



SRI KRISHNA COLLEGE OF ENGINEERING AND TECHNOLOGY

(An Autonomous Institution, Affiliated to Anna University, Chennai)

Coimbatore – 641 008



SCHOOL OF MANAGEMENT



CURRICULUM AND SYLLABI

MASTER OF BUSINESS ADMINISTRATION

REGULATION 2020

(Revised)

SRI KRISHNA COLLEGE OF ENGINEERING AND TECHNOLOGY

SCHOOL OF MANAGEMENT

CURRICULUM STRUCTURE

(2020-22 Batch)

| 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 | 09 | 29 | 04 | 15 | 03 | 09 | - | - | 16 | 53 |
| PE | - | - | 06 | 18 | 07 | 21 | - | - | 13 | 39 |
| EEC | - | - | - | - | 01 | 02 | 01 | 08 | 02 | 10 |
| MC | - | - | 01 | - | - | - | - | - | 01 | 00 |
| Total | 09 | 29 | 11 | 33 | 11 | 32 | 01 | 08 | 32 | 102 |
| Marks | 900 | | 1000 | | 1100 | | 100 | | 3100 | |

NOTE:

PC: Program Core Course **PE:** Programme Elective Course **EEC:** Employment Enhancement Course

MC: Mandate Course

| Courses | Courses | Credits |
|-------------------------------------------------------------------------|----------------|----------------|
| PC: Programme Core Course | 16 | 53 |
| PE: Programme Elective Course | 13 | 39 |
| EEC: Employment Enhancement Course | | |
| a) Internship | 01 | 02 |
| b) Project Work | 01 | 08 |
| MC- Mandate Course: Outbound Training/ Rural Immersion Programme | 01 | NIL |
| TOTAL | 32 | 102 |

Semester I (2020 - 22 Batch)

| Sl.No. | Type | Course code | Courses | L | T | P | C | Internal | External | Total Marks |
|---------------|-------------|--------------------|----------------------------------------------------------------------|-----------|----------|----------|-----------|-----------------|-----------------|--------------------|
| 1 | PC | 20PNC101 | Management Principles and Organizational Behavior | 3 | - | - | 3 | 40 | 60 | 100 |
| 2 | PC | 20PNC102 | Managerial Economics and Indian Economy | 3 | - | - | 3 | 40 | 60 | 100 |
| 3 | PC | 20PNC103 | Accounting for Managers | 3 | 2 | - | 4 | 40 | 60 | 100 |
| 4 | PC | 20PNC104 | Business Mathematics and Statistics for Decision Making | 3 | 2 | - | 4 | 40 | 60 | 100 |
| 5 | PC | 20PNC105 | Management Information System and Computer Applications for Business | 3 | - | - | 3 | 40 | 60 | 100 |
| 6 | PC | 20PNC106 | Business Communication | 2 | - | 2 | 3 | 50 | 50 | 100 |
| 7 | PC | 20PNC107 | Legal and Business Environment | 3 | - | - | 3 | 40 | 60 | 100 |
| 8 | PC | 20PNC108 | Human Resource Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 9 | PC | 20PNC109 | Marketing Management | 3 | - | - | 3 | 40 | 60 | 100 |
| | | | | 26 | 4 | 2 | 29 | | | 900 |

Semester II (2020 - 22 Batch)

| Sl.No. | Type | Course Code | Courses | L | T | P | C | Internal | External | Total Marks |
|---------------|-------------|-----------------------|--------------------------------------------------|-----------|----------|----------|-----------|-----------------|-----------------|--------------------|
| 1 | PC | 20PNC210 | Financial Management and Indian Financial System | 4 | - | - | 4 | 40 | 60 | 100 |
| 2 | PC | 20PNC211 | Quantitative Techniques | 3 | 2 | - | 4 | 40 | 60 | 100 |
| 3 | PC | 20PNC212 | Business and Market Research | 3 | - | 2 | 4 | 50 | 50 | 100 |
| 4 | PC | 20PNC213 | Production and Operations Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 5 | PE | | ELECTIVE 1 | 3 | - | - | 3 | 40 | 60 | 100 |
| 6 | PE | | ELECTIVE 2 | 3 | - | - | 3 | 40 | 60 | 100 |
| 7 | PE | | ELECTIVE 3 | 3 | - | - | 3 | 40 | 60 | 100 |
| 8 | PE | | ELECTIVE 4 | 3 | - | - | 3 | 40 | 60 | 100 |
| 9 | PE | | ELECTIVE 5 | 3 | - | - | 3 | 40 | 60 | 100 |
| 10 | PE | | ELECTIVE 6 | 3 | - | - | 3 | 40 | 60 | 100 |
| 11 | MC | 20PNI101/ 20PNI102 | Outbound Training / Rural Immersion Program | - | - | - | - | | | |
| | | | | 31 | 2 | 2 | 33 | | | 1000 |

Semester III (2020-22 Batch)

| Sl.No. | Type | Course Code | Courses | L | T | P | C | Internal | External | Total Marks |
|--------|------|-------------|------------------------------------|-----------|----------|----------|-----------|----------|----------|-------------|
| 1 | PC | 20PNC314 | Entrepreneurship | 3 | - | - | 3 | 40 | 60 | 100 |
| 2 | PC | 20PNC315 | Indian Ethos and Business Ethics | 3 | - | - | 3 | 40 | 60 | 100 |
| 3 | PC | 20PNC316 | Strategic Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 4 | PE | | ELECTIVE 7 | 3 | - | - | 3 | 40 | 60 | 100 |
| 5 | PE | | ELECTIVE 8 | 3 | - | - | 3 | 40 | 60 | 100 |
| 6 | PE | | ELECTIVE 9 | 3 | - | - | 3 | 40 | 60 | 100 |
| 7 | PE | | ELECTIVE 10 | 3 | - | - | 3 | 40 | 60 | 100 |
| 8 | PE | | ELECTIVE 11 | 3 | - | - | 3 | 40 | 60 | 100 |
| 9 | PE | | ELECTIVE 12 | 3 | - | - | 3 | 40 | 60 | 100 |
| 10 | PE | | ELECTIVE 13 | 3 | - | - | 3 | 40 | 60 | 100 |
| 11 | EEC | 20PNI301 | Internship Training / Mini Project | - | - | - | 2 | 60 | 40 | 100 |
| | | | | 30 | - | - | 32 | | | 1100 |

Semester IV (2020-22 Batch)

| Sl.No. | Type | Course Code | Courses | L | T | P | C | Internal | External | Total Marks |
|--------|------|-------------|--------------|---|---|---|----------|----------|----------|-------------|
| 1 | EEC | 20PNP401 | Project Work | - | - | - | 8 | 60 | 40 | 100 |
| | | | | | | | 8 | | | 100 |

| | |
|------------------------------|-------------------------------------|
| Elective Streams | |
| | Finance |
| | Human Resource |
| | Marketing |
| | General Management |
| Elective Combinations | |
| | Finance & Human Resource |
| | Finance & Marketing |
| | Finance & General Management |
| | Human Resource & Marketing |
| | Human Resource & General Management |
| | Marketing & General Management |

LIST OF ELECTIVES

| S. No. | Course Code | Courses | L | T | P | C | Internal | External | Total Marks |
|---------------------------------|--------------------|--------------------------------------------------|----------|----------|----------|----------|-----------------|-----------------|--------------------|
| FINANCE ELECTIVES | | | | | | | | | |
| 1 | 20PNE001 | Investment Analysis and Portfolio Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 2 | 20PNE002 | Managing Banks and Financial Institutions | 3 | - | - | 3 | 40 | 60 | 100 |
| 3 | 20PNE003 | Project Appraisal and Finance | 3 | - | - | 3 | 40 | 60 | 100 |
| 4 | 20PNE004 | Econometrics and Financial Modeling | 3 | - | - | 3 | 40 | 60 | 100 |
| 5 | 20PNE005 | Financial Markets and Services | 3 | - | - | 3 | 40 | 60 | 100 |
| 6 | 20PNE006 | Merger, Acquisitions and Corporate Restructuring | 3 | - | - | 3 | 40 | 60 | 100 |
| 7 | 20PNE007 | Financial Derivatives | 3 | - | - | 3 | 40 | 60 | 100 |
| 8 | 20PNE008 | International Finance | 3 | - | - | 3 | 40 | 60 | 100 |
| 9 | 20PNE009 | Personal Finance | 3 | - | - | 3 | 40 | 60 | 100 |
| 10 | 20PNE010 | Taxation | 3 | - | - | 3 | 40 | 60 | 100 |
| 11 | 20PNE041 | Corporate Valuation | 3 | - | - | 3 | 40 | 60 | 100 |
| 12 | 20PNE042 | Strategic Financial Management | 3 | - | - | 3 | 40 | 60 | 100 |
| MARKETING ELECTIVES | | | | | | | | | |
| 13 | 20PNE011 | Digital and Social Media Marketing | 3 | - | - | 3 | 40 | 60 | 100 |
| 14 | 20PNE012 | Integrated Marketing Communication | 3 | - | - | 3 | 40 | 60 | 100 |
| 15 | 20PNE013 | Consumer Behavior | 3 | - | - | 3 | 40 | 60 | 100 |
| 16 | 20PNE014 | Services Marketing | 3 | - | - | 3 | 40 | 60 | 100 |
| 17 | 20PNE015 | Product and Brand Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 18 | 20PNE016 | Sales and Distribution Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 19 | 20PNE017 | Business to Business Marketing | 3 | - | - | 3 | 40 | 60 | 100 |
| 20 | 20PNE018 | Retail Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 21 | 20PNE019 | International Marketing | 3 | - | - | 3 | 40 | 60 | 100 |
| 22 | 20PNE020 | Marketing Analytics | 3 | - | - | 3 | 40 | 60 | 100 |
| 23 | 20PNE043 | Marketing Research | 3 | - | - | 3 | 40 | 60 | 100 |
| 24 | 20PNE044 | Rural Marketing | 3 | - | - | 3 | 40 | 60 | 100 |
| HUMAN RESOURCE ELECTIVES | | | | | | | | | |
| 25 | 20PNE021 | Employee Relations | 3 | - | - | 3 | 40 | 60 | 100 |
| 26 | 20PNE022 | Performance Management System | 3 | - | - | 3 | 40 | 60 | 100 |
| 27 | 20PNE023 | Compensation and Benefits Management | 3 | - | - | 3 | 40 | 60 | 100 |

| S. No. | Course Code | Courses | L | T | P | C | Internal | External | Total Marks |
|-------------------------------------|-------------|----------------------------------------------|---|---|---|---|----------|----------|-------------|
| 28 | 20PNE024 | International Human Resource Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 29 | 20PNE025 | Team Dynamics at Workplace | 3 | - | - | 3 | 40 | 60 | 100 |
| 30 | 20PNE026 | Manpower Planning Recruitment and Selection | 3 | - | - | 3 | 40 | 60 | 100 |
| 31 | 20PNE027 | Strategic Human Resource Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 32 | 20PNE028 | Cross Cultural Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 33 | 20PNE029 | Organizational Change | 3 | - | - | 3 | 40 | 60 | 100 |
| 34 | 20PNE030 | Human Resource Metrics and Analytics | 3 | - | - | 3 | 40 | 60 | 100 |
| 35 | 20PNE045 | Organizational Psychology | 3 | - | - | 3 | 40 | 60 | 100 |
| 36 | 20PNE046 | Talent Acquisition and Deployment | 3 | - | - | 3 | 40 | 60 | 100 |
| GENERAL MANAGEMENT ELECTIVES | | | | | | | | | |
| 37 | 20PNE031 | Supply Chain and Logistics Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 38 | 20PNE032 | Supply Chain Analytics | 3 | - | - | 3 | 40 | 60 | 100 |
| 39 | 20PNE033 | Management of Manufacturing Systems | 3 | - | - | 3 | 40 | 60 | 100 |
| 40 | 20PNE034 | Operations Strategy | 3 | - | - | 3 | 40 | 60 | 100 |
| 41 | 20PNE035 | Indian Models in Entrepreneurship | 3 | - | - | 3 | 40 | 60 | 100 |
| 42 | 20PNE036 | Social Entrepreneurship | 3 | - | - | 3 | 40 | 60 | 100 |
| 43 | 20PNE037 | Business Plan Preparation for Small Business | 3 | - | - | 3 | 40 | 60 | 100 |
| 44 | 20PNE038 | Agri Business Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 45 | 20PNE039 | Data Visualization for Managers | 3 | - | - | 3 | 40 | 60 | 100 |
| 46 | 20PNE040 | Data Science using R | 3 | - | - | 3 | 40 | 60 | 100 |
| 47 | 20PNE047 | Management of Technology | 3 | - | - | 3 | 40 | 60 | 100 |
| 48 | 20PNE048 | Total Quality Management | 3 | - | - | 3 | 40 | 60 | 100 |
| 49 | 20PNE049 | Data Warehousing and Data Mining | 3 | - | - | 3 | 40 | 60 | 100 |
| 50 | 20PNE050 | Women Entrepreneurship | 3 | - | - | 3 | 40 | 60 | 100 |

COURSE CODE

| | | | | | | | |
|---|---|---|---|---------|----|----|----|
| 2 | 0 | P | N | C/E/I/P | X1 | X2 | X3 |
|---|---|---|---|---------|----|----|----|

- **C – Programme Core**
- **E – Programme Elective**
- **I – Internship Training**
- **P – Project Work**
- **X1 – Semester number**
- **X2, X3 – Course Identification starting from 01-50**

SEMESTER – I

| | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------|
| 20PNC101 | MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOR | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Exposure to Basic Management Concepts | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 organisation building | | |
| COURSE OUTCOMES | | |
| <p>Upon the successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Identify and understand different management principles and techniques in business environment. 2. Apply management fundamentals to solve organization problems 3. Analyze the changes within an individual and group behavior which will lead to better leadership and also evaluate the role of relationships in the organization. 4. Evaluate the need for managing the change process in the business scenario | | |
| MODULE 1 | INTRODUCTION TO MANAGEMENT | 15 |
| Concept -The Evolution of Management Thought- Managerial roles and styles- Levels of Management- PODSCORB-Characteristics of Managers -Decision making approach-MBO-Organizational Structure: Departmentation -Line/Staff Authority and Decentralization. Understanding organizations- Managing organizational culture-Organizational climate-Managing organizational conflict- power & politics. | | |
| MODULE 2 | ORGANISATIONAL BEHAVIOUR | 15 |
| Introduction- Foundations of individual behavior-Ability- Attitudes - Job Satisfaction- Perception- Motivation-Theories-Foundations of Group behavior -Group development; Group properties: Roles-norms- status- size and cohesiveness- Group decision making- Techniques- Work teams - Organisational change Issues in Client Consultant Relationship- Interdisciplinary nature of OD. | | |
| MODULE 3 | LEADERSHIP & TEAM WORK | 15 |
| Leadership: Roles of a leader- Leadership theory paradigms- analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership- Leadership attitudes- ethical leadership- Leadership behavior and motivation- contingency leadership- Team Leadership- Organizational Leadership-Strategic leadership- Leadership for Creating high performance culture- Leadership development through self-awareness and self-discipline- Development through education- experience and mentoring-Succession- Evaluation of leadership development efforts- Indian cases on leadership. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Harold Koontz- Weihrich (2018). Essentials of Management: An International- Innovation- and Leadership Perspective (10th ed)- Tata McGraw Hill. 2. Chandrani Singh- Aditi Khatri (2017). Principles and Practice of Management and Organizational Behaviour- Sage Publications. 3. Robbins- Judge- Sanghi (2018). Organisational Behaviour (18th ed)- Pearson. 4. Fred Luthans (2017). Organisational behavior (12th ed)- Tata McGraw Hill | | |

WEB REFERENCES:

1. <https://www.yourarticlelibrary.com/organization/organizational-behaviour/organizational-behaviour-definition-characteristics-and-nature/63741>
2. <http://www.uou.ac.in/sites/default/files/slm/HM-104.pdf>
3. <https://www.business2community.com/strategy/organizational-culture-definition-importance-and-development-02309036>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------------|
| 20PNC102 | MANAGERIAL ECONOMICS AND INDIAN ECONOMY | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Management and Economics Concepts | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> To give an exposure to micro economics at enterprise level To learn the mechanism of supply and demand and equilibrium To understand the pricing methods To learn the business practices and influence of macroeconomic indicators and Indian Economy | | |
| COURSE OUTCOMES | | |
| <ol style="list-style-type: none"> Understand the role of managerial economics and apply in the business decision-making process for profit maximization Apply the demand and supply conditions and assess the position of a company Evaluate the nature of production and its relationship to costs Analyze the cause and effect of macroeconomic fundamentals to research | | |
| MODULE 1 | INTRODUCTION | 15 |
| Meaning, Scope of Managerial Economics, Role and Responsibility of Managerial Economics Managerial Economics with other discipline, Distinction between Micro and Macroeconomics. The Economic Way of Thinking-Demand Analysis -Demand: Law of demand, Determinants, Elasticity of Demand and their types-Demand forecasting techniques. Shift in Demand - Supply, Law of Supply & Elasticity of Supply Factors affecting supply & shift in supply. | | |
| MODULE 2 | PRODUCTION FUNCTION | 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 & LongRun Cost Curve, Marginal Cost and Break-Even Analysis. Perfect competition, Monopoly & Monopolistic competition, Duopoly & Oligopoly - Pricing Strategies. Profit-Maximization & Competitive Markets Price-Searchers, Cartels, Oligopoly-Advanced Pricing and Auctions-Game Theory and Asymmetric Information. | | |
| MODULE 3 | INDIAN ECONOMY | 15 |
| Introduction to the course-Colonialism and development of the Indian economy-De-industrialization of Indian economy-Business enterprises-Growth and economic reforms Poverty and Inequality- Macroeconomic overview and Fiscal and Monetary Policy-Financial sector performance and impending reforms-Economic reforms towards more liberalization-Agriculture, industry and services-Government reforms and the emerging energy-economy-environment regulatory framework National income: Measurement of National Income | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> G. Geetika, Piyali Ghosh, Purba Choudhury (2009). Managerial Economics (9th ed), Tata McGraw Hill. Maheswari Yogesh (2014). Managerial Economics (5 th ed), Prentice Hall of India. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen (2010). Economics(6thed), Tata McGraw Hill. K.K. Dewett (2012). Modern Economic Theory (5 th ed), S. Chand. 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: | | |
| <ol style="list-style-type: none"> https://www.coursera.org/learn/microeconomics https://www.coursera.org/learn/principles-of-macroeconomics https://www.coursera.org/specializations/managerial-economics-business-analysis https://onlinecourses.swayam2.ac.in/imb20_mg38/preview | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

| | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|----------------|
| 20PNC103 | ACCOUNTING FOR MANAGERS | 3/2/0/4 |
| Nature of the Course | THEORY | |
| PREREQUISITES: Basic Knowledge in Accountancy | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 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 (Problem) –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 (Problem) – DuPont Analysis – Comparative statement – Common size Statement - Trend Analysis | | |
| MODULE 2 | FUND FLOW AND CASH FLOW STATEMENT | 20 |
| Fund flow statement: Meaning, Uses, Funds flow statement vs Cash flow statement – Preparation of Cash Flow Statement as per AS 3 (Problem): Operating activities, Investing activities and Financing activities, calculation of Cash from Operations and Managerial Uses of Cash flow Analysis. | | |
| 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 (Problem) – Budget: Meaning, Advantages and Limitations – various kinds of budget preparation. | | |
| TOTAL HOURS:60 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 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: | | |
| <ol style="list-style-type: none"> 1. www.icaai.org 2. www.alpineguild.com | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

| | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------|
| 20PNC104 | BUSINESS MATHEMATICS AND STATISTICS FOR DECISION MAKING | 3/2/0/4 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Computing Skills | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To enable the students to get acquainted with the fundamentals of Business Mathematics and Statistics 2. To enable the students to acquire the required skills for the application of mathematical and statistical skills in analysing business problems 3. To enable the students to analyse 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the basic mathematical concepts that find applications in business 2. Apply mathematical and statistical tools in decision making situations 3. Analyse 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 |
| Measures of central tendency – measures of dispersion – absolute & relative measures – Basic concept of probability – Probability distributions – Binomial distribution; Poisson distribution, Normal distribution. | | |
| MODULE 2 | TESTING OF HYPOTHESIS | 20 |
| Basic concepts; standard error; central limit theorem; Sampling and types of sampling; Hypothesis testing: Hypothesis- types of hypothesis, types of errors, PARAMETRIC TESTS – large samples (z-test), small samples (t-test), F-test for variance. ANOVA one and two-way NON-PARAMETRIC TESTS - Chi-square test – 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 | | |
| MODULE 3 | CORRELATION & REGRESSION | 20 |
| Correlation – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares. Business applications of correlation and regression | | |
| TOTAL HOURS:60 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 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 (11thed), Thomson (South – Western) Asia, Singapore. 7. N. D. Vohra (2012). Business Statistics, Tata McGraw Hill. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.coursera.org/specializations/business-statistics-analysis 2. https://freevideolectures.com/course/2743/mth302-business-mathematics-and-statistics 3. https://www.edx.org/learn/statistics | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------|
| 20PNC105 | MANAGEMENT INFORMATION SYSTEM AND COMPUTER APPLICATIONS FOR BUSINESS | 3/0/0/3 |
| Nature of the Course | THEORY | |
| PREREQUISITES: Basic Information Technology Knowledge and Applications | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To impart the basics level of knowledge in Information Systems 2. To understand the role and importance of Information in business 3. To develop the prominence of listening and reading practices using with terminological terms related to MIS 4. To understand the MIS technologies and methods used for effective functionality of organisations | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 1. Understand and gain familiarity with the basic concepts related to data analytics 2. Identify the spreadsheet-based data analysis 3. Analyse the basic data entry, data formatting, data manipulation and data analysis skills in spreadsheet application to the business decision making 4. Transform themselves to perform various data analysis, summarise and interpret data | | |
| MODULE 1 | INTRODUCTION TO MANAGEMENT INFORMATION SYSTEM AND FUNCTIONAL INFORMATION SYSTEMS | 15 |
| Introduction to Information System – Model – Management Information System – MIS Structure – Types of I.S in organisations – System Development Life Cycle (SDLC) – Computer Integrated Manufacturing System(CIM) – Human Resource Information System (HRIS) – Marketing Information System (MKIS) – Accounting Information system (AIS) – Financial Information System (FIS) - Decision Support System (DSS) – Expert System (ES) – Executive Support System (ESS) | | |
| MODULE 2 | ENTERPRISE BUSINESS SYSTEM | 15 |
| Business values of telecommunication networks – Internet – Intranet – Extranet- Business applications Enterprise Resource Planning(ERP), Major application components – Application areas – Benefits, Trends - Customer Relationship Management(CRM), Major application components – Application areas – Phases of CRM, Purposes of CRM, Benefits, Types – Supply Chain Management(SCM), Business Process in supplyChain Cycle, SCM Faces, Trends in SCM, - Strategic role of IT in Business Process Reengineering | | |
| MODULE 3 | DATA MANAGEMENT, SECURITY AND CONTROLLING OF INFORMATION SYSTEMS & MS- EXCEL | 15 |
| Data Management - Need – Database concepts: Data, Record and Files – Database Management Systems – System Audit – Testing - Verification and Validating Data –Crimes and Challenges to Computerised Information Systems – Security of Information System – Management’s action to reduce security risks – MS-Excel: Basic formatting, working with advance formula (Statistical, Financial, Text and Lookup functions), working with tables (Simple/Multiple filtering and Conditional formatting), Working with Charts and Pivot tables. | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1 James O Brien (2009), Management Information Systems – Managing Information Technology in the Ebusiness 2 Kenneth C. Laudon and Jane Price Laudon (2012), Management Information Systems –Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia 3 Gordon Davis (2008), Management Information System: Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint. 4 Rahul de (2012), MIS in Business, Government and Society, Wiley India Pvt Ltd 5 Haag (2013), Cummings and Mc Cubbrey, Management Information Systems for the | | |

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- 6 Rapph Stair and George Reynolds (2012), Information Systems, Cengage Learning, 10th Edition
- 7 Turban, McLean and Wetherbe (2008), Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6th Edition
- 8 Corey Schou and Dan Shoemaker (2007), Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill
- 9 Robert Schultheis and Mary Summer (2008), Management Information Systems – The Managers View, Tata McGraw Hill
- 10 Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales (2013), Information Technology Control and Audit, Auerbach Publications, 4th Edition
- 11 Whigham (2010), Business Data analysis using Excel, Oxford
- 12 Weverka (2010), MS Office 2010, Wiley India

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1. https://books.google.co.in/books?id=4uTNAgAAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false
2. <https://study.com/academy/lesson/systems-development-life-cycles-software-development-process.html>
3. <https://study.com/academy/lesson/the-components-of-a-telecommunications-system.html>
4. <https://learn.saylor.org/course/view.php?id=41§ionid=430>
5. <https://www.mooc-list.com/course/introduction-management-information-systems-mis-survival-guide-edx-0>
6. <https://exceljet.net/excel-functions/excel-vlookup-function>

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 16)

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|----------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNC106 | BUSINESS COMMUNICATION | 2/0/2/3 |
| Nature of Course | THEORY AND PRACTICAL | |
| PREREQUISITES: Basic Knowledge in English | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To develop language skills to satisfy the needs of 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 students with business communication procedure | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, students shall have ability to: | | |
| <ol style="list-style-type: none"> 1. Build self-confidence and rapport, to enhance personal impact 2. Increase the reading speed and comprehension of academic articles 3. Respond to diverse personalities using a variety of communication styles and bargaining powers 4. Behave confidently and assertively as a key person at meetings and interviews | | |
| MODULE 1 | BASIC GRAMMAR & VOCABULARY | 20 |
| Course Introduction & Communication Basics; Vocabulary practice- Telephonic Conversation and Etiquette-Email etiquettes - Requests and obligation- Word Techniques-Formation-Gerunds-Infinitives-Idioms and phrases, Just-A-Minute Presentation. | | |
| MODULE 2 | ORAL COMMUNICATION | 20 |
| Workshop-Jam Feedback and overcoming Gloss phobia; Presentation-1 (Planning & Preparing) Presentation-2 (Visual Aids) Presentation-3 (Delivery)-Graded Team Presentations-Graded Team Presentations- -Reading, listening & Questioning | | |
| MODULE 3 | WRITTEN COMMUNICATION | 20 |
| Writing Business Communication basics -Writing Reports, Proposals, Emails, Summaries-Graded Individual Presentations- Individual Presentations-Presentation feedback, Bios and Resumes- Web and Mobile application platform-based communication techniques-digital media content blogs. | | |
| TOTAL HOURS:60 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1.Kaul, Asha: Business Communication: Prentice-Hall of India, Delhi 2017 (2nd ed) Oxford publications 2.Monippally, Mathukutty M (2017). Business Communication Strategies. (1st ed) Tata Mc -Graw Hill Publishing Company Ltd., New Delhi 3.Barun.K.Mitra (2016) Personality Development and Soft Skills (2nd ed),Oxford publications 4. Sanjay Kumar & Pushp Lata (2015) , Communication Skills (2nd ed),Oxford publications | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.nextiva.com/blog/what-is-business-communication.html 2.https://edu.gcfglobal.org/en/jobssuccess/business-etiquette/1/ 3.https://www.esolcourses.com/content/englishforwork/business-english/the-apprentice/apprentice-gap-fill.html | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|----------------------|-----------------------------|------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 50) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| C01, C02 | Understand | Oral Presentation | 15 |
| C03 | Analyze | Mock Interview | 15 |
| C04 | Create | Viva | 20 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | | | End Semester Examination (50 Marks) |
| Remember | | | 05 |
| Understand | | | 05 |
| Apply | | | 10 |
| Analyze | | | 10 |
| Evaluate | | | 10 |
| Create | | | 10 |

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| 20PNC107 | LEGAL AND BUSINESS ENVIRONMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge about Laws | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To understand basic laws and its impacts on business 2. To understand legal liability of all forms business 3. To analyze various constituents of environment and their impact of business 4. To enhance the skills on formation of contracts | | |
| COURSE OUTCOMES | | |
| <ol style="list-style-type: none"> 1. Enhance the legal literacy of students by developing a body of legal knowledge 2. Learn about incorporation of the company and its relevance 3. Learn to draft and negotiate contracts 4. Analyze the micro and macro environment impact on business | | |
| MODULE 1 | LEGAL ENVIRONMENT | 15 |
| Introduction to Business Laws – Structure of Indian Legal System - Indian Contract Act – Meaning of Contract- Essential elements of valid Contract – Discharge of Contract – Contracts of Guarantee and Indemnity – Contract of Bailment and Pledge – Contract of Agency- Contract of Sale of Goods – Consumer Protection Law | | |
| MODULE 2 | COMPANY INCORPORATION AND MANAGEMENT | 15 |
| Companies Act – Company - Legal structure of Company – Incorporation of company – Memorandum and Articles of Association – Doctrine of ultra vires – Doctrine of Indoor Management – Directors – Meeting – Winding up of Companies – Protecting the property of business-Copyright, Trademark, Secret, Geographical Indications | | |
| MODULE 3 | BUSINESS ENVIRONMENT & WOMEN SAFETY | 15 |
| Nature, Scope and structure of Business Environment – Macro and Micro Indicators – Assessing risk in Business Environment – Micro Environment: Suppliers, Customers, Competitors, Public, Intermediaries – Macro Environment - Internal and External Environment – Protection of Women from Domestic Violence Act,2005 - Dowry Prohibition Act, 1961 - Immoral Traffic Prevention Act, 1986 - Maternity Benefit Act 1961 - Commission of Sati (Prevention) Act, 1987. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Legal & Business Environment, Ravindra Kumar & Renukamurthy, Cengage learning, 2018. 2. Business Environment: Text and Cases - Justin Paul, 3/e, McGraw-Hill, 2011. 3. Business Law and Legal Environment, Jeffrey F. Beatty, Susan S. Samuelson, Patricia Sanchez Abril, Cengage Learning, Seventh Edition 4. Bulchandani K.R., Business Law for management, Himalaya Publishing House, 2014 5. Goel K.L, Business Law for Managers. Biztantra Publishers 6. Alix Adams, Law for Business Students 8th edition, Pearson, 2014 | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. http://smallb.sidbi.in/%20/policies-regulations%20/legal-regulatory-aspects 2. http://www.legalserviceindia.com/article/ 3. https://www.legalserviceindia.com/legal/article-4101-women-protection-in-india.html | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE108 | HUMAN RESOURCE MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge about Human Resource and Management Concepts | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To learn the basics functions of Human Resource Management 2. To have an awareness about the tools and techniques used by HR Department 3. To know about the role of Human Resource Manager in the area of people management 4. To know about the various concepts and systems of Human Resource Functions | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 1. Prepare Job Description and Job Specification for a given Designation. 2. Apply the knowledge gained to conduct Recruitment and Interview to fill job vacancies. 3. Analyse and Measure the effectiveness of a training program 4. Prepare and process payroll for the employees. | | |
| MODULE 1 | INTRODUCTION, RECRUITMENT AND SELECTION | 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 - Selection - Steps in Systematic Selection process, Selection Tests - 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 | INDUCTION, TRAINING AND PERFORMANCE APPRAISAL | 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, incentives, bonus, ESOPs, Fringe Benefits – Performance appraisal - Process – Methods of Appraisal – Transfer, Promotion - Retirement Benefits. | | |
| MODULE 3 | RECENT TRENDS IN HR | 15 |
| Potential appraisal, Competency Mapping - Career Planning and Development - Succession planning - HR Outsourcing - Employee Retention – Employee Engagement – HR Audit. Separations, Downsizing & Outplacement, HRIS, Fundamentals of Industrial Relations and Fundamentals of Labour Laws. | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Gary Dessler (2015). Human Resource Management (15th ed), Pearson Education. 2. Khanka S.S (2019). Human Resource Management -Text and Cases (3rd ed), S Chand & Company. 3. Bhattacharya. D (2012). Human resources planning (2nd ed), Excel books. 4. Rao VSP (2013). Human Resource Management (3rd ed), Vishwakarma Publications. 5. Aswathappa. K (2017). Human Resource & Personnel Management (8th ed), Tata McGraw Hill. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.coursera.org/specializations/human-resource-management 2. https://www.onlinecourserereport.com/best-free-online-courses-human-resources-courses/ 3. https://www.oxfordhomestudy.com/courses/hr-courses-online/free-online-hr-courses-with-certificates | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNC109 | MARKETING MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Marketing and Management Concepts | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> To provide basic knowledge about functional areas of marketing and practices. To familiarize and illustrate the application of marketing mix elements. To provide in depth knowledge on marketing segmentation, positioning and targeting. To provide knowledge on emerging trends in marketing. | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> Understand the marketing elements and its applications. Apply and evaluate different techniques in the practical market space to meet the upcoming challenges Design sources of marketing tools for better applications in the market 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: | | |
| <ol style="list-style-type: none"> Philip Kotler, Mithileswar Jha, Kevin Lane Keller, Abraham Koshy (2013). Business Marketing: Concepts and Cases (14th ed), Pearson Publishing. Ramaswamy V.S. and Namakumari S (2012). Marketing Management: Planning, Implementation and Control (5th ed), Macmillan. Rajan Saxena (2009). Marketing Management (3rd ed), Tata McGraw Hill. R Kumar & Goel (2013). Marketing Management (2nd ed), UDH Publishers, 2013. Tapan Panda (2012). Marketing Management (2nd ed), Excel Books. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 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: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

SEMESTER – II

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| 20PNC210 | FINANCIAL MANAGEMENT AND INDIAN FINANCIAL SYSTEM | 4/0/0/4 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Concept of Finance | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To understand the fundamentals of Financial Management 2. To make the students familiarize with Capital Structure and Capital Budgeting Techniques 3. To understand the functioning of Indian Financial System 4. To analyze the Financial Market and its operations | | |
| COURSE OUTCOMES | | |
| <ol style="list-style-type: none"> 1. Design various sources of finance with optimum level 2. Practice how corporations make investment decisions 3. Understand the functioning of Indian Financial system 4. Apply the knowledge of financial markets and technological developments in managerial decision making under given scenario. | | |
| MODULE 1 | FINANCIAL MANAGEMENT OPERATIONS | 20 |
| Financial Management: Definition - Nature and Scope - Finance Functions - Goals of Financial Management - Profit Vs. Wealth Maximization - Financial decision - Risk and Return Matrix - Time Value of Money - Compounding and Discounting - Cost of Capital - Capital Structure Theories: Net Income Approach - Net Operating Income Approach - Traditional Approach - MM Approach | | |
| MODULE 2 | CAPITAL BUDGETING | 20 |
| Capital Budgeting: Nature and Principles - Cash Flows - Discounted Cash Flow Techniques: Net Present Value - Internal Rate of Return - Profitability Index - Comparison of Discounted Cash Flow Techniques - Non-Discounted Cash Flow Techniques: Pay Back and Accounting Rate of Return | | |
| MODULE 3 | INDIAN FINANCIAL SYSTEM | 20 |
| Indian Financial System - Functions of Indian Financial System - Pre and Post reform developments - Money Market - Instruments of Money Market - Capital Market - Instruments of Capital Market - Primary Market - IPO Mechanism - Secondary Market - Listing - Trading - Depositories - Mutual Funds- Types- Net Asset Value | | |
| | | TOTAL HOURS:60 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. I.M. Pandey (2011). Financial Management 9/e. Mumbai. Vikas Publications. 2. M.Y. Khan & P.K. Jain (2010). Financial Management 4/e, Mumbai. Tata Mc Graw Hill 3. Prasanna Chandra (2011). Financial Management 6/e. Mumbai. Tata Mc Graw Hill. 4. M.Y. Khan, Indian Financial System, Tata McGraw Hill 5. Susan Thomas, Derivatives markets in India, Tata McGraw Hill 6. John C. Hull, Options, Futures and other derivatives, Pearson Prentice Hall | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. www.icai.org 2. www.moneycontrol.com 3. www.fbil.org.in | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNC211 | QUANTITATIVE TECHNIQUES | 3/2/0/4 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge in Arithmetic Operation | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To enable the students, appreciate the importance and role of quantitative 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 Quantitative technique to the business problems | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 1. Build mathematical models for real-life business problems 2. Analyze the mathematical models using the different Quantitative Research Techniques 3. Arrive at optimal solutions for the mathematical models and Improve business performance by optimizing the resources 4. Minimize the total cost by applying proper technique to the business and decision making. | | |
| MODULE 1 | LINEAR PROGRAMMING | 20 |
| Introduction to Linear Programming (LP)- LP Formulations -Graphical Solution -Simplex Method, Artificial Variables. Special Cases: Alternative optima, Infeasibility, Unbounded -Using Excel solver to solve LP Problems -Duality Concepts -Sensitivity Analysis | | |
| MODULE 2 | TRANSPORTATION PROBLEM & ASSIGNMENT MODEL | 20 |
| Transportation Problem, Assignment Problem-Trans-shipment Problem -Shortest Path Problem Maximum Flow Problem, Minimum Spanning Tree -Network Models with yields -Integer Programming (IP) Formulations -IP Formulations -Additional Problems. | | |
| MODULE 3 | DECISION THEORY | 20 |
| Game Theory – Two-Person Zero-Sum Games – Pure Strategies (Minimax and Maximin Principles): Games with Saddle Point- Rules to determine Saddle Point - 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. | | |
| TOTAL HOURS:60 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Dharani Venkata Krishnan (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 Hall. 3. Nagarajan K (2016). Textbook of Operations Research (3rd ed), New Age International. 4. Pradeep 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. Srivastava.U.K., Shenoy.G.V., and Sharma.S.C (2011). Quantitative Techniques for Managerial Decisions (3rd ed), New Age International Publishers. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.theorsociety.com/ 2. https://www.ifors.org/ 3. https://www.solver.com/solve-operations-research-problems-excel | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNC212 | BUSINESS AND MARKET RESEARCH | 3/0/2/4 |
| Nature of Course | THEORY AND PRACTICAL | |
| PREREQUISITES: Basic Knowledge of Statistics and Management Concepts | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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: | | |
| <ol style="list-style-type: none"> 1. Understand 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- Literature Review-Budget | | |
| 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 andContingency 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: | | |
| <ol style="list-style-type: none"> 1. Donald R Cooper & Pamela S Schindler (2014). Business Research Methods (4th ed), TataMcGraw 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 | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. www.bizjournals.com 2. www.free-research.com 3. www.valuationresources.com/IndustryReport.htm 4. www.metrics2.com | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | | |
|------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------|--------------------------------------|-----------|
| Formative assessment based on capstone Model (Max. Marks: 50) | | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks | |
| C01 | Understand | Assignment 1 | 02 | |
| C02 | Apply | Assignment 2 | 02 | |
| C03 | Analyze | Technical Quiz 1 | 02 | |
| C04 | Evaluate | Technical Quiz 2 | 02 | |
| TOTAL | | | 08 | |
| Bloom's Level | CIA 1 (6 marks) | CIA 2 (6 marks) | Assessment Component (30) | |
| Remember | 1 | 1 | Record | 22 |
| Understand | 1 | 1 | | |
| Apply | 1 | 1 | | |
| Analyze | 1 | 1 | Model Practical | 08 |
| Evaluate | 1 | 1 | | |
| Create | 1 | 1 | | |
| Summative assessment based on Continuous and End Semester Examination | | | | |
| Bloom's Level | Assessment Component | End Semester Practical Examination (50 marks) | | |
| Create | Practical Exam & Viva | 50 | | |

| | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------|
| 20PNC213 | PRODUCTION AND OPERATIONS MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge about Production Function | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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, layout planning and Production planning and controlling techniques 3. To enable the students to understand and Inventory control techniques. 4. To make the students to understand importance of Quality management Concepts | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 1. Understand the strategies in manufacturing and service operations in Global Perspectives 2. Acquire comprehensive knowledge about Product Design, Layout Planning, Production Planning and able to apply line balancing Techniques in Industries 3. Analyze Inventory problems by applying Inventory control techniques to ensure Inventory Control in Industries 4. Acquire Insights about Supply chain and Quality management concepts | | |
| MODULE 1 | INTRODUCTION TO OPERATIONS MANAGEMENT | 15 |
| Operations Management - Operations as a source of competitive advantage; Trade-offs and combinations-Difference between Manufacturing and Service Operations -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. | | |
| MODULE 2 | PRODUCT DESIGN, LAYOUT PLANNING & PRODUCTION PLANNING AND CONTROL | 15 |
| Product Design-Principles- -Designing and Development of new Services- :Process Planning and Design- Process Analysis- Product Process Matrix,-Process Selection and Facility layout: Principles - Designing product and process layouts and line balancing- Production planning and control; Functions -Aggregate planning-Strategies-Master production schedule (MPS)-Procedures-Material requirement planning (MRP) | | |
| MODULE 3 | INVENTORY CONTROL AND QUALITY MANAGEMENT | 15 |
| Forecasting and its types -Material planning- Purchase functions and procedure -Types of inventory - Inventory Costs-Inventory Management: Deterministic demand model-EOQ- Continuous and Periodic review Inventory models- Supply chain management; Introduction -Lean vs Agile supply chains-Quality management; ISO 9001-2015 & TQM - Sustainable Operations Management | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Panneerselvam (2012). Production and Operations Management (3rd ed), PHI learning. 2. Norman Gaither and Greg Frazier (2015). Operations Management (9th ed), South-Western Publications. 3. Roberto Panizzolo and Amole Gore (2012). Operations Management (1st ed), Cengage Learning. 4. Ajay K. Garg (2011). Production and Operations Management (1st ed), McGraw Hill Education 5. Kanishka Bedi (2013). Production and Operations Management (3rd ed) Oxford University Press. 6. William J Stevenson (2018). Operations Management (12th ed), McGraw-Hill Education. | | |

WEB REFERENCES:

1. <https://onlinelibrary.wiley.com/journal/19375956>
2. <https://www.managementstudyguide.com/value-analysis.htm>
3. <https://www.netsuite.com/portal/resource/articles/inventory-management/what-are-inventory-management-controls.shtml>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

SEMESTER – III

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------|
| 20PNC314 | ENTREPRENEURSHIP | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Management Concept | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 familiarize the students with the latest schemes for the startups. | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, students shall have ability to</p> <ol style="list-style-type: none"> 1. Understand the characteristics required for an entrepreneur 2. Identify the schemes that can be applied for their new ventures and apply the functional skills required in managing the small business. 3. Analyze the success and failures of the Startups. 4. Apply the knowledge gained in preparation of business plan and feasibility report and guidelines in forming a small business. | | |
| MODULE 1 | INTRODUCTION | 15 |
| <p>Introduction to Entrepreneurship - Characteristics Types of Entrepreneur - Intrapreneur vs Entrepreneur- Role of Entrepreneur in Economic development-Business Environment - Women Entrepreneurship-Family business- Entrepreneurial Mindset-Entrepreneurship Development Training-Central and State Government Schemes and Institutional support - Life history of Entrepreneurs- Recent Start-ups-Success and Failures stories</p> | | |
| MODULE 3 | BUSINESS PREREQUISITES | 15 |
| <p>Criteria for Selection of Product - Project identification and formulation of small business-Prefeasibility Study - Project Profile Preparation (Business plan) -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.</p> | | |
| MODULE 3 | MANAGING OF SMALL BUSINESS | 15 |
| <p>Project Financing - Product Launching - Sources of Finance - Financial Institutions –Banks, Venture capital: Types of venture capital funding-Advantages and disadvantage of Venture capital-Importance of Venture capital, Angel Investors: Advantages and Disadvantages of Angel Investors-Opinion of angel investors for business-Crowd Funding: Types of crowd funding-crowd funding for companies-How does crowd funding works for companies-Benefits of crowd funding- Risks of crowd funding. Preventing Sickness and Rehabilitation of Business Units: Need of Rehabilitation program.</p> | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Norman M. Scarborough, Jeffrey R. Cornwall (2018), Essentials of Entrepreneurship and Small Business Management (9th ed), Pearson. 2. Bruce R Barringer, Duane Ireland R (2015), Entrepreneurship: Successfully launching new ventures (5 th ed), Pearson Education. 3. Poornima M. Charantimath (2014), Entrepreneurship Development and Small Business Enterprises (3rd ed) Pearson - New Delhi. 4. Hisrich (2014), Entrepreneurship (11th ed), Tata McGraw Hill. 5. Donald F Kuratko, T.V Rao (2012), Entrepreneurship: A South Asian perspective (1st ed),Cengage | | |

Learning.

WEB REFERENCES:

1. <https://www.coursera.org/browse/business/entrepreneurship>
2. <https://www.startupindia.gov.in/content/sih/en/reources/l-d-listing.html>
3. <https://www.edx.org/learn/entrepreneurship>

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 16)

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------------|
| 20PNC315 | INDIAN ETHOS AND BUSINESS ETHICS | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Concept of Business | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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: | | |
| <ol style="list-style-type: none"> 1. Understand the concepts of Ethos. 2. Analyze the importance of Values and acquire insight on Karma in life. 3. Improve business performance by applying ethical principles. 4. Apply the theories of Ethics in various situations in business. | | |
| MODULE 1 | INDIAN ETHOS & VALUES – AN OVERVIEW | 15 |
| History & Relevance- Role of Indian Ethos in Managerial Practices- Levels of work Ethos – Dimensions – Management Lessons from Vedas, Mahabharata, Bible, Quran -Kautilya’s Arthashastra. Ethics v/s Ethos - Values for Indian Managers- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular vs. Spiritual Values - Value System in Work Culture –Stress Management: Stress – causes and effects of stress – Types of stress - Stress Management - meaning – models of stress management – transactional model –Indian Ethos and personality development – Yoga a tool for personality development - Innate health model - Meditation - Techniques - focused attention and open monitoring -advantages of Meditation | | |
| MODULE 2 | KARMA | 15 |
| Indian Systems of Learning- Gurukul System of Learning, – Lesson from Ancient India Education System for Management - 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 – Law of Focus – Law of giving and hospitality – Law of here and now – law of change – Law of patience and reward – Law of significance and Inspiration. Corporate Karma Methodology – Self Management – Personal Growth | | |
| MODULE 3 | THEORIES OF ETHICS | 15 |
| Business Ethics: Meaning, Characteristics and Importance ; Types, Understanding the need for ethics - Theories of Ethics- Kohlberg’s six stages of moral development (CMD). Ethical Culture in Organization - Developing codes of Ethics and conduct - Role of scriptures in understanding ethics - Indian wisdom & Indian approaches towards business ethics. Ethical Principles in Business - Ethical Dilemmas and challenges indifferent functional areas of Business (Finance, Marketing, HRM and International Business), Ethical Decision Making Process and its Model (STEP model, PLUS filter Model), Corporate Social Responsibility, transparency and accountability, social media and E-Platforms. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Tushar Agarwal and Nidhi Chandorkar (2017). Indian Ethos in Management (1st ed), Himalaya Publishing House. 2. N.M. Khandelwal (2015). Indian Ethos and Values for Managers (5th ed), Himalaya Publishing House. 3. RinkuSanjeev, Parul Khanna (2013). Ethics and Values in Business Management (5th ed), Ane Books India. 4. Nagarajan K (2013). Indian Ethos and Values for Leadership excellence (1st ed), New Age International. 5. Chakraborty, S.K. Ethics in Management – Vedantic Perspective (1st ed), Oxford India 6. Nandagopal.R and Ajith Sankar.N (2011). Indian Ethos and Values in Management (4th ed), Tata McGraw Hill. | | |

WEB REFERENCES:

1. <https://www.edx.org/learn/business-ethics>
2. <https://www.scribd.com/document/272451856/Indian-Ethos-and-Business-Ethics>
3. <https://www.coursera.org/learn/business-ethics>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------|
| 20PNC316 | STRATEGIC MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge about Strategic Concept | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the theory and concepts of strategic management and different types of strategies 2. Apply SWOT and PEST analysis for various businesses. 3. Develop and implement the strategic management processes and evaluate and control strategic management processes 4. Evaluate the types of power and conflict issues and devise strategies accordingly | | |
| MODULE 1 | STRATEGY AND PROCESS | 15 |
| <p>Introduction – Concept of strategy - Strategy formation process- Stake holders in business, Vision, Mission and Purpose - Business definition, objectives and goals - - External environment, Porters five forces model. Competitive changes during industry evolution, Embryonic, matured and declining stages - Competitive structure, Globalization and industry structure, National context and competitive advantage, sources - Distinctive competitive capabilities and competencies, core competencies, Generic building blocks of competitive advantage - Distinctive competencies, sources, evaluation of key resources, avoiding failures and sustaining competitive advantage</p> | | |
| MODULE 2 | STRATEGIES | 15 |
| <p>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 - SWOT analysis - GAP analysis - McKinsey’s 7 S frame work - GE 9 cell model - Balanced Score Card – Blue Ocean and Red Ocean strategy. Global Strategy – Identifying international Opportunities , Evaluating market entry strategies for entering global markets, Strategic Competitive Outcomes, Risks in International Environment</p> | | |
| MODULE 3 | IMPLEMENTATION OF STRATEGY AND CORPORATE SOCIAL RESPONSIBILITY | 15 |
| <p>Separation of ownership and managerial control, Ownership concentration, Board of directors and Ethical control , Structure and Controls within organizations – Evolutionary patterns of Strategy and Organizational structure .Sustaining effective organizational culture ,Internal Innovations and Innovations through acquisitions, Corporate Social Responsibility and Corporate Sustainability-Sustainability Terminologies and Meanings- Why is Sustainability an Imperative-Sustainability Case Studies-Triple Bottom Line (TBL). Corporate Sustainability Reporting Frameworks</p> | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Thomas L Wheelen, J David Hunger and Krish Rangarajan (2018). Concepts in Strategic Management and Business policy (15th ed), Pearson Education. 2. Charles WL Hill and Gareth RJ ones (2012). Strategic Management Theory, An Integrate approach (9th ed), Biztantra. 3. Kazmi (2015). Strategic Management and Business Policy (4th ed), Tata McGraw Hill. 4. Francis Cherunilam (2018). Strategic Management (4th ed), Himalaya Publishing House. | | |

WEB REFERENCES:

1. <https://www.coursera.org/learn/strategic-management>
2. <https://www.edx.org/learn/strategic-management>
3. <https://www.classcentral.com/course/open2study-strategic-management-902>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

FINANCE ELECTIVES

| | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------|
| 20PNE001 | INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge on Finance | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand 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 | INTRODUCTION | 15 |
| Investment –meaning and definition-types of investment- corporate investment--Security markets; legal framework of security markets; listing of securities; trading and operational mechanism of stock exchanges; settlement and clearing; online trading; Dematerialization, Depositories and Depository participants; Types of securities - equity based and debt based; derivatives, Concepts of risk and return; valuation of securities – Factor pricing models-Equity and Fixed Income valuation | | |
| MODULE 2 | FUNDAMENTAL & 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 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- Markowitz diversification- Portfolio theory and risk management- calculation of risk and return of portfolios- Return and Risk (individual and portfolio) –methods of evaluation- portfolio revision - problems. | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 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. Sudhindrabhat (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. | | |

WEB REFERENCES:

1. <https://www.coursera.org/specializations/investment-management>
2. <https://www.coursera.org/learn/portfolio-selection-risk-management>
3. <https://www.coursera.org/specializations/trading-strategy>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

| | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-----------------------|
| 20PNE002 | MANAGING BANKS AND FINANCIAL INSTITUTIONS | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge about Banking Functions | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To enable the students to understand the Banking system in India 2. To familiarize the students with latest technology in banking 3. To analyze the latest trends in banking 4. To analyze the short- and long-term credit facilities available for business | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, students will be able to: | | |
| <ol style="list-style-type: none"> 1. Understand the banking system and services provided by bank 2. Become familiar with IT enabled modern banking operations 3. Analyze the latest trends in Banking 4. Evaluate the short term and long-term credit facilities available for business | | |
| MODULE 1 | OVERVIEW OF BANKING | 15 |
| Evolution of Banking – Banking in India- Role of Commercial Banks – Key Acts governing the functioning of Indian banking system – RBI- Types of Banks – Treasury operations of Banks – Wealth Management Vs Investment Banking | | |
| MODULE 2 | TECHNOLOGY IN BANKING | 15 |
| Importance of E-banking – Electronic banking Methods: ATM – Credit Card - Debit Card – Tele-banking – Mobile banking – Net Banking – SWIFT- Core Banking Solution – Fin Tech – Innovations and Recent trends in Banking | | |
| MODULE 3 | CREDIT FACILITIES AND RISK MANAGEMENT | 15 |
| Corporate Term Loan – Short term Credit – Overdraft against property – Cash Credit – Bill Discounting – Loans and Advances – Project Finance – Loan Syndication – Foreign currency Loan – Financing Securitization – BASEL norms and Risk Management | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Shekhar K C (2013). Banking theory and practice (21st ed), Vikas Publishing House. 2. Muraleedharan D (2014). Modern Banking- Theory and Practice (2nd ed), PHI Learning Pvt. Ltd. 3. Vasant Desai (2006). Banks and Institutional Management, Himalaya Publishing House | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. www.rbi.org.in 2. https://www.bis.org/bcbs/history.htm 3. www.bankingupdate.com | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------|
| 20PNE003 | PROJECT APPRAISAL AND FINANCE | 3/0/0/3 |
| Nature of the Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Operations Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, students will be able to:</p> <ol style="list-style-type: none"> 1. Understand projects and assess their feasibility 2. Plan and schedule project activities for implementation 3. Monitor and control project implementation 4. Evaluate deviations and take corrective measures in implementing projects | | |
| MODULE 1 | INTRODUCTION, PROJECT APPRAISAL | 15 |
| <p>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.</p> | | |
| MODULE 2 | RISK MANAGEMENT | 15 |
| <p>Project Financing – Sources of Finance – Components of capital cost of a project - Project Risk Management-Steps in Risk Management-Risk Identification-Risk Analysis- Project Scheduling - Types of costs - Life cycle costing concept -Project Cost control –Management of software’s- Advantages of Using Project Management Software- Common Features- MS project and Primavera.</p> | | |
| MODULE 3 | PROJECT EVALUATION | 15 |
| <p>Valuing projects and Evaluation – Evaluation objectives – Evaluation methods: Project Evaluation under certainty, Project Evaluation under uncertainty – Benefits and Challenges of Performance - Measurement and Evaluation.</p> | | |
| | | TOTAL HOURS:45 |
| References: | | |
| <ol style="list-style-type: none"> 1. Nagarajan K (2017). Project Management (8th ed) New Age International (P) Ltd, New Delhi 2. Jeffrey K Pinto (2016). Project Management, Achieving Competitive Advantage (1st ed), Pearson Education. 3. Narendra Singh (2015). Project Management and Control (3rd ed), Himalaya Publishing House. 4. Jack R Meredith and Samuel J Mantel (2011). Project Management - A Managerial Approach (8th ed), Wiley India. 5. Bhavesh M Patel (2010). Project Management (1st ed), Vikas Publishing House. 6. Nicholas (2009). Project Management for Business and Technology (1st ed), Prentice Hall of India 7. Paneer Selvam and Senthil Kumar (2009). Project Management (1st ed), Prentice Hall of India. 8. Gopalakrishnan and Rama Moorthy V E (2008). Text Book of Project Management (1st ed), Macmillan. | | |

