	3	14
Create	1	2	1	10

MARKETING ELECTIVES

19PNE011	DIGITAL AND SOCIAL MEDIA MARKETING	3/0/0/3
Nature of Course	THEORY	
PREREQUISITES: Knowledge of Marketing Management		
COURSE OBJECTIVES		
1. Introduction to Digital and Social media marketing		
2. Learn to plan, create and implementation of various campaigns		
3. Understand various Marketing Strategies		
4. Getting familiar with Google Ad, Analytics accounts and dashboards		
COURSE OUTCOMES		
Upon successful completion of the course, students shall have ability to:		
1. Develop an in-depth understanding of Digital and Social Media Marketing		
2. Plan, manage, strategize and execute multi-channel campaigns		
3. Apply, SEO tools, Social media tools, Analytics tools in real time scenario		
4. Plan and build effective campaigns		
MODULE 1	**SOCIAL MEDIA MARKETING -ADVERTISEMENT AND WEBSITE**	**15**
Introduction to Social media-Understanding various social media platforms-Social Media communication-Social Media Landscape-Social Media Content Marketing-Introduction to Social Media Advertising Campaigns -Choosing right platforms-Advertising key factors-Face book – Ads Creation, Targeting, Insights - Introduction to Website-Website design and infrastructure-Off-site optimization, engagement and Link building -Summary		
MODULE 2	**SEO, SEM AND GOOGLE ADS**	**15**
Introduction to SEO-Understanding SEO website and Mobile-Design and Architecture of Search engine-SEO measurements-Content marketing-SEO and Analytics-A successful SEO plan-Introduction to Search Engine Marketing and Google Ads-Understanding Cookies, Targeting, Sales Models-Understanding various measurements and metrics-Understanding Ad Rank and Bidding in Google Ads-What is Google Ad Words and how it works-Google Display advertising-Google Networks-Google Ads account management and Dashboard overview-Summary		
MODULE 3	**EMAIL MARKETING , GOOGLE ANALYTICS AND INTEGRATED MARKETING**	**15**
Introduction to Email Marketing-Elements of Email Marketing-List generation, Email planning-Creating an Email marketing campaign and managing-Measurements of Email marketing campaigns and evaluating results-Introduction to Google Analytics-Understanding Audience and behavior-Getting familiar with Google Analytics Dashboard and account management-Campaign creation and tracking-Understanding various measurements and metrics- Developing a real use case scenario-Planning and building effective campaigns-Designing Keywords, Ads, campaigns-Strategize and running campaigns-Analyzing the campaign insights-Measuring and Evaluating the campaign –Summary.		
		TOTAL HOURS:45
REFERENCES:		
1. Puneet Singh Bhatia (2017). Fundamentals of Digital Marketing (1st ed), Pearson.		
2. Ian Dodson (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns (1st ed), Wiley.		

3. AvinashKaushik (2009). Web Analytics 2.0 (2nd ed), Wiley.
4. Mark Jeffery (2010). Data – Driven marketing (1st ed), Wiley.

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- https://www.webtrends.com
- https://searchenginewatch.com/sew/how-to/2156235/78-resources-for-every-internetmarketers - toolkit
- https://www.intechnic.com/blog/the-best-online-resources-for-digital-marketing/
- https://digitalmarketingdepot.com/
- https://www.coursera.org/specializations/digital-marketing

Assessment Methods & Levels (based on Blooms' Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Technical Quiz	6
CO2, CO3	Analyze	Assignment	7
CO4	Evaluate	Case Study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]	CIA2 [10 marks]	CIA 3 [10 marks]	
Remember	1	1	1	3
Understand	1	1	-	6
Apply	1	1	2	6
Analyze	2	2	3	11
Evaluate	4	3	3	14
Create	1	2	1	10

19PNE012	INTEGRATED MARKETING COMMUNICATION	3/0/0/3
Nature of the Course	THEORY	

PREREQUISITES: Basic concepts in Marketing Management
COURSE OBJECTIVES
1. To enable students to understand promotion as an element of marketing.
2. To impart knowledge various communication mix elements
3. To enhance service promotion in business environment
4. To impart knowledge on effective media scheduling strategy and planning
COURSE OUTCOMES
Upon successful completion of the course, students will be able to:
1. Develop an overall IMC plan for an organisation.
2. Evaluating different types of communication mix elements for their effectiveness
3. Evaluating different types of communication mix elements to create suitable models which will gain success in product/service promotion
4. Enhance insights on media planning and emerging trends in promotion

MODULE 1	**INTRODUCTION TO IMC**	**15**
Introduction to IMC –The Tools for IMC - The IMC Planning Process – The Role of IMC in the Marketing Process. Promotion Mix Tools- Steps in Communication process- Factors in deciding promotion mix- Advertising Agencies- Copy writing- Layout- Perspective of Consumer.		
MODULE 2	**ANALYSIS AND DEVELOPMENT OF THE COMMUNICATION PROCESS**	**15**
The Communication Process – Source, Message and Channel Factors – Objectives and Budgeting for Integrated Marketing Communication Programs-Models of Marketing Communication AIDA, Black Box-DAGMAR -Creative Strategy Process – Media Planning and Strategy - Evaluation of Media. Media and Message-		
MODULE 3	**MONITORING EVALUATION AND CONTROL**	**15**
Public relations vs. publicity – lobbying -Measuring the Effectiveness of the Promotional Program – Measuring the Effectiveness of other Program Elements- Emerging Trends.		
	TOTAL HOURS:45	

REFERENCES:
1. Belch, E. George, Belch, A. Michael and Purani K. (2016). Advertising and Promotion: An Integrated Marketing Communications Perspective, (9th ed), New Delhi McGraw Hill Education.
2. Shah, Kruti and D'Souza, Alan. (2017). Advertisement and Promotion – An IMC Perspective, (1st ed), New Delhi McGraw Hill Education.
3. Baack, E. Donald and Clow, E. Kenneth.(2017). Integrated Advertising, Promotion and Marketing Communications, (6thed), New Delhi Pearson Education.
4. Shimp (2015). Advertising and Promotion: An IMC Approach, (1st ed)- Cengage Learning.
5. David A Aaker- Rajeev Batra& John G. Myers. (2014) Advertising Management, (7th ed), Prentice Hall of India.
6. Cundiff- Stil&Govani. (2008). Sales Management, (2nd ed), PHI/Pearson.

WEB REFERENCES:
- www.advertisingage.com
- www.socialnomics.net
- www.btobonline.com
- www.eventmarketers.com

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model(Max. Marks: 20)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1	Understand	Technical Quiz	**7**
CO2, CO3	Analyse	Assignment/Presentation	**6**
CO4	Create	Case study	**7**
Summative assessment based on Continuous and End Semester Examination			

Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**	**End Semester Examination (50 marks)**
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE013	CONSUMER BEHAVIOUR	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Knowledge of Marketing Management

COURSE OBJECTIVES

1. To develop students' abilities to apply consumer behaviour concepts to marketing problems that is likely to involve consumer consumption and identify implications.
2. Study on consumer behaviour gives inputs to a marketing professional about dealing with diversities.
3. To develop marketing strategies based on consumer needs and wants.
4. To develop the segmenting skills of market and consumer.

COURSE OUTCOMES

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

1. Understand the importance of buyer behavior in marketing
2. Acquire the skills of segmenting the consumers according to the requirement of the market
3. Develop Marketing strategies based on consumer insights
4. Comprehend the relationship between product/service and customer satisfaction.

MODULE 1	**INTRODUCTION AND CONSUMER AS AN INDIVIDUAL**	**15**

Concepts-Dimensions of Consumer Behaviour - Need, Importance - Buying roles and Motives - Segmentation in Consumer Behaviour - Characteristics of Indian Consumer -challenges in predicting consumer behaviour–Approaches to the study of Consumer Behaviour - Consumer Needs and Motives --Personality-Consumer Perception - Learning-Consumer Attitudes - Attitude Formation and Change Communication and Persuasion -Self Image-Life Style Analysis – Key determinants of Buyer Behaviour and a Framework of Buyer Behaviour

MODULE 2	**CONSUMERS IN THEIR SOCIO- CULTURAL SETTINGS AND CONSUMER DECISION PROCESS**	**15**

Group Dynamics and Consumer -Family -Social class cultural and sub-cultural Aspects-Cross Cultural Consumer Behavior - Personal Influence and opinion Leadership - Diffusion of Innovations -Consumer Decision Making Process -Models of Consumer Decision Process - Nicosia- Howard   Sheth and Engel-Kollat Model

MODULE 3	**POSTPURCHASE BEHAVIOUR AND ADDITIONAL DIMENSIONS**	**15**

Post Purchase Behavior -Consumer Expectation and Satisfaction -Managing Dissonance -Consumer Loyalty - Types of Loyalty Programmes - Consumerism - Consumer Protection - Difficulties and Challenges in Predicting Consumer Behaviour - Online Consumer Behaviour - Organizational and Industrial Buyer Behaviour - Consumer Behaviour in Indian Context -Emerging Issues. Consumer Research

	TOTAL HOURS:45

REFERENCES:

1. Leon G. Schiffman, Joseph Wisenblit (2019). Consumer Behaviour (12th ed), Pearson.
2. Loudon.,&Bitta, Della (2017). Consumer behaviour - concepts and applications, (4th ed),
Tata McGraw Hill Publications.
3. Hawkins, D.I., Best.,& Cooney(2015). Consumer behavior - building marketing strategy,
(11th ed), Tata McGraw Hill Publications.
4. S.L. Gupta & Sumitra Pal, (2014). Consumer Behaviour: An Indian Perspective, Sultan Chand,

New Delhi.
5. Assael (2010). Consumer Behaviour, (6th ed), Cengage Learning.
6. Engel, J. F., Blackwell, R. D. & Miniard, P. W (2018). Consumer behaviour (10th ed),
Thomson Learning Publications.

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- https://www.consumerpsychologist.com
- https://www.worldcat.org/title/consumer-behavior/oclc/1014049001
- https://nptel.ac.in/courses/110105029/
- https://www.marketingteacher.com

Assessment Methods & Levels (based on Blooms' Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Technical Quiz	6
CO2 , CO3	Analyze	Assignment	7
CO4	Evaluate	Case Study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]	CIA2 [10 marks]	CIA 3 [10 marks]	
Remember	1	1	1	3
Understand	1	1	-	6
Apply	1	1	2	6
Analyze	2	2	3	11
Evaluate	4	3	3	14
Create	1	2	1	10

19PNE014	SERVICES MARKETING	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge in management concepts

COURSE OBJECTIVES

1. To enable the students to understand fundamentals of services marketing
2. To sensitize the students in customer behaviour, segmentation, targeting and positioning in services.
3. To develop knowledge of Service Quality & Customer Satisfaction
4. To clarify the basics in the formulation of a Sound marketing Mix

COURSE OUTCOMES

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

1. Understand the trends in services marketing
2. Develop Marketing Strategy based on consumer Insights
3. Comprehend the relationship between service quality and customer satisfaction
4. Formulate effective services Mix for different types of services

MODULE 1	**INTRODUCTION TO SERVICES AND CUSTOMER BEHAVIOUR**	**15**

Concept of services, importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Service Marketing (Micro as well as Macro) - Concept of CRM, Relationship management in practice, Customer behavior in Service Encounters: Differences among services affect Customer behavior, Customer Decision making: The three stage model of service Consumption - Targeting, segmentation and Positioning - Problem areas of segmentation

MODULE 2	**SERVICES MIX AND PROMOTION**	**15**

Product, Product differentiation, product levels, Pricing of services- pricing concepts, pricing strategies for services, use of differential pricing. Place-Service distribution, components of service delivery system, potential management, problems associated with services delivery - Promotion- Advertising, Sales Promotion & Personal Selling in service industry. People- Importance of people in service marketing. Role of various people involved

MODULE 3	**PHYSICAL EVIDENCE , SERVICES MODELS&ITS APPLICATIONS**	**15**

Physical Evidence-concept of Physical Evidence, importance, types of Physical Evidence in various services. Process-concept, types of process, Role of process in various services - Service Models- Service quality Gap Model, Internal marketing, external marketing and Interactive marketing. Challenges in Marketing of services. Application of Service Marketing to hospitals, banks and educational institutions, Tourism Industry.

	TOTAL HOURS:45

REFERENCES:

1. Christopher H.Lovelock and Jochen Wirtz, (2017). Services Marketing: People Technology, Strategy (3rd ed) ,Pearson Education South Asia.

2. Valerie A. Zeithaml, Mary Jo Bitner and Dwayne D. Grenler (2012). Services Marketing,   (6th ed), McGraw Hill Education.
3. Valerie A. Zeithaml, Parasuraman A and Leonard L. Berry, (1990). Delivering Quality Service (2nd ed), The Free Press, Macmillan.
   4.   Jha S M,(2012). Services Marketing (2nd ed), Himalaya Publishing House.

WEB REFERENCES:

- https://www.marketing91.com/service-marketing-mix
- https://www.yourarticlelibrary.com/marketing/service-marketing
- https://www.learnmarketing.net/servicemarketing.html
- https://nptel.ac.in/courses/110105038

Assessment Methods & Levels (based on Blooms' Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Technical Quiz	6
C02,CO3	Analyze	Assignment	7
C04	Create, Evaluate	Case Study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]	CIA2 [10 marks]	CIA 3 [10 marks]	
Remember	1	1	1	3
Understand	1	1	-	6
Apply	1	1	2	6
Analyze	2	2	3	11
Evaluate	4	3	3	14
Create	1	2	1	10

19PNE015	BUSINESS TO BUSINESS MARKETING	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Marketing Management and business concepts

COURSE OBJECTIVES

1. To facilitate the students to understand the nature of B2B marketing &buyer behavior
2. To sensitize the students about the significance of segmentation and demand analysis in B2B marketing
3. To develop knowledge of B2B Marketing Mix
4. To clarify the development of B2B Strategies and their implementation

COURSE OUTCOMES

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

1. Understand the nature of B2B marketing & buyer behavior
2. Apply and evaluate segmentation and demand analysis in B2B marketing
3. Formulate Marketing Mix strategies for B2B Marketing
4. Develop B2B Strategies and successfully implement these strategies

MODULE 1	INTRODUCTION TO B2B MARKETING AND BUYER BEHAVIOUR	15

Introduction -Business marketing-The value chain, Trends and changes in business marketing-Classifying customers, Organizations and Markets, Types of organizational customers and their unique characteristics of Commercial enterprises, Government and Institutional Markets - Organizational buying and buying behavior: The nature of buying, organizational buying process- A process flow model- Managing buyer seller relationships.

MODULE 2	SEGMENTATION , DEMAND ANALYSIS AND MARKETING MIX	15

Segmenting, Targeting and Positioning-Value based segmentation-A model for segmenting the organizational market-Organizational demand analysis, Determining market and sales potential, Sales forecasting methods - Managing Innovation and New product development process-Marketing mix for business Marketing

MODULE 3	PRICING, CHANNEL AND MARKETING STRATEGIES	15

Pricing in Business-to-Business Marketing- Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics-pricing implementation -Negotiated pricing-Direct & Indirect channels, Channel objectives & Design- Selection & Motivation of channel members. B2B Advertising and Promotion- Business Marketing Strategies.

	TOTAL HOURS:45

REFERENCES:

1. Hutt, Michael,D., Speh, Thomas, W., 'Business Marketing Management', Cengage Learning 2012.
2. Reeder, Robert. R., Brierty, Edward. G., Reeder, Betty. H 'Industrial marketing, analysis, planning and control' PHI publication. 2012.
3. Phadtare , Milind. T, 'Industrial marketing', PHI Publication 2012.
4. Vitale, Giglierano, 'Business-to-business marketing, analysis and practice in a dynamic environment', Thomson Press Publications 2012.
5. Anderson, 'Business Market Management', Pearson Publications 2012.

WEB REFERENCES:

- https://www.coursera.org/learn/b2b-marketing
- https://digitaldefynd.com/best-b2b-business-marketing-courses/
- https://b2bento.com/2011/09/b2b-social-media-marketing-free-ebook/

Assessment Methods & Levels (based on Blooms' Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Technical Quiz	6
CO2, CO3	Analyze	Assignment	7
CO4	Evaluate, Create	Case Study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]	CIA2 [10 marks]	CIA 3 [10 marks]	
Remember	1	1	1	3
Understand	1	1	-	6
Apply	1	1	2	6
Analyze	2	2	3	11
Evaluate	4	3	3	14
Create	1	2	1	10

19PNE016	RETAIL MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Marketing Management
COURSE OBJECTIVES
1. To help students develop insights into the Indian retail scenario and sensitize them on the factors that affect retail strategy.
2. To enable the students to apply theoretical concepts of retailing in practical business
3. To enrich students insights into real time situations in store branding
4. To impart significance inputs of visual merchandising and retail location for market sustainability.
COURSE OUTCOMES
Upon successful completion of the course, the students will be able to:
1. Understand the concept of retailing, its social and economic significance, importance of segmentation and customer buying behavior.
2. Apply the knowledge gained for merchandise management, pricing and retail communication.
3. Apply the retail market strategy for store branding in real time situations.
4. Apply the gained knowledge, for selecting a retail location and design a store and create visual merchandising

MODULE 1	**RETAILING-AN INTRODUCTION AND RETAIL MARKET SEGMENTATION**	**15**
Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario, Retail Decision Areas, Analyzing Competitive Strategies - Market Segmentation in India -Criteria for Evaluating market segment		
MODULE 2	**CONSUMER BUYING DECISION PROCESS AND RETAIL MARKET STRATEGY**	**15**
Customer Profiling-Consumer buying behavior- Factors influencing Retail Shoppers. Positioning of Retail Outlets/Chain - Definition- Target market and Retail format- Growth strategies- **Retail Sales**		

Techniques and Promotion. Implementing Retail Strategies & Performance Management, Developing Strategies for Store Branding - Pricing approaches and Strategies; HRM in retailing-case studies		
MODULE 3	**RETAIL PLANNING, RETAIL LOCATION DECISION MERCHANDISE AND STORE MANAGEMENT**	**15**

Legal and compliances for a retail Store-Mall management -Stock keeping units- Bar Coding-Electronic Retailing – Impact of Online selling on retailing -case studies; Retail audit and Future forecast. Using POS Data for CRM. Integrated systems and Networking EDI - Store Location and Layout:Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decision, Site Evaluation, Site Selection, Location Based Retail Strategies-Store design - Layout and Space management- Visual merchandising and Displays- Emerging Trends. SCM principles and retail logistics.

TOTAL HOURS:45

REFERENCES:
1. Levy- Weitz & Pandit. (2015). Retail Management, (6th ed), Tata McGraw Hill.
2. Swapna Pradhan. (2013). Retailing Management, (5th ed) Tata McGraw Hill.
3. Berman and Evans. (2014). Retail Management, (12th ed) PHI.
4. David Gilbert. (2015). Retail Management, (2nd ed), Financial Time/Prentice Hall.

WEB REFERENCES:
● https:// www.retailmanager.com
● https:// www.chainstorage.com
● https://nptel.ac.in/courses/110104070/37

Assessment Methods & Levels (based on Blooms' Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	**Understand**	**Technical Quiz**	**6**
CO2, CO3	**Analyze**	**Assignment**	**7**
CO4	**Evaluate**	**Case Study**	**7**

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]	CIA2 [10 marks]	CIA 3 [10 marks]	
Remember	1	1	1	3
Understand	1	1	-	6
Apply	1	1	2	6
Analyze	2	2	3	11
Evaluate	4	3	3	14
Create	1	2	1	10

19PNE017	PRODUCT AND BRAND MANAGEMENT	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Basic exposure to Marketing

COURSE OBJECTIVES

1. To develop the capacity of the students to understand the concept of evolution of brand and its impact on business.
2. To familiarize the students with the innovative ideas in designing, building and positioning a brand.
3. To update the students on building branding strategies.
4. To help the student understand the impact of brand and to provide solutions to brand imitations.

COURSE OUTCOMES

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

1. Understand the concept of branding.
2. Analyze the approaches towards brand association and brand leveraging.
3. Build new brands for the retail and services sector.
4. Evaluate and monitor the branding strategies adopted by the corporate.

MODULE 1	INTRODUCTION TO PRODUCT AND BRAND DEVELOPMENT	15

Introduction to Product development-New Product Development-Product Life Cycle- Product Design-Introduction to brand management–brand mark and trade mark – different types of brand – selecting a brand name –branding decisions – influencing factors-Global Brand Planning System – Global Brand Leadership – Cross Country Synergy. Brand vision – brand ambassadors– brand as a personality, as trading asset, Brand Equity Brand extension – brand positioning – Brand Repositioning – Brand Valuation-brand image building.

MODULE 2	BRAND BUILDING AND LEVERAGING	15

Branding Impact on Buyers-Competitors, Brand Loyalty- Loyalty Programmes -Brand Equity-Measurement of Brand equity – Role of Brand Manager – Interrelations with Manufacturing, Marketing, Finance, Purchase and R & D – Brand Audit- Corporate Brand Building – Retail Branding – Services Branding.

MODULE 3		15

Meaning of Brand Imitation – Kinds of Imitations – Factors Affecting Brand Imitation – Imitation Vs Later Market Entry – First Movers' Advantages – Free Rider Effects – Benefits for Later Entrants – Imitation Strategies. Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle-Branding strategies –Umbrella, individual and combination.

