Sri Krishna College of Engineering and Technology

An Autonomous Institution, Affiliated to Anna University

Kuniamuthur, Coimbatore – 641 008

CURRICULUM AND SYLLABI

MASTER OF BUSINESS ADMINISTRATION

REGULATION 2022

SCHOOL OF MANAGEMENT

DEPARTMENT VISION

TO BE A WORLD CLASS B-SCHOOL TO DEVELOP GRADUATES OF EXCELLENCE IN EMPLOYMENT, ENTREPRENEURSHIP, BUSINESS LEADERSHIP AND CONSULTANCY THROUGH INNOVATIVE TECHNOLOGIES, RESEARCH AND CONTEMPORARY MANAGEMENT PRACTICES.

DEPARTMENT MISSION

TO PROVIDE ALL THE REQUIRED INPUTS AND SUPPORTS TO THE STUDENTS TO GAIN A DISTINCTIVE COMPETITIVE EDGE AND EXCEL IN THE CORPORATE WORLD

PROGRAM OUTCOMES (POs)

Students in the Management Programme should possess the following at the time of their graduation:

PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Ability to develop Value based Leadership ability.
PO4	Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6	Ability to acquire new knowledge, seek consistency and apply the same in business situations, bringing out the continuous learning culture.
PO7	Ability to develop innovations, creativity, ideas and implement the same, ensuring value addition.
PO8	Willingness to take up CSR activities volunteering for the benefit of the society and for improving the credibility of the organization among the stakeholders.

SCHOOL OF MANAGEMENT

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

The Programme will produce graduates who

PEO 1	are competent, creative and innovative and highly valued professionals in industry and academia.
PEO 2	continue their professional development by continuous up gradation of their knowledge and by actively pursuing research and consultancy activities**.**
PEO 3	possess necessary managerial skills to think strategically and to lead, motivate and manage teams effectively.
PEO 4	are socially responsible and ethically committed citizens

PROGRAM SPECIFIC OUTCOMES (PSOs)

PSO1	To prepare the Management graduates for gainful employment and engage them in the holistic application of management patterns in real life business Environment
PSO2	To ease the management graduates to explore the entrepreneurial Opportunities emanating in the domestic and global environment and capitalizing those opportunities in to innovative business ventures
PSO3	To inculcate in management graduates' academic interest and aptitude to actively pursue research and consultancy appointments
PSO4	To create responsibly and ethically committed corporate citizens with the thirst for knowledge through lifelong learning

SCHOOL OF MANAGEMENT

CURRICULUM STRUCTURE (2022-24)

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	07	21	07	24	03	09	0	0	17	54
PE	-	-	-	-	04	12	04	12	08	24
EEC	-	-	-	-	02	06	01	06	03	12
MC	02	05	01	01	-	-	-	-	03	06
Total	09	26	08	25	09	27	05	18	31	96
Marks	900		800		900		500		3100	

NOTE:

PC: Programme Core Course **PE:** Programme Elective Course

EEC: Employment Enhancement Course **MC**: Mandate Course

Courses	Courses	Credits
PC: Programme Core Course	17	54
PE: Programme Elective Course	08	24
EEC: Employment Enhancement Course: Internship Training / Project Work	03	12
MC: Mandate Course**:** Outbound Training / Rural Immersion Programme / Entrepreneurship Immersion Programme	03	06
TOTAL	31	96

SEMESTER I

Sl No.	Type	Course Code	Courses	L	T	P	C	Internal	External	Total Marks
1	PC	22PNC101	Organisational Behaviour	3	-	-	3	40	60	100
2	PC	22PNC102	Managerial Economics	3	-	-	3	40	60	100
3	PC	22PNC103	Accounting for Managers	3	2	-	4	40	60	100
4	PC	22PNC104	Statistics for Management	3	2	-	4	40	60	100
5	PC	22PNC105	IT for Managers	3	-	-	3	40	60	100
6	PC	22PNC106	Legal Aspects of Business	3	-	-	3	40	60	100
7	PC	22PNC107	Soft Skills	-	-	2	1	60	40	100
8	MC	22PNB101	Business Fundamentals	-	-	8	4	100	0	100
9	MC	22PNI101/ 22PNI102	Outbound Training / Rural Immersion Program	-	-	-	1	100	0	100
				18	**4**	**10**	**26**			**900**

SEMESTER II

Sl No.	Type	Course Code	Courses	L	T	P	C	Internal	External	Total Marks
10	PC	22PNC201	Human Resource Management	3	-	-	3	40	60	100
11	PC	22PNC202	Marketing Management	3	-	-	3	40	60	100
12	PC	22PNC203	Financial Management	3	2	-	4	40	60	100
13	PC	22PNC204	Quantitative Techniques	3	2	-	4	40	60	100
14	PC	22PNC205	Production and Operations Management	3	-	-	3	40	60	100
15	PC	22PNC206	Business Analytics	3	-	-	3	40	60	100
16	PC	22PNC207	Business Research Methods	3	-	2	4	50	50	100
17	MC	22PNI201	Entrepreneurship Immersion Programme	-	-	-	1	100	0	100
				21	**4**	**2**	**25**			**800**

SEMESTER III

Sl No	Type	Course Code	Courses	L	T	P	C	Internal	External	Total Marks
18	PC	22PNC301	Strategic Management	3	-	-	3	40	60	100
19	PC	22PNC302	Indian Ethos and Business Ethics	3	-	-	3	40	60	100
20	PC	22PNC303	International Business Management	3	-	-	3	40	60	100
21	PE		ELECTIVE-1	3	-	-	3	40	60	100
22	PE		ELECTIVE-2	3	-	-	3	40	60	100
23	PE		ELECTIVE-3	3	-	-	3	40	60	100
24	PE		ELECTIVE-4	3	-	-	3	40	60	100
25	EEC	22PNI301	Internship Training	-	-	-	2	60	40	100
26	EEC	22PNP301	Project Work (Phase I)	-	-	20	4	60	40	100
				21	**0**	**20**	**27**			**900**

SEMESTER IV

Sl. No	Type	Course Code	Courses	L	T	P	C	Internal	External	Total Marks
27	PE		ELECTIVE-5	3	-	-	3	40	60	100
28	PE		ELECTIVE-6	3	-	-	3	40	60	100
29	PE		ELECTIVE-7	3	-	-	3	40	60	100
30	PE		ELECTIVE-8	3	-	-	3	40	60	100
31	EEC	22PNP401	Project Work (Phase II)	-	-	30	6	60	40	100
				12	**0**	**30**	**18**			**500**

LIST OF ELECTIVES

Sl. No	Course Code	Courses	L	T	P	C	Internal	External	Total Marks
FINANCE ELECTIVES									
1	22PNE001	Investment Analysis and Portfolio Management	3	-	-	3	40	60	100
2	22PNE002	Banks and Financial Institutions	3	-	-	3	40	60	100
3	22PNE003	Financial Markets and Services	3	-	-	3	40	60	100
4	22PNE004	Mergers, Acquisitions and Corporate Restructuring	3	-	-	3	40	60	100
5	22PNE005	Corporate Finance	3	-	-	3	40	60	100
6	22PNE006	Strategic Cost Management	3	-	-	3	40	60	100
7	22PNE007	Financial Analytics	3	-	-	3	40	60	100
8	22PNE008	Financial Derivatives	3	-	-	3	40	60	100
MARKETING ELECTIVES									
9	22PNE009	Digital Marketing and Content Writing	3	-	-	3	40	60	100
10	22PNE010	Consumer Behaviour	3	-	-	3	40	60	100
11	22PNE011	Integrated Marketing Communication	3	-	-	3	40	60	100
12	22PNE012	Strategic Brand Management	3	-	-	3	40	60	100
13	22PNE013	Services Marketing	3	-	-	3	40	60	100
14	22PNE014	Marketing Analytics	3	-	-	3	40	60	100
15	22PNE015	Rural Marketing	3	-	-	3	40	60	100
16	22PNE016	Business to Business Marketing	3	-	-	3	40	60	100
HUMAN RESOURCE ELECTIVES									
17	22PNE017	Performance Management System	3	-	-	3	40	60	100
18	22PNE018	Compensation and Benefits Management	3	-	-	3	40	60	100
19	22PNE019	Leadership and Change Management	3	-	-	3	40	60	100
20	22PNE020	Learning and Development	3	-	-	3	40	60	100