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2. <https://www.thoughtco.com/pmp-practice-questions-4005393>
3. <https://www.exampm.com/2017/07/27/pmp-study-notes-pdf/>
4. <https://nptel.ac.in/courses/110104073/>
5. <https://www.justacademy.co/pmp-notes/>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------|
| 20PNE004 | ECONOMETRICS AND FINANCIAL MODELING | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basics of Statistics and Excel Applications | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> To disseminate basic knowledge about econometrics and Financial Modelling. To make the students to learn how to predict the time series data To measure the volatility of financial time series To decide the best investment alternatives using Excel Solver | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, students have ability to | | |
| <ol style="list-style-type: none"> Understand basic steps involved in Econometric Analysis Frame Simple linear equation and Multiple Linear Equation Model Analyze past trends and predict future occurrences and estimate short term and long-term causal relationship between the variables Evaluate the best investment alternatives based on Risk and Return | | |
| MODULE 1 | INTRODUCTION TO ECONOMETRICS | 15 |
| Introduction to Econometrics – Historical perspectives of Econometrics- Steps in Econometric Analysis- Regression Analysis- Multiple Regression Analysis –Dummy Variable Regression Model (ANOVA Model) – Heteroscedasticity - Autocorrelation – Multicollinearity | | |
| MODULE 2 | TIME SERIES MODELING AND VOLATILITY MODELING | 15 |
| Stationarity Analysis- ARIMA modeling /Box-Jenkins Method – VAR model - VECM – Cointegration - Granger’s Causality test - Measuring volatility of stock price movements: ARCH and GARCH models | | |
| MODULE 3 | RISK ANALYSIS AND CAPITAL BUDGETING ANALYSIS | 15 |
| Sensitivity Analysis - Simulation: Statistical distributions and Generate random numbers - Risk analysis in Project Appraisal – Risk analysis in Valuation – Decide efficient portfolio – Creating Accounting and Personal finance Templates using excel - Selection of investment alternatives using Excel Solver | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> Damodar N. Gujarati Sangeetha, (2017). Basic Econometrics (5th ed), The McGraw-Hill. Alastair L. Day, (2012). Mastering Financial Modeling in Microsoft Excel (2nd ed), Prentice Hall Wayne L. Winston, (2017). Microsoft Excel 2016 Data Analysis and Business Modeling (5th ed), Pearson Education. John Y Campbell, Andrew W. Lo, A. Craig Mackinlay, (2007). The Econometrics of Financial Markets, New Age International (p) Limited. William H. Greene, (2012). Econometric Analysis (7th ed), Pearson Education | | |
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| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE005 | FINANCIAL MARKETS AND SERVICES | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic knowledge about Banking Functions | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To study the need, objectives and concepts of various financial services provided by the bank, 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 equip students with the knowledge and skills necessary to become employable in the financial service industry. | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the services provided by banks, Financial Institutions and NBFC'S 2. Learn the credit rating process 3. Identify and analyze the role and responsibility of Merchant Banking 4. Equip to handle leasing and hire purchasing services. | | |
| MODULE 1 | INDIAN FINANCIAL SYSTEM – OVERVIEW | 15 |
| <p>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 – emerging trends.</p> | | |
| MODULE 2 | MERCHANT BANKING & CREDIT RATING | 15 |
| <p>Merchant banking – historical perceptives – 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 - Credit rating: approaches and process of rating – credit rating agencies – CRISIL and ICRA, CARE ratings for financial instruments – methodology of rating.</p> | | |
| MODULE 3 | LEASING & HIRE PURCHASE | 15 |
| <p>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.</p> | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. C.Ramagopal (2018). Management of Financial services (kindle ed), Vikas publication 2. Bhole L.M. (2017). Financial Institutions and Market (6th ed), McGraw Hill Education 3. Khan M.Y. (2017). Financial Services (9th edition), McGraw Hill Education. 4. YasaswyN.J.(2011). Personal Investment and Tax Planning (20th edition). 5. Julia Holyoake, William Weipers (2001). Insurance (5th ed), Financial World Publishing. 6. I. Friend M Blume, J Crocket (2001). Mutual Funds and other Institutional Investors (1st ed), McGraw-Hill & Co, New York City. | | |
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| <ol style="list-style-type: none"> 1. https://www.coursera.org/courses?query=financial%20markets 2. https://www.edx.org/learn/finance 3. https://www.classcentral.com/course/swayam-financial-institutions-and-markets-12986 | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE006 | MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic understanding about Merger and Acquisition and its Impacts. | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <ol style="list-style-type: none"> 1. Demonstrate an advanced and integrated understanding of the regulatory framework relating to the operation of mergers and acquisitions 2. Understand 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, - Financial Evaluation, Joint Venture and Strategic Alliances - Legal Aspects of Mergers - Amalgamation and Acquisition - Provisions of Companies Act - Regulation by SEBI, Takeover Code, Hubris Hypothesis of Takeovers. | | |
| 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, 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 CVRs- 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 HOURS: 45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. J. Fred Weston- Kwang S. Cheng-Susan E. Hog “Merger and Acquisition, Restructuring and 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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| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE007 | FINANCIAL DERIVATIVES | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Investment Analysis and Portfolio Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understanding the basic functions of financial derivatives and apply the trading mechanism concepts in forwards & futures. 2. Apply financial derivatives techniques and concepts to a range of scenarios and hedging principles. 3. Analyse swaps and options using no-arbitrage principle 4. Analyse derivative pricing and identify payoffs from derivative positions | | |
| MODULE 1 | Introduction of derivatives | 15 |
| Derivatives, Types, Participants, Types of Settlement - OTC and Exchange Traded Securities - Uses and Advantages of Derivatives, risks In Derivatives. Specifications of Futures Contract - Margin Requirements - Marking to Market - Hedging using - Futures - Types of Futures Contracts - Securities - Stock Index Futures, Currencies and Commodities. | | |
| MODULE 2 | Futures | 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. | | |
| MODULE 3 | Options and Swaps | 15 |
| 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, Stock Indices and Options Pricing. Definition of SWAP, Interest Rate SWAP & Currency SWAP - Role of Financial Intermediary - Warehousing - Valuation of Interest rate SWAPs and Currency SWAPs Bonds. | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. S. L. Gupta (2017). Financial Derivatives, Theory, Concepts and Problem (2nd ed), Prentice Hall of India. 2. John C Hull (2017). Options, Futures and Other Derivative Securities (10th ed), Pearson. 3. Stulz (2011). Risk Management and Derivatives (6th ed), Cengage Learning. 4. David Dubofsky (2014). Option and Financial Futures - Valuation and Uses (6th ed), McGraw Hill International Edition. 5. N.R. Parasuraman (2014). Fundamentals of Financial Derivatives (5th ed), Wiley India. 6. S.S.S Kumar (2010). Financial Derivatives, Theory, Concepts and Practice (4th ed), PHI Learning. | | |

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<https://www.coursera.org/learn/financial-engineering-2>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| C01 | Understand | Assignment / Group Assignment | 04 |
| C02 | Apply | Assignment / Seminar | 04 |
| C03 | Analyze | Case study | 04 |
| C04 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE008 | INTERNATIONAL FINANCE | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge on Financial Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 1. Understand the basics of foreign exchange and its market. 2. Explore the foreign exchange risk and manage them. 3. Analyze the different instruments available in the global financial market to hedge risk. 4. Demonstrate the impact of the exchange rates. | | |
| MODULE 1 | INTRODUCTION | 15 |
| Overview and Evolution of International Finance –Institutions for International Finance – Internationalization process - 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 - Balance of payment, balance of trade - Foreign Direct Investment (FDI) – Foreign Institutional Investors (FII) | | |
| MODULE 2 | FOREIGN EXCHANGE RISK | 15 |
| Country and political risk analysis – Benefits and risks of international portfolio investment – assessing country creditworthiness - The Concept of Hedging and Speculation – Currency Forwards - Currency Futures - Currency Options - Currency Swaps - Transactions Exposure – Operations Exposure – Interest Rate Exposure – Financial Swaps and Credit Derivatives | | |
| MODULE 3 | INTERNATIONAL FINANCIAL MARKET | 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 - Foreign Exchange Management Act 1999 - Short-term Borrowing - Long Term Borrowing - Bond Financing - Loan Financing - International Equity Investment – International Joint Ventures | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. P.G. Apte (2014). International Financial Management (7th ed), TMH Publication. 2. Eun and Resnick (2017). International Finance Management (7th ed), TMH Publication. 3. Jeff Madura (2017). International Finance Management (13th ed), Thomson Publication. 4. David K Eiteman, Arthur I Stonehill, Michael H Moffett, Alok Pandey (2017). Multinational Business Finance (14th ed), Pearson Publication. 5. Alan C. Shapiro (2013). Multinational Financial Management (10th ed), Wiley India. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.onlinestudies.com/International-Finance/ 2. https://www.coursera.org/browse/business/finance 3. https://study.com/academy/course/finance-302-international-finance.html#information | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE009 | PERSONAL FINANCE | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge about Investment | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, students will be able to</p> <ol style="list-style-type: none"> 1. Learn one's own Financial planning 2. Identify the risk and return involved in savings and investment 3. Analyze the procedures involved in Filing of income tax returns and familiar with investment alternatives 4. Design the best method of savings and investment for the future. | | |
| MODULE 1 | FINANCIAL PLANNING | 15 |
| Financial Planning – Importance – Steps in Financial Planning – Personal Budget – SMART GOAL – Ways to achieve SMART Goal – 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 | | |
| MODULE 3 | RETIREMENT AND RISK MANAGEMENT PLANNING | 15 |
| Retirement Plan – Pension Plan – Public provident Fund – Gratuity – Gratuity – Life Insurance Plan – Reverse Mortgage Plan. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Sid Mittra, Shailendra Kumar Rai, Anandi P. Sahu, Harry Starn (2018). Financial Planning Theory and Practice (1st ed), SAGE Publishing. 2. Michael A. Dalton, James Dalton, Randol Cangelosi, Scott Wasserman, Randall Guttery (2011). Personal Financial Planning Theory and Practice (7th ed), Kalpan Schweser. 3. Madhu Sinha (2017). Financial Planning (4th ed), McGraw Hill Education (India) Private Limited. 4. Amar Pandit (2014). The Only Financial Planning Book, Network 18 Publications Ltd. 5. Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes (2011). Personal Finance (10th ed), Tata McGraw Hill Publishing Company Ltd. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.coursera.org/learn/family-planning 2. https://www.edx.org/learn/personal-finance 3. https://www.open.edu/openlearn/money-management/free-courses | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE010 | TAXATION | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge about Tax | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the basic concepts associated with tax management 2. Apply the various provisions of direct tax laws for computing the taxes. 3. Analyze the taxable income of an individual using the provisions of the Act. 4. Compute GST and remember the procedure to file the GST returns. | | |
| 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 | 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.Employers’ liability to deduct and pay tax – Tax deducted at source (TDS) | | |
| MODULE 3 | GOODS AND SERVICE TAX | 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 – GST calculation – Goods and Service Tax Network (GSTN) - Filing of Income tax returns – Provisions, Forms and due dates - GST Returns. | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Dr. Vinod K Singhania (2019). Students Guide to Income Tax (60th ed), Taxmann Publications Pvt. 2. Bagavathi Prasad (2019). Income Tax Law and Practice (46th ed), Vishwa Prakashan. 3. Hariharan (2019). Income Tax Law and Practice (14th ed), Mcgraw-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, CA G. Sekar and CA B. Saravana Prasath (2018). Practical Guide on TDS and TCS (17th ed), Wolters Kluwer. | | |

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2. <https://www.coursera.org/learn/taxation-business-entities-part-1>
3. <https://alison.com/course/introduction-to-investment-and-taxation>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE041 | CORPORATE VALUATION | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Financial Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> To enable students understand the conceptual framework of valuation and its approaches. To equip the students to gain expertise in relative valuation of equity shares of corporate To impart knowledge on Enterprise valuation through discounted and non-discounted models 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: | | |
| <ol style="list-style-type: none"> Value the equity shares of a company. Apply the various Valuation models. Critically analyse financial securities for constructing an investment portfolio through relative Valuation techniques. Evaluate the value addition created by the corporate through various methods. | | |
| MODULE 1 | INTRODUCTION | 15 |
| Corporate Valuation – an overview – Context of Valuation – Definition - Basis of valuation – principles and role of valuation - Approaches to Valuation : Book value approach, Stock and debt approach, discounted cash flow approach, Relative valuation approach, option valuation approach – 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 – Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model-Economic profit model - Applicability and limitations of DCF Analysis. Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation-Guidelines for corporate valuation - Various basis of Asset Valuation – Replacement cost value – Market Value – Agreed Value/Fair Value – Problems with Asset-based 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-Advanced issues in valuation-Valuation of intangible assets | | |
| TOTAL HOURS: 45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> Prasanna Chandra, 'A Guide for Analysts, Managers and Investors, McGraw Hill Education 2014. Aswath Damodaran, 'The little book of Valuation', Wiley India Pvt Ltd., 2012 Kamal Garg CA, 'Handbook on Valuation', Bharat Law House, Delhi, 2017 Kamal Garg CA, 'Valuation by Registered Valuers', Bharat Law House, Delhi, 2017 Sridhar VS, 'Valuation Examination for Asset Class Securities or Financial Assets', Rama books, 2018. Syamales Datta, 'Advanced Valuation for Secured Lending by Banks and Financial Institutions', Syamels Datta, 2014. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 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 | | |

5. <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: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE042 | STRATEGIC FINANCIAL MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge on Financial Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To understand the basic nuances of strategic financial management 2. To enable students, understand the various sources of long-term sources of finance. 3. To equip the students to gain knowledge on mergers, acquisitions and corporate restructuring 4. To facilitate the students to understand the brand value of a company. | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 1. Understand the impact of the different sources of long-term finance. 2. Identify the need for mergers, acquisitions and restructuring 3. Explore the intangible assets of an organisations through various methods. 4. Critically emulate to maximise the profitability of the organisation. | | |
| MODULE1 | INTRODUCTION | 15 |
| Financial Policy and Strategic plan–Strategic planning process–Objectives and goals–major kinds of strategies and policies–Importance of Strategic Financial Management - Nine references for Strategic Financial Management – process of financial planning–Types of financial plan-- financial models– Tools of Financial Modeling - uses and limitations of financial modelling. – Types of Financial Models-Process of Financial Model Development. | | |
| MODULE2 | MERGERS, ACQUISITIONS AND REPORTING | 15 |
| Mergers and Acquisitions – Types of Mergers Motives of Merger and acquisitions – Factors leading mergers and acquisitions –Advantages and Disadvantages of Mergers types of combinations –benefits – Tender Offer – Regulations of Mergers and acquisitions in India – legal procedures- Reverse Merger–Advantages of Going Public through a Reverse Merger – Limitations of Reverse Merger –Demerger – Divestiture /Divestment- Spin off, Split off, Sell off- Conversion of Private Company into Public Company–Conversion of Public Company into Private Company | | |
| MODULE3 | FINANCING STRATEGY & VALUATION OF INTANGIBLE ASSETS | 15 |
| Financing Strategy – Innovative sources of finance – Asset backed securities - Securitisation – Versatile Bond – Brand Finance-Vendor Finance- Venture Finance – Employee Finance – Dealer Finance – Special Purpose Vehicle -Hybrid securities–Convertible and Non-convertible debentures, secured premium notes–Convertible preference shares - Goodwill – meaning – various methods of valuation of goodwill – capitalization method– Intellectual Property Rights–Amortisation of Intangible assets. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Prasanna Chandra, 'Strategic Financial Management', McGraw Hill Education2014. 2. Rajni Sofat & Preeti Hiro, 'StrategicFinancialManagement',PHI,Delhi,2011 3. Weaver& Weston,'StrategicCorporateFinance',CengageLearning,Delhi,2001. 4. Rajesh Kumar,'StrategicFinancialmanagementcaseBook'Elsevier,2016 5. V. Pattabhi Ram, S.D. Bala, 'First Lessons in Strategic Financial Management', Snow White Publications Private Limited, 6. Rajni Sofat,' 2016StrategicFinancialmanagement',PHI,2011 7. Dr. Girish P Jakhotiya, Strategic Financial Management, Vikas Publishing House,2014 | | |

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2. <https://www.coursera.org/browse/business/finance>
3. <https://study.com/academy/course/finance-302-strategic-finance.html#information>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

MARTKETING ELECTIVES

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------|
| 20PNE011 | DIGITAL AND SOCIAL MEDIA MARKETING | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Marketing Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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: | | |
| <ol style="list-style-type: none"> 1. Develop an in-depth understanding of Digital and Social Media Marketing 2. Plan, manage, strategize and execute multi-channel campaigns 3. Analyze SEO tools, Social media tools, Analytics tools in real time scenario 4. Evaluate and create 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 – Social Media Optimization (SMO) | | |
| 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 Webmasters & 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 –Ethical and legal issues- Summary. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Shakti Kundu (2021) Digital Marketing Trends and Prospects develop an effective Digital Marketing Strategy with SEO, SEM, PPC, Digital Ads & Email marketing techniques 2. Puneet Singh Bhatia (2019). Fundamentals of Digital Marketing (2nd ed), Pearson. 3. Ian Dodson (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns (1st ed), Wiley. 4. Vandana Ahuja (2015), Digital Marketing, Oxford University Press 5. Ira Kaufman, Chris Horton (2014), Digital Marketing: Integrating Strategy and Tactics with Values, a Guidebook for Executives, Managers, and Students Paperback– Routledge Taylor & Francis group 6. Stephen, A. & Bart, Y. (2017). “Social Media Marketing: Principles and Strategies”, Wiley | | |

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

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----------------|
| 20PNE012 | INTEGRATED MARKETING COMMUNICATION | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Concepts in Marketing Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, students will be able to:</p> <ol style="list-style-type: none"> 1. Understand overall IMC plan for an organisation. 2. Analyse different types of communication mix elements to create suitable models which will gain success in product/service promotion and evaluating the same. 3. Enhance insights on media planning and emerging trends in promotion and also analyse and measure the effectiveness of promotional program in recent trends 4. Obtain broad knowledge on public relations and lobbying | | |
| MODULE 1 | INTRODUCTION TO IMC AND ANALYZING THE COMMUNICATION PROCESS | 15 |
| Introduction to IMC –The Tools for IMC - The IMC Planning Process – The Role of IMC in the Advertisement and Promotions in Segmentation, Targeting and Positioning - Enhancing Brand Equity through IMC- Promotion Mix Tools- Steps in Communication process - Source, Message and Channel Factors – Objectives and Budgeting for Integrated Marketing Communication Programs- Models of Marketing Communication AIDA, Black Box- DAGMAR. | | |
| MODULE 2 | DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAM | 15 |
| Advertising Agencies -Creative Strategy Planning and Development - Endorsers and Message Appeals in Advertising Traditional Vs Modern Media: Online and Mobile Advertising-Social Media for Advertising and Promotion-Direct Marketing and Other Media-Advertising Media: Planning and Analysis-Measuring Ad Message Effectiveness. Public relations vs. publicity – lobbying | | |
| MODULE 3 | CONSUMER SALES PROMOTIONS AND MONITORING EVALUATION AND CONTROL | 15 |
| Consumer Sales Promotion: Sampling and Couponing-Consumer Sales Promotions: Premiums and Other Promotions-Public Relations, Word-of-Mouth Influence and Sponsorships-Packaging, Point of Purchase Communications and Signage-Measuring the Effectiveness of the Promotional Program-Emerging Trends. | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 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 (2013). Advertising and Promotion: An IMC Approach, (9th ed)- Cengage Learning. 5. David A Aaker- Rajeev Batra& John G. Myers. (2014) Advertising Management, (7th ed), Prentice Hall of India. 6. Cundiff- Stil & Giovani. (Sales Management, (5ed), PHI/Pearson. | | |

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2. <https://www.classcentral.com/course/integrated-marketing-communications-5509>
3. <https://www.coursera.org/specializations/marketing-mix>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------------------|
| 20PNE013 | CONSUMER BEHAVIOR | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Knowledge of Marketing Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To develop students' abilities to apply consumer behavior 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: | | |
| <ol style="list-style-type: none"> 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 Behavior - Need, Importance - Buying roles and Motives - Segmentation in Consumer Behavior - Characteristics of Indian Consumer -challenges in predicting consumer behavior- Approaches to the study of Consumer Behavior - Consumer Needs and Motives - Communication and Persuasion - Self Image - Life Style Analysis – Key determinants of Buyer Behaviour and a Framework of Buyer Behaviour-Buying and Disposing | | |
| 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 - Marketing Ethics and Consumer Behavior- Difficulties and Challenges in Predicting Consumer Behavior - Online Consumer Behavior - Organizational and Industrial Buyer Behavior - Consumer Behavior in Indian Context -Emerging Issues- Consumer Research | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 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. | | |

5. Engel, J. F., Blackwell, R. D. & Miniard, P. W (2018). Consumer Behaviour (10th ed.), Thomson Learning Publications.

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3. <https://nptel.ac.in/courses/110105029/>
4. <https://www.marketingteacher.com>

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 16)