TOTAL HOURS:45

REFERENCES:

1. Keller Kevin Lane (2013). Strategic Brand Management, Building, Measuring and Managing, Brand Equity, (4th ed), Pearson.
2. Ramesh Kumar. S, (2011). Managing Indian Brands(2nd ed), Vikas Publications.
3. Richard Elliott and Larry Percy(2012). Strategic Brand Management (4 th ed), Oxford Press.
4. Mathur. U.C(2011). Brand Management Text and Cases, (1st ed) Macmillan.
5. Chunawala.S.A., Brand Management (2013). Himalaya Publishing House (3rd ed), Anis Publication.

WEB REFERENCES:
- http://www.blogmetrics.org/branding
- www.forbes.com/powerful-brands/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Apply	Assignment	7
CO2	Analyze	Case study	7
CO3, CO4	Create	Presentation	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE018	SALES AND DISTRIBUTION MANAGMENT	3/0/0/3

PREREQUISITES: Marketing Management

Nature of the Course	THEORY

COURSE OBJECTIVES

1. It aims to expose the students to development of sales and distribution strategy, principles of sales force management and the management of marketing channels
2. To enable the students, acquire and understand the concept and meaning of distribution management.
3. To gain knowledge on various techniques involves in sales and distribution
4. To impart insights to develop the process of logistics and channel distributions

COURSE OUTCOMES

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

1. Analyse the role of sales upon successful complete management in marketing perspective.
2. Make sales and distribution management decisions.
3. Evaluate and implement proper sales and distribution strategies
4. Enhance the process of logistic management and channel intermediation

MODULE 1	SALES MANAGEMENT AND SALES FORCE MANAGEMENT	15

Introduction - The Sales Management Function – Scope and Importance; Personal Selling Process and Approaches-The Evolving Face of Personal Selling- Sales Forecasting- Sales Territory Design. Recruiting and selecting Sales Personnel – Methods and administering selection procedures-Sales Force Job Analysis and Description- Recruiting and Selecting Sales Personnel- Training Sales Personnel- Motivating the Sales Force- Sales Force Compensation- Evaluating Sales Performance- Ethical and Legal Issues in Sales Management. Controlling Sales personnel and managing sales evaluation programmes

MODULE 2	DISTRIBUTION MANAGEMENT AND CHANNEL INTERMEDIARIES	15

Role and Function of Intermediaries- Selection and Motivation of Intermediaries; Channel Dynamics – Vertical Marketing Systems- Horizontal Marketing Systems- Multichannel Marketing Systems-Channel Conflict and Management- Channel Planning and organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions- Virtual Sales Office - Point of sales Agents- Distribution System Physical Distribution System – Decision Areas-

MODULE 3	MODES OF INTERMEDIARIES , LOGISTICS MANAGEMENT	15

Different Modes and Their Characteristics-Licensing-Franchising-Single brand-Multiband outlet-Dealer-Distributor- other Channel Intermediaries-Roles and Types – Channel incentives – Types. Assessing Performance of Marketing Channel- Introduction - Logistics Integration for Customer Satisfaction- Market logistics decisions for Distribution Channels. Supply Chain Management (SCM) - Disintermediation and Re-intermediation; e-enabled logistics management and tracking systems Emerging Trends.

	TOTAL HOURS:45

REFERENCES:

1. Still, R. R. &Cundiff, E. W., Govoni, N. A. P. (2009). Sales Management: Decision and Strategy and Cases (5th ed), Prentice Hall of India.
2. Tapan. K. Panda and Sunil Sahadev (2011). Sales and Distribution Management(2nd ed), Oxford University Press.
3. Tanner, J; HoneycuttEDErffmeyer Robert C. (2009). Sales management (1st ed), Pearson Education.
4. Coughlan A.T., Anderson E., Stern L.W and Ansary A.E. (2007). Marketing Channels(7th ed), Pearson Education.
5. Krishna K Havaldar and Vasant M Cavale (2009). Sales and Distribution Management (2nd ed), McGraw Hill Publications.

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- www.marketo.com
- www.btobonline.com
- www.study.com
- www.saponlinetutorials.com

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Understand	Technical Quiz	**7**
CO2,CO3	Analyze	Assignment	**6**
CO4	Create	Case study	**7**

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE019	INTERNATIONAL MARKETING	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Basic Knowledge of Marketing Management

COURSE OBJECTIVES

1. To provide an understanding of the international strategies in the field of marketing.
2. To develop and apply different strategies and techniques to enter international market space.
3. To gain a solid understanding of the theoretical and conceptual principles of International marketing
4. To understand how to develop and manage a strategic international marketing initiative

COURSE OUTCOMES

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

1. Apply and evaluate different tools, techniques and models in International Market to face the upcoming challenges and widen the market space.
2. Understand and remember the concepts of international market and its importance
3. Apply and evaluate different theories, techniques in the practical market space.
4. Create new models to solve the upcoming challenges in the international market.

MODULE 1	INTRODUCTION AND GLOBAL MARKETING ENVIRONMENT	15

Introduction, Process of International Marketing, International Dimensions of Marketing, International Marketing vs. Domestic Marketing, Competitive or differential advantage, Management Orientations, MNCs and TNCs, Benefits of international marketing. Legal and Ethical Issues in International Marketing - Social, cultural, legal, economic, political, financial, technological and other environmental factors of global environment. International Marketing Environment-Challenges in Global Marketing.

MODULE 2	INTERNATIONAL TRADE ENVIRONMENT AND INTERNATIONAL MARKET ENTRY STRATEGIES	15

International Trade Environment-WTO-GATT-Foreign Trade Policy Introduction, export Promotion Capital Goods Scheme, Duty Exemption/Remission Schemes, Special Economic Zones (SEZS), Free Trade Warehousing Zones (FTWZ), Star Export Houses, Deemed exports, Agri Export Zones, Target Plus Scheme. International marketing information system and marketing intelligence. Developing countries as emerging markets; global marketing plans. Screening international marketing opportunities; techniques of market selection decisions - International Distribution and Logistics Planning : Different Entry Modes and Market Entry Strategies, Joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising-International Pricing Policy: Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade.

MODULE 3	MARKETING MIX,RESEARCHING GLOBAL MARKETS AND MARKET BEHAVIOUR	15

Pricing strategies & Policies; counter-trade as a pricing tool; global pricing; transfer pricing. Global advertising; creative challenges; global media decisions; advertising agency; sales promotion; personal selling and sales management. International distribution decisions: Channel structure; distribution patterns; choice of channels and channel members; logistics management-supply & demand - Introduction, Breadth and scope of International marketing research. The research process. Problems of the availability and use of secondary data. Problems of gathering primary data, analyzing and interpreting research information. Responsibility for conducting marketing search. Estimating market demand. Multinational marketing information systems. Developing countries and emerging markets. Changing market behavior and market segmentation. The future of Global Marketing.

	TOTAL HOURS:45
REFERENCES:	

1. Philip Cateora, Graham Jones, Salwan Prashant (2017). International Marketing. (16th ed), Tata-McGraw-Hill.
2. Justin Paul and Ramneek Kapoor (2012). International Marketing, Text and Cases. (14th ed), Tata McGraw-Hill Education.
3. Ashok Purohit, Ambika Goyal (2012). International Marketing (3rd ed), Sonali Publication.
4. U.C. Mathur (2008). International Marketing Management (3rd ed), SAGE Publication.

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- https://www.academia.edu/33351892/Subject_INTERNATIONAL_MARKETING_book
- https://www.kopykitab.com/International-Marketing-by-R-Srinivasan
- https://www.coursera.org/learn/intro-international-marketing

Assessment Methods & Levels (based on Blooms' Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Technical Quiz	6
CO2, CO3	Analyze	Assignment	7
CO4	Evaluate	Case Study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]	CIA2 [10 marks]	CIA 3 [10 marks]	
Remember	1	1	1	3
Understand	1	1	-	6
Apply	1	1	2	6
Analyze	2	2	3	11
Evaluate	4	3	3	14
Create	1	2	1	10

19PNE020	GREEN MARKETING	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Basic Knowledge of Marketing

COURSE OBJECTIVES

1. To facilitate in creating green marketing plans with the environmental understanding.
2. To emphasis green marketing mix with the existing opportunities and challenges.
3. To understand the importance of communicating sustainability with impacts.
4. To introduce the emerging trends of green marketing.

COURSE OUTCOMES

Upon successful completion of the course, the students will be able to:
1. Create green marketing plans with proper environmental understanding.
2. Design green marketing mix by optimizing the opportunities and challenges.
3. Communicate sustainability with positive impacts.
4. Apply the emerging trends of green marketing.

MODULE 1	INTRODUCTION TO GREEN MARKETING PARADIGM	15

Introduction to green marketing – Green marketing planning - Incorporating a green perspective into the mission statement – Integrating a green mission into objectives, strategy and marketing tactics – The new green marketing paradigm - the government's role and the initiatives taken - Understand the interaction between environment and consumption

MODULE 2	DESIGNING GREEN PRODUCTS AND GREEN CONSUMER BEHAVIOR	15

Green Marketing paradigm- Designing green products - A life cycle Approach - Life cycle analysis – Green marketing mix - Strategies for sustainable product design – Green Product and package – Innovate for Sustainability: eco-design to eco- innovation- Five strategies for eco- innovation – Green branding and Positioning - Green consumer behavior - Five shades of green consumers - Segmenting the green consumers, based on Green interest – Green life cycle segmentation - Green consumer's motives - Buying strategies of green consumers – Barriers to green buying

MODULE 3	COMMUNICATING SUSTAINABILITY AND EMERGING TRENDS	15

Green promotions -The challenges of communicating with sustainability-Fundamentals of green marketing strategies of sustainable marketing communication - Establishing Credibility - Partnering: Green strategies for establishing credibility for sustainable branding of green products-Partnering for success - Emerging opportunities and challenges in green marketing - Sustainability Leaders addressing the new rules – Implications of technology in green marketing

	TOTAL HOURS:45

REFERENCES:

1. Jacquelyn Ottman – Berrett 'The New Rules Of Green Marketing: Strategies, Tools and Inspiration For Sustainable Branding', Routledge, 2017
2. John Grant, 'The Green Marketing Manifesto', Wiley, John & Sons, Incorporated, 2012
3. Diane Martin and John Schouten 'Sustainable Marketing', Prentice Hall, 2011
4. Joel Makower, 'Strategies for the Green Economy: Opportunities and Challenges in the New World of Business,- McGraw-Hill, October 5, 2011
5. Sigmund Wagner - Taylor & Francis ,'Understanding Green Consumer Behaviour' ,2010

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- https://goodsense.co.nz/marketing.../green-marketing-learn-online-register-interest/
- https://www.academia.edu/35809662/Green_Marketing_Management_Dahlstrom_2011_Cengage_highlights

Assessment Methods & Levels (based on Blooms' Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Technical Quiz	6
CO2, CO3	Analyze	Assignment	7
CO4	Evaluate	Case Study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]	CIA2 [10 marks]	CIA 3 [10 marks]	
Remember	1	1	1	3
Understand	1	1	-	6
Apply	1	1	2	6
Analyze	2	2	3	11
Evaluate	4	3	3	14
Create	1	2	1	10

HUMAN RESOURCE ELECTIVES

19PNE021	INDUSTRIAL RELATIONS AND LABOR LEGISLATIONS	3/0/0/3
Nature of Course	**THEORY**	
PREREQUISITES: Knowledge of Human Resource Management		
COURSE OBJECTIVES		
1. To grasp the essence of Positive employee relations and Discipline 2. To explain the departmental enquiry procedures and code of discipline 3. To explain the legal frame work governing the human resources and develop skills in handling legal issues within which the industry functions 4. To propagate the concept of non discrimination at workplace		
COURSE OUTCOMES		
Upon successful completion of the course, students shall have ability to 　1. Understand the methods to ensure healthy employee relations at work 　2. Appreciate the importance of procedural machinery and critically evaluate the role of voluntarism as a dispute resolution mechanism for long standing effectiveness in the workplace 　3. Analyze and solve problems existing at workplace using knowledge gained on statutory obligations 　4. Create an environment of inclusive growth for the sake of improving the ultimate well being of human resources in an organization		
MODULE 1	**INDUSTRIAL RELATIONS AND CONFLICT RESOLUTION**	**15**
Industrial Relations - Theories and Perspectives of Industrial Relations - ILO – WPM – Trade Unions - Trade Union Theories –Functions - Trade Unions Act 1926 - Trade Unionism in the unorganised sector - Collective Bargaining -Grievance and Disciplinary Procedures		
MODULE 2	**PROTECTIVE AND EMPLOYMENT LAWS**	**15**
Industrial Employment Standing Order Act, 1946 - Factories Act, 1948 - Contract Labour (Regulation & Abolition) Act, 1970 -Apprentices Act, 1961 - Industrial Disputes Act, 1947		
MODULE 3	**WAGES AND SOCIAL SECURITY LAWS**	**15**
The Minimum Wages Act 1948 -Payment of Wages Act 1936 -Payment of Bonus Act 1965 - The Equal Remuneration Act, 1976 - The Employee Provident Fund Act and Miscellaneous Act 1952 -The Payment of Gratuity Act 1972 –The Workmen's Compensation Act 1923 -The Maternity Benefit Act 1961 - ESI Act 1948 - Emerging Trends.		
		TOTAL HOURS:45
REFERENCES:		
1. Mamoria and Mamoria, Gankar(2013). Dynamics of Industrial Relation (6 th ed), Himalaya Publishing House. 2. Srivastava.S.V, (2012). Industrial Relations and Labour Laws(5 th ed), Vikas Publishing Pvt. Ltd. 3. Tripathi.P.C, Gupta.C.B and Kapoor.N.D(2011). Industrial Relations and Labour Laws(6 th ed), Sultan chand and Sons. 4. Venkata Ratnam.C.S(2006). Industrial Relations (4 th ed), Oxford University Press. 5. Ratna Sen (2007). Industrial Relations in India(4 th ed), Macmillan.		
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● https://labour.gov.in/ ● https://www.vakilno1.com/ ● https://www.lawctopus.com/nujs-kolkatas-online-certificate-course-in-labour-and-industrial-laws/		

- https://onlinecourses.nujs.edu/landing/online-legal-courses-human-resource-professionals/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Understand	Technical Quiz	**7**
CO2,CO3	Analyze	Assignment	**6**
CO4	Create	Case study	**7**

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE022	STRATEGIC HUMAN RESOURCE MANAGEMENT	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Knowledge about Organizational Behavior and Human Resources Management

COURSE OBJECTIVES

1. To take human resource initiatives at strategic level and learn the contemporary aspects of HRM
2. To learn the contemporary aspects of HRM
3. To comprehend and analyze the emerging HR functions in the present environment
4. To guide in designing a contemporary high performance organisation

COURSE OUTCOMES

Upon successful completion of the course, the students will be able to:
1. Take appropriate HR initiatives at strategic level
2. Develop skills required for handling the current trends in HRM
3. Analyse the issues relating to emerging HR trends
4. Design strategic initiatives for integrating HR into business performance deliverables

MODULE 1	INTRODUCTION TO STRATEGIC HUMAN RESOURCE MANAGEMENT AND AUDIT	15

Meaning – Strategic framework for HRM and HRD Links to HR Strategy and Business Goals -Planning and Implementing Strategic HR Policies and practice - Best SHRM practices: Green HRM, Acqui-hiring, Agile HR, High-Commitment Models, High-Performance Work Practices.   HR Audit – Definitions and Concepts – Need for HR Audit – HR Audit Goals- Identifying HR Audit Teams- HR audit and Strategic Planning–HR Audit Process–Post Audit-Emerging Trends.

MODULE 2	E – HUMAN RESOURCE MANAGEMENT	15

Employee profile– e- selection and recruitment - SMAC- Social media recruitment– e –learning and development – Gamification, MOOCs, E – Learning: Challenges and issues, e- Performance management and Compensation design –Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online. Enterprise social network, Digital leadership- Digital Skills- Chat bots.

MODULE 3	COMPETENCY BASED HRM AND HR SCORE CARD	15

Competency Development Process-Mapping Business Competencies to People Competencies-Assessment Centers - Competencies based – Selection, Competencies based Performance management and Culture. Integrating HR into business performance deliverables - Seven step processes - Creating HR scorecard -Implementing HR score card.

	TOTAL HOURS:45

REFERENCES:

1. Jeffrey A Mello (2012). Strategic Human Resource Management (2 nd ed), Cengage Learning, Southwestern.
2. T V Rao (2014). HRD Audit: Evaluating the Human Resource Function for Business Improvement(4th ed), Sage Publication.
3. Shermon, G. (2004). Competency based HRM: A strategic resource for competency mapping, assessment and development centres (3rd ed), Tata McGraw-Hill Education.
4. Hal Gueutal, Dianna L. Stone (2005). The Brave New World of e-HR : Human Resources in the Digital Age – the professional practice series(1st ed), John Wiley and Sons.
5. Paul Boselie, (2011). Strategic Human Resource Management (4th ed), Tata McGraw Hill.
6. Becker, B. E., Huselid, M. A., Huselid, M. A., & Ulrich, D (2001). The HR scorecard: Linking people, strategy, and performance (1st ed), Harvard Business Press.
7. Jeffrey A Mello (2007). Strategic Human Resource Management (4th ed), Cengage Learning, Southwestern.

8. RobertL. Mathis and John H. Jackson(2007). Human Resource Management (4th ed), Cengage Learning.
9. Monir Tayeb (2007).International Human Resource Management(3rd ed), Oxford.
10. Randall S Schuler and Susan E Jackson (2011).Strategic Human Resource Management (2nd ed), Wiley India McLeod. The Counsellor's workbook. Tata McGraw Hill.

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1. https://hr.uw.edu/vphr/wp-content/uploads/sites/2/2017/04/Strategy-Map-2017.pdf
2. https://www.toolshero.com/strategy/balanced-scorecard/
3. https://www.shrm.org/
4. https://www.balancedscorecard.org/BSC-Basics/About-the-Balanced-Scorecard

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Understand	Technical Quiz	7
CO2	Analyze	Assignment	6
CO3,CO4	Create	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE023	CROSS CULTURAL MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge of Human Resource Management

COURSE OBJECTIVES

1. To learn the basics about the culture and cross culture
2. To have an awareness about the various issues prevailing in the cross cultural management
3. To emphasize the applications of cross culture in the area of human resource management
4. To solve problems on cross culture in the area of human resource management

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to
1. Understand the concept of cross cultural management
2. Appraise the cross-cultural management model in corporate environment
3. Execute the cross cultural management model in present environment
4. Create high performance culture in the cross cultural environment

MODULE 1	DIVERSITY AND ORGANIZATIONAL CULTURE	15

Definitions and Concepts – Elements of Culture – The growing importance of culture -Culture and behavior – Culture and systems - Layers of Culture – Theories of Culture – Manifestation of Culture – Creation of Culture - Definitions and concepts – Culture and diversity- Importance of diversity - Barriers to cultural diversity – Diversity management - Approaches to work place diversity.

MODULE 2	CROSS CULTURAL COMMUNICATION AND MANAGEMENT	15

Definitions and concepts – Cross cultural issues and theories – Cross cultural Variables - Understanding Cross-cultural differences - Cross cultural analysis - Cross cultural training – Cross cultural performance feedback – Cross cultural issues in Decision making - Definition and concepts – Elements of communication – Communication barriers – Dimensions of Cross – cultural Communication - Cross –cultural negotiation – Comparative study of Negotiating styles in different countries - Types of Negotiation.

MODULE 3	CROSS –CULTURAL ISSUES	15

Definition and Concepts – Preparatory Steps for Managing cultural diversity – Managerial practices in various countries – Cross – cultural issues in Marketing –Cross cultural issues in Human Resource Management- Cross cultural Issues across Nations- Emerging Trends.