21	22PNE021	Labour legislation and Employee relations	3	-	-	3	40	60	100
22	22PNE022	Strategic Human Resource Management	3	-	-	3	40	60	100
23	22PNE023	HR Metrics and Analytics	3	-	-	3	40	60	100
24	22PNE024	Talent Acquisition and Deployment	3	-	-	3	40	60	100
GENERAL MANAGEMENT ELECTIVES									
25	22PNE025	Supply Chain and Logistics Management	3	-	-	3	40	60	100
26	22PNE026	Business Analytics using R	3	-	-	3	40	60	100
27	22PNE027	Business Plan Preparation for Small Business	3	-	-	3	40	60	100
28	22PNE028	Operations Strategy	3	-	-	3	40	60	100
29	22PNE029	Social Entrepreneurship	3	-	-	3	40	60	100
30	22PNE030	Agri Business Management	3	-	-	3	40	60	100
31	22PNE031	Total Quality Management	3	-	-	3	40	60	100
32	22PNE032	Data Visualization for Managers	3	-	-	3	40	60	100

COURSE CODE

2	**2**	**P**	**N**	**C/E/I/P/B**	**X1**	**X2**	**X3**

C –Programme Core
E – Programme Elective
I – Internship Training
P – Project Work
B – Bridge Course
X1 – Semester number
X2, X3 -Course Identification starting from 01-32

22PNC101	ORGANISATIONAL BEHAVIOUR	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Exposure to Basic Behavioral concepts

COURSE OBJECTIVES

1. To provide basic knowledge about Individual Behaviour to facilitate to adapt with the organizational behavior.
2. To enable to adapt & learn one self's Perception and Personality.
3. To learn about Group Behavior and Conflict resolution in an organization.
4. To impart the knowledge of Leadership and Organization Change and Development.

COURSE OUTCOMES

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

C101.1	Understand the different nuances of Organizational Behaviour	U
C101.2	Apply Individual psychological fundamentals to solve organization problems	AP
C101.3	Analyze the Individual and Group Behavior for Team Management and managing the Conflicts in an organization	AN
C101.4	Evaluate the need for effective leadership to manage the change process.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO OB AND INDIVIDUAL BEHAVIOR	15

Introduction to OB-Nature of OB-Foundation of OB-Scope of OB-Challenges and Opportunities of OB-Evolution of OB-OB and Emotional Intelligence-OB Model-Nature of management-Functions of management-Managers role- Types of manager-Ability- Attitudes - Job Satisfaction-Foundation of Individual Behavior-Perception-Factors Influencing Perception-Attribution theory of perception-Issues involved in Perception-Selective perception-Halo effect-Contrast effect-Projection-Stereotyping-Values, Beliefs and Attitude-Learning-Concept-Theories of learning-Managerial implications of theories of learning-Motivation-Concept-Major theories and process of motivation-Personality-Concepts-Types and Traits- Major Personality Attributes Influencing Organizational Behavior- Locus of Control-Machiavellianism-Self Esteem.

MODULE 2	GROUP BEHAVIOR	15

Introduction, need and importance -Nature and scope-Foundation of Group Behavior-Importance of Groups-Types of Groups - Group Development- Size and Cohesiveness-Group Decision Making-Techniques-Work Team-Pitfalls of Group-Usefulness of Group in organization-Team vs. Group-Benefits of Team-Types of Team-Implementing Team in Organization- Group and Teams –Power-Politics-Ethics of power and Politics-Nature of Conflict-Changing view of Conflict-Functional and Dysfunctional Conflict-The process of Conflict-Levels of Conflict-Conflict resolution-Managerial Implications-Negotiation and Conflict Resolution-Deviance-Psychological Contract-Trust.

MODULE 3	LEADERSHIP & ORGANIZATION CHANGE AND DEVELOPMENT	15

Introduction-Nature of Leadership-Leadership and Management-Importance of Leadership-Formal and Informal Leadership-Leadership styles and their Implications-Theories of Leadership-Nature of Change-Levels of Change-Importance and types of Change -Forces of change in organization-Resistance to change-The change process-Organizational Development-OD Interventions-Time to implement change-Managerial Implications.

TOTAL HOURS: 45

REFERENCES:

1. Stephen P Robbins, Timothy A.Judge, (2018), Organisational Behaviour 18th edition, Chennai, Pearson Education.
2. Robbins- Judge- Sanghi, (2018), Organisational Behaviour, 18th edition, Chennai, Pearson Education.
3. Fred Luthans, (2017), Organisational Behavior 12thedition, New Delhi, Tata McGraw Hill.
4. Aswathappa K ,(2017), Organisational Behaviour-12th edition, Mumbai, Himalaya Publishing House.
5. Udai Pareek, Sushma Khanna, (2016), Understanding Organizational Behavior, 4th edition, New Delhi, Oxford University Press.

WEB REFERENCES:

1. https://hbr.org/topic/subject/organizational-culture
2. https://hbsp.harvard.edu/organizational-behavior/
3. https://www.uou.ac.in/sites/default/files/slm/MS-101.pdf
4. https://onlinecourses.nptel.ac.in/noc20_mg51/preview
5. https://www.coursera.org/learn/managing-people-iese

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C101.1	Understand	Assignment	20
C101.2	Apply	Assignment	20
C101.3	Analyze	Case Study	20
C101.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNC102	MANAGERIAL ECONOMICS	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Management and Economics Concepts

COURSE OBJECTIVES

1. To give an exposure to Managerial Economics at enterprise level.
2. To learn the mechanism of Supply and Demand and its Elasticity.
3. To understand the Costing and pricing with respect to Market Structures.
4. To learn the business practices and influence of macroeconomic Indicators on Indian Economy

COURSE OUTCOMES

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

C102.1	Understand the role of managerial economics and its application in the business decision- making process for profit maximization	U
C102.2	Apply the demand and supply conditions and assess the position of an Organization.	AP
C102.3	Analyze the basic Managerial Economics concepts and its impact at macro-economic level	AN
C102.4	Evaluate the cause and effect of Macroeconomic fundamentals on Indian Economy.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION	15

Meaning, Scope of Managerial Economics, Role and Responsibility of Managerial Economists, Managerial Economics - Importance, Demand Analysis - Demand: Law of demand, Determinants, Elasticity of Demand and their types- Demand forecasting techniques. Shifts in Demand curve, Law of Supply & Elasticity of Supply - Factors affecting supply & shifts in supply curve.

MODULE 2	PRODUCTION FUNCTION & MARKET STRUCTURES	15

Production Function and Process, Law of production & Factors of production, production function – Cobb Douglas Production function - Economies and Diseconomies of Scale, Cost Concepts - Types of Costs, Short Run & Long Run Cost Curve, Marginal Cost and Break-Even Analysis. Market Structure - Perfect competition, Monopoly & Monopolistic competition, Duopoly & Oligopoly - Pricing Strategies. Profit-Maximization & Competitive Markets – Price structure & Discrimination.

MODULE 3	MACRO ECONOMIC OVERVIEW	15

Macro-economic overview – Trade cycle & Economic Recession - National income determination – Methods Balance of payments - Inflation – Reasons for Inflation – Types - Money market- Demand and supply of money – Money market equilibrium – Monetary policy – Fiscal policy – Contemporary Economic situations in Indian and Global Scenario – Challenges of Businesses.

TOTAL HOURS:45

REFERENCES:

1. Mehta P.L (2016), Managerial Economics, Analysis, Problems and Cases, 13th edition, New Delhi, Sultan Chand & sons.
2. Geetika G, Piyali Ghosh, Purba Choudhury (2017), Managerial Economics,3rd edition, Noida, Tata McGraw Hill.
3. Maheswari Yogesh (2012), Managerial Economics, 3rd edition, Delhi, Prentice Hall of India.
4. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen (2014),

Economics 6th edition, Noida, Tata McGraw Hill.
5. Dewett K.K (2016). Modern Economic Theory,5th edition, New Delhi, S. Chand & Sons.
6. Gupta G.S (2017). Managerial Economics,2nd edition, Noida, Tata McGraw-Hill.
7. Moyer & Harris (2016). Managerial Economics,4th edition, Noida, Cengage Learning.