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------|
| 20PNE014 | SERVICES MARKETING | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge in Marketing | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> To enable the students to understand fundamentals of services marketing To sensitize the students in customer behavior, segmentation, targeting and positioning in services. To develop knowledge of Service Quality & Customer Satisfaction. To clarify the basics in the formulation of a Sound Marketing Mix | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> Understand the trends in services marketing Develop Marketing Strategy based on consumer Insights Comprehend the relationship between service quality and customer satisfaction and knowledge on the role of processes in service sector. Formulate effective services Mix for different types of services and importance of Physical Evidence in various service. | | |
| MODULE 1 | INTRODUCTION TO SERVICES & CUSTOMER BEHAVIOUR | 15 |
| <p>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). Service Quality, Concept of CRM, 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</p> | | |
| MODULE 2 | SERVICES MIX & MODELS | 15 |
| <p>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.</p> | | |
| MODULE 3 | PROMOTION | 15 |
| <p>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.</p> | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> Christopher H. Lovelock and Jochen Wirtz, (2017). Services Marketing: People Technology Strategy (8th ed), Pearson Education South Asia. Valerie A. Zeithaml, Mary Jo Bitner and Dwayne D. Grenler (2018). Services Marketing, (7th ed), McGraw Hill Education. Valerie A. Zeithaml, Parasuraman A and Leonard L. Berry, (2010). Delivering Quality Service (2nd ed), The Free Press, Macmillan. Jha S M, (2015). Services Marketing (4 th ed), Himalaya Publishing House. | | |

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4. <https://www.smartinsights.com/marketing-planning/marketing-models/how-to-use-the-7ps-marketing-mix/>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE015 | PRODUCT AND BRAND MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basics of Marketing | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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: | | |
| <ol style="list-style-type: none"> 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 & BRAND MANAGEMENT | 15 |
| Product management decision-making & product policy decisions-New product idea generation and screening- Basic understanding of brands – concepts and process -significance of a brand -brand mark and trade mark – different types of brand - brand name - functions of a brand -branding decisions - influencing factors– Global Brand Leadership. | | |
| MODULE 2 | BRAND EQUITY & POSITIONING | 15 |
| Brand Awareness and Consumer Brand Knowledge-Brand Identity, personality and Associations-Brand Architecture-Differentiation and Positioning Decisions-Concept Testing-Tactical Branding Decisions-Product Use Testing-Packaging Decisions-Test marketing and alternative methodologies-Pre-Launch and launch management-Product Recalls-Brand Equity (build, leverage and measure) | | |
| MODULE 3 | BRANDING STRATEGIES | 15 |
| Branding strategies-Brand rejuvenation and re-launch -Brand Imitation – Imitation Vs Later Market Entry – First Movers’ Advantages – Free Rider Effects – Benefits for Later Entrants – Imitation Strategies- - Corporate Brand Building – Retail Branding – Services Branding- Brand Audit. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Keller Kevin Lane (2018). Strategic Brand Management, Building, Measuring and Managing, Brand Equity, (4th ed), Pearson. 2. Ramesh Kumar. S, (2017). Managing Indian Brands (2nd ed), Vikas Publications. 3. Mathur. U.C(2018). Brand Management Text and Cases, (2 nd ed) Macmillan. 4. Chunawala.S.A., Brand Management (2017). Himalaya Publishing House (5 th ed), Anis publication | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.marketing91.com/brand-positioning/ 2. https://www.madmarketingpro.com/blog/brand-strategies-that-work 3. https://marketingland.com/building-a-brand-strategy-essentials-for-long-term-success-240712 | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|----------------|
| 20PNE016 | SALES AND DISTRIBUTION MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Marketing Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the basic concepts in sales management. 2. Apply sales force techniques and sales evaluation programs 3. Analyze and implement sales and distribution strategies and to analyze the patterns of distribution and manage conflicts 4. Evaluate Marketing channel system and supply chain management and e-enabled logistics in recent trends. | | |
| MODULE 1 | INTRODUCTION TO SALES MANAGEMENT | 15 |
| <p>Introduction – Objectives of Sales Management - The Sales Management Function – Scope and Importance- Buyer seller dyad – Theories of selling – Prospecting and steps – Setting personal selling objectives – Formulating Personal selling strategies - Personal Selling Process and Approaches-The Evolving Face of Personal Selling- Sales potential and Sales Forecasting – Importance of Sales forecasting and methods – Marketing indexes - Converting industry forecast to company sales forecast - Sales Territory Design – segregating methods and sales territory management – Reasons for establishing or revising sales territories – procedures for setting up territories – Deciding assignments, routing and scheduling sales personnel.</p> | | |
| MODULE 2 | SALES FORCE MANAGEMENT | 15 |
| <p>Sales Force Job Analysis and Description- Procedure for sales job analysis and preparation of job description – Preparation of job specifications - Recruiting and Selecting Sales Personnel- The recruiting effort: personal recruiting, indirect recruiting and recruiting brochures - Training Sales Personnel- Executing and evaluating Sales training programs - 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. Sales Analytics - closure rates, lead generation, closure timelines, drop rates, win lose ratio</p> | | |
| MODULE 3 | DISTRIBUTION MANAGEMENT AND CHANNEL INTERMEDIARIES | 15 |
| <p>Introduction and importance of distribution management – The Channel participants - 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- Strategies in Marketing channels – Designing the marketing channels - Distribution System – Target market and channel design strategy – Product issues in channel management – Promotion through the marketing channels - Market logistics decisions for Distribution Channels – Emerging trends in e-logistics</p> | | |
| TOTAL HOURS: 45 | | |

REFERENCES:

1. Richard R. Still. Edward W. Cundiff. Norman A. P. Govoni. Sandeep Puri. (2017), Sales. Distribution. Management. And. Decisions, Strategies, and Cases, 6e, Pearson
2. Tapan. K. Panda and Sunil Sahadev (2019), Sales and Distribution Management (3rd ed), Oxford University Press
3. Krishna K Havaldar and Vasant M Cavale (2017), Sales and Distribution Management (3rd ed), Tata McGraw Hill.
4. Pingali Venugopal (2020), Sales and Distribution Management- An Integrative Approach (2nd ed), Sage Publications.

WEB REFERENCES:

1. <https://www.classcentral.com/course/swayam-sales-and-distribution-management-12987>
2. <https://nptel.ac.in/courses/110/105/110105122/>
3. <https://www.coursera.org/specializations/sales-management-bridging-gap-strategy-sales>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|----------------|
| 20PNE017 | BUSINESS TO BUSINESS MARKETING | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Marketing Management and Business Concepts | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, students will be able to:</p> <ol style="list-style-type: none"> 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 - Market Opportunity Identification - Analysis & Evaluation - 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- Environmental Changes - Emerging Business Marketing Strategies | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 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: | | |
| <ol style="list-style-type: none"> 1. https://www.coursera.org/learn/b2b-marketing 2. https://digitaldefynd.com/best-b2b-business-marketing-courses/ 3. 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: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE018 | RETAIL MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Knowledge of Marketing Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> To help students develop insights into the Indian retail scenario and sensitize them on the factors that affect retail strategy. To enable the students to apply theoretical concepts of retailing in practical business To enrich students' insights into real time situations in store branding 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: | | |
| <ol style="list-style-type: none"> Understand the concept of retailing, its social and economic significance, importance of segmentation and customer buying behavior. Apply the knowledge gained for merchandise management, pricing and retail communication. Analyze the retail market strategy for store branding in real time situations. Demonstrate 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 |
| Understanding Shoppers- Customer Profiling - Consumer buying behavior- Factors influencing Retail Shoppers - Positioning of Retail Outlets/Chain - Definition- Target market and Retail format- Delivering value through retail formats - Growth strategies- Retail Sales Techniques and Promotion- Implementing Retail Strategies & Performance Management - Developing Strategies for Store Branding - Pricing approaches and Strategies - Human Interface and Challenges | | |
| 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 - 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: | | |
| <ol style="list-style-type: none"> Levy- Weitz & Pandit. (2015). Retail Management, (6th ed), Tata McGraw Hill Swapna Pradhan. (2013). Retailing Management, (5th ed) Tata McGraw Hill Berman and Evans. (2014). Retail Management, (12th ed), PHI David Gilbert. (2015). Retail Management, (2nd ed), Financial Time, Prentice Hall | | |

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2. [https:// www.chainstorage.com](https://www.chainstorage.com)
3. <https://nptel.ac.in/courses/110104070/37>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE019 | INTERNATIONAL MARKETING | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Marketing Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the various dimensions of marketing. 2. Explore the challenges prevailing in the global marketing environment. 3. Analyze the prevailing International trade environment, and its support to the business environment. 4. Apply appropriate Global pricing and branding strategies to enter global market by researching global market behaviour. | | |
| MODULE 1 | INTRODUCTION | 15 |
| Introduction, Scope of International Marketing, Process of International Marketing, International Dimensions of Marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, 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 | 15 |
| International Financial Institutions, Organisation of the foreign exchange market, Triangular Arbitrage, Future and Forward Market, Foreign Currency Options, Forecasting Foreign Exchange Rates. 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. Different Entry Modes and Market Entry Strategies, Joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising. | | |
| MODULE 3 | INTERNATIONAL MARKETING MIX | 15 |
| International Pricing Policy: Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade. Global branding strategies; global marketing of industrial products and services. 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. IMC in international context. 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.
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2. <https://marketinglessons.in/international-marketing-definition-examples/>
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4. https://ceopedia.org/index.php/International_marketing_mix_strategy
5. <https://globalmarketingprofessor.com/the-marketing-mix/>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE020 | MARKETING ANALYTICS | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Marketing Management and Marketing Research | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand descriptive, predictive and prescriptive marketing decision models. 2. Apply appropriate marketing metrics for the given situation. 3. Analyse Segment and target the market on the basis of data. 4. Evaluate appropriate price, promotion and sales metrics to the benefit of the organization. | | |
| MODULE 1 | BASICS OF MARKETING ANALYTICS, MARKETING METRICS | 15 |
| <p>Introduction - Scope of Analytics- Data for Marketing Analytics- Decision Models –Descriptive, Predictive and Prescriptive Models- Model styles: Verbal, Pictorial, Mathematical – 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.</p> | | |
| MODULE 2 | SEGMENTATION AND TARGETING, PRICING | 15 |
| <p>The segmentation process and defining the market with models – Segmentation research – Methods using Factor analysis and Cluster analysis – Behaviour based segmentation – Customer Analytics – Calculating Customer lifetime value - Allocating marketing resources between customer acquisition and retention - 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.</p> | | |
| MODULE 3 | PROMOTION ANALYTICS AND SALES ANALYTICS | 15 |
| <p>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 Channellevel – Sales at Brand Level – Sales at Product/service Level – Sales at Customer Level ; Multiple regression in Marketing-Mix Models - Design of Price and advertising elasticity models - Media Selection Models - Profitability Metrics: Profitability at Company Level – Profitability at Channel Level – Profitability at Product/Service level – Profitability at Customer Level.</p> | | |
| TOTAL HOURS: 45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Venkatesan Rajkumar, Farris Paul, Wilcox T. Ronald (2019). Cutting-Edge, Marketing Analytics; Noida: Pearson Education 2. Winston L. Wayne (2018). Marketing Analytics, New Delhi: Wiley India 3. Hemann Chuck, Burbary Ken (2018). Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, New Delhi: Pearson Education 4. Evans, J.R. (2016). Business analytics methods, models and decisions (3rd ed), Pearson. 5. Stephan Sorger (2016). Marketing Analytics – Strategic Models and Metrics (4th ed), Admiral Press. 6. Rao Purba Halady (2011). Predictive modeling for strategic marketing, (2nd ed), PrenticeHall India. 7. Christopher J. Zappe, Wayne L. Winston, S. Christian Albright (2010). Data Analysis and Decision-making using Microsoft excel (3rd ed.), Cengage Learning. | | |

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2. <https://www.managementstudyguide.com/analytics-management>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE043 | MARKETING RESEARCH | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge in Marketing Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To make the learners to analyse the role of marketing research in managerial decisions 2. To facilitate them in creating marketing research plan to obtain solutions to marketing problems 3. To prepare them to apply various product research techniques. 4. To enable students to develop professional capabilities through field work in real research situations in the field of marketing. | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 1. Forecast marketing demands for a business firm with reasonable accuracy 2. Inculcate the culture of research in business and build a proactive team 3. Analyse marketing research related issues with confidence 4. Handle sales control, advertising research, consumer attitudes and satisfaction surveys | | |
| MODULE 1 | INTRODUCTION AND MARKET RESEARCH PROCESS | 15 |
| Introduction - Conceptual Framework - Historical Development - Nature and Scope -Importance- Role of marketing research in managerial decision - factors influencing marketing research decision - International Marketing Research- Ethics in Marketing Research- Market Research Plan - Steps in Market Research | | |
| MODULE 2 | RESEARCH DESIGN AND PRODUCT RESEARCH | 15 |
| Research Design - Special Techniques of Marketing Research: Image Research - Omnibus Surveys - Trade Research- New Product Research- Idea Generation & Idea Screening - Concept Development and Testing- Conjoint Analysis - Business Analysis- Product Development - Test Marketing - Commercialization | | |
| MODULE 3 | SALES AND ADVERTISING RESEARCH - CONSUMER RESEARCH | 15 |
| Sales Forecasting - Sales Analysis - Trade Area Analysis- Advertising Content Research - Advertising Media Selection and Research, Copy Testing, Test Marketing- Advertising Effectiveness Research - Consumer Research - Measurement of Consumer Attitudes -Attitude Scales- Customer Satisfaction Surveys - Measuring Service Quality Using SERVQUAL Technique | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Gerardus Blokdyk, "Marketing Research A Complete Guide", 5starcooks, 2019. 2. Rajendra Nargundkar, "Marketing Research: Text and Cases", McGraw-Hill; 4e, 2019. 3. Naresh K. Malhotra, Satyabhusan Dash, "Marketing Research, an applied orientation", Pearson Publication, 2016. 4. Joseph Hair, Jr., Mary Wolfinbarger, Robert Bush, David Ortinau, 'Essentials of Marketing Research' McGraw-Hill Higher Education, 2012. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.marketresearch.com 2. https://www.m-rr.com 3. https://nptel.ac.in/courses/110/107/110107080 | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE044 | RURAL MARKETING | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Knowledge of Marketing Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> To help students develop insights into the Indian rural scenario and sensitize them on the factors that affect rural strategy. To enable the students to apply theoretical concepts of rural marketing in practical business. To enrich students' insights into real time situations in rural marketing. To enable students to develop professional capabilities through field work in real life work situations in the field of rural markets. | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> Gain insights into the Indian rural scenario and on the factors that affect rural strategy. Apply the knowledge gained on rural marketing in practical business. Explore the rural market strategy in real time situations. Develop professional capabilities in the field of rural markets. | | |
| MODULE 1 | INTRODUCTION TO RURAL MARKETING AND BUYING BEHAVIOR | 15 |
| Characteristics and dimensions of rural markets-Rural Market Profile-Rural Market-Size and Scope-Environment and Emerging profile of rural markets in India-Constraints in rural Marketing and Strategy to overcome the constraints; Initiatives of Government and Non-Govt. Agencies in the development of Rural and Agricultural Sector, Rural Consumer Vs Urban Consumers; Rural Consumer dimensions | | |
| MODULE 2 | MARKET SEGMENTATION AND MARKETING MIX FOR RURAL MARKETING | 15 |
| Rural Demand Dimensions -Tapping the rural markets Rural Market Segmentation - Basis and Strategies - Approach of rural Markets of India, Product Planning for Rural Products - Pricing Methods and Strategies for products of rural markets - Product management in rural markets | | |
| MODULE 3 | CHANNELS OF DISTRIBUTION AND COMMUNICATION IN RURAL MARKETS | 15 |
| Distribution pattern and methods in rural markets -Special characteristics of rural channels-Channel Management in rural markets-Managing physical distribution in rural markets-Storage, Warehousing and Transportation - Electronic choupal applications - Advertising and sales promotion for rural markets-Selecting the media mix-Evaluation of promotional activities- Emerging Trends. | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> Dinesh Kumar & Punam Gupta, "Rural Marketing- Challenges and Opportunities", SAGE Publications Pvt. Ltd; First edition, 2019. Debarun Chakraborty, "Rural marketing in India: Texts and cases", Atlantic Publishers & Distributors Pvt Ltd, 2019. Sarabjit Singh Puri, "Rural Market Unleashed: Position Yourself in the Rural Market Effectively", Notion Press; 1st edition, 2020. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> https://ruralmarketing.in/ http://www.goruralindia.in/ https://www.ruralmarketingsolutions.com/ | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

HUMAN RESOURCE ELECTIVE

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------|
| 20PNE021 | EMPLOYEE RELATIONS | 3/0/0/3 |
| Nature of Course: THEORY | | |
| PREREQUISITES: Knowledge of Human Resource Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 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 |
| <p>Industrial Relations - Concept, Scope, and Approaches to Industrial Relations - Evolution of Industrial Relations and Current Developments - Constitutional and Legal -Framework of Industrial Relations - Labour Administration in India - Global trends in Industrial Relations Theories and Perspectives of Industrial Relations - ILO – WPM – Trade Unions - Trade Union Theories –Functions - Trade Unions Act 1926 - Trade Unionism in the unorganized sector - Trade Union Structure, Registration, and Recognition -Managerial Unionism - Employers Organisations in India - Collective Bargaining - Concepts and Theories of Collective Bargaining - Bargaining Process and Agreements - Negotiation Skills - Issues and Trends in Collective Bargaining – Employee Participation - Evolution, Structure, and Process of Participation - Design and Dynamics of Participative Forums -implementing Participative Strategies. Grievance and Disciplinary Procedures - Grievance Handling System - Disciplinary Procedures - Disputes Resolution Machineries</p> | | |
| MODULE 2 | PROTECTIVE AND EMPLOYMENT LAWS | 15 |
| <p>Industrial Employment Standing Order Act, 1946 - Factories Act, 1948 - Objectives of factories Act – Applicability of Factories Act – Importance - Occupier - Definition - Duties of Occupier – Duties of Factory Manager - Contract Labour (Regulation & Abolition) Act, 1970 - Apprentices Act, 1961 – Object – standard of Education for Apprentices – Period of Apprenticeship Training – obligations – Termination of Apprenticeship Contract - Industrial Disputes Act, 1947 – Purpose of Industrial Disputes – Types and causes of disputes – Dispute redressal bodies –Works Committee – Grievance Redressal Committee – Board of Conciliation and Conciliation officers - Court of Enquiry – Labour Court – Industrial Tribunal and National Tribunal.</p> | | |
| MODULE 3 | WAGES AND SOCIAL SECURITY LAWS | 15 |
| <p>The Minimum Wages Act 1948 -Payment of Wages Act 1936 – Definition – Responsibility – Fixation of wage periods – Time of payment of wages – Deduction – Inspectors and Penalties .Payment of Bonus Act 1965 - The Equal Remuneration Act, 1976 - Definition - Payment of remuneration at equal rates to men and women workers and other matters - The Employee Provident Fund Act and Miscellaneous Act 1952 -The Payment of Gratuity Act 1972 – Title – Display of Notice – Nomination – Application and procedure - The Workmen’s Compensation Act 1923 – amount of compensation – Methods - The Maternity Benefit Act 1961 - ESI Act 1948 - Definition – Corporation standing committee and medical benefit council - contributions - Emerging Trends</p> | | |
| 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. B and Kapoor.N.D. D (2011). Industrial Relations and Labour Laws (6 th ed), SultanChand and Sons.
4. Venkata Ratnam.C.S. 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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2. <https://www.vakilno1.com/>
3. <https://www.lawctopus.com/nujs-kolkatas-online-certificate-course-in-labour-and-industrial-laws/>
4. <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: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------|
| 20PNE022 | PERFORMANCE MANAGEMENT SYSTEM | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Knowledge about performance management in an organization | | |
| COURSE OBJECTIVES | | |
| <p>1. Equip students with comprehensive knowledge and practical skills to improve their ability for performance management in their organizations.</p> <p>2. Facilitate students to have broad understanding about performance management systems and also explore the key elements of effective performance management in organizations</p> <p>3. Understand the performance management cycle and how to manage it.</p> <p>4. Demonstrate knowledge and skills in the contemporary aspects of performance management; and to design performance appraisal systems.</p> | | |
| COURSE OUTCOMES | | |
| <p>1. Discuss the crucial importance of Performance Management in an organization.</p> <p>2. Set goals for himself as well as his subordinates in the organization.</p> <p>3. Analyze and assess the performance of employees in the organization and manage team performance.</p> <p>4. Carry out performance management surveys, compare and evaluate the different performance management systems, and appreciate the best practices in performance management.</p> | | |
| MODULE 1 | INTRODUCTION TO PERFORMANCE MANAGEMENT AND SYSTEM | 15 |
| Overview of performance, performance appraisal, performance evaluation, performance management. The Background, Foundations, Conceptual Framework, Critiques of performance management. Need and Importance of performance management in organization. Performance Management System and its Processes. | | |
| MODULE 2 | PERFORMANCE MANAGEMENT MODEL AND APPLICATION | 15 |
| Performance Management in Action: Performance Management surveys, Models and the Impact of Performance management on an organization. The Applications of Performance Management: Managing Organizational and Team Performance. Competency Mapping and assessment techniques, Potential appraisal, Training Need appraisal, Performance diagnosis and self-development initiatives. | | |
| MODULE 3 | DEVELOPING PERFORMANCE MANAGEMENT | 15 |
| Developing Performance Management, The Performance Management Role of Line Managers, Evaluating Performance Management Performance development strategy. Mapping Business Strategies with performance management Strategies. Challenges of managing performance. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Armstrong Michael, Armstrong's (2009), Handbook of Performance Management, 4th edition, Kogan Page. 2. Bacal Robert (1999), Performance Management (2006), McGraw-Hill. 3. Harvard Business Essentials: Performance Management, Harvard Business School Press. 4. Rao, T.V. (2008). Performance Management and Appraisal System, Saga Publications. 5. Dipak Bhattacharyya, 2011, Performance Management Systems and Strategies, Pearson education India. 6. Rao, T.V. (2004). Performance Management and Appraisal System, HR Tools for Global Competitiveness, Response Books, a division of Sage Publications. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.saba.com/resources/centers-of-excellence/performance-management-processes 2. https://www.valamis.com/hub/performance-management | | |