	TOTAL HOURS:45

REFERENCES:

1. Dipak Kumar Bhattacharyya (2014). Cross-Cultural Management (2 nd ed), PHI Learning Private Limited
2. Browaeys, M.J. and Price, R.(2008). Understanding cross-cultural management (2 nd ed), Pearson education.
3. Sana Reynolds and Deborah Valentine(2011). Guide to Cross – Cultural Communication (3 rd ed), Pearson education.
4. Radha R Sharma(2010). .Change Management (2 nd ed), Tata McGraw Hill

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1. http://www.businessworld.in/article/Diversity-Indispensable-To-Organisations-For-Engagement-And-Profitability/01-04-2019-168662/
2. http://globaladjustments.com
3. https://www.coursera.org/learn/diversity-inclusion-workplace
4. https://www.themuse.com/advice/9-free-online-classes-for-managers-diversity-inclusion

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model(Max. Marks: 20)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1	Understand	Assignment	**7**
CO2, CO3	Analyze	Case study	**7**
C04	Create	Presentation	**6**
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**	**End Semester Examination (50 marks)**
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE024	TRAINING AND DEVELOPMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge about Human Resource Management

COURSE OBJECTIVES

1. To provide the students with an understanding of the training and development practices
2. This course helps to understand and build competencies and facilitate students to understand the different training methods
3. To prepare students to design the training modules
4. To develop the skills to conduct management development programme

COURSE OUTCOMES

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

1. Analyse the training needs of the organization
2. Design and implement Employee Training and Development Programmes
3. Design and implement Management Development Programmes

Understand the latest trends in training and development

MODULE 1	INTRODUCTION AND TRAINING NEEDS ANALYSIS	15

Introduction to training concept – Meaning - Training and development - Objective of Training - Scope of Training - Benefits of Training to the Organization - Steps in training - Identification of job competencies - Training Need analysis: Organizational Analysis - Task and Person analysis - Requirement - Analysis - Methods and Techniques of Training Need Assessment- Training needs Analysis and Process - Operational Analysis/ Job analysis

MODULE 2	TRAINING DESIGN AND TRAINING IMPLEMENTATION	15

Designing the TrainingProgramme-PrimeConsiderationswhiledesigningaTrainingProgramme-Trainer identification - Factors affecting Training Design - Designing a training module- Budgeting for Training - Establishing and identifying Training Objectives - Learning - Principles of learning- theories of learning – Training Implementation - Training Policy and Plan - Training Methods - Logistical and Physical Arrangements - Tips for Trainer for Effective Implementation

MODULE 3	TRAINING EVALUATION AND MANGMENT DEVELOPMENT	15

Evaluation- Definition & need - Evaluation of Training Program – Kirk Patrick model of evaluation – CIRO model – Cost-benefit analysis – ROI of training-The need & importance of management development - Approach to management development - Sources of knowledge and skills - Special needs of Technical Managers - Strategies to develop Technical Managers Technology in training - CBT – Multimedia training – e-learning/online learning- Distance learning

	TOTAL HOURS:45

REFERENCES:

1. Janakiram.B (2008). Training & Development (2nd ed), Biztantra.
2. Sahu R.K.(2005). Training for Development (3rd ed), Excel books.
3. Rolf Plynton and Udai Pareek (2007). Training for Development (1st ed), Vistaar Publications.
4. Irwin. L. Goldstein (2007). Training in Organisations (2nd ed), Thomson.
5. James Flaherty (1999). Coaching: Evoking Excellence in Others (1st ed), Butterworth - Heinmann.
6. Margaret Anne Reid and Harry Barrington (2007). Training Interventions (3 rd ed), Jaico Publishing.

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- https://www.inc.com/encyclopedia/training-and-development.html
- https://en.wikipedia.org/wiki/Training_and_development
- https://www.msh.org/sites/msh.org/files/mds3-ch52-training-mar2012.pdf

- https://www.invo.org.uk/resource-centre/learning-and-development/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1,CO2	Understand	Technical Quiz	7
CO3,CO4	Analyze	Assignment	7
C04	Create	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE025	PERFORMANCE MANAGEMENT AND COMPENSATION PRACTICES	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge on Human Resource Management

COURSE OBJECTIVES

1. To equip students with comprehensive knowledge on Performance Management
2. To develop practical skills to improve their ability for Performance Management and Appraisal
3. To comprehend and analyze the components of compensation
4. To focus on designing a package that motivates the stakeholders of the organization.

COURSE OUTCOMES

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

1. Understand key concepts and theories of Performance Management.
2. Apply key concepts to compensation problems arising in firms.
3. Understand how workers behave strategically in response to the structure of, and changes in, the compensation system.
4. Design compensation strategies to create a positive work environment behave strategically in response to the structure of, and changes in, the compensation system

MODULE 1	PERFORMANCE MANAGEMENT	15

Performance Management -Introduction - Role of Performance in Organization - Performance Management Process - Performance Planning - Performance Analysis - Key Performance Areas - Process of Performance Analysis- Appraisal Systems - Introduction, Purpose of Appraisal - Pros and Cons of Appraising - Methods of Appraising-Who Can Appraise-Performance Rating-Performance Appraisal Factors-Methods and Errors - Reducing Rater's Bias.

MODULE 2	OPERATIONALIZING CHANGE	15

Performance Management System-Implementing Process-Factors Affecting Implementation-Pit falls in Implementation, Legal and Ethical Issues - Managing Team Performance- Performance challenges in outsourcing.

MODULE 3	STRATEGIC REWARD AND EXECUTIVE COMPENSATION	15

Reward Management: Concepts- Role of Reward in organization-Reward as a motivational tool– Job evaluation schemes- Grade and Pay structures- Designing Incentive Scheme - Rewarding and Reviewing Contribution and Performance. Strategic Reward and Reward Management–Developing reward strategy–Communicating reward strategy– Implementing reward strategy- Executive Compensation - using financial, and market performance indicators- Emerging Trends.

	TOTAL HOURS:45

REFERENCES:

1. Rao .T.V (2007). Performance Management and Appraisal Systems (2nd ed), Response Books.
2. Herman Aguinis (2008). Performance Management (3rd ed), Pearson education.
3. Armstrong, M., & Stephens,T (2005). A handbook of employee reward management and practice (2nd ed), Kogan Page Publishers.
4. Singh. B.D (2007). Compensation and Reward Management (3rd ed), Excel Books.
5. Prem Chadha (2008). Performance Management (3rd ed), Macmillan.
6. Dewakar Goel (2012). Performance appraisal and compensation management: A modern approach (2nd ed), PHI Learning Pvt. Ltd.
7. Bhattacharyya, D.K. (2011). Performance management systems and strategies (1st ed), Pearson Education.
8. Robert B (2011). Performance management (1st ed), McGraw-Hill Education India.

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- https://www.coursera.org/specializations/human-resource-management

- https://kpiinstitute.org/certification/certified-performance-management-professional-training/
- https://www.klipfolio.com/resources/kpi-examples
- https://www.clearpointstrategy.com/18-key-performance-indicators/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Understand	Technical Quiz	7
CO2,CO3	Analyse	Assignment	6
CO4	Create	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE026	TALENT MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge of Human Resource Management

COURSE OBJECTIVES

1. To help the students to understand the principles and importance of Talent Management.
2. To familiarize the students with essential elements of a typical Talent Management System.
3. To expose the students to specific programs and practices for achievement of effective TM.
4. To guide in designing and building a leadership pipeline, developing succession plans and utilizing the Human Resource function to maximize organizational performance

COURSE OUTCOMES

Upon successful completion of the course, the students will be able to:
1. Understand the importance of talent management.
2. Understand the functions of talent Management
3. Analyse and manage the key activities in an organization's talent management systems
4. Develop and implement talent management strategies in organisation

MODULE 1	TALENT MANAGEMENT SYSTEM	15

Introduction on Talent Management - Four Steps for Creating Talent Management System - Building Block of Talent Management: Competencies - Performance Management – Evaluating Employee Potential - Recruiting Super keepers - Job Analysis - Job Specifications - Issues in Talent Management System-Strategic Talent Management - organizing for talent management - Corporate Board -Chief talent officer

MODULE 2	TALENT MANAGEMENT OPERATIONS	15

The strategy-driven brand - Key branding points - Social media for attracting nonemployee talent - selecting talent - Internships, gigs, and simulations - Ability and personality testing – Interviews - Social media –Segmentation-Developing talent - the talent mix – on boarding and retaining talent - target talent development - career models and agility - retaining talent - human capital reporting - Rewarding Talent – Performance based Rewards- Reward Segmentation and Choice- Performance management – Executives led process - Technology based performance management- Social media and crowd sourcing-appraisal process

MODULE 3	REINVENTING TALENT MANAGEMENT	15

Talent management change -Talent managers as change agents - Leverage change capability to create a change-ready culture - Building an engaging culture -Building a leadership development strategy - Building the leadership pipeline -Approaches for broad-based leadership development -Future of talent management

	TOTAL HOURS:45

REFERENCES:

1. Lance A. Berger and Dorothy R. Berger (2011). The Talent Management Handbook (3 rd ed), Tata McGraw Hill. New Delhi.
2. Edward E. Lawler III (2017). Reinventing talent management -principles and practices for the new world of work (1st ed), Berrett-Koehler Publishers, Inc.
3. Terry Bickham (2015). ATD Talent Management Handbook (1st ed), Association for Talent Development.
4. Scullion, Hugh, and David Collings (2011). Global talent management (1st ed), Routledge.
5. Storey, John (2007). Human resource management: A critical text (1st ed), Cengage Learning EMEA.

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1. https://www.digitalhrtech.com/new-hr-talent-management-model/
2. https://joshbersin.com/2010/05/a-new-talent-management-framework/
3. https://www.tmi.org/
4. https://www.coursera.org/learn/managing-talent

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
C01	Understand	Quiz	7
CO2, CO3	Analyse	Assignment	6
CO4	Create	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE027	COMPETENCY MAPPING	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Human Resource Management

COURSE OBJECTIVES

1. To help students to understand and build managerial competencies
2. To facilitate students to understand the differences and inevitability of connecting core competencies and people competencies.
3. To helps the students to appreciate the need for Competency based HR processes
4. To illustrate the integration of competency profiling to other HR applications.

COURSE OUTCOMES

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

1. Forecast the different types of training needs based on competency and development.
2. Acquire Insights about competency identification and mapping.
3. Bring in a culture of mapping competency with the required job sets.
4. Frame technology strategies in tune with the HR strategies to achieve competitive advantage in Challenging situations.

MODULE 1	INTRODUCTION	15

Introduction - Knowledge, Skills and Attitude Vs Competency -Reasons for Popularity of Competency - Views against Competency -Definitions - Confusion about Competency - Components of Competency -Skill - Knowledge and Motive - Trait and Self - Concept -Iceberg Model of Competency - Operant and Respondent Traits of competency. Competency Categories - Threshold Competencies - Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies - Leadership or Managerial Competencies

MODULE 2	COMPETENCY MODEL AND LEADERSHIP	15

Steps in Developing Competency Model - Determining the Objective and Scope – Clarifying Implementation Goals and Standards - Create an Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering and Interim Competency Model - Finalize and Validate Competency Model-Competency Models - Leadership and Managerial Competency Models - Causes for Resistance - Delphi Technique Competencies and Generic Indicators 360 Degree Feedback - HR Generic Competency Model - Supervisory Generic Competency Model

MODULE 3	COMPETENCY BASED PERFORMANCE APPRAISAL	15

Integration the Competency Model - Competency based Recruitment and Selection - Competency Based Performance Appraisal - Competency Based Succession and Career Planning - Competency Based Compensation and Benefits - Competency based Training and Development - Reassessing Competencies and Evaluating ROI

	TOTAL HOURS:45

REFERENCES:

1. Seema Singh (2016). The handbook of Competency Mapping, Understanding, Designing and implementing competency models in organization (2nd ed), SAGE publication.
2. Sadha.R.K.(2009). Competency Mapping (2nd ed), Excel Publication.
3. Don Hellriegel, Susan E Jackson, John W Slocum (2008). Management a Competency based approach (3rd ed), Tata McGraw Hill Publishing Company Limited.
4. NitinSawardekar (2002). Assessment Centres: Identifying Potential and Developing Competency (2nd ed), Prentice Hall Publishers.

WEB REFERENCES:

- http://sk.sagepub.com/reference/the-handbook-of-competency-mapping-2e
- http://shodhganga.inflibnet.ac.in/bitstream/10603/40526/14/14_reference.pdf

- https://strengthscape.com/methods-of-competency-mapping/
- http://www.whatishumanresource.com/competency-mapping

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1,CO2	Understand	Technical Quiz	7
CO2,CO3	Analyze	Assignment	7
CO3,C04	Create	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	0	4
Understand	2	1	2	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE028	WORK PLACE COUNSELING	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge of Organizational Behavior

COURSE OBJECTIVES

1. To offer the students a unique experience to understand the importance of counseling in the workplace
2. To familiarize the students to understand the importance of counseling at workplace
3. To expose the students to identify the skills involved in counseling employees on emotional/psychological and disciplinary matters.
4. To familiarize students with key counseling strategies in work-related problems

COURSE OUTCOMES

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

1. Apply the theoretical knowledge gained for building insight into the persons' feelings, experience and behavior
2. Analyze situation and apply appropriate techniques of counseling in a workplace.
3. Demonstrate learnable and practical skills for workplace counseling.
4. Develop and implement strategies for building rapport and empathy with employee in distress and support in decision making

MODULE 1	INTRODUCTION TO WORKPLACE COUNSELING	15

Introduction to Counseling - Definition - Need for Work Place Counseling - Counseling, Psychotherapy and Instruction -Approaches to Counseling - Goals of Counseling - Role of a Counselor – Personal Characteristics of Counselors - Values in Counseling – Directive Counseling- Non directive Counseling- Participatory Counseling - 5-D Model of the Counseling Process- The Phases of Counseling - Counseling Procedures – The Counseling Environment - Intake Procedures - Guidelines for Effective Counseling – Advanced skills in counseling – Action Strategies- Termination and Follow up.

MODULE 2	COUNSELLING ECOSYSTEM	15

Building Counseling Relationship – Non Verbal Communication – Verbal Communication – Listening Skills - Questioning Skills – Reflection Skills – The art of listening – Barriers to Listening. Counseling Vs Business Values – Dilemmas of Manager Counselors – Changing behaviors through Counseling - Value conflicts – Role conflicts – Approaches to conflict resolution: Competing, Accommodating, Avoiding, Collaborating, and Compromising.

MODULE 3	ORGANISATIONAL APPLICATIONS	15

Change management - Diversity Management – Downsizing – Mentoring – Conflict resolution- Trauma-Problem Subordinates- Performance management- Intoxication and Substance Abuse- Ethics in Counseling.

	TOTAL HOURS:45

REFERENCES:

1. Singh, Kavita (2015). Counseling skills for managers (1 st ed), PHI Learning Pvt. Ltd.
2. MacLennan, Nigel (2015). Counseling for managers (1 st ed), Gower Publishing Company.
3. Stone, Florence (2007). Coaching, counseling and mentoring: How to choose and use the right technique to boost employee performance (2nd ed), Amacom.
4. Thompson, Neil (2015). People skills (1st ed), Macmillan International Higher Education.
5. Coles, Adrian (2003). Counseling in the workplace (3 rd ed), McGraw-Hill Education (UK).

WEB REFERENCES:

- http://www.thecounsellorsguide.co.uk/

- https://www.counsellingconnection.com/index.php/category/case-studies/
- http://www.saata.org/
- https://www.nlpindia.net/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Apply	Assignment	7
CO2,CO3	Analyze	Presentation	6
CO4	Create	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE029	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Knowledge of Organizational Behavior, Human Resource Management

COURSE OBJECTIVES

1. To familiarize the students with the various concepts and issues relating to management of human resources in international businesses.
2. Understand the cultural bases of HR practices and organizational behavior and be able to apply this in developing cross-cultural training for expatriates.
3. To review the theories, models and concepts developed in the areas of international management, international organizational behavior, cross-cultural management, and other emerging disciplines, and study their implications on international HRM practices.
4. To enable students to solve IHRM issues based on the theories and concepts after considering the managerial implications

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Explore the challenges posed by rapid globalization of business, understand and analyze human resource issues for making effective decisions in the contemporary international business environment.
2. Understand the HR issues facing global HR managers today in recruitment, selection, compensation, performance management, and training.
3. Research and analyze the HR systems practiced in different countries
4. Design HR systems for different global regions

MODULE 1	STRATEGY AND INTERNATIONAL HRM	15

Introduction –Management Issues - Evolution, Concept and Characteristics of International Human Resource Management (HRM)- Difference between domestic and International HRM- Strategic HRM in Multinational Companies -Staffing policies and practices - Training, learning and development in Multinational organizations –Selection- Expatriate performance Management in MNCs – International Compensation: Costs and benefits of International assignments – International careers and repatriation – Issues in the management of industrial relations in international firms.

MODULE 2	IHRM TRENDS: COMPLEXITY AND CHALLENGES	15

International HRM in developing countries – Western business expatriates - Managing Human Resources in cross-border alliances – Women in International Management - Issues in Staff selection – The repatriation process – Trade union and international industrial relations

MODULE 3	STRATEGIES AND EMERGING ISSUES IN INTERNATIONAL HRM	15

Strategic HRM: research issues and theoretical developments- Contemporary issues in managing people in an international context – flexibility - IHRM issues in different strategic options of organizations. Best practice in employee relations in cross country perspective - Shaping history: Global leadership in the twenty-first century – International HRM in the twenty-first century: Crossing boundaries, building connections.

	TOTAL HOURS:45

REFERENCES:

1. Hugh Scullion & Margaret Linehan(2005). International Human Resource Management: A Critical Text(2 rd ed), Sage Publications
2. Peter J.Dowling, Marion Festing and Allen D.Engle(2015). International Human Resource Management: Managing People in a Multinational Context(1 st ed),Wiley
3. Harzing, Anne-Wil, and AshlyPinnington(2010). International human resource management
4. (1 st ed),Sage Publications

5.	Stephen J. Perkins, Susan M. Shortland(2006). 'Strategic International Human Resource Management: Choices and Consequences in Multinational People Management (3 rd ed),Kogan Page		

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- https://www.businessmanagementideas.com/international-human-resource-management/international-human-resource-management/19613 h
- https://www.civilserviceindia.com/subject/Management/notes/international-human-resource-management.html
- https://www.herts.ac.uk/courses/international-human-resource-management-lvl-6-online
- https://www.distancelearningportal.com/study-options-c/masters/268927087/human-resource-management-united-kingdom.html

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Understand	Assignment	7
CO2, CO3	Analyze	Case study	6
CO4	Create	Presentation	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE030	MAN POWER PLANNING, RECRUITMENT AND SELECTION	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Knowledge of Organizational Behavior, Human Resource Management

COURSE OBJECTIVES

1. To familiarize the students with the basic concepts, tools and techniques of manpower planning
2. To familiarize the students with the basic concepts, tools and techniques of qualitative measurement of human resources requirements.
3. To enable the students to acquire the knowledge necessary for planning recruitment process
4. To facilitate students to explore and assess the knowledge, skills and abilities required to perform the job assigned.

COURSE OUTCOMES

Upon successful completion of the course, students shall have ability to

1. Explore the challenges in Manpower planning
2. Understand the quantitative and qualitative methods for manpower planning.
3. Analyse the recruitment strategies for different levels in an organization
4. Design and formulate appropriate selection methods

MODULE 1	MAN POWER PLANNING	15

Manpower Planning - Objectives (Micro and Macro Levels)- HR Planning Linkage of HR Planning with other HR Functions - Influencing Factors in manpower Planning - Manpower Planning : Tools, Methods and Techniques -Job Analysis, Job Description, Job Specification -Skills Analysis/Skill Inventory - Performance Appraisal- Manpower Inventory - Quantitative Aspects -Qualitative Aspects Computerised Manpower Planning Information System-Use and Applicability of Statistical and Mathematical Models in Manpower Planning

MODULE 2	ORGANIZATIONAL ROLES AND RESPONSIBILITES	15

Organization as a Matrix of Jobs - Organization Structuring - Traditional   Concepts -Recent   Trends -Role Clarity- Job Enrichment/Job Enlargement- Career Planning/Succession Planning - Recent Trends in HR Planning

MODULE 3	RECRUITMENT AND SELECTION	15

Recruitment and Selection- Application Forms and Reference Checks - Electronic recruitment and Selection - Selection Interview -Other Selection Devices- Selection Decision Making - Selection in New Type of Organizations- Recent Trends

		TOTAL HOURS:45

REFERENCES:

1. Bhattacharya. D.K (2009). Human Resource Planning (2 nd ed), Excel Books India
2. Casson, J., & Bennison, M. (1984). The manpower planning handbook(7 th ed). New York, NY: McGraw-Hill.
3. Grinold, R. C., & Marshall, K. T. (1977). Manpower planning models(4 th ed) New York: North-Holland.
4. Thomas Henry Patten(1971). Manpower planning and the development of human resources (5 th ed), Wiley-Interscience

WEB REFERENCES:

- https://www.indiastudychannel.com/resources/162502-What-do-you-mean-by-Manpower -planning-What-its-feature-objectives.aspx
- https://www.youtube.com/watch?v=zv2jKnaY2YU
- https://shop.cipd.co.uk/shop/cipd-training/courses-qualifications/human-resources/reso urces-recruitment-talent/strategic-workforce-planning

	https://alison.com/course/introduction-to-modern-human-resource-management

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Understand	Assignment	7
CO2, CO3	Analyze	Case study	6
CO4	Create	Presentation	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

PRODUCTION MANAGEMENT ELECTIVES

19PNE031	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	
PREREQUISITES: Basic concepts in Marketing Management		
COURSE OBJECTIVES		
1. To make the students analyze the role of logistics 2. To facilitate the students for successful implementation of supply-chain management 3. To equip the students to take effective supply chain decisions 4. To provide insight on the impact of technology on supply chain		
COURSE OUTCOMES		
Upon successful completion of the course, the students will be able to: 1. Analyze the role and importance of logistics in an organizations 2. Handle strategic logistic issues and documentation in global logistics 3. Successfully implement Efficient and Responsive supply chains 4. Develop Network design and effective Coordination in Supply chain Management		
MODULE 1	**LOGISTICS AND OUTSOURCING**	**15**
The Logistics of Business –Scope-Functions-Service Phases and attributes- Warehousing-Types-Functions of Warehouses - Warehousing Strategy -Elements-of Warehousing Costs - Warehouse Design Principles-3 PL and 4 PL service providers- Cross docking-Critical Issues- Logistics Information Systems- Need, Characteristics and Design- E-Logistics- Logistics Resource Management- eLRM- Automatic Identification Technologies- Reverse Logistics - Global Logistics Operational and Strategic Issues-International commercial documents-. Green Logistics.		
MODULE 2	**INTRODUCTION TO SUPPLY CHAIN SUPPLY CHAIN DRIVERS**	**15**
Supply Chain- Principles of Supply Chain Management- Supply chain drivers- Role in Economy, Importance- Decision Phases, and Process View- Types of supply chains- Supply chain strategy- Supply Chain Performance Measures- Bullwhip effect and its impact on supply chain performance- IT role in Logistics- Drivers of Supply Chain Performance -Framework for Structuring Drivers- Obstacles to Achieving Strategic Fit		
MODULE 3	**SUPPLY CHAIN NETWORK DESIGN & PERFORMANCE MEASURES**	**15**
Distribution Network Design – Role - Factors Influencing network design – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models- Supply Chain network optimization models- Milk Vendor Model- Network design decisions using decision trees- Emerging Trends- Performance Measures - Customer Service and Cost Trade –Offs – Order Delivery Lead Time- Supply Chain Responsiveness - Delivery Reliability.		
		TOTAL HOURS:45
REFERENCES:		
1. Sunil Chopra, Peter Meindal, D V Kalra (2013). Supply Chain Management, Strategy, Planning and Operation (6th ed), Pearson Prentice Hall. 2. Pierre David(2013). International Logistics (1st ed), Biztantra. 3. Sople V V (2012). Logistics Management, Pearson. 4. ShridaraBhat (2012).Supply Chain Management (2nd ed), Himalaya Publishing House.		