WEB REFERENCES:

1. https://hbsp.harvard.edu/product/BEP069-PDF-ENG
2. https://hbr.org/2014/11/what-economists-know-that-managers-dont-and-vice-versa
3. https://www.thehindubusinessline.com/economy/
4. https://nptel.ac.in/courses/110101005
5. https://www.coursera.org/learn/microeconomics

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C102.1	Understand	Assignment	20
C102.2	Apply	Assignment / Seminar	20
C102.3	Analyze	Case study	20
C102.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	20	10	10
Apply	20	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNC103	ACCOUNTING FOR MANAGERS	3/2/0/4

Nature of the Course THEORY

PREREQUISITES: Basic knowledge in Business

COURSE OBJECTIVES

1. To understand the fundamentals of Financial Accounting
2. To impart the knowledge on preparation and Interpretation of Financial Statements
3. To describe the fundamentals of Cost Accounting and its practical applications
4. To understand the role of Budget and Budgetary control in an organization

COURSEOUTCOMES

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

C103.1	Apply the Accounting principles in creation of Accounting Reports	A
C103.2	Analyse and Interpret Financial Statements	AN
C103.3	Examine the relationship of cost and profit to the volume of business to maximize profits	AN
C103.4	Create budget for the organization and exercise financial control	C

COURSE CONTENTS

MODULE 1 FINANCIAL ACCOUNTING **20**

Financial Accounting: Definition and Scope – Accounting Concepts and Conventions – Capital and Revenue transactions - capital and revenue expenditures, capital and revenue receipts - Accounting process: Journal, Ledger and Trial Balance – Preparation of Trading, Profit & Loss Account and Balance Sheet (Problem) Depreciation - Methods (Straight Line and Diminishing Balance methods only) –Brief review of Accounting Standards in India – Accounting software package: Features and applications

MODULE 2 MANAGEMENT ACCOUNTING **20**

Management Accounting – Meaning, Definition - Financial Statement Analysis: Concept, Objectives and Types – Ratios: Liquidity, Profitability and Turnover ratios (Problem) – DuPont Analysis –Comparative statement – Common size Statement - Trend Analysis- 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 **20**

Cost Accounting - Meaning, Definition, Significance of Cost Accounting, its relationship with Financial Accounting & Management Accounting – Classification of costs – Cost sheet, 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- Sales Budget, Cash Budget, Flexible Budget

TOTALHOURS:60

REFERENCES:

1. Jain S.P and Narang K.L (2020). Financial Accounting, 13th edition, New Delhi, Kalyani Publishers.
2. Maheshwari S.N, Sharad K. Maheshwari, Suneel K. Maheshwari (2021). Principles of Management Accounting, 1st edition, New Delhi, Sultan Chand and Sons Pvt Ltd.
3. Srinivasan N.P, Sakthivel Murugan M (2010). Accounting for Management, 1st edition, New Delhi, Sultan Chand & Sons Pvt Ltd.
4. Bhattacharyya Asish K., (2009). Cost Accounting for Business Managers, 3rd edition, Elsevier India.
5. Khan & Jain, (2017) Management accounting: Text, Problems and Cases, 7th edition, New Delhi,

Tata McGraw Hill.

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1. https://hbr.org/topic/subject/accounting
2. https://hbr.org/topic/subject/managerial-accounting
3. https://efinancemanagement.com/financial-accounting/what-is-accounting-for-managers
4. https://nptel.ac.in/courses/110101004
5. https://www.coursera.org/courses?query=managerial%20accounting

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C103.1	Create	Assignment / Problems	20
C103.2	Analyze	Assignment / Seminar	20
C103.3	Analyze	Case/Problems	20
C103.4	Evaluate	Technical Quiz/Problems	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	40	10	10
Analyze	30	20	20
Evaluate	-	30	30
Create	-	20	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNC104	STATISTICS FOR MANAGEMENT	3/2/0/4
Nature of Course	**THEORY**	

PREREQUISITES: Basic Mathematical knowledge

COURSE OBJECTIVES

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

COURSE OUTCOMES

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

C104.1	Understand the basic statistical concepts that find applications in business	U
C104.2	Apply various Hypothesis testing techniques for decision making	AP
C104.3	Analyse the information obtained and present the information in a manner appropriate to business environment	AN
C104.4	Evaluate the usefulness of different mathematical and statistical tools and make use of the right tools for various business situations	E

COURSE CONTENTS

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: Hypothesis Testing- Types of Hypotheses - 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 - Spearman's Rank Correlation- Karl Pearson Correlation – Regression – Estimation of Regression line – Method of Least Squares. Business applications of Correlation and Regression.

TOTAL HOURS: 60

REFERENCES:

1. Richard I. Levin, David S. Rubin (2017) Statistics for Management, 8th edition, Pearson Education.
2. Aczel A.D. and Sounderpandian J. (2017) Complete Business Statistics, 7th edition, Tata McGraw Hill Publishing Company Ltd.
3. Gupta S.P (2021) Statistical Methods, 46th edition, Sultan Chand & Sons.
4. Ken Black (2019) Business Statistics: For Contemporary Decision Making, 10th edition, Wiley
5. Gupta S.C (2018) Fundamentals of Statistics, 7th edition, Himalaya Publishing House.

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1. https://hbr.org/2021/02/why-is-it-so-hard-to-become-a-data-driven-company
2. https://hbr.org/2022/03/how-data-can-make-better-managers
3. https://www.businessworld.in/article/Bright-Times-Ahead-For-Management-Education-In-India/07-01-2022-416963/
4. https://onlinecourses.nptel.ac.in/noc20_mg23/preview
5. https://www.coursera.org/lecture/evaluating-problems/statistics-and-management-qQflp

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C104.1	Understand	Assignment	20
C104.2	Apply	Assignment / Seminar	20
C104.3	Analyze	Case study / Problems	20
C104.4	Evaluate	Technical Quiz	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNC105	IT FOR MANAGERS	3/0/0/3

Nature of the Course | **THEORY**

PREREQUISITES: Basic Knowledge in Information Technology

COURSE OBJECTIVES

1. To impart the basic level of knowledge in Information Technology
2. To understand the role and importance of Information System in business
3. To demonstrate the various types of MIS for the effective functionality of the organizations in different levels of Management
4. To provide knowledge in the area of Data, Data security and Ethical issues in Data Management

COURSEOUTCOMES

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

C105.1	Understand the different types of I.S in the organisations	U
C105.2	Analyse the role & Functionality of Information system in Business.	A
C105.3	Apply the IS concept for making business decisions.	AP
C105.4	Evaluate the functions of DBMS in business.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO MIS, FUNCTIONAL IS AND MANAGEMENT SUPPORT SYSTEMS	15

Introduction to Information Technology - Information System – I.S Model – Management Information System – MIS Structure – Types of Information Systems 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)– DSS Program Structure – Expert System(ES) – Functionality - Executive Support System(ESS) and Components

MODULE 2	ENTERPRISE-WIDE BUSINES 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 Processing supply Chain Cycle, SCM Faces, Trends in SCM-Strategic role of IT in Business Process Reengineering

MODULE 3	DATA MANAGEMENT, SECURITY AND CONTROLLING OF INFORMATION SYSTEMS - ETHICAL AND SOCIAL ISSUES	15

Data Management - Need – Database concepts: Data, Record and Files – Database Management Systems –System Audit–Testing-Verification and Validating Data–Crimes and Challenges to Computerized Information Systems – Security of Information System – Management's action to reduce security risks – Technology trends and Understanding ethical and social issues related to systems – Ethical in an Information Society: Responsibility, Accountability and Liability- Professional Code of Conduct- The moral Dimensions of Information Systems : Privacy and freedom.