3. <https://www.sap.com/india/insights/hr/optimize-monitoring-performance-and-goal-management.html>
4. <https://www.toolbox.com/hr/performance-management/articles/what-is-performance-management/>

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 16)

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE023 | COMPENSATION AND BENEFITS MANAGEMENT | 3/0/0/3 |
| Nature of Course: THEORY | | |
| PREREQUISITES: Basic knowledge on Human Resource Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 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 | EALUATION MANAGEMENT | 15 |
| Job evaluation approach to compensation management - Role of Performance in Organization - Performance Management Process - Performance Planning - Performance Analysis and its Process Appraisal Systems - Concept& methods of calculation- Pros and Cons of Appraising - Methods of Appraising-Performance Appraisal Factors | | |
| 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 | REWARD AND EXECUTIVE COMPENSATION | 15 |
| Reward Management: Concepts- Role of Reward in organization-Reward as a motivational tool- Competency based pay, equity-based rewards, team rewards-Reward strategy - Communicating reward strategy-Implementing reward strategy -Law relating to compensation-Executive compensation - Benefits administration, employee welfare and working conditions-statutory and voluntary measures. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 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 andpractice (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. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.coursera.org/specializations/human-resource-management 2. https://kpiinstitute.org/certification/certified-performance-management-professional-training/ 3. https://www.klipfolio.com/resources/kpi-examples 4. https://www.clearpointstrategy.com/18-key-performance-indicators/ | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE024 | INTERNATIONAL HUMAN RESOURCE MANAGEMENT | 3/0/0/3 |
| Nature of Course: THEORY | | |
| PREREQUISITES: Knowledge of Organizational Behaviour, Human Resource Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, students shall have ability to</p> <ol style="list-style-type: none"> 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. Analyze the HR systems practiced in different countries 4. Design HR systems for different global regions | | |
| MODULE 1 | INTRODUCTION TO IHRM | 15 |
| Introduction –Management Issues - Evolution, Concept and Characteristics-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 – Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and training. 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 – IHRM issues in different strategic options of organizations. Best practice in employee relations in cross country perspective - HR challenges in cross border integrations-Legal issues in global workforce management, Staffing in International context. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 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. Hugh Scullion & Margaret Linehan (2005). International Human Resource Management: A Critical Text (2nd ed), Sage Publications
4. Peter J. Dowling, Marion Festing and Allen D. Engle (2015). International Human Resource Management: Managing People in a Multinational Context (1st ed), Wiley
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2. <https://www.civilserviceindia.com/subject/Management/notes/international-human-resource-management.html>
3. <https://www.herts.ac.uk/courses/international-human-resource-management-lvl-6-online>
4. <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: 16)

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|----------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE025 | TEAM DYNAMICS AT WORKPLACE | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: | Knowledge about Team Dynamics and its Impact | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. Explore the definition of a team dynamics and examine the unique qualities and behavioral aspects of team's dynamics. 2. Make change happen for the better by encouraging creativity and innovation. 3. Examine and discuss the models of team dynamics. 4. Examine the impact and the strategies to improve team dynamics. | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Acquire knowledge and skills necessary for creating & managing teams. 2. Prepare for a career in the C-suite, 3. Analyse and position them for success as a leader 4. Evaluate through formal and informal assessment processes and demonstrate the competencies, knowledge and critical thinking skills. | | |
| MODULE 1 | TEAM DYNAMICS OVERVIEW | 15 |
| Introduction of Team Dynamics: The profitability of an organisation. Whether people enjoy their work. Staff retention rates. Team and individual performance. Company reputation. Definition of TeamDynamics. The difference between team and group dynamics. | | |
| MODULE 2 | PSYCHOLOGICAL AND NON - PSYCHOLOGICAL MODELS OF TEAM DYNAMICS | 15 |
| <p>Psychological Models of Team Dynamics: Group dynamics (Lewin) Psychoanalysis (Freud and Bion). FIRO/Human Elements (Schutz). The Tuckman model - four stages of development for a team - forming, storming, norming, and performing. Team Roles such as MTR-i or Belbin examine how team performance is related to nine psychological roles taken by different team members. Personality type theories, such as Myers Briggs, Disc, Herrmann Brain Dominance, consider how the different preferences of team members affect their interactions and team performance. Non-psychological models relevant to team dynamics: Models of Organization culture, General leadership and management processes, Methodologies, Various types of organizational structure.</p> | | |
| MODULE 3 | TEAM DYNAMICS STRATEGY | 15 |
| Examples of Problematic Team Dynamics. Impact of Team Dynamics on performance. Strategies to improve team dynamics. | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Gary Chapman and Paul White (Author), The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People by Moody Publishers (January 1, 2019) 2. Joe Frontiera, Daniel Leidl(Author), Team Turnarounds: A Playbook for Transforming Underperforming Teams Hardcover –published by Wiley (July 24, 2012) 3. Thomas A. Kaiser (Author), Building Team Power: How to Unleash the Collaborative Genius of Teams for Increased Engagement, Productivity, and Results Published by McGraw-Hill Education (January 3, 2011) 4. Gervase R. Bushe (Author)Clear Leadership (Sustaining Real Collaboration and Partnership at Work) Published by Quercus February 16, 2010 5. W. Gibb Dyer Jr.(Author), Jeffrey H. Dyer(Author), William G. Dyer(Author) ,Team Building: Proven Strategies for Improving Team Performance 5th Edition | | |

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2. <https://www.mindtools.com/pages/article/improving-group-dynamics.htm>
3. <https://www.ckju.net/en/dossier/importance-team-dynamics-team-performance-and-how-improve-it>
4. <https://www.teamtechnology.co.uk/team/dynamics/examples/>
5. <https://www.isixsigma.com/implementation/teams/high-performance-teams-understanding-team-cohesiveness/>
6. <https://www.apa.org/pubs/journals/releases/amp-amp0000295.pdf>
7. <https://hbr.org/2016/06/the-secrets-of-great-teamwork>
8. <https://hbr.org/2007/11/eight-ways-to-build-collaborative-teams>
9. <https://pressbooks.bccampus.ca/technicalwriting/chapter/understandingteamdynamics/>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------|
| 20PNE026 | MANPOWER PLANNING, RECRUITMENT AND SELECTION | 3/0/0/3 |
| Nature of Course: THEORY | | |
| PREREQUISITES: Basic Knowledge of Human Resource Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, students shall have ability to</p> <ol style="list-style-type: none"> 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 - HR Planning process - Influencing Factors in manpower Planning - Manpower Planning: Tools, Methods and Techniques - Job Analysis, Job Description, Job Specification - Skills Analysis – Competency Mapping - Steps and Procedures – Developing Competency Models – computerized Manpower Planning Information System | | |
| MODULE 2 | ORGANIZATIONAL ROLES AND RESPONSIBILITES | 15 |
| Organization as a Matrix of Jobs - Organization Structuring - Traditional Concepts - Employee Referrals- Role Clarity- Job Enrichment/Job Enlargement- Career Planning/Succession Planning - Recent Trends in HR Planning | | |
| MODULE 3 | RECRUITMENT AND SELECTION | 15 |
| Recruitment process outsourcing - Selection process of employees - 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: | | |
| <ol style="list-style-type: none"> 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: | | |
| <ol style="list-style-type: none"> 1. https://www.indiastudychannel.com/resources/162502-What-do-you-mean-by-Manpower-planning-What-its-feature-objectives.aspx 2. https://www.youtube.com/watch?v=zv2jKnaY2YU 3. https://shop.cipd.co.uk/shop/cipd-training/courses-qualifications/human-resources/resources-recruitment-talent/strategic-workforce-planning 4. 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: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE027 | STRATEGIC HUMAN RESOURCE MANAGEMENT | 3/0/0/3 |
| Nature of the Course: THEORY | | |
| PREREQUISITES: Knowledge about Organizational Behaviour and Human Resources Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To take human resource initiatives at strategic level 2. To learn the contemporary aspects of e-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: | | |
| <ol style="list-style-type: none"> 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 HR AUDIT | 15 |
| Introduction to strategy – 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 – Identifying HR Audit Teams and Process | | |
| MODULE 2 | E – HUMAN RESOURCE MANAGEMENT | 15 |
| Employee profile– e- selection and recruitment - SMAC- Social media recruitment– e -learning and development – 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. | | |
| MODULE 3 | COMPETENCY BASED HRM AND HR SCORE CARD | 15 |
| Competency Development Process-Mapping Business Competencies to People Competencies-Assessment Centres - Competencies based – Selection, Competencies based Performance management and Culture. Integrating HR into business performance deliverables - Creating HR scorecard -Implementing HR score card. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Jeffrey A Mello (2012). Strategic Human Resource Management (2nd 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 Gueotal, 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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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: 16)

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE028 | CROSS CULTURAL MANAGEMENT | 3/0/0/3 |
| Nature of the Course: THEORY | | |
| PREREQUISITES: Knowledge of Human Resource Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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, the students will be able to: | | |
| <ol style="list-style-type: none"> 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 – Elements of communication – Communication barriers – Dimensions of cross-cultural Communication - Cross cultural negotiation –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: | | |
| <ol style="list-style-type: none"> 1. Dipak Kumar Bhattacharyya (2014). Cross-Cultural Management (2 nd ed), PHI LearningPrivate Limited 2. Browaey's, M.J. and Price, R. (2009). Understanding cross-cultural management (2 nd ed),Pearson education. 3. Sana Reynolds and Deborah Valentine (2011). Guide to Cross – Cultural Communication (3 rded), Pearson education. Radha R Sharma (2010). Change Management (2 nd ed), Tata McGraw Hill | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 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: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE029 | ORGANIZATIONAL CHANGE | 3/0/0/3 |
| Nature of the Course: THEORY | | |
| PREREQUISITES: Knowledge of Human Resource Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To introduce students to theories and concepts of organizational change 2. Explore and clarify assumptions, beliefs, and values about organizations and the nature of the change process 3. To provide students with the opportunity to apply the key concepts to practical organizational situations 4. To comprehend and analyze the emerging HR functions in the change environment | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 1. Develop understanding of organization change and Define, explain and illustrate theories of planned change. 2. Facilitate organizational change; and apply diagnostic models and concepts to change issues at the organizational, group and individual levels 3. Plan the steps involved to effectively manage organizational change in a variety of contexts and settings. 4. Plan approaches and strategies for managing organizational change | | |
| MODULE 1 | ORGANIZATIONAL CHANGE | 15 |
| Introduction- Nature of change - Internal & External changes- Types of change-Change Management Process- Phases of the Change Management Process- Change Management Process Control- Types of Change Management Strategies-Models of change- Implementation of Change | | |
| MODULE 2 | RESISTANCE TO CHANGE &CHANGE AGENTS | 15 |
| Reasons for the resistance- Forms of resistance-Overcoming resistance for the change- Techniques to overcome resistance- Systematic approach to making change- Factors for effective change- Skills of leaders in change management- Meaning and Concept of change agents - Types of change agents-Role and competencies of a change agent | | |
| MODULE 3 | EVALUATING & LEADING ORGANIZATIONAL CHANGE | 15 |
| Concept of Monitoring and Evaluation- Measurement and methods of evaluation- Feedbackprocess- Continuous incremental change- Visionary leadership- Leadership framework- Creating shared vision- Role of leaders in the Phases of organizational change | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Thomas G. Cummings, Christopher G. Worli Theory of Organization Development and change CENAGE Learning 9th Edition. 2. Kavita Singh, Organization Change and Development, Paperback, 2nd edition 3. Singh, K (2006). Organization Change and Development. Excel Books 4. Sharma, R. (2013). Organizational Change and Transformation. Tata McGraw Hill. 5. Change Management and Organizational Development by Ratan Raina (2018) SAGE Texts | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingorganizationalchange.aspx 2. https://online.hbs.edu/blog/post/organizational-change-management 3. https://www.economicdiscussion.net/organisation/what-is-organisational-change 4. https://www.businessmanagementideas.com/notes/management-notes/organisational- | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE030 | HUMAN RESOURCE METRICS AND ANALYTICS | 3/0/0/3 |
| Nature of the Course: THEORY | | |
| PREREQUISITES: Knowledge of Organizational Behavior and Human Resources Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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: | | |
| <ol style="list-style-type: none"> 1. Understand the theoretical knowledge gained for enhanced Human Capital Management 2. Explore HR data from a practical perspective and determine what analytic techniques to apply based on the business context 3. Apply HR results to business results and to create meaningful HR reports 4. Recognize the fundamental strategic priorities of the business | | |
| MODULE 1 | HR METRICS & ANALYTICS OVERVIEW | 15 |
| Evolution of HR Analytics- Importance of HR Analytics- HR Metrics and HR Analytics - LAMP, HCM: 21 Frameworks-Descriptive, Predictive and Prescriptive Analysis - Framework for problem - Define problem – build the model – Evaluate and critique the model – Results and Benefits – Deploy Model - - Critical Stages of talent Life Cycle - Historical evolution of HR metrics- Using HR Metrics and Workforce Analytics - - Identifying the metrics- Leading and lagging indicators - Selection of appropriate metrics - Align HR metrics with business strategy, goals and objectives | | |
| MODULE 2 | RECRUITMENT AND PERFORMANCE ANALYTICS | 15 |
| Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, finding out selection bias, Predicting the performance and turnover: Performance Analysis: Predicting employee performance- Talent Retention Analysis – Reasons – Different Talent Retention approaches - Strategies – Measures to track - Talent Engagement Analytics – Improve of Employees Engagement – Major dimensions of Employee Engagement – Employee – Engagement in Teams – Employee Engagement Surveys. Training requirements- Evaluating training and development- Optimizing selection and promotion decisions | | |
| MODULE 3 | BUILDING HR FUNCTIONS METRICS | 15 |
| Workforce Planning Metrics - Recruitment Metrics- Time to fill – Hire – Source – Quality of hire – Application – Selecting ratio – Cost per hire – Candidate Experience – offer acceptance rate – open positions – Applications – Sourcing channel effectiveness and Channel cost – Cost of getting to OPL – Time – Sample text Training& Development Metrics - Compensation& Benefits Metrics - Employee relations& Retention metrics – HR Score Cards and Workforce - `Score cards and dash boarding of KPI's – Different from HR Analytics .Employee Wellness Program best Practices – Using Predictive Analysis to optimize employee wellness. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. HR Metrics, the World-class Way: How to Enhance Your Status and Build the Business Case for HR Kennedy Information, 2003 2. Wayne F Cascio and John Boudreau (2010). Investing in people: Financial Impact of human resource initiatives (3 rd ed), Ft Press. 3. 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. | | |

4. 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.
5. Dave Ulrich and Wayne Brock bank (2014). The HR Value Proposition (4th ed) Harvard Business School Press, Boston, USA.
6. Predictive HR Analytics: Mastering the HR Metric by Dr Martin Edwards (Author), Edwards Kogan Page (3 March 2016)

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2. <https://online.hbs.edu/blog/post/organizational-change-management>
3. <https://www.economicdiscussion.net/organisation/what-is-organisational-change>
4. <https://www.businessmanagementideas.com/notes/management-notes/organisational-change/organisational-change-meaning-causes-and-its-process>

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 16)