5. Coyle, Langley, Novack, Bardi, (2013).Supply Chain Management: A Logistics Perspective (10th ed), Nelson Education .
6. Mohanty R.P and Deshmukh S.G (2009). Supply Chain Management, Theories and practices'(6th ed), Biztantra.
7. Donald J. Bowersox (2008). David J. Closs, M. Bixby cooper, Supply Chain Logistics management (6th ed), Tata McGraw Hill.

WEB REFERENCES:
- https:/www.researchgate.net/publication/297369572_Logistics_and_Supply_Chain_Management
- https://www.learnaboutlogistics.com/downloads/
- library.aceondo.net/ebooks/Management/logistics-an_introduction_to_supply_chain

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Remember, Apply	Technical Quiz	6
CO2,CO3	Evaluate	Presentation	7
CO4	Analyze	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	1	1	4
Understand	2	1	1	6
Apply	1	2	1	6
Analyze	3	3	3	14
Evaluate	1	3	2	10
Create	2	0	2	10

19PNE032	ADVANCED INVENTORY MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Understanding of Operations Management

COURSE OBJECTIVES
1. To make the students understand the concepts of Inventory and Materials Management
2. To expose the students about Strategic Materials planning
3. To familiarize the students with advanced Inventory Management Techniques
4. To provide an insight to the students about Warehouse Management

COURSE OUTCOMES
Upon successful completion of this course, the students will be able to:
1. Understand the concepts of Inventory and Materials Management
2. Apply the Strategic Materials Planning in Industries to ensure effective Inventory management
3. Analyze and solve the Inventory Management problems by applying Inventory control Techniques
4. Acquire insights of Purchasing Management and Warehouse Management

MODULE 1	INTRODUCTION & STRATEGIC MATERIALS PLANNING	15

The role of Materials Management in Business - Purchasing - Its Role in Business - Purchasing & Quality Sources of Supply. Introduction to Inventory and Materials Management: Concepts and Issues, - Strategic Material Planning - Materials Budgeting - -Approach to System Design-Materials requirements planning-bill of materials-resource requirement planning-manufacturing-resource planning-capacity management-scheduling orders-production activity control-codification.

MODULE 2	INVENTORY MANAGEMENT	15

Types of inventory, Inventory costs and their measurement, Structure of inventory models, Importance and areas of materials management, Classification of inventory problems Policy Decisions–objectives-control-. Fixed Order Size System (EOQ and its variants), Economic Batch Quantity (EBQ), Fixed order interval system-Quantity discount models-Probabilistic inventory models-Concepts and Issue- Kanban-Two Bin system,

MODULE 3	PURCHASING & WAREHOUSE MANAGEMENT	15

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying-strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand-management-price forecasting-purchasing under uncertainty-purchasing of capital equipment - Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency productivity-cost effectiveness-performance measurement.

		TOTAL: 45

References:	
1.	Tony J.R, Arnold, Stephen N. Chapman, Lloyd M. Clive (2012). Materials Management (2nd ed), Pearson.
2.	Gopalakrishnan.P(2012). Purchasing and Materials Management (2nd ed), Tata McGraw Hill.
3.	Silver, E A, Pyke, D F and Peterson, R (2008). "Inventory Management and Production Planning and Scheduling (4th ed), John Wiley.
4.	Chary S. N. (2012), Production and Operations Management (2nd ed), Tata McGraw Hill.

5.	ChitaleA.K and Gupta R.C. (2013). Materials Management Text and Cases (2nd ed), PHI Learning.
6.	Datla A.K. (2006). Materials Management, Procedure, Text and Cases (3rd ed), PHI Learning.
7.	Ajay K Garg (2012). Production and Operations Management (1st ed), Tata McGraw Hill.
8.	Ronald H. Ballou and Samir K. Srivastava (2007). Business Logistics and Supply Chain Management (2nd ed), Pearson education.

Web References:

- https://sol.du.ac.in/mod/book/view.php?id=829&chapterid=495
- https://www.pdfdrive.com/inventory-management-books.html
- https://www.pdfdrive.com/advanced-inventory-management-d28055240.html
- https://epub.uni-regensburg.de/27256/1/ubr13608_ocr.pdf
- https://ocw.mit.edu/courses/engineering-systems-division/esd-260j-logistics-systems-fall-2006/lecture-notes/lect15.pdf

Assessment Methods & Levels (based on Blooms'Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 1	Remember, Understand	Technical Quiz	**7**
CO 2, CO 3	Apply, Analyze	Presentation	**7**
CO 4	Evaluate	Case study	**6**

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]	CIA2 [10 marks]	CIA 3 [10 marks]	
Remember	1	1	1	4
Understand	2	-	1	6
Apply	-	2	1	5
Analyse	3	2	2	11
Evaluate	2	3	3	13
Create	2	2	2	11

19PNE033	TECHNOLOGY MANAGEMENT AND IPR	3/0/0/3

PREREQUISITES: Basic knowledge of Operations Management

COURSE OBJECTIVES

1. To educate the students about the importance of technological innovation in business
2. To enable the students understand the importance of innovations in business and to learn the process of innovations in business
3. To facilitate the students in developing technology strategy in line with the business strategy
4. To expose the students Intellectual Property Rights and their legal implications

COURSE OUTCOMES

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

1. Forecast technology for a business firm with reasonable accuracy
2. Bring in a culture of innovation in business and build a proactive team
3. Frame technology strategies in tune with the business strategies to achieve competitive advantage
4. Handle IPR related issues with confidence

MODULE 1	TECHNOLOGY AND BUSINESS	15

Essential features of Technology – Importance of Technology to Business – Achieving competitive advantage through Technology – Types of Technologies: product, Process, Tool, Automation etc – Technology Portfolio – Technology Life Cycle –Strategic Management of Technology – Effects of New Technology- using IT for competitive advantage -Planning and Building Technology Architecture- Information Infrastructure-Legal Issues- Technology Forecast – Methods of forecasting technology- Exploratory : Intuitive, Extrapolation, Growth Curves, Technology Monitoring -Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram – Technology obsolescence – Technology discontinuity – Technology audit – Technology Scouting

MODULE 2	TECHNOLOGY STRATEGY AND BUSINESS STRATEGY	15

Innovations – Types of Innovations – Product Innovations vis-a-vis Process Innovations- Risks and opportunities associated with Innovations – Sources of Innovations – Innovation building with teams -Barriers to Innovation –Technology Transfer – Reverse Engineering – Value Analysis and Value Engineering – Technology Absorption – Technology Adoption – Technology Diffusion- Technology audit- Risk in technology management-Technology Strategy – Building, Maintaining And Exploiting A Company's Technological Assets- Linking Business and Technology Strategy – Technology Foresight- Core competency – Use of SWOT matrix in the formulation of competitive business strategy – Vertically integrated corporation – Sustainable competitive advantage

MODULE 3	INTELLECTUAL PROPERTY RIGHTS	15

Intellectual Property – IPR – Intellectual Property versus Industrial Property – Patents – Patentable and non patentable inventions – Types of Patent applications in India – Patent specification – Patent terminologies –Patent search – Industrial Designs – Trademarks – Trade names- Service MARKS – Certification Marks –Collective Trademarks – Copyrights – Geographical Indications – TRIPS – Trade secrets – Patent strategy –Licensing Intellectual Property as a business strategy - Emerging Trends

	TOTAL HOURS:45

REFERENCES:

1. A Brief Course on Technology Management by Dr. K Nagarajan New Age International Pvt Ltd; First edition (1 January 2015)
2. Management Perspective In IPR by Bharati S. DoleDilip M. Sarwate Vishwakarma Publication
3. Intellectual Property Rights In India 2nd Edition by V. K. Ahuja Publisher: LexisNexis

WEB REFERENCES:

● https://www.unido.org/.../Role_of_intellectual_property_rights_in_technol...
● https://www.birac.nic.in/webcontent/BIRAC_i3_Dec_2016.pdf

Assessment Methods & Levels (Based on Blooms' Taxonomy)				
Formative assessment based on capstone Model (Max. Marks: 20)				
Course Outcome	**Bloom's level**	**Assessment Component**		**Marks**
CO1	Remember, Analyze	Technical Quiz		6
CO2,CO3	Evaluate	Presentation		7
CO4	Analyze	Case study		7
Summative assessment based on Continuous and End Semester Examination				
Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**	**End Semester Examination (50 marks)**
Remember	1	1	1	4
Understand	2	1	1	6
Apply	1	2	1	6
Analyze	3	3	3	14
Evaluate	1	3	2	10
Create	2	0	2	10

19PNE034	TOTAL QUALITY MANAGEMENT	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Basic knowledge of Operations Management

COURSE OBJECTIVES
1. To make the students to understand the concepts of Total Quality Management
2. To expose to the tools and techniques of TQM for effective decision-making
3. To familiarize with the current practices in the field of QM
4. To provides an insight to the students about Lean and Agile manufacturing

COURSE OUTCOMES
Upon successful completion of the course, students will be able to:
1. Understand the concepts of TQM
2. Apply the Quality control tools in Industries to ensure Quality
3. Develop comprehensive knowledge about QMS and its implementation in Industries
4. Acquire insights of Lean and Agile Manufacturing

MODULE 1	TOTAL QUALITY MANAGEMENT	15

Definitions of quality- Dimensions of quality- TQM-Definition- Evolution of TQM- basics of TQM Approaches to Quality Management by Deming, Juran, and Crosby-Customer Focus – Customer perception of quality, Translating needs into requirements - Core concepts, and benefits of TQM-Dimensions of product and service quality -Traditional organization versus TQM Organization-TQM Implementation, Challenges in implementation- Cost of quality

MODULE 2	TOOLS AND TECHNIQUES OF TQM	15

Seven Quality Tools of Analysis-Control Charts-Pareto Diagram-Ishikawa Diagram-Histogram-Flow Charts- Scatter Diagram and Stratification – New QC tools -Affinity diagram, Relationship Diagram, Tree Diagram, Matrix Diagram-Six Sigma concepts of process quality- -Continuous Process Improvement-PDSA Cycle- Kaizen-5S principles-POKA YOKE-Kaizen- Benchmarking– Types, Reasons-Process. Quality Function Deployment (QFD) - Benefits- QFD Process- House of Quality-Failure Mode and Effect Analysis (FMEA)- Requirements of Reliability, Failure Rate, FMEA stages, Design, Process And Documentation Types, Procedure

MODULE 3	QUALITY MANAGEMENT SYSTEMS AND ADVANCED QUALITY TOOLS	15

Quality management systems – guidelines for performance improvements - TQM culture, Leadership -Benefits of ISO Registration - Quality Circles, ISO 9000, ISO 14000 - ISO 9001:2015 -ISO/TS 16949:2015 - Quality Systems - Auditing-Audit standards-Objectives and types- Process capability – meaning, significance and measurement –concepts of process capability. Reliability concepts – definitions, reliability in series and parallel– Reliability vs. Quality Control – The bath tub curve –Taguchi's Loss function - Business Process Management–concepts-Corrective action and Preventive action (CAPA)

	TOTAL HOURS:45

REFERENCES:
1. Poornima M. Charantimath (2013). Total Quality Management (2nd ed), Second Edition, Pearson Education India.
2. Sharma D.D. (2008). Total Quality Management -Principles, Practice, and cases (3rd ed), Sulthan Chand &Sons.
3. Sridhara Bhat(2010). Total Quality Management (2nd ed), Himalaya Publishing House .
4.   Suganthi Anand and Samuel A (2009). Total Quality Management (2nd ed), Prentice Hall of India.

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Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1,CO3	Understand	Technical Quiz	7
CO3,CO4	Analyze	Assignment	7
CO2,C04	Create	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	3	0	2	10
Create	0	3	2	10

19PNE035	LEAN MANUFACTURING	3/0/0/3
Nature of the Course	**THEORY**	

PREREQUISITES: Basic understanding of Operations Management

COURSE OBJECTIVES

1. To acquire knowledge, about the fundamentals of Lean Manufacturing.
2. To enable them to apply value stream mapping and Kaizen concepts to eliminate wastages.
3. To analyze non-value added activities by applying, Kanban Card and One-Piece Flow production System.
4. To develop ability to implement lean and Agile Manufacturing Practices.

COURSE OUTCOMES

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

1. Apply the concepts, Tools and techniques of Lean Management.
2. Implement Lean Manufacturing Programme in organizations
3. Apply Kanban systems and One-Piece Flow production System in Organizations.
4. Implement Agile and Lean manufacturing paradigm in Organizations

MODULE 1	INTRODUCTION TO LEAN MANUFACTURING	15

Lean manufacturing overview- Historical evolution of lean manufacturing - Lean Manufacturing System (LMS)- Need of Lean Manufacture-Elements of Lean manufacture- Emergence of lean and agile manufacturing - Lean Manufacturing Rules- Origin of Lean Manufacturing at Ford and Toyota's foray in Lean- Wastes to be eliminated in Lean- Tools and Techniques applied to Eliminate Wastes-Introduction-SMED-Kaizen with A3 thinking- Application of Lean in manufacturing and service sectors-Training-Select the champion- Leaders and associates-CEO- Meeting- Training Schedule-Training Brainstorming and Selecting the Projects- Voting the Ideas- Selecting the Lean Leaders- Prepare project Charter- Plan-Project Implementation and review-Calculate Cost savings- Training of Employees-Implementing LMS for higher productivity- LMS Design Process- Road map- Senior management Involvement-Best practices

MODULE 2	LEAN SYSTEM IMPLEMENTATION	15

Value Stream Management-Introduction-Primary and Secondary Icons- Developing the Value Stream Mapping-Current State Map and future state mapping-5S Concepts in application of lean manufacturing-Introduction- stages of 5S- 5S for waste Elimination-Pull Production through Heijunka (Level Loading) -Kanban Card System- Implementation Procedure- One-Piece Flow Production System-Introduction-Fundamentals- Lean Manufacturing through One-Piece Flow- Implementation Procedure-Kaizen in Lean Manufacturing paradigm: Introduction- Steps

MODULE 3	LEAN MANUFACTURING THROUGH TPM AND AGILE MANUFACTURING	15

Introduction-Fundamental Concepts-Visual management tools for Eliminating Overproduction-Inventory-Delay-Transportation- processing-Unnecessary motion-Defective parts- Underutilization of people-Facilities- Implementation Procedure- TPM: Introduction-Principles- Leanness through TPM Implementation Procedure- Process Mapping and Value Stream Mapping- Need for process maps - Steps in preparing VSM- Concept of work Cell and its design-Agile Manufacturing-Origin- Definition and meaning- Business Need, Conceptual Frame Work, Characteristics, Generic Features - Twenty Criteria Agile manufacturing Model-Implementation of Agile and Lean manufacturing paradigm in Moderate and Smart Organizations -Contemporary Scenario of Implementing lean and Agile Manufacturing Paradigms- Decision on Implementing Lean or Agile Manufacturing paradigm- Rapid prototyping, E-manufacturing. Emerging Trends

		TOTAL HOURS:45

REFERENCES:

1. Devadasan A.S.R., Mohan Sivakumar V., MurugeshR., Shalij P.R. (2012). Lean and Agile

Manufacturing (2nd ed), PHI Learning Private Ltd.

2. Goplalkrishnan.N(2012).Simplified Lean Manufacture(Elements, Rules, Tools and Implementation) (2nd ed), PHI Learning Private Ltd.
3. DiwakarKonda(2011). Fundamentals Of Quality, Lean and Statistics (3rd ed),University Science Press .
4. John M. Nicholas (2007). Competitive Manufacturing Management (4th ed), Tata McGraw-Hill Publishing Company Ltd.
5. Jeffrey Liker (2004). The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer (4th ed), McGraw Hill Education.
6. Natalie J. Sayer, Bruce Williams (2012). Lean For Dummies (3rd ed), John Wiley and Sons.
7. Jon Miller and Mike Wroblewski (2012). Creating A Kaizen Culture : Align The Organization, Achieve Breakthrough Results, And Sustain The Gains (2nd ed),McGraw-Hill.
8. Tom Johnson (2008).Profit Beyond Measure (2nd ed), Free Press.

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- https://onlinelibrary.wiley.com/doi/book/10.1002/9781119271703
- https://www.oreilly.com/library/view/lean-six-sigma/9780071385213/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Remember, Apply	Technical Quiz	6
CO2, CO3	Evaluate	Presentation	7
CO4	Analyze	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	1	1	4
Understand	2	1	1	6
Apply	1	2	1	6
Analyze	3	3	3	14
Evaluate	1	3	2	10
Create	2	0	2	10

19PNE036	PRODUCT DESIGN AND DEVELOPMENT	3/0/0/3
Nature of the Course	**THEORY**	

PREREQUISITES: Basic knowledge of Operations Management
COURSE OBJECTIVES
1. To facilitate the students understand the different phases and product design 2. To expose the students to the different approaches and techniques of product design 3. To facilitate the students understand the different stages of new product development 4. To encourage the students in creative thinking process, leading to innovations in product development

COURSE OUTCOMES		

Upon successful completion of the course, students will be able to:
   1. Carryout economic analysis of new product designs and arrive at decisions on their suitability for commercialization
   2. Build and guide a team of talented individuals in bringing about improvements in existing product designs
   3. Build new products that are superior in terms of satisfying consumer expectations and adding value to them
   4. Improve the competitive edge of business through continuous product development initiatives		

MODULE 1	**INTRODUCTION TO PRODUCT DESIGN**	**15**
Introduction to product design – Definition- Classification/Specifications of Products -Design by Evolution – Design by Innovation – Essential factors of Product design-Phases of Product design – Types of design- Criteria and objectives of Product design – Primary Production Processes–Economic factors influencing Product Design –– Economics of a new product design-VA/VE.- Concurrent Design – Conceptual Design: Generation, selection& embodiment of concept – Product architecture- Quality Function deployment – Rapid Prototyping-3D printing -Quality concepts and applications – Taguchi Method of Robust Product design-FMDA-Six Sigma and zero defect Quality Concepts –-Design for Environment – Design Optimization -Environmental factors		
MODULE 2	**INNOVATIONS IN PRODUCT DEVELOPMENT AND NEW PRODUCT DEVELOPMENT**	**15**
Innovative thinking - Creativity and Innovation- Sources and types of technological innovations – Technology Strategy – Idea generation – commercialization– Principles of Disruptive Technology – Qualities of Disruptive innovations – Technology acquisition –Creative thinking in product development – Problem solving – Lateral thinking –Frugal innovations- Green design; design for zero waste; design for disassembly-Identifying market opportunities – Understanding customer and user needs - New product strategy – Mass customization– Make-to-order strategies-various phases of new product development – Managing Product Life Cycle –Human Engineering considerations in Product design-Design of controls – design of displays -CAD/CAM –Computer integrated manufacturing – Moving towards total automation – Artificial intelligence		
MODULE 3	**COMMERCIALIZATION OF NEW PRODUCTS**	15
Flowchart Development – Program Management – Managing people – Managing Technological risk – Task Breakdown Structure-The six stages of Product development – Market assessment Prototyping – Core product, Developing and Testing-Industrialization – Commercialization – Reversing a bad decision –Decision making under uncertainty – Documentation- Product costing – Legal factors and social issues Emerging Trends.		
	TOTAL HOURS:45	

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1. Anil Mital, Anoop Desai and Anand Subramaniam(2014). Product Development (2nd ed), Elsevier.
2. Chitale A.K., and GuptaR.C(2014). Product Design and Manufacturing (2nd ed), PHI.
3. Dale Brethauer (2002). New Product Development and Delivery (4th ed), American Management Association .
4. Jonathan Cagan and Craig M Vogel (2004). Creating Breakthrough Products (2nd ed), Pearson Education.
5. Kennath B. Kahn (2011). New product Planning (2nd ed), Response Books.
6. Kevin Otto and Kristin Wood (2009). Product design (3rd ed) Pearson Education.
7. Marc A. Annacchino (2006), New Product Development (2nd ed), Elsevier.
8. Michael Z Brooke and William Ronald Mills (2006). New Product Development (3 rd ed), Jaico Books.