TOTAL HOURS:45

REFERENCES:

1. James O Brien (2019), Management Information Systems, 11th edition, New Delhi, McGraw Hill Education
2. Kenneth C. Laudon and Jane Price Laudon (2019), Management Information Systems–Managing the digital firm, 15th edition, Pearson Education.
3. Gordon Davis (2017), Management Information System: Conceptual Foundations, Structure and

Development, ,21st Reprint, Tata McGraw Hill
4. Haag, Cummings and McCubbrey,(2013)Management Information Systems for the Information Age, , 9th edition, Mc GrawHill.
5. Raplh Stair and George Reynolds (2012), Information Systems,10thedition, New Delhi Cengage Learning

WEB REFERENCES:

1. https://hbr.org/topic/subject/information-management
2. https://www.thehindubusinessline.com/info-tech/digital-transformation-to-accelerate-infotech-growth/article38073476.ece
3. https://onlinecourses.nptel.ac.in/noc20_mg60/preview
4. https://www.coursera.org/courses?query=management%20information%20systems&languages=ko
5. https://exceljet.net/excel-functions/excel-vlookup-function

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C105.1	Understand	Assignment	20
C105.2	Apply	Assignment / Seminar	20
C105.3	Analyze	Case	20
C105.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNC106	LEGAL ASPECTS OF BUSINESS	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge about laws

COURSE OBJECTIVES

1. To create the knowledge of Legal perspectives to improve the business.
2. To learn about the Business Operations within the framework of Governance of Law.
3. To learn the industrial laws relevant to Business operations.
4. To understand the Consumer Protection and Cyber Laws

COURSE OUTCOMES

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

C106.1	Enhance the legal literacy of students by developing a body of legal knowledge	U
C106.2	Apply the principles of a company's Incorporation and its applicability	AP
C106.3	Analyse the performance of the negotiable instruments.	AN
C106.4	Evaluate the business-related legislative framework and provisions.	E

COURSE CONTENTS

MODULE 1	**BASICS OF BUSINESS LAW**	**15**

Indian Contract Act 1872: Contract – Meaning – Essential elements – Nature of contract - Offer and Acceptance- Classifications of Contracts, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts -Special Contracts: Contract of Indemnity and Guarantee – Bailment and Pledge, The Sale of Goods Act 1930: Nature of Sales contract, Documents of title, risk of loss, performance of sales contracts

MODULE 2	**PARTNERSHIP AND COMPANY ACT**	**15**

The Companies (Amendment) Act, 2015: Company –Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director-Meetings: Types - Winding up - Limited Liability Partnership Act 2008 - The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types.

MODULE 3	**CONSUMER PROTECTION ACT AND CYBER LAWS**	**15**

The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records, Cyber Crimes. Civil Remedies for Infringement. –Intellectual Property rights, Copy rights, Trade marks, Patent Act. Right to Information Act, 2005.

TOTAL HOURS:45

REFERENCES:

1. Ravinder Kumar (2021). Legal Aspects of Business, 5th edition, Noida, Cengage India Pvt Ltd.
2. Pathak, Akhileshwar (2018). Legal Aspects of Business, 7th edition, New Delhi, McGraw Hill Education
3. Ravindra Kumar & Renukamurthy, (2019), Legal& Business Environment, 1st edition, Noida, Cengage learning India Pvt Ltd.
4. Saravanavel, P and Sumathi, S (2018). Legal Aspects of Business, 1st edition, Mumbai, Himalaya Publishing House
5. Bulchandani K.R.(2022) Business Law for management Vol-I&II,7th edition, Himalaya Publishing.

WEB REFERENCES:

1. https://hbr.org/topic/subject/business-law
2. https://hbr.org/topic/subject/business-law-and-ethics
3. https://www.thehindubusinessline.com/business-laws/
4. https://onlinecourses.swayam2.ac.in/cec21_mg02/preview
5. https://www.coursera.org/learn/corporate-commercial-law-part2

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA(16%) (80 Marks)**
C106.1	Understand	Group Assignment	20
C106.2	Apply	Seminar	20
C106.3	Analyze	Case Study	20
C106.4	Evaluate	Technical Quiz	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNC107	SOFT SKILLS	0/0/2/1
Nature of Course	**PRACTICAL**	

PREREQUISITES: Basic knowledge in Communicative English

COURSE OBJECTIVES

1. To Understand the various characteristics of Personality and Grooming one's personality
2. Learning in detail about the various aspects of nonverbal communication and using them in personal and professional development.
3. To get exposure to various speaking, listening, and writing techniques in a business context.
4. To develop critical, analytical, and logical skills and applying them in various business scenarios.
5. To get equipped with various techniques for time management and goal setting.

COURSE OUTCOMES

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

C107.1	Understand one's true personality and traits and undertake various measures to enhance the personality	U
C107.2	Apply the nuances of various verbal and nonverbal techniques in business and social settings.	AP
C107.3	Develop skills to successfully perform well in speaking, listening, thinking, and writing domains.	AP
C107.4	Analyze the key techniques for developing effective goals and time management.	AN
C107.5	Evaluate various methodology to improve networking and emotional intelligence in business and social settings	E

Lab Components:

1	Personality traits assessment –Psychometric assessment test –Myers Brigg type Indicator	2
2	Role plays: preparing for difficult conversations& situations; uses & benefits	2
3	Professional etiquettes: ABC Appearance, Behaviour, Communication, Office Etiquettes, Dining & Table Manners; Telephone Etiquettes; Party Manners	3
4	Auditorium sessions: importance of goal Setting; Attitude is success; leadership &Time management, Just A Minute (JAM), Debate, Public speaking	4
5	Effective Presentation Skills, Interpersonal Skills: Manners, Etiquettes, Social Awareness, Problem Solving, Self-Management,	4
6	Group Discussions: tips for success in GD's; how to start, lead and conclude a GD, types of GD, Do's& don'ts and mistakes to avoid during a GD	4
7	Mock interviews	3
8	Exercises on listening – Understanding barriers - Interpreting Indian, American British accents	3
9	Resume building skills: how to make one self-standout in a resume; avoiding Common errors; cover letters, follow ups	3
10	Business letter writing, Email drafting, Blog creation, MEMO	3
11	Transition from campus to corporate: imperative of right expectations; Understanding the corporate world; work culture; importance of work ethics	2
12	Time Management: Prioritizing, Delegation, Decision-making, Multitasking. Problem solving, Strategic thinking	3

13	Thinking skills: logical, analytical and critical thinking –seven hats of thinking	3
14	Networking skills – using social media	3
15	Understanding emotional intelligence –role of emotions and attitude	3
		TOTAL HOURS:45

REFERENCES:

1. Kaul Asha (2015), Effective Business Communication, 2nd edition, New Delhi, PHI Learning Private Limited.
2. Monippally, Mathukutty M (2017). Business Communication Strategies, 1st edition. New Delhi, Tata Mc - Graw Hill Publishing Company Ltd.
3. Larry Parkman (2020), Communication Skills Training ,1st edition, Fighting dreamers production.
4. VB Rao (2020) Personality Development & Soft Skills. 1st edition, Hyderabad, BS Publications.
5. Sanjay Kumar& Pushp Lata(2015),Communication Skills, 2nd edition ,Oxford University Press.

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1. https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FH0634C-PDF ENG%2Fcontent&metadata=e30%3D.
2. https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FH02NDJ-PDF-ENG%2Fcontent&metadata=e30%3D.
3. https://www.thehindubusinessline.com/info-tech/edtech-companies-witnessing-traction-in
4. demand-for-soft-skills-and-communication-based-programmes/article64822473.ece
5. https://in.coursera.org/specializations/people-and-soft-skills-for-professional-success.