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|----------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE045 | ORGANIZATIONAL PSYCHOLOGY | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge about Organizational Psychology | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To Understand the behaviour of individuals and groups in organization 2. To have an awareness about the organizational citizenship Behaviour 3. To know about managing occupational stress 4. To know about the various concepts in intergroup behaviour and organizational culture. | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate knowledge about productive and counterproductive behaviour in organization. 2. Approaches to managing stress and intergroup behaviour. 3. Measuring and changing organization culture. 4. Prepare and manage the employees in the organization. | | |
| MODULE 1 | INTRODUCTION TO ORGANIZATIONAL PSYCHOLOGY AND PRODUCTIVE BEHAVIOUR | 15 |
| Organizational Psychology – Historical Evolution of Organizational Psychology – Organizational Socialization process – Impact of Diversity on Socialization. Productive Behaviour in Organizations – Job Performance – Organizational Citizenship Behaviour – Innovation – Counterproductive Behaviour in Organizations – Ineffective Job performance – Absenteeism and turnover – Accidents - theft | | |
| MODULE 2 | OCCUPATIONAL STRESS AND INTERGROUP BEHAVIOUR | 15 |
| Brief history – Approaches – Occupational Stress Models – Workplace Stressors – Reducing the impact of Workplace Stressors. Types of Interactions – Predictors of interaction patterns – Intergroup Conflict – Improving the quality of Intergroup Relations. | | |
| MODULE 3 | ORGANIZATIONAL CULTURE | 15 |
| Organizational Culture – Manifestations of Organizational Culture – Measuring Organizational Culture – Changing Organizational Culture | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Jex, Steve M Thomas W Britt (2014), Organizational Psychology – A Scientist Practitioner Approach,3/e; New Delhi; Wiley 2. Baron, Robert A & Nyla R, Branscombe (2014), Social psychology,13/e; New Delhi, Pearson Education 3. Narendra Singh (2011), Industrial Psychology, Tata McGraw Hill Education Private Limited. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.paypervids.com/productive-counterproductive-behavior-organization/ 2. https://cwa-union.org/national-issues/health-and-safety/health-and-safety-fact-sheets/occupational-stress-and-workplace 3. https://www.business2community.com/strategy/organizational-culture-definition-importance-and-development-02309036 | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE046 | TALENT ACQUISITION AND DEPLOYMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge about talent Acquisition and Deployment | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To learn the process of Strategic staffing. 2. To have an awareness about the competency modelling 3. To know about the importance of forecasting and planning. 4. To know about the techniques in choosing and hiring candidates and managing workforce flow. | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Identify the competencies required for a given job title. 2. Identify appropriate recruitment sources, selection tools and techniques 3. Design a customized staffing procedure 4. Choose and hire candidates and manage workforce flow | | |
| MODULE 1 | STARTEGIC STAFFING, JOB ANALYSIS AND COMPETNCY MODELLING | 15 |
| Staffing Strategy – Components – Firms Business Strategy, Talent philosophy – Staffing Strategy. Changing nature of Jobs – Job Analysis – Competency – Concept, Mapping, Modelling, Identification, Assessment - Job Rewards – Job Analysis for Teams | | |
| MODULE 2 | FORECASTING, PLANNING, RECRUITMENT AND SELECTION | 15 |
| Workforce planning Process – Forecasting Firms Labour Demands and Labour Supply – Staffing planning. Identifying Recruits – Recruiting – Measurement – Assessing External and Internal Candidates | | |
| MODULE 3 CHOOSING AND HIRING CANDIDATES AND MANAGING WORKFORCE FLOW | | 15 |
| Choosing candidates – Job offer Strategies – Employment contract – presenting a job offer – Negotiating – Closing the deal – Orienting and Socializing New Employees – Global Mobility – Managing the flow of the workforce – Involuntary Employee separation. Staffing outcomes – Evaluating Staffing Systems – Technology and staffing evaluation | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Jean, m. Phillips (2015) Strategic Staffing,3/e; New Delhi; Pearson Education 2. Heneman III, G. Herbert and Timothy A. Judge (2012). Staffing Organizations, 6/e; New Delhi: McGraw-Hill Education 3. Bhattacharyya, Dipak Kumar (2016). Recruitment and Selection, 1/e; New Delhi: Cengage Learning | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.valamis.com/hub/talent-acquisition 2. https://www.shrm.org/resourcesandtools/hr-topics/technology/pages/louch-workforce-planning.aspx 3. https://www.coursera.org/specializations/human-resource-management 4. https://www.onlinecoursereport.com/best-free-online-courses-human-resources-courses/ | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

GENERAL MANAGEMENT ELECTIVES

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| 20PNE031 | SUPPLY CHAIN AND LOGISTICS 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 Importance of logistics and Outsourcing in organizations 2.To facilitate the students in learning International commercial documents in Global Logistics 3. To equip the students to take Efficient and Responsive Supply Chains decisions 4. To enable the students to get a Comprehensive Knowledge in Supply Chain Network Design and Distribution Management. | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| 1. Understand the role and importance of logistics and Outsourcing and apply these concepts in Business decision making. 2. Analyze how a company achieves strategic fit 3. Facilitate the students in learning facility location and Network Design Decisions and Analyze the causes of Bullwhip effect 4. To acquire Insights about distribution management, Transportation fundamentals and planning | | |
| MODULE 1 | INTRODUCTION TO LOGISTICS AND OUTSOURCING | 15 |
| The Logistics of Business-Scope-Functions-Service Phases and attributes-Demand Forecasting-Sourcing Decisions-Warehousing-Types-Functions of Warehouses; Inventory Management-Risk management-Warehousing Strategy -Elements-of Warehousing Costs - Warehouse Design Principles- 3PL and 4PL service providers- Packaging Cross Docking-Critical Issues- International commercial documents. | | |
| MODULE 2 | INTRODUCTION TO SUPPLY CHAIN | 15 |
| Introduction to Supply chain strategy; Understanding the Supply Chain -Supply Chain Management Basics- Drivers of Supply Chain Performance -Decision Phases, and Process View - Link between Supply Chain Management and Other Management Functions-Achieving Strategic Fit - Obstacles for Achieving Strategic Fit - Efficient and Responsive Supply Chains. | | |
| MODULE 3 | SUPPLY CHAIN NETWORK DESIGN AND DISTRIBUTION MANAGEMENT | 15 |
| Facility location and network design ;Role of Network Design - Factors Influencing Network Design Decisions- Framework for Network Design-Decisions--Supply Chain Co-ordination and Bullwhip Effect - Lack of Coordination - Obstacles to Coordination-Managerial Levers to Achieve Co-ordination- Milk Vendor Model-Distribution management-Transportation fundamentals and planning-Green logistics- E-Commerce and Reverse logistics-Supply chain sustainability. | | |
| | | 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. Shridara Bhat (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. | | |

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1. <https://www.logisticsbureau.com/supply-chain-and-logistics-links/>
2. <https://www.supplychainmanagement.in/supply-chain-management/index.htm>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE032 | SUPPLY CHAIN ANALYTICS | 3/0/0/3 |
| Nature of Course | Theory | |
| 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 Decision Domains in in supply chain analytics 4.To provide insight on the Foundation of prescriptive analytics in network planning in a supply chain | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: 1. Understand the importance of Supply Chain Analytics and apply models for facility location 2. Provide Optimal solution to supply chain problems 3. Apply Descriptive and Prescriptive Analytics in a Supply Chain. 4. Design of Logistics Network using Heuristics/optimization. | | |
| MODULE 1 | INTRODUCTION | 15 |
| An overview of Supply Chain management - Supply Chain Analytics (SCA) – Concepts- Importance of SCA in the flows involving material, money, information and ownership - Understanding functional activities or data set relevant to logistics and supply chain management , strategies for data collection- Approaches to analysis of functional data –Integrating results of functional analysis to better understand supply chain performance -Aggregation Models for facility location selection and Warehouse location selection – Application of Analytic Hierarchy Process (AHP) in Facility and Warehouse location. | | |
| MODULE 2 | SUPPLY CHAIN ANALYTICS | 15 |
| Key issues in supply chain analytics-contents in supply chain analytics-Concept of Descriptive Analytics in Supply Chain- Mathematical and interpretative models in Supply Chain – Application of Transportation Problem in Supply Chain Management - -Decision Domains in supply chain analytics. Procurement and Strategic Sourcing – Inventory Modeling – Aggregate Planning and Resource Allocation Decisions- Procurement Analytics –Production Modeling -Demand Fulfillment –Price Optimizing - Optimizing Inventory levels in distribution network. | | |
| MODULE 3 | FOUNDATION OF PRESCRIPTIVE ANALYTICS IN NETWORK PLANNING IN A SUPPLY CHAIN AND INTEGRATED SUPPLY CHAIN ANALYTICS | 15 |
| Prescriptive Analytics in Supply Chain Network Planning - - Concept of 3PL/4PL in a Supply Chain- Design of Logistics Network using Heuristics/optimization - KPIs for distribution systems – understanding deviations in KPIs and their root causes - Application of OR Tools for Recourse Optimization across Supply Chain.Adavance Analytics in Supply chain : Big Data Analytics, Machine Learning, Sustainability Analytics including life cycle assessment (LCA) , Data Envelopment Analysis, Multi criteria decisions making (MCDM) | | |
| | | TOTAL HOURS:45 |
| 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 4. Supply Chain concepts, Strategies and Case studies (5th ed), Tata McGraw Hill, 5.RahulSaxena, Anand Srinivasan (2013). Business Analytics (3rd ed) Tata McGraw Hill. 6.Gerard Blokdyk, (2017) Supply Chain Analytics – Beginner’s Guide, (2nd) 5starcooks, Create Space Independent Publishing Platform, 7. Nicoleta Tipi, (2021) Supply Chain Analytics and Modelling, Quantitative Tools and Applications 8. 8.Michael Watson, (2012) Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson FT Press | | |

WEB REFERENCES:1. <https://www.selecthub.com/supply-chain-management/supply-chain-analytics/>2. <https://nptel.ac.in/courses/110/107/110107074/>**Assessment Methods & Levels (Based on Blooms' Taxonomy)****Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE033 | MANAGEMENT OF MANUFACTURING SYSTEMS | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Fundamental Concepts of Production and Operations Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To make the students to become familiar with manufacturing Automation and Work Space Design. 2. To enable the students in learning design of cellular manufacturing system 3. To enable the students to understand FMS, JIT, Kanban, CONWIP and Theory of Constraints) 4. To make the students to understand automated material movement and storage system | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Acquire Comprehensive Knowledge in managing manufacturing Automation and Apply in Industrial Environment 2. Design Work space for standing and seated workers in Industrial establishments and Cellular Manufacturing System. 3. Acquire Insights on JIT, Kanban, CONWIP and Theory of Constraints 4. Plan FMS and develop knowledge in Automated material movement and Storage system | | |
| MODULE 1 | MANUFACTURING SYSTEM AND WORK SPACE DESIGN | 15 |
| Components of a manufacturing system – Manufacturing in a competitive environment – SWOT analysis - Automation of manufacturing process –Automation in production systems – Basic elements of an automated system – Levels of automation –ERP Concepts- Workspace design for standing and seated workers – Ergonomic factors to be considered in the design of displays and control. | | |
| MODULE 2 | DESIGN OF MANUFACTURING SYSTEM | 15 |
| Design of Cellular Manufacturing System (CMS) – Cell formation, Production Flow Analysis - Optimization Models – Inter and Intra cell layout and capacity planning – Operator allocation, sequencing and scheduling-Linkages to JIT systems- Kanban-CONWIP-Synchronous Manufacturing System (SMS) – Theory of Constraints (TOC)- Interface between SMS and TOC | | |
| MODULE 3 | FLEXIBLE MANUFACTURING SYSTEM | 15 |
| Introduction-Need for FMS-Economic justification of FMS-Cellular VS FMS system-Planning the FMS-benefits & limitations of FMS-CIM Technology- machine loading and scheduling-Automated material movement and storage system-AGV-Types and Principle of working | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Anmol Gore, 'Operations Management', Cengage Learning, 2012 2. Chryssolouries George, 'Manufacturing Systems – theory and Practice', Springer Science and Business media, 2006 3. David J Williams, 'Manufacturing Cells – Control, Programming and Integration', Newness Publishing, Elsevier, revised edition- 2013 4. Alan Weatherall, 'Computer Integrated Manufacturing', Elsevier, 2013 5. Mikell P., Groover, 'Industrial Robotics', TMH, 2012 6. Sahay B. S. 'World-class manufacturing – A strategic perspective', Macmillan, 2013 | | |

WEB REFERENCES:

1. <https://www.emeraldgrouppublishing.com/journal/jmtm>
2. <https://ocw.mit.edu/courses/sloan-school-of-management/15-763j-manufacturing-system-and-supply-chain-design-spring-2005/>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE034 | OPERATIONS STRATEGY | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic knowledge in Production and operations management. | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To make the students to become familiar with manufacturing Automation and Work Space Design. 2. To enable the students in learning design of cellular manufacturing system 3. To enable the students to understand FMS, JIT, Kanban, CONWIP and Theory of Constraints) 4. To make the students to understand automated material movement and storage system | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 1. have an understanding of the relationships among business strategy, market strategy, product strategy and operations strategy. 2. be able to use the basic concepts and models for operations strategy analysis. 3. be able to develop and formulate an operations strategy for different types of industrial firms. | | |
| MODULE 1 | INTRODUCTION | 15 |
| Operations strategy: Content and process - relationship to business strategy - market strategy and product strategy - Operations-based competitive priorities: Quality, delivery, price, and flexibility. | | |
| MODULE 2 | DECISION CATEGORIES | 15 |
| Decision categories: Strategic issues and choices regarding capacity - facilities, production process - vertical integration - supply chain - organisation and control systems. Global manufacturing: Designing global manufacturing networks - Global perspectives on high-performance manufacturing. | | |
| MODULE 3 | PERFORMANCE MEASUREMENT AND CAPACITY ANALYSIS | 15 |
| Performance measurement: Different types of measures for feedback and improvement - Capacity analysis Sustainability in relation to Operations strategy - Operations strategy in practice. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Anmol Gore, 'Operations Management', Cengage Learning, 2012 2. Chryssolouries George, 'Manufacturing Systems - theory and Practice', Springer Science and Business media, 2006 3. David J Williams, 'Manufacturing Cells - Control, Programming and Integration', Newness Publishing, Elsevier, revised edition- 2013 4. Sahay B. S. 'World-class manufacturing - A strategic perspective', Macmillan, 2013 | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.emeraldgrouppublishing.com/journal/jmtm 2. https://ocw.mit.edu/courses/sloan-school-of-management/15-763j-manufacturing-system-and-supply-chain-design-spring-2005/ | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE035 | INDIAN MODELS IN ENTREPRENEURSHIP | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Knowledge of Functional Areas of Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand and build insights to drive more focused segment choices and better tailored entry and business models to suit Indian conditions 2. Understanding the business case analysis for better decision making 3. Apply different business models for operational excellence 4. Apply the appropriate business Models to enter in a chosen Indian market segment | | |
| MODULE 1 | FEATURES OF 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 - Indian start-up revolution – Business incubators – rural, social and women entrepreneur – case studies | | |
| MODULE 2 | PATTERNS IN BUSINESS MODEL | 15 |
| 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- Customer Insights - Ideation - Visual Thinking – Prototyping – Storytelling–Scenarios- Business Model Environment - Evaluating Business Models | | |
| MODULE 3 | PROCESS AND OUTCOME | 15 |
| 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. | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Kanagasabapathi, P (2013). Indian models of economy, business and management (3rd ed), PHI Learning Pvt. Ltd. 2. Dabholkar, Vinay, and Rishiksha 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, 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.

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1. <https://www.startupindia.gov.in/content/sih/en/reources/l-d-listing.html>
2. <https://www.coursera.org/isb>
3. https://onlinecourses.nptel.ac.in/noc19_mg55/preview

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 16)

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE036 | SOCIAL ENTREPRENEURSHIP | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge in Entrepreneurship | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 environment facing social entrepreneurs. 4. To synthesize the theories and concepts of social entrepreneurship into strategic recommendations for organizations. | | |
| COURSE OUTCOMES | | |
| <p>Upon completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 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 a sustainable business model for building a social enterprise that can make a difference. 4. Assess the need for crowd funding of Social enterprises | | |
| MODULE 1 | INTRODUCTION | 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- opportunity identification in Social Entrepreneurship – Social Business Models | | |
| 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. Sources of financing for non-profit ventures; Grant financing – Commercial financing – Social financing Crowd funding of Social enterprises. | | |
| MODULE 3 | SOURCES OF FINANCING | 15 |
| Angel funds, venture capital, internal funding sources, Venture Valuation- Angel Funds-Venture Capital- In-house Corporate funding mechanism-Micro-finance | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Anton Shone & Brya Parry (2013). Successful Event Management: A Practical Handbook (5 th), Cengage Learning. 2. David Born and Susan Davis (2010). Social entrepreneurship, – What everyone needs to know? (1st ed), Oxford University Press. 3. Danish Technological Institute (2016). Discussion paper on Promoting Social Enterprise Financing. 4. Paul Miesing (2013). Introduction to Social entrepreneurship, School of Business, University at Albany. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.coursera.org/specializations/social-entrepreneurship-cbs 2. https://www.edx.org/learn/social-entrepreneurship 3. https://www.classcentral.com/course/socialentrepreneur-1413 | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE037 | BUSINESS PLAN PREPARATION FOR SMALL BUSINESS | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Functional Areas of Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 4. Articulate the factors to be considered to create a DPR | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 1. Understand the different forms of business organization. 2. Know the procedure for starting an enterprise. 3. Analyze the various feasibility associated with a project. 4. Create a detailed plan for their new business. | | |
| MODULE 1 | BUSINESS PLAN & FORMS OF ORGANISATION | 15 |
| Business Plan – The Meaning – The why of Business Plan – Basic parameters: Timing of Decisions Undertaken – Project Parameters : Common considerations - Factors of successful Business – Forms of business organization: Sole Proprietorship, Partnership Firm, Limited Liability Partnership (LLP), Private Limited Company, Public Limited Company-Procedure for starting a business enterprise. | | |
| MODULE 2 | BUSINESS PLAN COMPONENTS | 15 |
| Executive Summary - Background Information: Current Status of Company, History of company, Profile of the management team-Marketing Plan: Target Market – Competition – 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- Sources of Technical Know-how – Reassurance of Manufacturing Process – Supplier Identification – Interaction with Suppliers – Supplier Selection -Risk Analysis-Risk Evaluation: Market Risks, Operational Risks, Staffing Risks, Financing Risks, Managerial Risks, Regulatory Risks-Risk Management Plan | | |
| MODULE 3 | FEASIBILITY STUDY | 15 |
| 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- Purpose of Financial Viability – Project Cost – Working Capital and Working Capital Margin – Assessment of Working Capital Requirement – Financial Appraisal: Means of Financing, Profitability Projections- Balance sheets, Income statements, cash flow statements Economic Viability–Preparing the final DPR | | |
| TOTALHOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Radjou, Navi, Jaideep Prabhu, and Simone Ahuja. Jugaad (2012). Innovation: Think frugal, be flexible, and generate break through growth (1sted), John Wiley & Sons. 2. The Successful Business Plan – Secrets & Strategies, Rhonda Abrams, PHI, New Delhi, 2009 3. Hal S Shelton (017). The Secrets to Writing a Successful Business Plan: A Pro Shares a Step- By-Step Guide to Creating a Plan That Gets Results Paperback(2nded), Summit Valley Press. 4. Crawford, Charles Merle, and C. Anthony Di Benedetto(2015).New products management (11th ed) Tata Mc Graw-Hill Education. | | |

5. Scarborough, Norman M (2018). Essentials of entrepreneurship and small business management (9th ed), Upper Saddle River.
6. Kumar, S. Anil (2017). Entrepreneurship development (17th ed), New Age International.
7. Gupta C. B, Srinivasan. N. P (2015). Entrepreneurial Development (13th ed), Sultan Chand and Sons.
8. Brian Finch (2010). How to write a business plan? (3rd ed), Kogan.