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- https://www.pdfdrive.com/product-design-and-development-e38289913.ht.

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Remember, Apply	Assignment	6
CO2,CO3	Evaluate	Presentation	7
CO4	Analyze	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	1	1	4
Understand	2	1	1	6
Apply	1	2	1	6
Analyze	3	3	3	14
Evaluate	1	3	2	10
Create	2	0	2	10

19PNE037	BUSINESS PROCESS REENGINEERING	3/0/0/3
Nature of the Course	THEORY	

PREREQUISITES: Operations Management

COURSE OBJECTIVES
1. To familiarize the students with concept behind Business Process Re-engineering
2. To familiarize the students with BPR methodology and its successful implementation
3. To facilitate the students to know about the importance of value engineering for firms to meet the ever-growing challenges in the highly competitive market
4. To enable the students to understand Value engineering job plan for its successful implementation

COURSE OUTCOMES
Upon successful completion of the course, the students will be able to:
1. Understand the interrelationships among business processes and to plan for reengineering the business processes
2. Develop an effective BPR plan of action and to implement the same
3. improve the operational efficiency of organizations through continuous process observation and process modification
4. Add value to business by applying the principles of Value Engineering

MODULE 1	INTRODUCTION TO BUSINESS PROCESS REENGINEERING	15

Business Process-Definition-Dimensions- -Definition-Basics-Benefits of BPR-Role of Leader and Manager-Guiding Principles of BPR-Key Targets of BPR- Business Process Reengineering and Other Management Concepts-Enablers of BPR in manufacturing- Product Design and Development-BPR and IT-Relationship Between BPR and IT-Role of IT in re-engineering-BPR Tools and Techniques-Criticality of IT in Business Process

MODULE 2	BPR IMPLEMENTATION METHODOLOGY	15

Reasons for Implementation of BPR-Necessary Attributes of BPR Methodologies-BPR Team Characteristics- Different Phases of BPR-Different BPR Methodologies-Steps of Process Reengineering –Performance Measures of BPR- Risks Associated with BPR- -Framework for Barrier Management.- Common Pitfalls in Business Process Reengineering

MODULE 3	VALUE ENGINEERING	15

Relevance of Value Engineering to Indian Scenario–Meaning of Value–Ways to Add Value– Value Engineering Basics–Techniques Employed in Value Engineering- Introduction- Selecting the Project-Selecting Team Members- Phases of Value Engineering- Job Plan-General Phase-Information Phase-Function Phase- Creation Phase–Evaluation Phase-Investigation Phase-Implementation Phase-Re-think Process Modelling – Object Oriented BPR

		TOTAL HOURS : 45

REFERENCES:
1. Dey(2004).Business Processing Re Engineering & Change Management (2nd ed), Biztantra.
2. Iyer(2009).Value Engineering: A How To Manual (1st ed), New Age International Publishers.
3. Radhakrishnan and Balasubramanian (2008). Business Process Reengineering: Text and Cases (2nd ed), Prentice Hall of India.
4. Sethi (2009). Organisational Transformation Through Business Process Re-engineering (3rd ed), Pearson.
5. Shridhara Bhatt (2009). Business Process Reengineering(2nd ed),Himalaya Publishers.
6. Jaganathan (2010).Getting More at , Low Cost: The Value Engineering Way (1st ed),Tata McGraw Hill.

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- https://www.researchgate.net/.../241898400_A_Business_Process_Redesign_f

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Remember, Apply	Technical Quiz	6
CO2,CO3	Evaluate	Presentation	7
CO4	Analyze	Case study	7

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	1	1	4
Understand	2	1	1	6
Apply	1	2	1	6
Analyze	3	3	3	14
Evaluate	1	3	2	10
Create	2	0	2	10

19PNE038	LEAN SIX SIGMA	3/0/0/3
Nature of the Course	THEORY	

PREREQUISITES: Understanding of Operations Management

COURSE OBJECTIVES
1. To make the students to understand the concepts of Lean Six Sigma
2. To familiarize the students with the Six Sigma Methodologies
3. To provides an insight to the students about Six sigma Implementation
4. To familiarize the students with statistical process control

COURSE OUTCOMES
Upon successful completion of this course, the students will be able to:
1. Understand the concepts of Lean Six Sigma
2. Apply the Six Sigma Methodologies in production to ensure quality and eliminate waste
3. Apply statistical process control techniques
4. Acquire insights of Six sigma Implementation, Evaluation and continuous improvement

MODULE 1	LEAN & SIX SIGMA –FUNDAMENTALS AND METHODOLOGY	15

Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - Six Sigma Principles lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments- Six Sigma Applications- Six Sigma Project Identification,-Selection and Definition-Project Charter and Monitoring-Process characteristics and analysis- Process Mapping: SIPOC- Data Collection and Summarization -Measurement systems: Fundamentals- Measurement systems analysis R&R study- Process capability analysis: Key Concepts- Process capability analysis: Measures and Indices -: Non-normal process capability analysis.

MODULE 2	DESIGN FOR SIX SIGMA	15

Design for Six sigma (DFSS)-Failure mode effective analysis (FMEA)-Risk priority number (RPN)-Change acceleration process (CAP)-Design of experiments-Randomized block design-Factorial design- Taughi method-Key concepts. Statistical process control- Six Sigma and Leadership, committed leadership.

MODULE 3	CONTROL, EVALUATION AND CONTINOUS IMPROVEMENT FOR SIX SIGMA	15

Seven QC Tools- Statistical Process Control: Key Concepts- Statistical Process Control: Control Charts for Variables- Operating Characteristic (OC) Curve for Variable Control charts- Statistical Process Control: Control Charts for Attributes- Operating Characteristic (OC) Curve for Attribute Control charts- acceptance Sampling: Key Concepts-Design of Acceptance Sampling Plans for Attributes -Design of Acceptance -sampling Plans for Variables - Return on six Sigma (ROSS), ROI, poor-project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people

		TOTAL: 45

REFERENCES:
1. Michael L. George, David Rownalds, Bill Kastle (2003).What is Lean Six Sigma(3rd ed),

McGraw – Hill.

2. Roderick A. Munro and Govindarajan Ramu and Daniel J. Zrymiak (2015). The certified six sigma Green Belt Handbook(1st ed), ASQ Quality Press and Infotech Standards India Pvt. Ltd, Infotech Standards/ASQ.
3. Kubiak T. M. and Donald W. Benbow (2009). The Certified Six Sigma Black Belt Handbook(1st ed), Pearson Publication, ASQ Quality Press.
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5. Forrest W. Breyfogle III (2003). Implementing Six Sigma (3rd ed), John Wiley & Sons.
6. Evans, J R and W M Lindsay (2014). An Introduction to Six Sigma and Process Improvement (1st ed),Cengage Learning, South-Western College.
7. Howard S. Gitlow and David M. Levine (2004). Six Sigma for Green Belts and Champions (4 th ed), Pearson Education Inc, FT Press.
8. James P. Womack, Daniel T. Jones (2003). Lean Thinking(3rd ed), Free Press Business
9. Philip J. Ross(2005). Taguchi Techniques for Quality Engineering(4 th ed),Tata McGraw Hill education Private Ltd.

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Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model (Max. Marks: 20)			
Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Remember, Apply	Technical Quiz	6
CO2,CO3	Evaluate	Presentation	7
CO4	Analyze	Case study	7
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	1	1	4
Understand	2	1	1	6
Apply	1	2	1	6
Analyze	3	3	3	14
Evaluate	1	3	2	10
Create	2	0	2	10

19PNE039	VALUE ANALYSIS AND VALUE ENGINEERING	3/0/0/3
Nature of the Course	THEORY	

PREREQUISITES: Basic Knowledge of Operations Management

COURSE OBJECTIVES

1. To understandtheimportanceofvalueengineeringanditsapplicationintheirrespectivefields
2. To familiarize the students with the procedure of Value analysis and value engineering
3. To implement various phases of value engineering
4. To carry out value audit and suggest improvements

COURSE OUTCOMES

Upon successful completion of this course students are able to:

1. Apply the concept of value engineering to their respective programmes.
2. Analyze various phases of value engineering.
3. Understand the audit concept of value engineering and procedure for its certification
4. Carry out Value audit in organization and give recommendations

MODULE 1	INTRODUCTION	15

MeaningofValueEngineering(VE)-Differencefromotherinitiatives-Valueanditstypes–Relationship between value vis-a-vis person, time and environment – History of Value Engineering ,Value Analysis – Value Management – World bodies of Value Engineering & their activities, Multi-disciplinary team approach in Value Engineering study

MODULE 2	ORIENTATION ,INFORMATION AND FUNCTION ANALYSIS PHASES	15

Raining associates in Value Analysis and Value Engineering (VAVE)- Different trainings and certifications available in VAVE, Method to conduct VAVE studies.: information needed for VAVE – Method to collect and analyze information - ABC Analysis – Pareto Analysis – Breakeven analysis- Breakdown item into elements and sub-elements – introduction to functions – practice session – types of functions – levels of function – elements of cost – procedure for cost allocation – concept of worth – process flow for determining worth – discussions on worth – meaning of FAST and its uses - types, rules.

MODULE 3	CREATIVE EVALUATION, RECOMMENDATION, IMPLEMENTATION AND AUDIT PHASES	15

Definition of creativity, introduction to creative techniques like TRIZ – 3P, lateral adoption and others. Evaluation phase: selection of criteria – feasibility analysis – weighted evaluation methods –decision matrix-Need for recommendation, method to make presentation – impact analysis and justification report – implementation plan – presentation skills. Implementation phase: detailed design, verification and validation, certification, change implementation. Audit phase : need for audit – types of audit – how to do audit – audit recommendations

	TOTAL HOURS:45

REFERENCES:

1. Iyer SS (2009).Value Engineering: A How to Manual (2nd ed), New age International Publisher.
2. Del.L. Yonker (2003).Value engineering analysis and methodology (3 rd ed),CRC press,   New York.
3. Bulsara M.A, Thakkar H.R(2015).Product Design And Value Engineering, (1st ed), Charotar publishers.
4. Lawrence D. Miles (2015).Techniques of Value Analysis and Engineering (1st ed), McGraw Hill. Anil Kumar Mukhopadhaya(2009). Value Engineering Mastermind: From Concept to Value Engineering Certification (2 nd ed), SAGE, New Delhi.

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Assessment Methods & Levels (Based on Blooms' Taxonomy)				
Formative assessment based on capstone Model (Max. Marks: 20)				
Course Outcome	Bloom's level	Assessment Component		Marks
CO1	Remember,	Technical Quiz		6
CO2,CO3	Evaluate	Presentation		7
CO4	Analyze	Case study		7
Summative assessment based on Continuous and End Semester Examination				
Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	1	1	4
Understand	2	1	1	6
Apply	1	2	1	6
Analyze	3	3	3	14
Evaluate	1	3	2	10
Create	2	0	2	10

19PNE040	PROCESS MANAGEMENT	3/0/0/3
Nature of the Course	THEORY	

PREREQUISITES: Basic knowledge about Graphs and pictorial representations

COURSE OBJECTIVES
1. To understand the basic principles and concepts of Operations and Process Management
2. To understand and practice the concepts, issues and guidance in process management
3. To enhance the knowledge in operations management along with process management concepts
4. To provide exposure on decision making in process management

COURSE OUTCOMES
Upon successful completion of the course, the students will be able to:
1. Understand the concepts of Operations and Process management
2. Extract insights in the major areas of process management
3. Explore decision making areas of process management to ensure its improvement
4. Acquire consolidated insights for the better process management practices

MODULE 1	INTRODUCTION : OPERATIONS, PROCESS AND PROCESS DESIGN-POSITIONING / ANALYSIS	15

Operations and Process Management – Business perspective - Strategic impact – Management of the process – Model of operations and process management – Process design positioning – Volume-variety requirements – Ensuring the design of appropriate process layouts, appropriate process technology, appropriate job designs - Process design analysis – Understanding process performance objectives – Designing of process – Ensuring the appropriate process tasks and capacity configuration

MODULE 2	PRODUCT & SERVICE DESIGN PROCESS AND SUPPLY CHAIN & CAPACITY MANAGEMENT	15

Product and Service design – objectives – Definition – Resources – SCM – SC objectives – Managing the SC relationship – Controlling the supply chain dynamics – Capacity management – Determining operation's capacity – Understanding, managing and controlling the demand-capacity mismatches

MODULE 3	INVENTORY, QUALITY MANAGEMENT AND RESOURCE PLANNING AND CONTROL	15

Inventory management – Why inventories – Placing right quantity of order at right time – Inventory control – Quality management – Define, measure and control of qulaity – Quality managmenet and improvement – Resource planning and controlling – Elements – Ensuring the efffective core and control activities

TOTAL HOURS:45

REFERENCES:
1. Nlgel Slack, Stuart Chambers, Robert Hohnston, Alan Betts (2006).Operations and Process Management, Prentice Hall
2. Mathias Kirchmer(2009).High Performance Through Process Excellence, (2nd ed) Springer
3. Frank Voehl, H James Harrington, Chuck Mignosa, Rich Charron (2014). The Lean Six Sigma Black Belt Handbook - Tools and Methods for Process Acceleration, CRC Press
4. Carol Walcoff, Robert P Ouellette, Paul N Cheremisinoff(2001).Techniques for Managing Technological Innovation , ANN Arbor Science
5. S Anilkumar, M Suresh(2009) Production and Operations Management (2nd ed), New Age International Publishers.
6. Shridhara Bhat (2011), Production and Operations Management, Himalaya Publishing House
7.Digital Transfprmation with Business Process Management, Workflow Management Coalition,

Excellence in Practice Series, IBM Limited Edition.

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●	https://blog.mehrastan.ac.ir/aghdasim/wp-content/uploads/sites/32/2015/03/Business-Process-Management-Springer-Berlin-Heidelberg-2013.pdf

Assessment Methods & Levels (Based on Blooms Taxonomy)

Formative Assessment based on Capstone Model (Max. Marks : 20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO1	Understand	Technical Quiz	6
CO3, CO4	Analyze	Assignment	6
CO2	Evaluate, Create	Case Study	8

Summative Assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination (50 Marks)
	CIA – I (10 Marks)	CIA – II (10 Marks)	CIA – III (10 Marks)	
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyse	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

BUSINESS ANALYTICS ELECTIVES

19PNE041		HUMAN RESOURCE ANALYTICS	2/0/2/3
Nature of Course		**THEORY CUM LAB**	

PREREQUISITES: Knowledge of Organizational Behavior and Human Resources Management

COURSE OBJECTIVES

1. To offer the students a unique experience to understand the importance of measuring human resource performance and their contribution for strategic decision making procedures
2. To familiarize students on various HR Metrics to measure the contribution of various HR initiatives to the firm's growth
3. To develop a structured approach to apply judgment, and generate insight from data for enhanced decision making
4. To build analytical and presentation skills that support the business to guide decisions and providing actionable support for key stakeholders

COURSE OUTCOMES

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

1. Apply the theoretical knowledge gained for enhanced Human Capital Management
2. Analyze HR data from a practical perspective and determine what analytic techniques to apply based on the business context
3. Demonstrate how to connect HR results to business results and to create meaningful HR reports
4. Recognize the fundamental strategic priorities of the business

MODULE 1	HR ANALYTICS – AN OVERVIEW	20

Changing Role of HR- HR as a Strategic Partner -The need for measuring HR - Evolution of HR Analytics; Importance of HR Analytics. HR Metrics and HR Analytics - LAMP, HCM: 21 Frameworks-Descriptive, Predictive and Prescriptive Analysis - Using HR Metrics and Workforce Analytics - Choosing the right measures -Fundamental analytical concepts from Statistics Research Design – Economics and Finance-Identifying the metrics- Leading and lagging indicators - Selection of appropriate metrics -Types of design: post only, both pre and post measures,-Time series Measures with a comparison group

MODULE 2	COST AND INVESTMENTS AND PREDICTIVE MODELLING IN HUMAN RESOURCES	20

Costs of Employee Separation - Absenteeism - Turnover rates - ROI on Employee Health, Wellness and Welfare - Cause and Effect Analysis - Cost - Benefit and Return on Business Analysis. Employee Attitudes and Engagement - Connecting Attitudes and behavior and financial outcomes - The Behaviour Costing Approach - Financial Effects of Work Life programme – Remixing Rewards - Analytics and measures: Connecting Work Life.

MODULE 3	COMMUNICATING WITH DATA AND VISUALS	20

Data requirements; identifying data needs and gathering data; Using historical data; Data exploration; Data visualization tools; Association between variables; Insights from reports; Root cause analysis of HR issues- Pivot tables, Slicers, Dashboards and infograpics

	TOTAL HOURS:60

REFERENCES:

1. Wayne F Cascio and John Boudreau (2010). Investing in people: Financial Impact of human resource initiatives (3 rd ed), Ft Press.
2. Gene Pease, Boyce Byerly and Jac Fitz –en(2012). Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset(4th ed), John Wiley & Sons.
3. Phillips, Jack, and Patricia Pulliam Phillips (2015). Making Human Capital Analytics Work:

Measuring the ROI of Human Capital Processes and Outcomes(3 rd ed), McGraw Hill Professional.
4. Dave Ulrich (2014). Human Resource Champions, Harvard Business School Press(3rd ed), Boston, USA
5. Dave Ulrich and Wayne Brock bank (2014).The HR Value Proposition (4th ed)Harvard Business School Press, Boston, USA.
6. Cole Nussbaumer Knaflic(2015).Storytelling with Data: A Data Visualization Guide for Business Professionals(4th ed), Wiley.

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- https://www.analyticsinhr.com/blog/hr-analytics-courses/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 30)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Apply	Assignment	**8**
CO2	Analyze	Technical Quiz	**8**
CO3, CO4	Create	Record	**14**

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (40 marks)
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

19PNE042	PREDICTIVE ANALYTICS USING PYTHON	2/0/2/3
Nature of Course	**THEORY CUM LAB**	

PREREQUISITES: Basic concepts in Machine Learning

COURSE OBJECTIVES

1. To introduce students to the basic concepts and techniques of Predictive Analytics.
2. To have a thorough understanding of the Scikit-learn
3. To study the various Dimensionality Reductiontechniques and ensemble learners
4. To understand concepts of Predictive analytics for unlabeled data

COURSE OUTCOMES

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

1. Make predictions with supervised, unsupervised and reinforcement learning
2. Apply the apt machine learning strategy using Scikit-learn
3. Apply Dimensionality Reduction techniques for data compression
4. Work with unlabelled data for prediction

MODULE 1	INTRODUCTION TO MACHINE LEARNING CLASSIFIERS USING SCIKIT-LEARN	20

Making predictions about the future with supervised learning - Discovering hidden structures with unsupervised learning - Solving interactive problems with reinforcement learning - Basic terminology and notations - Building machine learning systems - Using Python for machine learning - Implementing a perceptron learning algorithm in Python - Choosing a classification algorithm - Steps with scikit-learn-Modeling class probabilities via logistic regression - Maximum margin classification with support vector machines - Decision tree learning - Building Good Training Sets

MODULE 2	COMPRESSING DATA VIA DIMENSIONALITY REDUCTION	20

Dealing with missing data - Handling categorical data - Partitioning a dataset in training and test sets - Bringing features onto the same scale - Selecting meaningful features - Unsupervised dimensionality reduction via principal component analysis - Supervised data compression via linear discriminant analysis - Using kernel principal component analysis for nonlinear mappings - Model Evaluation and Hyperparameter Tuning-Streamlining workflows with pipelines - Using k-fold cross - Validation to assess model performance-performance evaluation metrics

MODULE 3	MODELS FOR ENSEMBLE LEARNING, PREDICTING CONTINUOUS TARGET VARIABLES AND WORKING WITH UNLABELED DATA	20

Learning with ensembles - Implementing a simple majority vote classifier - Evaluating and tuning the ensemble classifier-Bagging – Building an ensemble of classifiers from bootstrap samples - Leveraging weak learners via adaptive boosting - Case study on Applying Machine Learning to Sentiment Analysis - Introducing a simple linear regression model - Exploring the Housing Dataset - Implementing an ordinary least squares linear regression model - Evaluating the performance of linear regression models - Grouping objects by similarity using k-means-Organizing clusters as a hierarchical tree -Locating region of high density via DBSCAN

		TOTAL HOURS:60

References:	
1.	Sebastian Raschka (2015). Python Machine Learning (1st ed), Paperback
2.	AurélienGéron, (2017).Hands-On Machine Learning with Scikit-Learn and TensorFlow: Concepts, Tools, and Techniques to Build Intelligent Systems (1st ed), Paperback