Continuous Assessment				End Semester Examination	Total
Formative Assessment	**Summative Assessment**	**Total**	**Total Continuous Assessment**		
75	**25**	**100**	**60**	**40**	**100**

Assessment based on Continuous and End Semester Examination			
Bloom's Level	**Continuous Assessment (60%) [100 Marks]**		**End Semester Practical Examination (40%) [100 Marks]**
	FA (75 Marks)	**SA (25 Marks)**	
Remember	-	-	-
Understand	10	-	10
Apply	50	60	50
Analyse	30	30	30
Evaluate	10	10	10
Create	-	-	-

22PNB101	BUSINESS FUNDAMENTALS	0/0/8/4
Nature of Course	**THEORY and LAB**	

PREREQUISITES: NIL

COURSE OBJECTIVES

1. To provide an understanding on the foundations of Management and Management of Human Resources.
2. To create a strong foundation to apply accountancy concepts in business.
3. To enable the students to get acquainted with the fundamentals of Business Mathematics and Statistics
4. To familiarize with the spreadsheet applications

COURSE OUTCOMES

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

C101B.1	Have a fundamental understanding on management and the basic concepts of HRM.	U
C101B.2	Apply basic accounting concepts and equations	AP
C101B.3	Analyse the information gathered and present it in a way that is appropriate for the business setting.	AN
C101B.4	Evaluate spreadsheet-based programmes to analyse data and come up with business-related solutions.	AN

MODULE 1	PRINCIPLES OF MANAGEMENT	10

Nature and Purpose, Managing: Science or Art? The Evolution of Management Thoughts, The Function of Manager: Planning: Types of Plans, Steps in Planning, Organizing: Structure and Process of Organization, Staffing: The System Approach to Human Resource Management, Leading and controlling -Theories and Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making. Coordination: The Essence of Management. Controlling: Concepts and Process, Controlling as a Feedback System

MODULE 2	FUNDAMENTALS OF ACCOUNTS	10

Introduction: Meaning, Definition, Features, Scope & Objectives of Accounting, GAAP, Basic Terminology of Accounting. Books of Original Entry: Journal, Ledger and Trial Balance - Final Accounts: Classification of Capital and Revenue Transactions, Depreciation, Final Accounts without adjustments

MODULE 3	FUNDAMENTALS OF STATISTICS	10

Statistics - Types - Type of variables - Types of data - Preparing frequency table- Descriptive measures - Types of series - Mean, Median, Mode, Standard deviation using Individual series, coefficient of variation- Basic Probability- Roles for probability- Difference between parametric and Non parametric test- Correlation - Types - Karl Pearson correlation and Spearman Rank Correlation

MODULE 4	BASICS OF MS – EXCEL	15

Introduction to spreadsheets & Formatting – Predefined Functions : Math Functions – Text Functions – Basic Statistical Functions - Basic Conditional Formatting - Conditional Formatting with user defined formula – Sorting – Filtering – Chart Tools – Conditional decision using IF – Lookup References – Pivot Tables – Business Solutions for LPP using Excel

TOTAL HOURS: 45

REFERENCES:

1. L.M.Prasad (2021), Principles and Practice of Management (10th ed), Sultan Chand & sons,

2. Jain S.P and Narang K.L (2020). Financial Accounting (13th ed), Kalyani Publishers New Delhi
3. S.P. Gupta (2021). Statistical Methods (46th ed), Sultan Chand & Sons, New Delhi.
4. Wayne L Winston, "Microsoft Excel – 2010 – Data Analysis and Business Modeling", Microsoft Press, Washington

WEB REFERENCES:

1. https://hbr.org/2012/11/does-management-really-work
2. https://www.slideshare.net/AfzalurRahman/chapter1-fundamental-ofaccounting
3. https://onlinecourses.nptel.ac.in/noc20_mg23/preview
4. https://exceljet.net/excel-functions/excel-vlookup-function

Continuous Assessment		
Formative Assessment	**Summative Assessment (Technical Quiz)**	**Total**
60	**40**	**100**

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory		
Formative assessment based on capstone Model (Max. Marks: 60)		
Course Outcome	**Bloom's level**	**Assessment Component**
C101B.1	Understand	Assignment
C101B.2	Apply	Assignment / Problems
C101B.3	Analyze	Assignment / Problems
C101B.4	Analyze	Assignment

Summative assessment based on Technical Quiz	
Bloom's Level	**Summative Assessment (40%) [100 Marks]**
	Technical Quiz
Understand	**60**
Apply	**20**
Analyze	**20**

Continuous Assessment: 100 Marks				
FA (60 Marks)				**SA (40 Marks)**
Component - I (15 Marks)	**Component - II (15 Marks)**	**Component - III (15 Marks)**	**Component - IV (15 Marks)**	**Technical Quiz**

22PNC201	HUMAN RESOURCE MANAGEMENT	3/0/0/3

Nature of Course	THEORY

PREREQUISITES: Basic Knowledge about Human Resource and Management Concepts

COURSE OBJECTIVES

1. To provide knowledge about Human resource management in an organization.
2. To demonstrate the tools and techniques used by HR Department in recruitment & selection.
3. To familiarize the concept of training, evaluation, and performance appraisal.
4. To impart knowledge on the recent trends in Human resource management and to adopt conceptual learning in Industrial Relations.

COURSE OUTCOMES

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

C201.1	Understand the functions and objectives of HRM in an organization	U
C201.2	Apply the newfound knowledge to undertake recruitment and interviews.	AP
C201.3	Analyze training and the performance appraisal for the employee's wellbeing	AN
C201.4	Evaluate the recent trends in HRM and Industrial Relations.	E

COURSE CONTENTS

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 - Organizational Orientation – Conventional vs 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 & INDUSTRIAL RELATIONS	15

Potential appraisal, Competency Mapping - Career Planning and Development - Succession planning - HR Outsourcing - Employee Retention – Employee Engagement – HR Audit – Objectives - Levels – Steps and approaches to HR Auditing, Separations, Downsizing & Outplacement, HRIS - Components - Types - Implementation of an HRIS- Benefits - Fundamentals of Industrial Relations – Major players – Approaches to the study of Industrial Relations – Unitary – Pluralist – System – Social Action – Marxist - the Human Relations approach – Industrial Relations – Trends and Fundamentals of Labour Laws.

TOTAL HOURS:45

REFERENCES:

1. Gary Dessler and Biju Varkkey, (2020) Human Resource Management, 16th edition, Pearson Education Limited,
2. Khanka S.S (2019). Human Resource Management -Text and Cases 3rdedition, S Chand & Co.
3. Bhattacharya. D (2013). Human resources planning 3rd edition, Excel books.
4. Rao VSP (2020). Taxmann's Human Resource Management 2nd edition, Taxmanns Publications Pvt Ltd.
5. Aswathappa. K, Sadhna Dash (2021). Human Resource Management, Text and Cases , 9th edition, Tata McGraw Hill.

WEB REFERENCES:

1. https://hbr.org/2020/08/how-hr-leaders-can-adapt-to-uncertain-times
2. https://hbr.org/2020/08/21-hr-jobs-of-the-future
3. https://www.thehindubusinessline.com/info-tech/how-hr-automation-platforms-are-helping-companies-adjust-to-a-new-normal/article64358721.ece
4. https://onlinecourses.nptel.ac.in/noc21_mg21/preview
5. https://www.coursera.org/specializations/human-resource-management

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C201.1	Understand	Group Assignment	20
C201.2	Apply	Seminar	20
C201.3	Analyze	Case Study	20
C201.4	Evaluate	Technical Quiz	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNC202	MARKETING MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge of Marketing and Management concepts

COURSE OBJECTIVES

1. To provide the basic knowledge about functional areas of Marketing and its practices.
2. To develop effective marketing strategies and create value by a holistic marketing concept.
3. To enhance in depth knowledge on marketing strategies.
4. To acquire a comprehensive knowledge about how values are created, communicated and delivered to the target audience.

COURSE OUTCOMES

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

C202.1	Understand the conceptual knowledge in the functional areas of Marketing Management	U
C202.2	Apply the various marketing strategies in relevant functional areas	AP
C202.3	Analytical skills in identifying areas of segments.	AN
C202.4	Evaluating the current approaches in delivering values.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO MARKETING	15

The value of Marketing-The scope of Marketing- Core marketing Concepts: Needs, wants and demands, paid owned and earned Media-Marketing channels, Value and satisfaction- Marketing channels, Supply chain, competition, Marketing Environment - Company Orientations toward the Market place: the Production concept - The Product concept - The Selling concept - The Marketing concept - The Holistic Marketing concepts- The new market realities: Technology, Globalization and Social responsibility.

MODULE 2	MARKETING STRATEGIES	15

Building Strong Brands: Identifying Market Segments and Target - Crafting the Brand positioning - Creating Brand Equity - Addressing Competition and Driving Growth - Creating Value: Setting Product strategy, Designing and managing services - Introducing New Market Offering - Developing Pricing strategies and programs.

MODULE 3	COMMUNICATING AND DELIVERING VALUES	15

Communicating Value: Designing and Managing Integrated Marketing Communications - Managing Mass Communications - Advertisement - Sales promotion - Events experienced-Public relations - Managing Digital Communications: Online, social media and Mobiles - Managing Personal Communications: Direct and Database marketing and Personal selling-Delivering Values: Designing and Managing IMC - Managing Retailing, Wholesaling and Logistics.