WEB REFERENCES:

1. <https://www.edx.org/learn/business-plan>
2. <https://www.coursera.org/specializations/start-your-own-business>
3. <https://www.sba.gov/course/how-write-business-plan/>

Assessment Methods & Levels (Based on Blooms' Taxonomy)

Formative assessment based on capstone Model (Max. Marks: 16)

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|----------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------|
| 20PNE038 | AGRI BUSINESS MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basics of Agriculture | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand agribusiness activities effectively 2. Develop the agribusiness environment and policies and make use of them in real life business 3. Handle marketing activities of agricultural products effectively 4. Manage agro-based industries successfully in close coordination with the concerned public agencies and identify the real time issues in rural marketing and handle them. | | |
| MODULE 1 | INTRODUCTION TO AGRIBUSINESS | 15 |
| <p>Agribusiness – Definition and nature – Role of NITI Aayog-Role of NABARD-, changing dimensions of agricultural business. Structure of Agriculture – Linkages among sub-sectors of the Agribusiness sectors-Green Revolution-economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agribusiness Sector-Modern farming practices.</p> | | |
| MODULE 2 | AGRICULTURAL MARKETING | 15 |
| <p>Agricultural marketing-Public distribution system and other policies- Public agencies involved in agricultural marketing: FCI, NAFED and STC – Agricultural Processed Products and Export Development Authority (APEDA) – Warehousing: Central and State warehousing corporation – Co- operative marketing -The Directorate of Marketing and Inspection (DMI) – National Dairy Development Board (NDDB).</p> | | |
| MODULE 3 | AGRO INDUSTRIES | 15 |
| <p>Agro based industries – meaning – Agro-produce processing units/ 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</p> | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Dr. Smita Diwase (2017). Agri business Management (3 rd), Everest Publishing House. 2. Freddie L. Barnard (2012). Agri business Management (3rd ed), Routledge Publishing. 3. Johl, S. S and T.R. Kapoor (2015). Fundamentals of Farm Business Management (3 rd ed), Kalyani Publishers. 4. Sanket S. Kadam(2016). A Textbook of Agri-Business Management (2nd ed) Universal Prakashan Publications. | | |

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http://agritech.tnau.ac.in/agricultural_engineering/agriengg_govt_schemes.html <https://www.nabard.org/>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|-----------------------|----------------------|-------------------------------|--------------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|----------------------|-----------------------------|-----------------------------|----------------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-----------------------|
| 20PNE039 | DATA VISUALIZATION FOR MANAGERS | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge about Graphs and Pictorial Representations | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> To understand the basic principles and concepts of Data visualization To understand the applications of analytical process in Business To familiarize with the technical aspects of data visualisation purposes To provide exposure on detailed knowledge on visualizing complex data types. | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> Understand the concepts of Data visualization and Extract business insights using Analytical techniques Explore technical Visualization aspects in Decision making Conduct exploratory data analysis using visualization and to create and design data visualization Craft visual presentation of data for effective communication | | |
| MODULE 1 | INTRODUCTION | 15 |
| Purpose of Visualization, Excellence and Integrity - Sources – Sophistication – Forms, Data characteristics – Representation methods and techniques for different types of data– Visualization Process - Connecting to the data - Editing and saving a data source - Understanding software terminology - use the software interface/paradigm to effectively create powerful visualizations - Visualization Imperative-Message to Charts – Maps and location , tree maps, Pie charts and bar charts - scatter Plots. | | |
| MODULE 2 | DATA HANDLING | 15 |
| Performing Basic arithmetic calculations - Dual axis and combined charts with different mark types - Highlighting tables, sorting, filtering- Custom aggregation and ratios - Date math and quick table calculations- create calculated field and parameters - Visual Perception- Grammar of Graphics (using R)- Component level design of tables and graphs. Visualizing Data- Mapping data onto Aesthetic – Aesthetics and types of data – Scales map data values on to aesthetics – Colour scales – Colour as a tool to distinguish – Colour to represent data values – Colour as a tool to highlight. | | |
| MODULE 3 | DATA VISUALIZATION ON DECISION MAKING | 15 |
| Building dashboards – Building an exploratory dashboard – Advanced dashboard features – Animating dashboard – Showing multiple tabs – Adding custom header images – Adding Google Maps to Dashboards – Create the URLs – Adding dynamic Google maps satellite images to dashboards – Adding YouTube videos to dashboards - Storytelling using visualization. | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> Edward Tufte (2001). The Visual Display of Quantitative Information (2nd ed) Graphics Press. Efraim Turban, Jay E. Aronson, Ting-Peng Liang (2010). Decision Support Systems & Intelligent Systems, (3rd ed) Prentice Hall. Wenstrup (2016). Tableau creating interactive data visualisation (4th ed), Packet Publishing. Stephen Few (2015). Information Dashboard Design (2nd ed), Analytics Press. John Mount (2018). Practical Data science with R (2nd ed), Manning Publishers. Paul Teetor (2011). Proven recipes for Data Analysis, Statistics and Graphics (1st ed), O-Reilly. | | |

WEB REFERENCES:

1. <https://www.tableau.com/learn/training/20203>
2. <https://www.r-project.org/>
3. <https://rstudio.com/>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-----------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|-------------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------|
| 20PNE040 | DATA SCIENCE USING R | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge on Statistical Concepts. | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 using R software 4. To understand and develop predictive modelling techniques. | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the concepts of Data Science 2. Design graphs using data visualization Techniques 3. Choose the correct pre-processing methods for analysis 4. Develop predictive data models for business problems using R | | |
| MODULE 1 | INTRODUCTION TO R | 15 |
| <p>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.</p> | | |
| MODULE 2 | DATA MANIPULATION AND VISUALISATION | 15 |
| <p>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.</p> | | |
| MODULE 3 | PREDICTIVE ANALYSIS AND MACHINE LEARNING | 15 |
| <p>Inferential Statistics and Regressions-Correlation, Covariance, Chi square analysis, ANOVA, T-Test, Machine Learning using R – Supervised and unsupervised learning, Apriori algorithm, RFM Analysis, Automation of data analytics solutions.</p> | | |
| | | TOTAL HOURS:45 |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. John Mount (2018). Practical Data science with R (2nd ed), Manning Publishers. 2. Paul Teetor (2011). Proven recipes for Data Analysis, Statistics and Graphics (1st ed), O-Reilly. 3. Kjell Johnson, Max Kuhn (2013). Applied Predictive Modeling (1st ed), Springer. 4. Jeeva Jose 2018.Beginners Guide for Data Analysis using R Programming (1st ed), Khanna Publishers. 5. Roger D. Peng (2016). R Programming for Data Science (2nd ed), Leanpub. 6. Garrett Golemund (2017). R for Data Science (1st ed), O’ Reilly. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.coursera.org/learn/r-programming 2. https://www.edx.org/learn/r-programming 3. https://www.codecademy.com/learn/learn-r | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| C01 | Understand | Assignment / Group Assignment | 04 |
| C02 | Apply | Assignment / Seminar | 04 |
| C03 | Analyze | Case study | 04 |
| C04 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE047 | MANAGEMENT OF TECHNOLOGY | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Operations Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To educate the students about the importance of technological innovation in business 2. To enable the students how to advance their knowledge across multiple technologies and focus on innovation as a means of leadership 3. To facilitate the students in developing technology strategy and to have a value | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, students will be able to: | | |
| <ol style="list-style-type: none"> 1. Select and implement the suitable technology for a business firm with forecasting 2. Bring in a culture of innovation in business and build a proactive team with the technological advancement 3. Develop, operate and use of technological products and services to help to increase efficiency and deliver value 4. Aware and take necessary actions against the social issues | | |
| MODULE 1 | INTRODUCTION TO TECHNOLOGY MANAGEENT & TECHNOLOGY ACQUISITION | 15 |
| Concept of Technology and Technology Management- Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology - Technology Acquisition: Meaning - Alternatives for Acquiring New Technologies, Reasons for Obtaining a New Technology, Management of Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies- Economy of scale or Scale economy; Levels of scale; The measurement of scale; Factors affecting the choice of scale | | |
| MODULE 2 | TECHNOLOGY ADOTION, DIFFUSION, OBSORPTION, IMPLEMENTATION AND ISSUES OF TECHNOLOGICAL CHANGE | 15 |
| Technology Adoption, Technology Diffusion- of technology diffusion; Perspectives of innovation diffusion process; Activities necessary for diffusion process, Technology Absorption- Role of technology absorption; Benefits of technology absorption; Constraints in technology absorption - Implementation of New Technology Issues Involved in the Management of Technology Absorption- automation technology - Technological Change- Characteristics of technological change; Classification of technological change; Impact of technological change | | |
| MODULE 3 | TECHNOLOGY TRANSFER, ASSESSEMENT AND SOCIAL ISSUES INTECHNOLOGY MANAGEMENT | 15 |
| Transfer of Technology, Models of Technology Transfer- Traditional technology transfer models; Qualitative technology transfer models, Technology Transfer Modes, Dimensions of Technology Transfer, Features of Technology Package, Routes of Technology Transfer - Technology Assessment Process, Technology Leadership and Followership, Technology Concepts - Social Issues, Technological Change and Industrial Relations- Impact of technological change, Technology Assessment and Environmental Impact Analysis - Guidelines and issues in preparation of EIA report - Elements of the environmental problem | | |
| | | TOTAL HOURS:45 |

REFERENCES:

1. A Text Book of Technology Management (Text and Cases) – U. Ravi Kiran, University Science Press The Future of Technology Management and the Business Environment - Lessons on Innovation, Disruption and Strategy Execution – Alfred Marcus, Pearson Education (2016)
2. The Management of Technology and Innovation – A Strategic Approach – Margaret A White and Garry D Bruton, South-Western Cengage Learning, 2nd Edition
3. Handbook of Technology and Innovation Management – Scott Shane, Wiley Publications
4. A Brief Course on Technology Management by Dr. K Nagarajan New Age International Pvt Ltd; First edition (1 January 2015)
5. Management Perspective In IPR by Bharati S. Dole Dilip M. Sarwate Vishwakarma Publication

WEB REFERENCES:

1. https://www.unido.org/.../Role_of_intellectual_property_rights_in_technol...
2. https://www.birac.nic.in/webcontent/BIRAC_i3_Dec_2016.pdf
3. <https://examstime.in/technology-management-study-materials/#Technology-Management-Study-Materials>

Assessment Methods & Levels (Based on Blooms' Taxonomy)**Formative assessment based on capstone Model (Max. Marks: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|----------------|
| 20PNE048 | TOTAL QUALITY MANAGEMENT | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Operations Management | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 | | |
| <p>Upon successful completion of the course, students will be able to:</p> <ol style="list-style-type: none"> 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 |
| <p>Definitions of quality- Dimensions of quality- TQM-Definition- Evolution of TQM- Approaches to Quality Management by Deming, Juran, and Crosby-Customer Focus – Customer perception of quality - 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</p> | | |
| MODULE 2 | TOOLS AND TECHNIQUES OF TQM | 15 |
| <p>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, TreeDiagram, 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)</p> | | |
| MODULE 3 | QUALITY MANAGEMENT SYSTEMS AND ADVANCED QUALITY TOOLS | 15 |
| <p>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- 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)</p> | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 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), PrenticeHall of India. | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://en.wikipedia.org/wiki/Total_quality_management 2. https://www.sanfoundry.com/best-reference-books-total-quality-management/ 3. https://asq.org/quality-resources/total-quality-management 4. https://www.isixsigma.com/methodology/total-quality-management-tqm/introduction-and-implementation-total-quality-management-tqm/ | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE049 | DATA WAREHOUSING AND DATA MINING | 3/0/0/3 |
| Nature of Course | THEORY | |
| PREREQUISITES: Basic Knowledge of Information Technology Applications | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 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 a usable form | | |
| COURSE OUTCOMES | | |
| Upon successful completion of the course, the students will be able to: | | |
| <ol style="list-style-type: none"> 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 PRE-PROCESSING AND DATA PROCESSING | 15 |
| 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 | 15 |
| 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 DATA MINING AND RECENT TRENDS | 15 |
| 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:45 |

References:

1. Bharat Bhusan Agarwal (2009). Data Mining and Data Warehousing (8th ed), LakshmiPublications
2. J. Han, M. Kamber (2006). Data Mining: Concepts and Techniques (2nd ed), HarcourtIndia / 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. Wew 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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1. <https://www.youtube.com/watch?v=J326LIUrZM8>
2. <https://freevideolectures.com/course/3609/data-warehousing>
3. <http://www.statsoft.com/textbook/data-mining-techniques>
4. <https://www.dei.unipd.it/~capri/SI/MATERIALE/DWDM0405.pdf>
5. <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: 16)**

| Course Outcome | Bloom's level | Assessment Component | Marks |
|----------------|---------------|-------------------------------|-------|
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |

Summative assessment based on Continuous and End Semester Examination

| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
|---------------|---------------------|---------------------|-------------------------------------------|
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

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| 20PNE050 | WOMEN ENTREPRENEURSHIP | 3/0/0/3 |
| Nature of the Course | THEORY | |
| PREREQUISITES: Basic Knowledge about Business | | |
| COURSE OBJECTIVES | | |
| <ol style="list-style-type: none"> 1. To understand women entrepreneurship 2. To Enumerate methods and ways of exploiting new opportunities in business 3. To understand the importance of safe guarding a business idea 4. To learn how to start a venture | | |
| COURSE OUTCOMES | | |
| <p>Upon successful completion of the course, the students will be able to</p> <ol style="list-style-type: none"> 1. The student will be aware of meaning and value of women entrepreneurs 2. Awareness of existing new business opportunities for women 3. The knowledge on IPR and business protections rights 4. Knowledge on licensing and working capital investments | | |
| MODULE 1 | INTRODUCTION | 15 |
| Concept of Entrepreneur- Concept of women Entrepreneur Enterprise - Women in organized & unorganized sector- Women in traditional & modern industries- Women in urban & rural areas- Women in large scale and small scale industries- single women and joint venture. | | |
| MODULE 2 | ENTREPRENEURS ECONOMIC INDEPENDENCE | 15 |
| Self-identity Self-confidence Self -motivation Achievement of Excellence Developing risk taking ability Equal status in society – Mahila Udyug Needhi- Mahila Bank- (SIDBI)-Yojna schemes and programmes (NAYE) (SEWA)-Technological training and awards (TREAD-)Federations and associations. | | |
| MODULE 3 | PROBLEMS AND IDEA PROTECTION | 15 |
| Patriarchal Society- Cultural preference and Stereotypes-Absence of Entrepreneurial Aptitude- Marketing Problems Financial Problems Working capital management-Family Conflicts-The expectation to succeed at everything Fear of success Licensing - IPR – Patents – Copyright. | | |
| TOTAL HOURS:45 | | |
| REFERENCES: | | |
| <ol style="list-style-type: none"> 1. Hisrich, Manimala, Peter, Shepherd, ENTREPRENEURSHIP, 9th edition McGraw Hill Education(India) Edition 2014 2. Narayana Reddy, Entrepreneurship Text and cases, Cengage Learning India pvt.Ltd 2010 3. Anilkumar, Verma, Women Entrepreneurship in India, Regal publications, 2007 4. Ahmed, Singh, Entrepreneurship Development Issues and Perspective, New CenturyPublication, 2015 | | |
| WEB REFERENCES: | | |
| <ol style="list-style-type: none"> 1. https://www.startupindia.gov.in/content/sih/en/women_entrepreneurs.html 2. https://www.frontiersin.org/articles/10.3389/fpsyg.2020.01557/full 3. https://www.ilo.org/empent/areas/womens-entrepreneurship-development-wed/langen/index.html | | |

| Assessment Methods & Levels (Based on Blooms' Taxonomy) | | | |
|------------------------------------------------------------------------------|-----------------------------|-------------------------------|----------------------------------------------------|
| Formative assessment based on capstone Model (Max. Marks: 16) | | | |
| Course Outcome | Bloom's level | Assessment Component | Marks |
| CO1 | Understand | Assignment / Group Assignment | 04 |
| CO2 | Apply | Assignment / Seminar | 04 |
| CO3 | Analyze | Case study | 04 |
| CO4 | Evaluate | Technical Quiz | 04 |
| Summative assessment based on Continuous and End Semester Examination | | | |
| Bloom's Level | CIA 1 (12 marks) | CIA 2 (12 marks) | End Semester Examination (60 marks) |
| Remember | 1 | 1 | 05 |
| Understand | 1 | 1 | 05 |
| Apply | 2 | 2 | 10 |
| Analyze | 3 | 3 | 15 |
| Evaluate | 3 | 3 | 15 |
| Create | 2 | 2 | 10 |

EMPLOYMENT ENHANCEMENT COURSES

Additional Credits: Students can earn additional credits by choosing any of the following Employment Enhancement Courses (EEC) in any of the trimesters. Students should register with the department before pursuing any of the under mentioned courses. **If a student opts to undertake any other course for earning additional credits, the same should be approved by the department, before registering for the course.**

| S.No. | Course | Credit |
|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------|
| 1 | Foreign Language – German /Japanese (Certification from an authorized agency) | 1 |
| 2 | TA 101 Certification- Module-I (Conducted by International Transactional Analysis Association) | 1 |
| 3 | Six Sigma (Green Belt) –Conducted by Technology Development Centre of MSME Ministry | 1 |
| 4 | Logistics and Supply Chain Management- Conducted by Technology Development Centre of MSME ministry | 1 |
| V Skills –Certified Programmes (A Govt. of India and Govt. of NCT-National Capital Territory Co- initiative.) | | |
| 5 | Certified Brand Manager | 1 |
| 6 | Certified Corporate governance Professional | 1 |
| 7 | Certified Event Management Professional | 1 |
| 8 | Certified Performance Manager | 1 |
| 9 | Certified Risk Management Professional | 1 |
| 10 | Certified Export Import (foreign trade professional) | 1 |
| BSE Institute Ltd, Mumbai | | |
| 11 | BSE’s Certification on Securities Market (BCSM) | 1 |
| NSE’s Certification in Financial Markets (NCFM) Modules | | |
| 12 | Capital Market (Dealers) Module-CMDM | 1 |
| 13 | Banking Sector Module | 1 |
| 14 | Insurance Module | 1 |
| 15 | NSDL- Depository Operations Module | 1 |
| 16 | Commodities Market Module | 1 |
| 17 | Technical Analysis Module | 1 |
| 18 | Venture Capital and Private Equity Module | 1 |
| National Institute of Securities Markets (NISM) Certification Modules | | |
| 19 | NISM Series V-B Mutual Fund Foundation | 1 |
| 20 | NISM Series VII Securities Operations and Risk Management | 1 |
| 21 | NISM Series VIII Equity Derivatives Certification Examination | 1 |

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|----|----------------------------------------------------------------------------|---|
| 22 | NISM Series - IX Merchant banking | 1 |
| 23 | NISM Series- XV Research Analyst | 1 |
| 24 | NISM Series- X-A Investment Advisor (Level-I) | 1 |
| 25 | NISM Series- X-B Investment Advisor (Level-II) | 2 |
| | NPTEL Courses | |
| 26 | Bank Management | 1 |
| 27 | Econometric Modelling | 1 |
| 28 | Global Supply Chain Management | 1 |
| 29 | Applied Multivariate Statistical Modeling | 1 |
| 30 | International Finance | 1 |
| 31 | Business Analysis and Data Mining using R | 1 |
| 32 | Business Analytics for Management Decisions | 1 |
| 33 | Commodity Derivatives and Risk Management | 1 |
| 34 | Decision Modelling | 1 |
| 35 | Data Analysis for Decision Making | 1 |
| 36 | Introduction to Data Analysis | 1 |
| 37 | Knowledge Management | 1 |
| 38 | Project Management | 1 |
| 39 | Practitioners course in Descriptive, Predictive and Prescriptive Analytics | 1 |
| 40 | Quantitative Finance | 1 |
| 41 | Services Marketing- a Practical Approach | 1 |
| 42 | Systems Engineering-Theory and Practice | 1 |
| 43 | Simulation of Business systems-An Applied Approach | 1 |
| 44 | Working Capital Management | 1 |
| 45 | Strategic Marketing- Contemporary Issues | 1 |
| 46 | Six Sigma | 1 |
| | Other Courses | 1 |
| 47 | Certificate Diploma in developmental TA (From authorized | 1 |
| 48 | Business Analytics – SAS (From authorized trainers) | 2 |
| 49 | Business Analytics – COGNOS (From authorized trainers) | 2 |
| 50 | Business Analytics – R (From authorized trainers) | 2 |