3.	Peter Flach (2012).Machine Learning: The Art and Science of Algorithms that Make Sense of Data, (1st ed), Cambridge University Press.
4.	Michael Bowles (2011). Machine Learning in Python – Essential Techniques for Predictive Analysis, John Wiley & Sons Inc.
5.	Jason Bell, (2014). Machine learning –Hands on for Developers and Technical Professionals (1st ed), Wiley.
6.	EthemAlpaydin (2014). Introduction to Machine Learning -Adaptive Computation and Machine Learning Series (3rd ed), MIT Press.
7.	Ian H Whtten, Eibe Frank, Mark A Hall (2011)Data Mining - Pratical Machine Learning Tools and Techniques (3rd Ed.), Morgan Kaufmann Publishers
8.	Joseph Babcock (2016). Mastering Predictive Analytics with Python, Packt Publishing
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●	https://www.jmp.com/support/help/14-2/introduction-to-predictive-and-specialized-model.shtml#
●	https://www.udemy.com/python-programming-beginners/
●	https://www.codecademy.com/learn/learn-python-3
●	https://www.microstrategy.com/us/resources/introductory-guides/predictive-modeling-the-only-guide-you-need
●	https://www.jmp.com/en_ch/academic/predictive-modeling-course-materials.html#cases
●	https://towardsdatascience.com/predictive-modeling-picking-the-best-model-69ad407e1ee7

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model(Max. Marks: 30)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1	Apply	Assignment	**8**
CO2	Analyze	Technical Quiz	**8**
CO3, CO4	Create	Record	**14**
Summative assessment based on Continuous and End Semester Examination			

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (40 marks)
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

19PNE043	DATA WAREHOUSING AND DATA MINING	2/0/2/3
Nature of Course	**THEORY CUM LAB**	

PREREQUISITES: Basic knowledge of Information Technology Applications

COURSE OBJECTIVES

1. To understand the basic principles, concepts and applications of Data Warehousing and data Mining
2. To introduce the task of Data Mining as an important phase of knowledge recovery process
3. To introduce the concept of data mining with in detail coverage of basic tasks, metrics, issues, and implication.
4. To design a Data Warehouse or a Data Mart to present information needed by the management in an usable form

COURSE OUTCOMES

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

1. Design a Data Mart or Data Warehouse for any organization
2. Extract knowledge using Data Mining techniques
3. Explore recent trends in Data Mining such as Web-Mining, Spatial-Temporal Mining
4. Design new Data Mining techniques suited to given situation

MODULE 1	DATA PREPROCESSING AND DATA PROCESSING	20

Data Pre-processing : Missing values – Noisy data - Data Cleaning, Data Integration: Entity identification – Redundancy and Correlation Analysis- Tuple Duplication – Data value conflict detection and resolution, Data Reduction: Data reduction strategies – Wavelet transforms – Principal component Analysis – Attribute subset selection – Histograms – Clustering – Data Cube Aggregation, Data Transformation and Discretization: Data transformation by Normalization – Discretization by Binning – Discretization by Histogram Analysis – Discretization by Cluster, Decision-tree and Correlation Analysis

MODULE 2	DATA WAREHOUSING & DATA MINING FUNDAMENTALS	20

Introduction – Operational Database systems vs Data Warehouse, Data Warehouse Models: Enterprise Warehouse – Data Mart – Virtual Warehouse – Metadata Repository, Data Cube – Efficient Data Cube computation, OLAP – Typical OLAP operations – Indexing OLAP Data – Bitmap Index and Join index –Efficient processing of OLAP - From Data Warehousing to Data Mining, Fundamentals of Data Mining - Data Mining Functionalities - Classification of Data Mining systems - Data Mining Task Primitives - Integration of a Data Mining System - Major issues in Data Mining

MODULE 3	METHODS IN DATAMINING AND RECENT TRENDS	20

Frequent item sets, Closed item sets - Association Rules - Market Basket Analysis - Apriori Algorithm - Generating association rules from frequent item sets - Pattern-Growth approach for mining frequent item sets - Mining closed and Max patterns - Association analysis to Correlation analysis - Multidimensional Analysis and Descriptive Mining of Complex Data Objects - Spatial Databases - Multimedia Databases - Time Series and Sequence Data - Text Databases - World Wide Web - Applications and Trends in Data Mining

	TOTAL HOURS:60

References:	
1.	Bharat Bhusan Agarwal(2009). Data Mining and Data Warehousing (8th ed), Lakshmi Publications
2.	J. Han, M. Kamber(2006).Data Mining: Concepts and Techniques(2nd ed), Harcourt India / Morgan Kauffman.
3.	Margaret H.Dunham, S.Sridhar(2008).Data Mining: Introductory and Advanced Topics (2nd ed) Pearson Education.
4.	Jiawei Han(2012),Data Mining – Concepts and Techniques(3rd ed), The Morgan Kaunmann Publishers.
5.	Alex Bezon, Stephen J.Smith(2004).Data Warehousing, Data Mining & OLAP(4th ed), McGraw Hill.
6.	Arun K Pujari(2013).Data Mining Techniques(4th ed) University Press.
7.	Sam Aanhory & Dennis Murray(2015).Data Warehousing in the Real World(1st ed) Pearson Education
8.	Paulraj Ponniah (2001). Data Warehousing Fundamentals, John Wiley & Sons Inc.
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●	https://www.youtube.com/watch?v=J326LIUrZM8
●	https://freevideolectures.com/course/3609/data-warehousing
●	http://www.statsoft.com/textbook/data-mining-techniques
●	https://www.dei.unipd.it/~capri/SI/MATERIALE/DWDM0405.pdf
●	https://www.egon.com/blog/666-techniques-data-mining-marketing

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model(Max. Marks: 30)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1	Apply	Assignment	**8**
CO2	Analyze	Technical Quiz	**8**
CO3, CO4	Create	Record	**14**

Summative assessment based on Continuous and End Semester Examination				
Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**	**End Semester Examination (40 marks)**
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

19PNE044	SUPPLY CHAIN ANALYTICS	2/0/2/3
Nature of Course	THEORY CUM LAB	

PREREQUISITES: Basic knowledge of Operations Management

COURSE OBJECTIVES

1. To make them to understand the importance of Context of today's supply chains (SC) analytics
2. To facilitate the students for role and applications of Descriptive Analytics in a Supply Chain
3. To equip them to Foundation of Business Analytics (BA)
4. To provide insight on the Network Planning in a Supply Chain and Foundation of
5. Modelling Coordination Decisions & Role of ICT in Supply Chains.

COURSE OUTCOMES

Upon successful completion of the course, the students will be able to:
1. Understand the importance of Supply Chain Analytics.
2. Provide Optimal solution to supply chain problems
3. Apply Descriptive and Predictive Analytics in a Supply Chain.
4. Analyze the level of uncertainty associated with the supply of products and services to
5. Targeted customer segments and justify the choice of a supply chain strategy and its fit with competitive strategy.

MODULE 1	**INTRODUCTION**	**20**

Context of today's supply chains (SC) analytics-Understanding and defining the supply chain analytics (SCA)-Revisions of Basic Lessons of Supply Chain Management-Analytics Important in a supply chain-Relating Operations Management with Supply chain concepts with SC Analytics-The importance of supply chain analytics in the flows involving material, money, information and ownership- Key issues in supply chain analytics-contents in supply chain analytics-Concept of Descriptive Analytics in a Supply Chain-Discussion on a Few Supply Chains Analytics applications in India -Decision Domains in in supply chain analytics- A Case Study Of Supply Chain Analytics.

MODULE 2	FOUNDATION OF BUSINESS ANALYTICS	**20**

Introduction to Modeling, Approaches for Optimization and Simulation, -Supply Chain (SC) Decisions that requires mathematical or interpretative –modelling Understanding of Data and its role in Analytics-Analytics of a Transportation problem in a Supply Chain-Managerial implication of results of analytics- Case Studies- Foundation of Prescriptive Analytics In Network Planning - Supply Chain Network Planning in a Supply Chain

MODULE 3	**FOUNDATION OF PRESCRIPTIVE ANALYTICS IN NETWORK PLANNING IN A SUPPLY CHAIN**	**20**

Importance of Network Planning-Design of Logistics Network using Heuristics/optimization -Concept of 3PL/4PL in a Supply Chain- Case Studies- Foundation of Modeling Coordination Decisions in Supply Chain Management- Foundation Of Performance Management In Supply Chain Management- It Enablement Of Supply Chains -Role of ICT In Supply Chains-Case studies

	TOTAL HOURS:60

REFERENCES:

1. Sunil Chopra, and Peter Meindl (2013).Supply chain management (10th ed), Pearson.
2. Jeremy F. Shapiro (2006). Modeling the Supply Chain (4th ed), Duxbury Thomson Learning.
3. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar(2008).Designing and Managing the Supply Chain concepts, Strategies and Case studies(5th ed), Tata McGraw Hill,.
4. RahulSaxena, AnandSrinivasan (2013). Business Analytics (3rd ed) Tata McGraw Hill.

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- https://nptel.ac.in/courses/110107074/
- https://www.managementstudyguide.com/supply-chain-management

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model(Max. Marks: 30)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1	Apply	Assignment	**8**
CO2	Analyze	Technical Quiz	**8**
CO3, CO4	Create	Record	**14**
Summative assessment based on Continuous and End Semester Examination			

Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**	**End Semester Examination (40 marks)**
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

19PNE045	**BUSINESS FORECASTING MODELS**	2/0/2/3
Nature of Course	**THEORY CUM LAB**	

PREREQUISITES: Knowledge of Business mathematics and Statistics

COURSE OBJECTIVES

1. To enable the students understand the different forecasting techniques
2. To enable students transform a non-stationary time series into stationary one using differencing technique
3. To make students understand advanced forecasting techniques for taking informed business decisions
4. To familiarize the students with the application of judgmental forecasting techniques

COURSE OUTCOMES

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

1. Apply the appropriate forecasting technique for the given situation
2. Handle non-stationary time series data by converting them into stationary data
3. Take informed business decisions by making use of advanced forecasting techniques
4. Make use of judgmental forecasting techniques where the situation demands

MODULE 1	**INTRODUCTION AND FORECASTING**	**20**

Determining what to forecast - Forecasting, Planning and goals – Linear regression – Non-linear regression – Residual diagnostics – Evaluating forecast accuracy – Prediction intervals-Introduction to time series analysis. Simple Exponential Smoothing – Trend Methods – Holt-Winter's Seasonal Method – Estimations and Model selection – Forecasting with Error, Trend, seasonality (ETS) Models.

MODULE 2	**ADVANCED FORECASTING METHODS AND MODELS**	**20**

Stationarity and Differencing – Auto regressive models – Auto Regressive moving Model – Average (ARMA)Models- Auto Regressive integrated moving average models(ARIMA): Seasonal & Non Seasonal models. Seasonality - Complex seasonality – Vector Auto regressions – Neural Network Models – Bootstrapping and bagging – Backcasting.

MODULE 3	**JUDGEMENTAL FORECASTING**	**20**

Key Principles – Limitations – The Delphi Method - Forecasting by analogy - Scenario Forecasting - Scenario Forecasting – Judgmental Adjustments.

		TOTAL HOURS:60

References:	
1.	Spyros Markidakis (2008).Forecasting: Methods and Applications(3rd ed), Wiley India.
2.	Samprit Chatterjee(2013).Regression Analysis by example(2nd ed), Wiley.
3.	Douglas C. Montgomery(2006). Introduction to Linear Regression Analysis(1st ed), Wiley.
4.	Robert S. Pindyck(1998).Econometric Models and Economic Forecast(7th ed), McGraw Hill Higher Education.
5.	Stephen Kolassa(2014).Demand Forecasting for Managers(2nd ed), Business Expert Press.
6.	A. Reza Hoshmand(2010).Business Forecasting: A Practical Approach(2nd ed), Routledge.
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●	http://pith-edu.weebly.com/uploads/7/1/8/0/71808217/business_forecasting_-_a_practical_approach_by_a._reza_hoshmand_2e.pdf
●	https://www.sas.upenn.edu/~fdiebold/Teaching221/Forecasting.pdf

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 30)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Apply	Assignment	8
CO2	Analyze	Technical Quiz	8
CO3, CO4	Create	Record	14

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (40 marks)
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

19PNE046	MARKETING ANALYTICS		2/0/2/3
Nature of Course	THEORY CUM LAB		

PREREQUISITES: Basic Knowledge of Marketing Management and Marketing Research

COURSE OBJECTIVES

1. To understand the importance and need for marketing analytics.
2. To understand the various marketing metrics
3. To know market segmentation and targeting techniques
4. To be familiar with price, promotion and sales analytics.

COURSE OUTCOMES

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

1. Develop descriptive, predictive and prescriptive marketing decision models.
2. Use appropriate marketing metrics for the given situation.
3. Segment and target the market on the basis of data.
4. Use appropriate price, promotion and sales metrics to the benefit of the organization.

MODULE 1	BASICS OF MARKETING ANALYTICS, MARKETING METRICS	20

Introduction - Scope of Analytics- Data for Marketing Analytics- Decision Models –Descriptive, Predictive and Prescriptive Models- Model styles: Verbal, Pictorial, Mathematical – Descriptive and Predictive Models – Introduction to Metrics – Market segmentation techniques: Cross tabulation segmentation – Regression-based segmentation – Positioning using Perceptual map- Metrics: Contribution Margin – Return on marketing investment – Year-on-Year growth – CAGR – Brand Equity Index – Cost of customer acquisition –Retention –Life time value of customers –Customer Life time value – Customer Profit - Product/service development metrics.

MODULE 2	SEGMENTATION AND TARGETING, PRICING	20

The segmentation process and defining the market with models – Segmentation research – Methods using Factor analysis and Cluster analysis – Behaviour based segmentation – Cross classification – Regression and choice based segmentation, Customer heterogeneity – Issues and challenges- An overview of Pricing Techniques – Pricing Assessment: Break-Even Analysis, NPV Capital Budgeting Model – IRR capital Budgeting Model.

MODULE 3	PROMOTION ANALYTICS AND SALES ANALYTICS	20

Promotion Budget estimation methods – Promotion Budget allocation – Promotion Metrics: Reach, Frequency, Gross rating Points, Target rating points, Cost per Thousand, Cost per Point -Sales Metrics: Sales at Market Level – Sales at Geography Level – Sales at Segment Level – Sales at Channel level – Sales at Brand Level – Sales at Product/service Level – Sales at Customer Level ; Profitability Metrics: Profitability at Company Level – Profitability at Channel Level – Profitability at Product/Service level – Profitability at Customer Level.

		TOTAL HOURS: 60

REFERENCES:

1. RaoPurbaHalady(2011).Predictive modeling for strategic marketing, (2nd ed), Prentice Hall India.
2. Stephan Sorger (2016). Marketing Analytics – Strategic Models and Metrics(4th ed), Admiral Press.
3. Lilien, Gary L. and Arvind Rangaswamy (2004). Marketing Engineering: Computer-Assisted Marketing Analysis and Planning(2nd ed), Trafford Publishing,
4. Christopher J. Zappe, Wayne L. Winston, S.Christian Albright (2010). Data Analysis and Decision making using microsoft excel (3rd ed.), Cengage Learning.
5. Evans, J.R. (2016). Business analytics methods, models and decisions (3rd ed), Pearson.

WEB REFERENCES:
- https://nptel.ac.in/courses
- https://www.managementstudyguide.com/analytics-management

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model(Max. Marks: 30)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1	Apply	Assignment	**8**
CO2	Analyze	Technical Quiz	**8**
CO3, CO4	Create	Record	**14**
Summative assessment based on Continuous and End Semester Examination			

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (40 marks)
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

19PNE047	WEB AND SOCIAL MEDIA ANALYTICS	2/0/2/3
Nature of the Course	THEORY CUM LAB	

PREREQUISITES: Basic Management and Digital Marketing Concepts

COURSE OBJECTIVES

1. To give an exposure to significance of analyzing the humongous amount of web data for businesses.
2. To understand the analytics implementation in multiple social media platform and evaluating its performance.
3. To understand the methods involved in the web analytics procedures.
4. To learn the business practices and influence of web analytics as an indicator of business growth.

COURSE OUTCOMES

Upon successful completion of the course, the students will be able to:
1. Make use of Google Analytics for business analysis
2. Carryout content/ visitor analysis
3. Carryout marketing research through social media data
4. Handling and solve Business research problems using Google Analysis

MODULE 1	INTRODUCTION& GOOGLE ANALYTICS :	20

What and Why Web& Social Media Analytics - Impacts of Analytics upon Small , Medium and Large scale businesses - Analysis vs intuition - Getting Started With Google Analytics & understanding How Google Analytics works Accounts, profiles, and users Navigation - Google Analytics Basic metrics - Google Analytics reports on Traffic Sources, Direct, referring, and search traffic, Campaigns, AdWords, AdSense -

MODULE 2	CONTENT PERFORMANCE, VISITOR ANALYSIS, SOCIAL MEDIA ANALYTICS & E – COMMERCE TRACKING	20

Pages and Landing Pages - Event Tracking and AdSense - Site Search-Unique visitors ,Geographic and language information - Technical reports - Benchmarking - Tracking Facebook insights - Twitter analytics - Youtube analytics - Social Ad analytics/ROI measurement, - Setting up goals - Goal reports - Ecommerce tracking

MODULE 3	ACTIONABLE INSIGHTS, SOCIAL CRM AND ANALYSIS	20

Recap of Google Analytics reports and tools - Finding actionable insights - Getting the organization involved - Creating a data-driven culture &Resources - Common mistakes analysts make - Additional Web analytics tools - Radian-Sentiment analysis - Workflow Management - Text analytics

	TOTAL HOURS:60

References:	
1.	Brian Clifton (2012).Advanced Web Metrics with Google Analytics (3rd ed), Wiley.
2.	Waisberg Daniel(2015).Google Analytics Integrations (Kindle Edition), Wiley
3.	Marshall Sponder (2013).Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics, (1st ed) McGraw-Hill Education.
4.	Olivier Blanchard (2011). Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization (1st ed), Que Publishing.
5.	Matthew Ganis & Avinash Kohirkar (2014). Social Media Analytics – Techniques and Insights for Extracting Business Value out of Social Media, IBM Press
6.	Brent Dykes (2014). The Web analytics Kick Start Guide, Adobe Press Book by Peachplt
7.	Avinash Kaushik (2010). Web Analytics 2.0 – The Art of Online Accountability & Science

	of Customer Centricity. Wiley Publishing Inc.
8.	Brian Clifton (). Advanced Web Metrics with Google analytics (3rd Ed.), John Wiley & Sons, Inc

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●	https://www.tutorialspoint.com/web_analytics/web_analytics_tutorial.pdf
●	https://blog.alexa.com/full-glossary-web-analytics-terms-know/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 30)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Apply	Assignment	**8**
CO2	Analyze	Technical Quiz	**8**
CO3, CO4	Create	Record	**14**

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (40 marks)
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

19PNE048	DATA SCIENCE USING R	2/0/2/3
Nature of the Course	**THEORY CUM LAB**	

PREREQUISITES: Basic Knowledge in Systems

COURSE OBJECTIVES
1. To understand the basic principles and concepts of Data Science
2. To develop fundamental knowledge of concepts underlying data science with R
3. To give a hands-on experience with real-world data analysis.
4. To understand and develop predictive modeling techniques

COURSE OUTCOMES

Upon successful completion of the course, the students will be able to:
1. Understand the concepts of Data Science
2. Know standard methods of data analysis and information retrieval
3. Learn to develop complex analytical reasoning using R
4. Develop predictive data models for business problems using R

MODULE 1	INTRODUCTION : R PACKAGES AND FUNCTIONS	20

Key Principles to data science - Process in data science - Machine Learning Problem Types - Machine Learning Task to Models to Algorithm-Introduction to R - install R / R Studio - Data Structure - R Studio - GUI – syntax and Structure - Base functions – Exploration - Plotting, Visualizing, Cleaning data - Data import and export – Type conversions – Packages - Installation and libraries – Package structure - Check Available R Packages - Get the list of all the packages installed - Install directly from CRAN - Install package manually - Load Package to Library - Conditionals – Looping – Apply family of functions

MODULE 2	DATA MANIPULATION AND EXPLORATORY DATA ANALYSIS	20

Introduction to Dplyr - Data manipulation in R with Dplyr – Selecting, mutating, filtering, arranging and summarizing – Pipe operator – Data blending and joining – Merging Data Frames - Melting and Casting - Melt the Data - Cast the Molten Data - Outliers and Missing values treatment - Data Visualization Grammar of Graphics, Exploring ggplot - Tidying data - Variables to visuals, Aesthetics – Attributes and visible aesthetics - Geometrics - Histogram, Scatter plots, Line graphs, Bar graphs, stacked Bar charts-Pie Charts - box plots

MODULE 3	PREDICTIVE MODELLING	20

Regression – Simple, Multiple and Logistic - Model building - Normal Distribution - Binomial Distribution - Poisson Regression - Time Series Analysis - Chi Square Test - Survival Analysis - Turning and prediction – Intuition of Machine learning algorithms – Decision trees – Random Forest – Support Vector Machine – Clustering

	TOTAL HOURS:60

References:

1	Paul Teetor (2011).Proven recipes for Data Analysis, Statistics and Graphics (1st ed), O-Reilly.
2	Kjell Johnson, Max Kuhn (2013). Applied Predictive Modeling (1st ed), Springer.
3	Jeeva Jose 2018.Beginners Guide for Data Analysis using R Programming (1st ed), Khanna Publishers.