TOTAL HOURS: 45

REFERENCES:

1. Philip Kotler, Kevin Lane Keller, Alexander Chernev, Jagdish N. Sheth, Shainesh G (2022) Marketing Management, 16th edition, Noida, Pearson Publishing.
2. Ramaswamy V.S. and Namakumari S (2019) Marketing Management: Planning, Implementation and Control, 3rd edition, Indian Book Store.
3. Rajan Saxena (2019). Marketing Management, 6th edition, Tata McGraw Hill.
4. Phiip T. Kotler, Gary Armstrong, Prafulla Agnihotri (2018), Principles of Marketing, 17th edition, Pearson Education,

5. Tapan K Panda (2022). Marketing Management Texts and Cases, 3rd edition, Taxmann Publications.

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1. https://hbr.org/2022/02/5-ways-marketing-leaders-can-drive-value-in-2022
2. https://hbr.org/2020/11/is-your-marketing-organization-ready-for-whats-next
3. https://www.wsj.com/news/business/small-business-marketing
4. https://onlinecourses.nptel.ac.in/noc19_mg48/preview
5. https://www.coursera.org/learn/marketing-management

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C202.1	Understand	Assignment	20
C202.2	Apply	Assignment / Seminar	20
C202.3	Analyze	Case/Assignment	20
C202.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNC203	FINANCIAL MANAGEMENT	3/2/0/4
Nature of Course	**THEORY**	

PREREQUISITES: Basic Concepts of Accounting

COURSE OBJECTIVES

1. To provide knowledge on the Fundamentals of Financial Management and Time Value of Money.
2. To familiarize with the Capital Budgeting Techniques in Investment Decision.
3. To learn the concept of Cost of Capital, Leverage and Capital Structure.
4. To impart with the knowledge of Dividend decisions and Working Capital Management.

COURSE OUTCOMES

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

C203.1	Understand the Objectives of Financial Management and the concept of Time Value of Money	U
C203.2	Apply the Time Value of money concept in capital Budgeting Techniques for making Investment decisions.	AP
C203.3	Analyze the Cost of various sources of Capital and decide the Optimum capital structure	AN
C203.4	Critically Evaluate and decide Dividend distribution and estimate the Working Capital requirement	E

COURSE CONTENTS

MODULE 1	FUNDAMENTALS OF FINANCIAL MANAGEMENT	20

Financial Management: Definition - Nature and Scope - Finance Functions - Objectives of Financial Management – Profit Vs. Wealth Maximization -Time Value of Money - Compounding and Discounting Techniques–Valuation of Shares and Bonds - Concept of risk and return – Single asset and a portfolio - Risk Return Trade-off - Sources of Finance - Short term : Commercial paper, Company deposit, Trade credit, Bank finance - Long term : Shares, Debentures and Term Loans, Lease, Hire Purchase, Venture Capital Financing, Private Equity

MODULE 2	INVESTMENT AND FINANCING DECISIONS	20

Capital Budgeting: Nature and Principles **–** Methods of Appraisal - 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- Cost of Capital- Specific cost and overall cost of capital -– Leverages: Operating, Financial and Combined leverage - EBIT – EPS Analysis- Indifference point - Capital Structure Theories: Net Income Approach - Net Operating Income Approach – Traditional Approach - MM Approach

MODULE 3	DIVIDEND DECISIONS AND WORKING CAPITAL MANAGEMENT	20

Dividend Decision- Importance, Relevance & Irrelevance theories-Walter's Model, Gordon's model and MM model – Factors determining dividend policy – Types of dividend policies – Forms of dividend. Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital. Cash Management - Receivables Management - Inventory Management.

TOTAL HOURS:60

REFERENCES:

1. I.M. Pandey (2021). Financial Management 12th edition, Chennai, Pearson Education India.
2. M.Y. Khan & P.K. Jain (2018). Financial Management 8th edition, Mumbai, Tata Mc Graw Hill Education India.
3. Prasanna Chandra (2019). Financial Management 10th edition, Mumbai, Tata Mc Graw Hill Education India.

4. James C. Vanhorne & John M Wachowicz (2014). Fundamentals of Financial Management, 13th edition. Chennai, Pearson Education India.
5. Eugene F. Brigham & Michael C. Ehrhardt (2019). Financial Management Theory and Practice, 16th edition. New Delhi, Cengage Learning India Private Limited.

WEB REFERENCES:

1. https://hbr.org/topic/subject/finance-and-investing
2. https://hbr.org/topic/subject/financial-analysis?ab=articlepage-topic
3. https://www.thehindubusinessline.com/topic/financial-management/
4. https://archive.nptel.ac.in/courses/110/107/110107144/
5. www.fbil.org.in

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C203.1	Understand	Assignment	20
C203.2	Apply	Assignment / Seminar	20
C203.3	Analyze	Case/Problems	20
C203.4	Evaluate	Technical Quiz/Problems	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNC204	QUANTITATIVE TECHNIQUES	3/2/0/4
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge in application of Operation Research

COURSE OBJECTIVES

1. To enable to appreciate the importance and role of operations research techniques in business
2. To train in formulating mathematical models for various business situations requiring decisions.
3. To familiarize in using different tools and techniques for arriving at optimal decisions to business problems
4. To Understand the techniques of Simulation and Game theory.

COURSE OUTCOMES

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

C204.1	Understand the mathematical formulations of linear programming and transportation models	U
C204.2	Apply assignment models and travelling sales man techniques to various business areas.	AP
C204.3	Analyse using expected monetary value techniques and get optimal decisions for various business problems.	AN
C204.4	Evaluate business performance by applying Simulation and Game Theory.	E

COURSE CONTENTS

MODULE 1	LINEAR PROGRAMMING, TRANSPORTATION PROBLEM	20

Formulation of Linear Programming Problems – Applications in business environment - Graphical solution to Linear Programming Problems - Simplex Method (without Artificial Variables) - Duality in Linear Programming-Transportation Problem - Initial basic feasible solutions using North-West Corner Rule, Least Cost method and Vogel's approximation method - Optimality in Transportation Problem – Stepping Stone Method - MODI Method - Maximization problems.

MODULE 2	ASSIGNMENT MODEL, DECISION THEORY	20

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

MODULE 3	SIMULATION AND GAME THEORY	20

Random phenomena in Simulation – Random Numbers – Monte Carlo Simulation – Applications of Simulation to Business problems: Simulating future demand based on past data – Simulating production output based on past data- Simulating Inventory Management- Simulating Queuing Model – Problems on simulation using Normal Distribution – Introduction to Game theory, Two person zero sum Game, Game with dominance, Approximate solution for Games, Graphical method of solving Games.

TOTAL HOURS: 60

REFERENCES:

1. Hamdy A Taha, (2019) Operations Research- An Introduction, 10th edition, Pearson Education
2. Vohra N.D, (2021), Quantitative Techniques in Management,6th edition, McGraw Hill Publishing Co.Ltd.,
3. Sharma J.K (2017), Operations Research - Theory and Applications, 6th edition, Laxmi Publications.
4. Nagarajan K (2017), Textbook of Operations Research, 1st edition, New Age International.
5. Raju N.V.S (2019), Operations Research Theory and Practice 1st edition, CRC Press

WEB REFERENCES:

1. https://hbr.org/2022/03/what-makes-a-company-future-ready
2. https://hbr.org/2015/06/the-history-and-future-of-operations
3. https://www.thehindubusinessline.com/topic/production-and-operations-management/
4. https://onlinecourses.nptel.ac.in/noc22_ma48/preview
5. https://www.coursera.org/learn/operations-research-modeling.

Continuous Assessment				End Semester Examination	Tot
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	10

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C204.1	Understand	Assignment	20
C204.2	Apply	Assignment / Seminar	20
C204.3	Analyze	Case study /Problems	20
C204.4	Create	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examina (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semest Examination (6 [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNC205	PRODUCTION AND OPERATIONS MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge in Operations Management

COURSE OBJECTIVES

1. To understand the concepts, techniques, and strategies in manufacturing and service operations
2. To facilitate the learning of applying product design, layout planning, production planning and controlling techniques
3. To impart knowledge in analyzing Inventory Control Techniques.
4. To learn to evaluate the importance of SCM and Quality management Concepts.