4	Roger D.Peng (2016).R Programming for Data Science (2nd ed), Leanpub.
5	Garrett Grolemund (2017).R for Data Science (1st ed), O' Reilly.
6	Ninnza Zamuel & John Mount (2014). Practical Data Science with R
7	Joseph Adler (2012). R in Nutshell, 2nd Edition, O'Reilly Media Inc.

Web References:

	●	https://www.rstudio.com/online-learning/
	●	https://r4ds.had.co.nz/index.html
	●	https://swirlstats.com/students.html
	●	https://www.datacamp.com/
	●	https://www.w3schools.in/r/
	●	datasciencemasters.org

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model(Max. Marks: 30)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1	Apply	Assignment	**8**
CO2	Analyze	Technical Quiz	**8**
CO3, CO4	Create	Record	**14**
Summative assessment based on Continuous and End Semester Examination			

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (40 marks)
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

19PNE049	SPREADSHEET MODELING AND SIMULATION	2/0/2/3
Nature of Course	**THEORY CUM LAB**	

PREREQUISITES: Basic understanding of Probability

COURSE OBJECTIVES

1. To give an exposure to modeling techniques
2. Introduction to Spreadsheet
3. To learn Linear programming
4. To learn Non-Linear programming

COURSE OUTCOMES

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

1. Develop an in-depth understanding of modeling
2. Handle business problems in spreadsheet
3. Transform business problems into mathematical equations
4. Develop and interpret results from Models

MODULE 1	**INTRODUCTION TO SPREADSHEETS, MODELING AND DECISION ANALYSIS**	**20**

Navigating a spreadsheet, exploring various menu and options, crafting formulas, functions, conditional expressions. Introduction to Modeling, problem solving process, mathematical models, decision making process.

MODULE 2	**OPTIMIZATION AND LINEAR PROGRAMMING, MODELIING**	**20**

Introduction to mathematical concept of linear model, transform problem into mathematical form, form assumptions and decision variables, general form of Linear programming model. Forming equation, step by step implementation, solving case studies and business scenario

MODULE 3	**NONLINEAR PROGRAMMING MODEL**	**20**

Introduction to Nonlinear programming, difference between Linear and Nonlinear models, strategies, Nonlinear optimization models.

	TOTAL HOURS:60

References:	
1.	Cliff Ragsdale (2007).Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Management Science (5th ed), South-Western College Pub.

2.	Wayne L. Winston (2015).Spreadsheet Modeling and Applications: Essentials of Practical Management Science, (5th ed), Cengage Learning.
3.	Hector Guerrer (2019).Excel Data Analysis: Modeling and Simulation (2nd ed) Springer.

Web References:	
●	https://www.coursera.org/learn/wharton-introduction-spreadsheets-models
●	https://pdfs.semanticscholar.org/5ba0/743683c083c14684af5191d1208f051b424d.pdf
●	http://www.eusprig.org/smbp.pdf
●	https://examsdaily.in/spreadsheet-computer-study-material-pdf

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 30)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Apply	Assignment	**8**
CO2	Analyze	Technical Quiz	**8**
CO3, CO4	Create	Record	**14**

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (40 marks)
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

19PNE050	DATA VISUALISATION AND TABLEAU	2/0/2/3
Nature of the Course	THEORY CUM LAB	

PREREQUISITES: Basic knowledge about Graphs and pictorial representations

COURSE OBJECTIVES
1. To understand the basic principles and concepts of Data visualization
2. To understand the applications of analytical process in Business
3. To familiarize with the technical aspects of TABLEAU for data visualisation purposes
4. To provide exposure on detailed knowledge on visualizing complex data types

COURSE OUTCOMES
Upon successful completion of the course, the students will be able to:
1. Understand the concepts of Data visualization
2. Extract business insights using Analytical techniques
3. Explore technical Visualization aspects in Decision making
4. Acquire insights into TABLEAU software utilities for Business Analysis

MODULE 1	INTRODUCTION : DATA VISUALIZATION	20

Purpose of Visualization - Excellence and Integrity - Sources – Sophistication – Forms, Data characteristics – Representation methods and techniques for different types of data – Visualization Process - Theory of Data Graphics, Design – data density – Aesthetics - Dashboards – principles of creation – real time data visualization

MODULE 2	DATA VISUALIZATION ON DECISION MAKING	20

Principles of decision making – Semiotics- Use of data in aiding quality of decision making – Theories of visual cues – Colour, Pattern, Space etc.,

MODULE 3	TABLEAU & DECISION MANAGEMENT SYSTEM	20

Connecting to the data - Editing and saving a data source - Understanding Tableau terminology - Use the Tableau interface/paradigm to effectively create powerful visualizations - Performing Basic arithmetic calculations - Custom aggregation and ratios - Date math and quick table calculations - Maps, tree maps, Pie charts and bar charts - Dual axis and combined charts with different mark types - Highlighting tables, scatter Plots - Building dashboards to share visualisations - Decision Management Systems – Business Rules – Principles – Service Oriented Platform-Designing and Implementing Decision Services.

	TOTAL HOURS:60

References:	
1.	EdwardTufte (2001).The Visual Display of Quantitative Information (2nd ed) Graphics Press
2.	Wenstrup (2016).Tableau creating interactive data visualisation (4th ed),Packt Publishing
3.	Kieran Healy (2010). Data Visualization – a Practical Introduction, Cole Nussbaumer Knaflic
4.	EfraimTurban,Jay E. Aronson, Ting-Peng Liang(2010).Decision Support Systems &Intelligent Systems, (3rd ed) Prentice Hall
5.	Stephen Few (2015).Information Dashboard Design(2nd ed), Analytics Press
6.	Daniel G Murray (2016).TABLEAU YOUR DATA: Fast and Easy Visual Analysis with Tableau Software (3rd ed), Wiley.

7.	Scott Berinato (2016). Good Charts - The HBR Guide to Making Smarter more Persuasive Data Visualization, Harvard Business Review
8.	Ben Jones (2014) - Communicating Data with Tableau – Designing, Developing and Delivering Data Visualizations, O'Reilly Media Publications.
Web References:	
●	https://community.tableau.com/community/tableau-blueprint
●	https://newprediction.com/free-data-visualization-books/
●	https://www.edureka.co/blog/tableau-tutorial/
●	https://www.coursera.org/specializations/data-visualization
●	https://www.analyticsvidhya.com/blog/2017/07/data-visualisation-made-easy/
●	https://www.tableau.com/learn/training#getting-started

Assessment Methods & Levels (Based on Blooms' Taxonomy)				
Formative assessment based on capstone Model(Max. Marks: 30)				
Course Outcome	**Bloom's level**	**Assessment Component**		**Marks**
CO1	Apply	Assignment		**8**
CO2	Analyze	Technical Quiz		**8**
CO3, CO4	Create	Record		**14**
Summative assessment based on Continuous and End Semester Examination				
Bloom's Level	**CIA 1 (10 marks)**	**CIA 2 (10 marks)**	**CIA 3 (10 marks)**	**End Semester Examination (40 marks)**
Remember	1	0	1	4
Understand	2	1	1	4
Apply	0	2	1	5
Analyze	4	4	3	7
Evaluate	0	3	2	15
Create	3	0	2	5

ENTREPRENEURSHIP ELECTIVES

19PNE051	EMERGING BUSINESS MODELS	3/0/0/3
Nature of Course	**THEORY**	
PREREQUISITES: Basic knowledge of Management Concepts		
COURSE OBJECTIVES		
1. Creating new business, capturing new markets and enhancing organizational effectiveness 2. Improving productivity through process improvements 3. Promoting and managing new start-ups 4. Developing risk taking abilities and leadership skills for business		
COURSE OUTCOMES		
Upon successful completion of the course, the students will be able to: 1. Create new ideas for business 2. Develop new business models 3. Manage risk and innovation 4. Provide support for promoting start-ups		
MODULE 1	**INTRODUCTION TO NEW AND EXIXTING BUSINESS MODELS**	**15**
New business models – Structuring the business models – Common types of business models value creation model – Profit model – Logic of the business – Emerging trends in global knowledge economy Conceptual, textual and/or graphical, of all core interrelated architectural, co-operational and financial models – Comparative study of models – Theoretical and empirical insight into business models		
MODULE 2	**DISRUPTIVE BUSINESS MODELS**	**15**
Disruptive innovation- Disruptive Technology-Disruptive brands that changed the world-Tesla Smarter, Purple, Airbnb, Uber, Netflix, Apple, Aldi, Amazon, 99 designs, open Table, Bookmyshow, Paytm, PayPal, OYO, OLA, Swiggy, Saathi, Jio Saavn - Vpower4 Value proposition, value architecture, value network, value finance		
MODULE 3	**SHIFT IN BUSINESS MODELS**	**15**
Shift from pipes to platforms – Network models – Network effects – Technology based business models – promoting new models – Interviewing new promoters – Promoting startups – Emerging Trends- – collaborative business models – different industries with new models – value creation		
		TOTAL HOURS:45
Reference Books:		

1. Cinquini, Lino, diminin (2013). New Business Models and Value Creation (3rd ed), Springer.
2. Alexander Osterwalder (2010). Business Model Generation: A handbook for visionaries, Game changers and Challengers (5th ed), Wiley.
3. Patrick Van Der Piji (2016). Design a Better Business: New tools, skills and mindset for strategy and innovation (5th ed), Wiley.
4. Mauborgne, Rene (2005). Blue Ocean Strategy, Boston Harvard Business School Press.
5. Snyder, Duarte (2008). Unleashing Innovation, How Whirlpool Transformed an Industry (1st ed), Jossey-Bass.

Web References:
- https://www.boardofinnovation.com/guides/50-business-model-examples/
- https://www.businessideas4u.com/

- http://www.in.kpmg.com/pdf/Rethinking_business_model06.pdf
- https://www.hbs.edu/faculty/Publication 20Files/10-036.pdf
- https://integratedreporting.org/wp-content/uploads/2013/03/Business_Model.pdf

Assessment Methods & Levels (based on Blooms'Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 2	Remember,	Technical Quiz	7
CO 3	Analyze, Evaluate	Presentation	7
CO 1, CO 4	Apply, Create	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]	CIA2 [10 marks]	CIA 3 [10 marks]	
Remember	1	1	2	4
Understand	2	-	1	4
Apply	-	2	-	7
Analyse	3	2	3	11
Evaluate	2	3	1	10
Create	2	2	3	14

19PNE052	MICROFINANCE	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Concepts in Finance

COURSE OBJECTIVES

1. To enable the students, understand the importance of Microfinance
2. To expose the students to the different legal and regulatory framework governing Microfinance Institutions in India
3. To help the students understand the different financial products offered by Microfinance Institution in India
4. To help the students understand the operational aspects of Microfinance

COURSE OUTCOMES

1. Comprehend the importance of Microfinance and understand the regulatory framework in which Microfinance Institutions operate in India
2. Understand the different credit lending models operated by MFIs and to design models to suit the field conditions and in accordance with the regulatory framework
3. Manage MFIs independently, after a brief induction training
4. Participate effectively in designing need-based financial products by MFIs that will stimulate the economic growth of the community around

MODULE 3	INTRODUCTION TO MICROFIANCE SUPPLY AND REGULATIONS	15

Microfinance – Concept of Microfinance and rural poverty – Characteristics and features of Microfinance – Microfinance products – Microcredit – Micro saving – Micro insurance - Microfinance as a tool for development - Supply of Microfinance: Institutional sources of Microfinance – Not for profit MFIs – Mutual Benefit MFIs – For profit MFIs – NGO MFIs, NBFC MFIs - Non-institutional sources of Microfinance – Legal and Regulatory framework for Microfinance : Societies Registration Act, 1860 – Indian Trusts Act, 1882 – Companies Act, 1956 – Section 25(for Not-for-Profit Companies) – RBI Act, Section 45-1 A (For NBFC) - Microfinance Institutions development regulation Bill 2012

MODULE 3	INTERMEDIATION AND CREDIT LENDING MODELS	15

Capital Adequacy Requirements: Net-owned funds required for different forms of MFIs –Lending to0 MFIs by Commercial Banks – Equity Investments in MFIs by Venture Capital Funds – Donor participation in Indian Microfinance – Credit Lending Models: Association Model – Community Banking Model – Cooperative Model – Credit Union Model – Grameen Joint Liability Group Model – Self Help Group Model – SHG

MODULE 3	OPERATIONAL ASPECTS AND COMMUNITY DEVELOPMENT OF MICROFINANCE	15

Strategies for sustainability of MFIs - Market research – Marketing environment for Microfinance – Market segmentation for Microfinance – Stepped Lending – Repeat lending - Character and cash-flow based lending – Innovative and Creative Microfinance products - Strategies of MFIs to increase Outreach - Microfinance and Women development – Micro-entrepreneurship – Microfinance and Education – Microfinance for Cluster Development – Microfinance for Handicraft, Handloom, Cottage industry and Agro industry- Emerging Trends.

		TOTAL HOURS:45

Reference Books:	
1.	Debadutta K Panda (2009). Understanding Microfinance (3rd ed), Wiley India.
2.	Jonathan Morduch (2010). The Economics of Microfinance (2nd ed), The MIT Press.
3.	Karmakar K. G (2010). Microfinance in India (5th ed), Sage Publications.
4.	Prabhu Gate (2007). Indian Microfinance- The challenges of rapid growth (3rd ed), Sage Publications.
5.	Vinod Kumar (2009). Microfinance (2nd ed), University Science Press.

6.	Existing Legal and Regulatory framework for Microfinance Institutions in India: Challenges and Implications (2006). Micro Credit ratings International Ltd.

Web References:

- https://www.researchgate.net/publication/263458050_Microfinance_Studies_Introduction_and_Overview
- http://www.e-mfp.eu/sites/default/files/resources/2014/06/BP_UK_v20-WebLR.pdf
- https://openknowledge.worldbank.org/bitstream/handle/10986/12272/9780821389270.pdf;jsessionid=7F9B14740241198030E2ADB980EE324D?sequence=6
- https://www.nabard.org/auth/writereaddata/tender/1907183104SMFI 202017-18.pdf
- http://www.himpub.com/documents/Chapter1055.pdf

Assessment Methods & Levels (based on Blooms'Taxonomy)

Formative assessment based on Capstone Model (Max. Marks:20)

Course Outcome	Bloom's Level	Assessment Component	Marks
CO 1, CO 2	Remember, Understand	Technical Quiz	**7**
CO 3	Evaluate	Presentation	**7**
CO 4	Apply, Analyze	Case study	**6**

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Continuous Assessment			End Semester Examination [50 marks]
	CIA1 [10 marks]	CIA2 [10 marks]	CIA 3 [10 marks]	
Remember	1	1	1	6
Understand	1	-	1	4
Apply	1	2	1	5
Analyse	4	3	2	12
Evaluate	1	2	2	12
Create	2	2	3	11

19PNE053	STARTUPS AND VENTURE FUNDING	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: All functional areas of business

COURSE OBJECTIVES
1. To help the students understand how start-up ventures are started 2. To expose the students to the various avenues for getting funds for start-ups 3. To make the students aware of the legal framework under which the funding agencies/individuals operate 4. To create interest in students to aspire for starting their own ventures using their innovative business ideas

COURSE OUTCOMES
Upon successful completion of the course, the students will be able to: 1. Understand the way start-ups ventures are promoted 2. Know the different ways of mobilizing funds required for promotion of start-ups 3. Understand the legal framework in which Angel funds, Private Equity firms and Venture Capital firms operate 4. Take steps to promote start-up ventures once a promising business idea is crystallized

MODULE 1	**STARTUP VENTURES – AN OVERVIEW**	**15**
Entrepreneur vs. Startup founder – Startups – Definition – Evolution – Startup culture – Startup Business partnering – Co-founders – Startup investing – Crowd funding –seed invest, Circleup – Internal Startups – Restarters – Famous Indian start-ups: Snapdeal – Ola – Flipcart – Bigbasket – Patym – Quikr – Nearbuy – Smart Air Trip – Loginext - Private Equity – Meaning – Private Equity Investment Process - Private Equity firms in India - Angel Investors –How to approach Angel investor - Angel Investment Funding process.		

MODULE 2	**STARTUP VENTURES AND LEGAL ASPECTS OF STARTUPS FUNDING**	**15**
Top Angel investors on India : Sunil Karla – Sharad Sharma – Rajan Anandan – Krishnan Ganesh – Anupa Mittal - Online Crowdfunding platforms in India – Ketto – Start51 – Wishberry – BitGiving – The HotStart – Fund Dreamsindia - Private Equity Investment in India – Legal framework – Provisions of FEMA, 1999 – SEBI Act, 1992 – SEBI (AIF) Regulation 2012 –FDI policy of FIPB - Constitution of PE firms: Trust , LLP, Company Exit route for PE firms – SEBI Guidelines for Angel investments in India		

MODULE 3	**VENTURE CAPITAL FUNDING – AN OVERVIEW**	**15**
Venture Capital – Meaning – Features – Origin and Growth of Venture Capital in India Institutional set up in India for Venture Capital funding: Technology Development and Information Company of India Ltd. (TDICI) – Risk Corporation Ltd. (RCTC) – APIDC Venture Capital Ltd., Credit Capital Venture Fund(India) Ltd., Venture funding arms of Commercial banks - Stages of Venture Capital Financing : Seed Capital – Start-up Financing – Early stage Financing – Follow- on Financing – Expansion Financing – Replacement financing – Turnaround Financing – Management Buy-outs – Management Buy-ins – Analysing V.C. Proposals –Factors to be considered- Exit strategy for Venture Capital funds		

		TOTAL HOURS:45

REFERENCES:
1. 1. Sharma J.C (2013).Venture Capital Financing in India (3rd ed), Sage Publications. 2. Jeff Madura (2008).Financing Markets and Institutions (4th ed), Cengage Learning. 3. Peter Ryan (2012). How Venture capital works? (5th ed), Rosen Publishing Group. 4. Pandey I.M(2011).Venture Capital –The Indian Experience(3rd ed), Prentice Hall of India. 5. Gurusamy S (2008).Financial services, Vijay Nicole Imprints. 6. Venture Capital for Dummies (2013). Kindle Edition.

WEB REFERENCES:
● www.10000startups.com

- http://angel.co/INdia/Investors

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component		Marks
CO1, CO2	Remember, Understand	Technical Quiz		7
CO3	Evaluate	Presentation		7
CO4	Analyze	Case study		6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE054	**EXPORT MANAGEMENT AND DOCUMENTATION**	3/0/0/3
Nature of Course	Theory	

PREREQUISITES: All functional areas of business

COURSE OBJECTIVES
1. To acquaint the student with the Export and Import policies and procedures
2. To highlight about various authorities of the government, export organization, commodity, Boards and services institutions operating in the field of foreign trade.
3. To understand the various incentives and facilities offered to exporters
4. To familiarize with the licensing formalities in export trade

COURSE OUTCOMES
Upon successful completion of the course, the students will be able to:
1. Understand the international trading environment and practices
2. Prepare Export and customs documents
3. Understand the procedure for realizing export proceeds
4. Carryout the export formalities

MODULE 1	PRELIMINARIES FOR EXPORTS AND IMPORTS AND DOCUMENTATION	15

Definition of Export – Classification – Strategy and Preparation for Export Marketing - An Overview: Nature, importance and scope; Environmental analysis – economic, geographic, socio-cultural, commercial, legal and political environments.– Export Marketing Organizations – Registration Formalities – IEC, RCMC, EPC, Central Excise - Categories of Export- Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit- Foreign Trade Policy – Highlights – Special Focus Initiatives - Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers - Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies. Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.

MODULE 2	EXPORT AND IMPORT PROCEDURE	15

Steps in Export Procedure -Shipment & Transport – Sea, Air, Rail, Road, Pipeline – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realisation of Exports Proceeds- Excise clearance Benefit / Rebate - Income Tax Benefit-Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents.

MODULE 3	INSTITUTIONAL FRAMEWORK FOR EXPORTS AND IMPORTS	15

Overview of various export promotion schemes - Duty Drawback- Advance License - Remission Scheme - DEPB Scheme - Export Promotion Capital Goods Scheme - Diamond & Jewellery, Agricultural & Pharmaceutical product exports promotion scheme - Export of Principal Commodities in India - SEZ, EHTP,STP & EOU's, Types of Export Houses – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence – EPCG Scheme – Incentives for Exporters. Export Promotion Councils-Commodity Boards – FIEO – IIFT –– ITPO – ECGC – EXIM Bank.

	TOTAL HOURS:45

REFERENCES:
1. Handbook of Import-Export Procedures – Ministry of Commerce, -, Government of India.
2. Francis Cherunilam(2010).International Business : Text and Cases (English)(5th ed), PHI Learning Pvt ltd.
3. Hill and Jain(2010).International Business - SIE (English)(6th ed), Tata Mcgraw Hill Education Private Limited.
4. Nabhi (2012).New Import Export Policy & Procedures Vol 2.
5. EXIM Policy & Handbook of EXIM Procedure – Vol I & II
6. Mahajan M.I. (2015).Exports – Do it Yourself, Snow White Publications.
7. Mahajan M.I. (2016). Imports – Do it Yourself, Snow White Publications.

WEB REFERENCES:

- https://en.wikipedia.org/wiki/Export
- https://build.export.gov/main/logistics/eg_main_018121
- https://www.investopedia.com/terms/d/documentary-collection.asp
- https://www.investopedia.com/insights/what-is-international-trade/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1,CO2	Remember, Analyze	Technical Quiz	7
CO2,CO3	Evaluate	Presentation	7
CO3, CO4	Analyze	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE055	BUSINESS PLAN DEVELOPMENT FOR SMALL BUSINESS	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Functional Areas of Management

COURSE OBJECTIVES

1. Develop the technique to estimate the market potential for new product and learn how to build successful companies.
2. This course will equip the students to familiarize with the challenges in starting a new business.
3. Emphasize collection and organization of the fundamental information necessary to prove the viability of your business idea

Articulate the factors to be considered to create a DPR

COURSE OUTCOMES

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

1. Understand the components required for preparing a business plan.
2. Use the knowledge gained to evaluate the feasibility of a Project.
3. Use the knowledge gained to create a well written investment quality business plan attractive to the venture capitalists.
4. Create a detailed plan of new business on their own.

MODULE 1	FORMS OF ORGANISATION AND PROCEDURES	15

Forms of business organization : Sole Proprietorship, Partnership Firm, Limited Liability Partnership (LLP), Private Limited Company, Public Limited Company - Procedure for starting a business enterprise - Procedures for startups - Open a Current Account -Permanent Account Number (PAN) -Apply for TAN - Service Tax - Customs Duty - Employee's Provident Fund - Excise Duty - Sales Tax - Employees State Insurance (ESI) Scheme -Shop and Establishment Act -Value Added Tax (VAT) & Sales Tax -Profession Tax –IPR

MODULE 2	BUSINESS PLAN	15

Executive Summary - Background Information :Current Status of Company, History of company, Profile of the management team - Marketing Plan: Product, Pricing, Distribution/Positioning, Demand Management, Promotion and Brand Development, User Experience - Operational Plan: Manufacturing Plan, Information and Communications Technology Plan, Team Building, Intellectual Property Plan- cost allocation model. Financial Plan: Current Financing- Funding Plan - Financial Forecasts- balance sheets, income statements, cash flow statements - Risk Analysis-Risk Evaluation: Market Risks, Operational Risks, Staffing Risks, Financing Risks, Managerial Risks, Regulatory Risks-Risk Management Plan

MODULE 3	PRELIMINARIES FOR DPR PREPARATION AND FEASIBILITY STUDY	15

Introduction to project: Promoters background/experience, Product with capacity to be built up and processes involved, Project location, Cost of the Project and Means of financing, Availability of utilities, Technical arrangements, Market Prospects and Selling arrangements, Environmental aspects, Profitability projections and Cash flows for the entire repayment period of financial assistance - Management Evaluation: Memorandum and Articles of Association , Company as the Promoter , New Promoters , Management and Organisation set up-Technical Feasibility: Technology and manufacturing process, Location of the Project, Plant and Machinery, Raw material, Utilities and Manpower, Contracts, Project monitoring and implementation - Environmental Aspects - Commercial Viability -Financial Appraisal : Cost of the Project, Means of Financing, Profitability Projections - Economic Viability – Preparing the final DPR

	TOTAL HOURS:45

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1. Radjou, Navi, Jaideep Prabhu, and Simone Ahuja. Jugaad(2012). Innovation: Think frugal, be flexible, and generate breakthrough growth(1st ed). John Wiley & Sons.

2. Hal Shelton(2014).The Secrets to Writing a Successful Business Plan: A Pro Shares a Step-By-Step Guide to Creating a Plan That Gets Results Paperback – Summit Valley Press.
3. Crawford, Charles Merle, and C. Anthony Di Benedetto (1991). New products management (4 th ed) Tata McGraw-Hill Education.
4. Scarborough, Norman M (2011).Essentials of entrepreneurship and small business management (1 st ed), Upper Saddle River.
5. Kumar, S. Anil (2008).Entrepreneurship development (8th ed), New Age International.
6. Gupta C. B, Srinivasan. N.P (2002).Entrepreneurial Development (4th ed), Sultan Chand and Sons.
7. Brian Finch(2002).How to write a business plan?(1st ed), Kogan .

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- http://smallb.sidbi.in/   20/plan-new-entrepreneurship 20/guidelines-preparing-detailed-project-reportwww.circuitstoday.com
- https://india.gov.in/detailed-project-report-dpr-preparation-toolkit
- http://smallb.sidbi.in/sites/default/files/CorporatizationforMSMEs.pdf

Assessment Methods & Levels (Based on Blooms' Taxonomy)			
Formative assessment based on capstone Model(Max. Marks: 20)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
CO1,CO2	Remember, Apply	Assignment	7
CO3	Evaluate	Presentation	7
CO4	Analyze	Case study	6
Summative assessment based on Continuous and End Semester Examination			

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE056	AGRIBUSINESS MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge of functional areas of management

COURSE OBJECTIVES

1. To make the students understand the nuances of agribusiness.
2. To introduce the students to the agribusiness environment and policies
3. To understand the features of agricultural marketing
4. To make the students understand the scope for and recent trends in agribusiness and agro based industries

COURSE OUTCOMES

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

1. Manage agribusiness activities effectively
2. Understand the agribusiness environment and policies and make use of them in real life business
3. Handle marketing activities of agricultural products successfully
4. Manage agro based industries successfully in close coordination with the concerned public agencies

MODULE 1	INTRODUCTION TO AGRI BUSINESS AND ENVIRONMENT AND POLICY	15

Agribusiness – Definition and nature – Components of agribusiness management, changing dimensions of agricultural business. Structure of Agriculture – Linkages among sub-sectors of the Agribusiness sectors economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agribusiness sector-Modern farming practices. Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries. Agribusiness policies – concept and formulation; and new dimensions in Agribusiness environment and policy, public distribution system and other policies.

MODULE 2	AGRICULTURAL MARKETING	15

Agricultural Marketing in a developing economy – Indian marketing environment, structure, conduct and performance analysis – marketable and marketed surplus – marketing functions, channels in agricultural marketing. Agricultural price and marketing policies – AGMARK – Public agencies involved in agricultural marketing: FCI, NAFED and STC – Agricultural Processed Products and Export Development Authority (APEDA) – Warehousing: Central and State warehousing corporation – objectives, functions, advantages, speculation, future trading and hedging – Co-operative marketing and processing institutions – The Directorate of Marketing and Inspection (DMI) – National Dairy Development Board (NDDB).

MODULE 3	RECENT TRENDS IN AGRIBUSINESS	15

Agricultural marketing system, government interventions including regulated markets, procurement, buffer stock operations, co-operative marketing, price stabilization measures and policies etc. – Forward trading and futures market – Marketing of agricultural inputs – Rural marketing- Cold Storage chains. Agro based industries – meaning – Types of agro based industries: Agro-produce processing units, Agro-produce manufacturing units, Agro-inputs manufacturing units, Agro service centers – Factors influencing growth of agro based industries – Location factors for Agro based industries – Role of agro based industries in Indian economy – Contribution to GDP – Institutional arrangements for the

promotion of agro based industries in India: Ministry of Agriculture, Khadi and Village Industries Commission, Director General of Trade and development, Small Industry Development Organization.

	TOTAL HOURS:45

REFERENCES:

1. Dr.Smita Diwase(2017).Agri business Management(1st ed), Everest Publishing House.
2. Freddie L.Barnard(2012).Agri business Management(3rd ed), Routledge Publishing.
3. Johl, S.S and T.R.Kapur(2013).Fundamentals of Farm Business Management(2nd ed), Kalyani Publishers.
4. Sanket S.Kadam(2016). A Textbook of Agri-Business Management (2nd ed)Universal Prakashan Publications.
5. Jay T Akridge (2012).Agribusiness Management(4th ed), Routledge.
6. H.M. Chandrasekar (2012).Agribusiness Management(2nd ed), Lap Lambert Academic Publishing.
7. Gupta, A.P(2000). Marketing of Agricultural Produce in India(7th ed), Vora and Company Publishers Pvt Ltd.

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- https://blog.feedspot.com/agriculture_blogs/
- https://sites.google.com/a/tnau.ac.in/tbi/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1,CO2	Remember	Assignment	7
CO3	Evaluate	Presentation	7
CO4	Analyze	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE057	FAMILY BUSINESS MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Understanding of functional areas of management and basics of entrepreneurship

COURSE OBJECTIVES

1. To motivate the young graduates to take up their family business and to exhibit their entrepreneurial ambitions.
2. To empower the next generation of Family Business Owners to operate as Effective Family Business Owner-Managers.
3. To facilitate the students to operate as Effective Family Business Owner-Managers by bridging the gap between family business owners and managers.
4. To enable the students acquire the necessary skills and acumen to face challenges in family business.

COURSE OUTCOMES

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

1. Create successful and skilled professionals who understand the gist of family businesses and are competent enough to run it smoothly.
2. Enhance managerial competency in bringing family business on par with other business ventures.
3. Produce family business successors as futuristic owners of the inherited family
4. Become constructive contributors in the efficient growth of family business enterprise.

MODULE 1	INTRODUCTION TO MANAGEMENT OF FAMILY BUSINESS	15

Introduction to family business -Creating and sharing personal vision statements - Family business: The nature, importance, and uniqueness of family business, challenges before family business - Hiring and firing family member employees. Strengths and Weaknesses of family businesses-managing family business conflicts - management of succession, professionalization and strategic planning- family businesses in an international context- Governance issues in family owned business, behavioural issues in closely held and family owned business

MODULE 2	FAMILY ALIGNMENT & THEORETICAL PERSPECTIVES IN FAMILY BUSINESS	15

Family Alignment: Aligning the culture of the family business -Intra and Inter alignment – Governance: making joint decisions - Trans positioning ownership to family members - Domestic and global forces affecting the welfare of family businesses- ethical issues involved in starting and managing a family business- intellectual properties- legal matters -social responsibility. Theories from family psychology – Sociological theories applied to family business – Economic theories of family firms.

MODULE 3	CHALLENGES IN FAMILY BUSINESS	15

Challenges and Opportunities facing family owned enterprises – Sibling rivalry-succession issues legal norms of succession- the Indian succession Act 1925- Hiring non-family members - Lessons from

fortune 500 family business companies .				
				TOTAL HOURS:45

REFERENCES:

1. Allen.E.Fishman(2009).Nine elements of a family business success(4th ed), Tata Mc Graw Hill.
2. V.R.P.Kashyap (2005).Family business: An Introduction, ICFAI University Press.
3. Ernesto J. Poza (2014).Family Business (2nd ed), Cengage.
4. Leif Melin (2014). The Sage Handbook of Family Business, Sage Publications.
5. Ernesto J. Poza (2010), Family Business(2nd ed), Thompson South-Western.
6. Carlock and Ward(2001), Strategic Planning for the Family Business, Tata Mc Graw Hill.
7. Steve Legler, 'Family Alignment', e-book; www.ShiftYourFamilyBusiness.com

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- https://hbr.org/2015/09/making-better-decisions-in-your-family-business
- https://shiftyourfamilybusiness.com/wp-content/uploads/2018/04/SYFB_FamilyAlignment.pdf

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Remember, Apply	Assignment	7
CO2	Evaluate	Presentation	7
CO3, CO4	Analyze	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE058	EVENT MANAGEMENT		3/0/0/3
Nature of Course	**THEORY**		
PREREQUISITES: Basic knowledge on all functional areas desirable			
COURSE OBJECTIVES			

COURSE OBJECTIVES

    1. To develop and strengthen entrepreneurial quality and motivation in students.

    2. To equip the students to familiarize with the challenges in starting a new business.

    3. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

    4. To provide the students with inputs for team presentation.

COURSE OUTCOMES

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

    1.   Understand the role and purpose of special events in organizations.

    2.   Understand the techniques and strategies required to plan successful special events.

    3.   Use the knowledge and skill gained to promote, implement and conduct special events.

    4.   Acquire the knowledge and competencies to assess the quality and success of special events

MODULE 1	INTRODUCTION TO EVENT MANAGEMENT	15

Understanding Event management – Resources – Activities – Risk management – Delegation – Project selection – Role of the Event Manager. Aim of Event – Developing a mission – Establishing objectives – Preparation of Event proposal - Conducting market research – Establishing viability – Capacities – Costs and facilities – Plans – Timescales– Contracts. Clarity – SWOT analysis – Estimating attendance – Media coverage – Advertising – Budget – Special considerations – Evaluating success.

MODULE 2	CRISIS MANAGEMENT AND SPONSORSHIP PLAN	15

    Crisis planning – Prevention – Preparation – Provision – Security and occupational safety, Crowd management – Emergency Planning - Action phase – Handling negative publicity – Structuring the plan. Different types of sponsorship – Target market – budget – strategic development – Implementation – evaluation.

MODULE 3	EVENT COSTING, MARKETING & ADVERTISING	15

Budget – Components of event costs – Breakeven point – profit and Loss statement – Cash flow analysis – Financial control system – Return on investment – Panic payments. Types of advertising – Merchandising – Give aways – Website and text messaging – Media mix and Promotional mix : Media invitations – Photo-calls – Press releases – TV & Radio interviews – Flyers – Posters – Newsletters – Ezone – Blogs – Tweets – Media coverage – Attendance – Feedback.

	TOTAL HOURS:45

REFERENCES:

1. Anton Shone & Brya Parry (2013).Successful Event Management: A Practical Handbook (1 st ed), Cengage Learning.
2. Lynn Van der Wagen and Lauren White (2010). Events management: for tourism, cultural, business and sporting events (2 nd ed), Pearson Education.
3. Swarup K Goyal (2013).Event Management (2nd ed), Adhyayan Publishers.
4. Savith Mohan (2012).Event Management and Public Relations (2nd ed), Enkay Publishing House.
5. Lynn Van Der Wagen & Brenda R Carlos (2010).Event Management (4th ed), Pearson.
6. Anton Shone & Bryn Parry (2004).Successful Event Management, ebook.

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- https://blog.bizzabo.com/event-planning-websites
- https://www.socialtables.com/blog/event-planning/famous-event-planning-companies/
- https://www.quora.com/What-are-the-top-event-management-companies-in-India

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1, CO2	Remember, Apply	Assignment	7
CO3	Analyze	Case study	7
CO4	Create	Presentation	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE059	SOCIAL ENTREPRENEURSHIP	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge on all functional areas of Management
COURSE OBJECTIVES
1. To define the field of social entrepreneurship and key traits of social entrepreneurs.
2. To describe and apply key theories and concepts of social entrepreneurship.
3. To apply the theories on business Models adapting to an uncertain environments facing social entrepreneurs.
4. To synthesize the theories and concepts of social entrepreneurship into strategic recommendations for organizations.
COURSE OUTCOMES
Upon completion of the course, the students will be able to:
1. Understand the roles of social entrepreneurship in building a sustainable society.
2. Acquire the knowledge and skills needed to become an entrepreneur in the social sector.
3. Develop sustainable business model for building a social enterprise that can make a difference.
4. Develop strategic recommendations by reflecting on the issues of social entrepreneurship.

MODULE 1	**INTRODUCTION TO SOCIAL ENTREPRENEURSHIP**	**15**

Introduction to Social Entrepreneurship – Basic Traits /Characteristics of Social Entrepreneurs – Roles and Responsibilities of Social Entrepreneurs – Difference between business and social entrepreneurship - Challenges faced by Social Entrepreneurs in India - impact of social enterprises on the economy. Introduction to opportunity identification in Social Entrepreneurship – Social Business Models - Learning from Real-Life Social Enterprises (Cases).

MODULE 2	**SOCIAL INNOVATION**	**15**

Idea about Social Innovations – Understanding Social Problems - Creating Business Models – Social Enterprise related Policies – Government Initiatives in India - Social Business models, ranging from purely donation based over hybrid to purely commercially oriented forms.

MODULE 3	**FINANCING AND MARKETING SOCIAL ENTERPRISES**	**15**

Sources of financing for non-profit ventures; Grant financing – Commercial financing – Social financing Crowd funding of Social enterprises. Marketing of Social ventures – Challenges faced by Social entrepreneurs – Other important issues: Scaling – Legal issues and Changes - Marketing to the bottom of the pyramid - Doing business at the bottom of the pyramid – Social entrepreneurs in India.

REFERENCES:

1. Anton Shone & Brya Parry(2013).Successful Event Management: A Practical Handbook (2nd ed), Cengage Learning.
2. David Born and Susan Davis(2010).Social Entrepreneurship – What everyone needs to know? (1st ed), Oxford University Press.
3. Dees and Dolby(1996).Sources of Financing for New Nonprofits Ventures, Harvard Business Review.
4. Danish Technological Institute (2016).Discussion paper on Promoting Social Enterprise Financing.
5. Paul Miesing (2013).Introduction to social entrepreneurship, School of Business, University at Albeny.

WEB REFERENCES:

- https://digest.myhq.in/social-entrepreneurs-in-india/
- https://www.investopedia.com/entrepreneurs-4689828

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1, CO2	Remember	Technical Quiz	7
CO3	Evaluate	Presentation	7
CO4	Analyze	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10
Create	3	0	2	10

19PNE060	INDIAN MODELS IN ENTREPRENEURSHIP	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge of functional areas of management

COURSE OBJECTIVES

1. The course offers the students a unique experience to understand in-depth appreciation of the knowledge and skills required for Indian Environment
2. This course familiarizes students on various challenges during implementation and input for success in Indian business Environment
3. Develop a structured approach to apply judgment, and generate successful business Models suitable for Indian Environment
4. Appreciate the business environment, range of consumer mindsets, and market realities in India.

COURSE OUTCOMES

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

1. Understand and build insights to drive more focused segment choices and better tailored entry and business models to suit Indian conditions
2. Analyze and manage institutional voids and Market complexity/chaos
3. Demonstrate India-centric innovation
4. Design Business Models to enter in a chosen Indian market segment

MODULE 1	**INTRODUCTION TO INDIAN BUSINESS MODEL**	**15**

Family orientation – High level of savings- Self employment- Dominance of non-corporate sector- less dependence on State –generation of funds from own and close sources- role of agriculture and agro based industries. Definition of a Business Model – The 9 Building Blocks – The Business Model Canvas-Definition of a Business Model - The Long Tail - Multi-Sided Platforms - FREE as a Business Model - Open Business Models.

MODULE 2	**DESIGN ANDSTRATEGY WITH PROCESS AND OUTCOME**	**15**

Customer Insights - Ideation - Visual Thinking – Prototyping – Storytelling–Scenarios- Business Model Environment - Evaluating Business Models - Business Model Perspective on Blue Ocean Strategy - Blue

Ocean Strategy-I -Blue Ocean Strategy-II- Managing Multiple Business Models - Business Models and value proposition -Business Model Design Process- Business Model Failure: Reasons and Remedies, Incubators: Business Vs Technology- Managing Investor for Innovation- Future markets and Innovation needs for India.

MODULE 3	CASE STUDIES	15

Low cost airline- Indigo, Online retail store- Flipkart – End to end IT Solutions – Infosys, Digital fast fashion company-Stalk Buy Love, Online fashion rental portal-Flyrobe, Full-stack subscription pharmacy-LifCare, Missed call marketing platform –Zip Dial, Offline search engine -Innoz, Leading chain of Maternity hospitals-Cloudnine, Online transportation network company-Olacabs, Biotechnology company-Mitra Biotech, Peer to peer Lending firm- Rang De, Social Business Venture -Impulse Social Enterprises, Hybrid E commerce model for rural distribution- In three's Boon box™, Direct-to-farmer digital platform-AgroStar.

	TOTAL HOURS:45

REFERENCES:

1. Kanagasabapathi, P(2013).Indian models of economy, business and management (3nd ed), PHI Learning Pvt. Ltd.
2. Dabholkar, Vinay, and Rishikesha T. Krishnan (2013).8 Steps to Innovation: Going from Jugaad to Excellence, Collins Business.
3. Osterwalder, Alexander, and Yves Pigneur (2010).Business model generation: a handbook for visionaries, game changers, and challengers, John Wiley & Sons.
4. Drucker, Peter (2014). Innovation and Entrepreneurship', Routledge.
5. Bagchi, Subroto (2008).The High Performance Entrepreneur, Penguin UK.
6. Gopalkrishnan C (2016).The Entrepreneur's choice: Cases on family business in India, Routledge, India.
7. Ivaturi, Vijaya Kumar, and Meena Ganesh (2017).The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Penguin Random House India.

WEB REFERENCES:

- https://www.feedough.com/what-is-a-business-model/
- https://www.whataventure.com/blog/10-inspiring-business-models/

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model(Max. Marks: 20)

Course Outcome	Bloom's level	Assessment Component	Marks
CO1	Remember, Apply	Technical Quiz	7
CO2,CO3	Evaluate	Presentation	7
CO4	Analyze	Case study	6

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	CIA 1 (10 marks)	CIA 2 (10 marks)	CIA 3 (10 marks)	End Semester Examination (50 marks)
Remember	1	0	1	4
Understand	2	1	1	6
Apply	0	2	1	6
Analyze	4	4	3	14
Evaluate	0	3	2	10

Create	3	0	2	10