COURSE OUTCOMES

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

C205.1	Understand the manufacturing and service operations strategies in global perspectives	U
C205.2	Apply product design, Layout planning, production planning, and line balancing techniques to create Master Production Schedule.	AP
C205.3	Analyse the Inventory control strategies to resolve inventory related issues and to ensure Inventory control in Industries.	AN
C205.4	Evaluate the ideas of Supply chain and Quality Management.	E

COURSE CONTENTS

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-Concept of EOQ - Inventory Management: Deterministic Inventory Control Models – EOQ Model with a Constant Rate of Demand –EOQ Model with different rates of demand Supply chain management; Introduction -Lean vs Agile supply chains- Quality Management; ISO 9001-2015 & TQM - Sustainable Operations Management – Computation using MS-Excel and TORA.

TOTAL HOURS: 45

REFERENCES:

1. Nigel Slack, Alistair Brandon Jones, Nicola Burgess (2019), Operations Management, 10th edition, Pearson Publications.
2. Anil Kumar S , Suresh N (2018), Production and Operations Management, 2nd edition, New Age International Publications.
3. William J Stevenson (2022). Operations Management ,13th edition, McGraw-Hill Education.

4. David Simchi-Levi, Edith Simchi –Levi, Philip Kaminsky, RaviShankar (2022), Designing and Managing the Supply chain Concepts, Strategies and Case Studies, 4th Edition, McGraw Hill.
5. Gregory W Frazier, Norman G.Gaither (2022). Operations Management ,9th edition, Cengage Learning India.

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1. https://hbr.org/2020/09/global-supply-chains-in-a-post-pandemic-world
2. https://hbr.org/1994/03/from-lean-production-to-the-lean-enterprise
3. https://www.thehindubusinessline.com/companies/isuzu-motors-india-mytvs-opens-multi-brand-service-facility/article65730911.ece
4. https://nptel.ac.in/courses/110105155
5. https://www.coursera.org/learn/supply-chain-management

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C205.1	Understand	Assignment	20
C205.2	Apply	Assignment / Seminar	20
C205.3	Analyze	Case	20
C205.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNC206	BUSINESS ANALYTICS	3/0/0/3

NATURE OF COURSE | **THEORY**

PREREQUISITES: Basic Business Knowledge

COURSE OBJECTIVES

1. To expose to the significance of Business analytics for analyzing enormous amount of data.
2. To understand the implementation of Business analytics using multiple tools and techniques.
3. To apply the methods involved in the Business analytics procedures.
4. To learn the business practices and influence of Business analytics as an indicator of business growth

COURSE OUTCOMES

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

C206.1	Demonstrate a basic understanding of Business analytics to support management decision -making in the workplace.	U
C206.2	Apply the fundamental predictive analytics techniques and cutting-edge BI ideas	AP
C206.3	Analyze the procedures required to create, present, and examine business data	AN
C206.4	Evaluate the Cloud Computing Foundation so that they can begin utilizing and embracing Cloud.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO BUSINESS ANALYTICS	15

Business Analytics- Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics; Data Science-Origin, Importance of Data Science; Workflow- Life cycle of Data Science- Application areas of Data Science- Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification; - Benefits of using Analytical Information for Decision support- The transformation of raw data to business benefits through BI.

MODULE 2	BUSINESS INTELLIGENCE	15

Definition of BI- Features of Business Intelligence- BI benefit- Visibility into Enterprise Performance- BI supports decision making at all levels of Enterprise-Reasons for using BI- Need for BI at virtually All levels- Ways to use BI- Challenges in Retail Industry- Retail Industry Leveraging BI - Data Mining in UI optimization- ERP Vs BI, Business Analytics, Difference between Business Intelligence and Business Analytics.

MODULE 3	CLOUD COMPUTING & APPLICATION OF BUSINESS ANALYTICS	15

First Movers in the Cloud- Amazon, Google, Microsoft, Cloud computing with the Titans-Google App Engine, Google Web toolkit, EMC Technologies, VM ware acquisition, Netapp, offerings & Cisco partnership, Microsoft- Azure services platform, Windows live, Exchange online, Sharepoint Services, Microsoft Dynamics CRM- Basic Concepts-Cloud, Cloud Computing- Deployment Models, Service Models- Public Cloud, Hybrid Cloud, Private Cloud, Community Cloud, IaaS, PaaS, SaaS- Benefits- Key Characteristics of Cloud Computing- Cloud Computing Best Practices. Application of Business Analysis.

TOTAL HOURS: 45

REFERENCES:

1. Prasad R.N, Seema Acharya (2016) Fundamentals of Business Analytics, 2nd edition, Wiley Publications.
2. Christian Albright S, Wayne L. Winston, (2017), Business Analytics: Data Analysis & Decision Making, 6th edition, Cengage India.

3. Ramesh Sharda, Dursun Delen, Efraim Turban (2018) Business Intelligence and Analytics Systems for Decision Support, 10th edition, Pearson Education India.
4. Bhimasankaram Pochiraju, Sridhar Seshadri, Springer, (2019) Essentials of Business Analytics: An Introduction to the methodology and its application, Springer Publications.
5. Pang-Ning Tan, Michael Steinbach, Vipin Kumar(2019) Introduction to Data Mining, 2nd edition, Pearson Education India.

WEB REFERENCES:

1. https://hbr.org/2020/03/whats-the-best-approach-to-data-analytics
2. https://hbr.org/2018/12/what-great-data-analysts-do-and-why-every-organization-needs-them
3. https://hbsp.harvard.edu/inspiring-minds/the-analytics-and-ai-opportunity-for-business-schools
4. https://onlinecourses.nptel.ac.in/noc20_mg11/preview
5. https://www.coursera.org/specializations/business-analytics

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) - Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C206.1	Understand	Assignment	20
C206.2	Apply	Assignment / Seminar	20
C206.3	Analyze	Technical Quiz	20
C206.4	Evaluate	Case study	20

Summative assessment based on Continuous and End Semester Examination

	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
Bloom's Level	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	20	10	10
Apply	30	20	20
Analyze	20	30	30
Evaluate	20	30	30
Create	-	-	-

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNC207	BUSINESS RESEARCH METHODS	3/0/2/4
Nature of Course	**THEORY AND PRACTICAL**	

PREREQUISITES: Basic Knowledge of Statistics and Management concepts

COURSE OBJECTIVES

1. To understand the importance of Business research methods.
2. To familiarize with the data collection techniques
3. To evaluate various measurement techniques for preparing business research report.
4. To familiarize the statistical tools for data analysis using SPSS

COURSE OUTCOMES

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

C207.1	Understand the significance of business research Methods.	U
C207.2	Apply various data collection methods for analysing data	AP
C207.3	Analyze statistical hypotheses using SPSS for preparing Research report.	AN
C207.4	Evaluate a given dataset using SPSS statistical capabilities and make	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO RESEARCH METHODS	15

Introduction: Definitions – Importance- Research Methods Vs Research Methodology - Significance - Scope of Research in Business Management - Characteristics of Good Research - Types of Research and their Application - Exploratory and causal research- theoretical and empirical Research- Cross sectional and time series research- the research process - Criteria of Good research- Preparation of Research Proposal- Research Problem: Definition - Formulation - Identification and selection of problems in Management.

MODULE 2	METHODS OF DATA COLLECTION	15

Data collection – Primary Vs Secondary data- methods of Primary data collection- Interview, questionnaire, observation, survey- determination of optimal sample size, sampling techniques- Probability Vs Non- Probability sampling methods-Measurement: Types of Measurement, Scaling Technique: Rating Scale, Ranking Scale, Arbitrary Scale, Consensus Scaling, Item Analysis, Cumulative Scales, Factor Scales Multi Dimensional Scaling-Types of Data Sources – Steps in Constructing questionnaire - Pilot Study.

MODULE 3	REPORT WRITING	15

Significance of report writing – Different types of report- Contents of the research report- steps in report Writing- Research report- Layout of Reports - Precautions of Report Writing - Tables and Chart, Diagrams References, Bibliography - Appendices - Annexure - Final Proof- Tools in checking Plagiarism- Ethics in Research Report Writing

TOTAL HOURS(THEORY): 45

Lab Component

Sl. No.	Lab Exercises
1	Descriptive analysis of data: Frequencies -Frequencies: bar charts, pie charts, histograms
2	Descriptives - Explore - Crosstabs - Charts Exercise -Creating and editing graphs and charts
3	Descriptive Statistics**:** measures of central tendency, Mean, Median, Mode, Skewness, Kurtosis

4	Standard deviation, Range,Variance	
5	Cross Tabulation and chi-square analyses	
6	Reliability test	
7	Analysing Parametric test & Non Parametric test: ANOVA	
8	Krushkal Wallis test, Mann whitney U test	
9	Regression, Multiple Regression	
10	One Sample T test, Paired Sample T test	
11	Kolmogorov- Smirnov test	
12	Using Crosstabs -calculating Chi square ,Karl pearson Correlation	
13	Independence sample Test	
14	Spearman Correlation, Karl pearson Correlation	
15	Data analysis and Interpretation with SPSS, Hypothesis testing- - Parametric Test	
	TOTAL HOURS(LAB)	**30**
	TOTAL HOURS (45+30)	**75**

REFERENCES:

1. Pamela S Schindler (2021). Business Research Methods, 14th edition, Tata McGraw Hill Publishing.
2. Uma Sekaran (2016). Research Methods for Business, 7th edition, Wiley India.
3. Sergey K.Aithyan, (2022) Business Research Methodology, Research Process & methods, Springer link
4. Kothari, Garg Gaurav (2014). Research Methodology: Methods and Techniques 7th edition, New Age International Publishers.
5. William G Zikmund, Barry J Babin, Jon C Carr, Atanu Adhikari& Mitch Griffin (2014). Business Research Methods – A South Asian Perspective , 5th edition, Cengage Learning.
6. Walker Schmidt, IBM SPSS : Comprehensive Beginners Guide to learn Statistics Using IBM SPSS from A-Z,(2019) Independently Published.

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2. https://hbr.org/2022/05/research-why-ceos-shouldnt-take-all-the-credit
3. https://www.businessworld.in/article/Recycling-and-Research-The-Quintessential-Alliteration/17-01-2022-417970/
4. https://onlinecourses.nptel.ac.in/noc22_ge08/preview
5. https://www.coursera.org/learn/research-methods

Continuous Assessment									**End Semester Examination**	**Total**
Theory				**Practical**			**Total (A+B)**	**Total Continuous Assessment**		
FA	**SA**	**Total**	**Total (A)**	**FA**	**SA**	**Total (B)**				
80	**120**	**200**	**100**	**75**	**25**	**100**	**200**	**50**	**50**	**100**

Formative Assessment based on Capstone Model - Theory			
Course Outcome	**Bloom's Level**	**Assessment**	**FA (10%) [80 Marks]**
C207.1	Understand	Assignment	20
C207.2	Apply	Assignment / Seminar	20
C207.3	Analyze	Case study	20
C207.4	Evaluate	Case study	20

Assessment based on Summative and End Semester Examination - Theory			
Bloom's Level	**Summative Assessment (15%) [120 Marks]**		**End Semester Examination (25%) [100 Marks]**
	CIA1: (60 Marks)	**CIA2: (60 Marks)**	
Remember	20	20	20
Understand	30	30	30
Apply	40	20	30
Analyse	10	10	10
Evaluate	10	20	10
Create	-	-	-

Assessment based on Continuous and End Semester Examination - Practical			
Bloom's Level	**Continuous Assessment (25%) [100 Marks]**		**End Semester Examination (25%) [100 Marks]**
	FA: (75 Marks)	**SA: (25 Marks)**	
Remember	10	10	10
Understand	30	30	30
Apply	40	20	30
Analyse	20	20	20
Evaluate	-	20	10
Create	-	-	-

Assessment based on Continuous and End Semester Examination								
Continuous Assessment (50%)								**End Semester Examination (50%)**
CA 1 (100 Marks)			**CA 2 (100 Marks)**			**Practical Exam (100 Marks)**		**Theory Examination (25%) Practical Examination (25%)**
SA 1 (60Marks)	**FA 1**		**SA 2 (60Marks)**	**FA 2**		**FA (75M)**	**SA (25M)**	
	Component-I (20 Marks)	**Component-II (20 Marks)**		**Component-I (20 Marks)**	**Component-II (20 Marks)**			

22PNC301	STRATEGIC MANAGEMENT	3/0/0/3

Nature of the Course | **THEORY**

PREREQUISITES: Basic Knowledge in Business

COURSE OBJECTIVES

1. To understand the concepts of strategic management and strategic management process.
2. To analyse the different types of strategies
3. To demonstrate knowledge of the strategic tools critically
4. To develop the suitable organisation structure and culture to implement the strategies

COURSE OUTCOMES

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

C301.1	Understand the fundamental concepts, various competitive situation and strategic dilemma in the dynamic environment	**U**
C301.2	Analyze and assess various key business strategies to implement	**A**
C301.3	Evaluate various strategic tools to find out the business solutions in the present scenario	**E**
C301.4	Apply the conceptual and strategical skills to implement strategies based on the nature of business, industry, and cultural differences	**AP**

COURSE CONTENTS

MODULE 1	STRATEGY AND PROCESS	15

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

MODULE 2	STRATEGIES	15

Generic & 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 7S framework - GE9 cell model – Balanced Score Card – Blue Ocean and Red Ocean strategy. Global Strategy – Identifying international Opportunities, Evaluating marketing try strategies for entering global markets, Strategic Competitive Outcomes, Risks in International Environment

MODULE 3	STRATEGIC IMPLEMENTATION, EVALUATION AND CONTROLLING	15

Nature of strategy implementation: Resource allocation – Managing resistance to change – Evolutionary patterns of Strategy and Organizational structure Strategy supportive culture with HR – Separation of ownership and managerial control - Board of Directors and Ethical control - Structure and Controls within organizations –- Strategy Review and Evaluation: Nature of strategy evaluation – Framework – Effective Evaluation System – Auditing – Strategic Control : Operational control – Steps – Types – Preventive control - Corporate Social Responsibility and Corporate Sustainability - Triple Bottom Line(TBL)

TOTAL HOURS:45

REFERENCES:

1. Fred R David and Forest R David (2018), Strategic Management Concepts: A Competitive Advantage Approach, 16th edition, Pearson Education
2. Thomas L Wheelen, J David Hunger and Krish Rangarajan (2018), Concepts in Strategic Management and Business Policy, 15th edition, Pearson Education.

3. Charles WL Hill and Gareth R Jones (2020), Strategic Management Theory – An Integrated approach,12th edition, Biztantra
4. Kazmi (2020), Strategic Management and Business Policy, 5th edition, Tata McGraw-Hill.
5. Francis Cherunilum (2018), Strategic Management, 4th edition, Himalaya Publishing House

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2. https://www.thehindubusinessline.com/topic/strategic-planning/
3. https://nptel.ac.in/courses/110108047
4. https://www.coursera.org/learn/strategic-management
5. https://www.edx.org/learn/strategic-management

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C301.1	Understand	Assignment / Group Assignment	**20**
C301.2	Apply	Assignment / Seminar	**20**
C301.3	Analyze	Case	**20**
C301.4	Evaluate	Technical Quiz	**20**

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNC302	INDIAN ETHOS AND BUSINESS ETHICS	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Concept of Business

COURSE OBJECTIVES

1. To know the sustained business stability of Indian Ethos.
2. To understand the importance of Values and karma.
3. To know the need for business ethics to ensure sustained business stability
4. To make the students understand the various dimensions in ethics, analytical and ethical problem solving in business

COURSE OUTCOMES

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

C302.1	Understand the Indian ethos and holistic management	U
C302.2	Analyze the importance of Values and acquire insight on Karma in life.	AN
C302.3	Evaluate the need for business ethics to ensure sustained business stability.	E
C302.4	Apply various ethical principles in business and examine ethical dilemma in different functional areas that helps to solve business problem.	AP

COURSE CONTENTS

MODULE 1	INTRODUCTION TO INDIAN ETHOS & VALUES IN BUSINESS	15

History & Relevance- Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran - Kautilya's Arthashastra. Ethics v/s Ethos - Work Ethos and Values for Indian Managers, Impact of Values on Stakeholders, Value System in Work Culture, Principles Practiced by Indian Companies, Relevance of Value Based Management in Global Change

MODULE 2	CONTEMPORARY APPROACHES TO INDIAN ETHOS	15

Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self-Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness. 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.

MODULE 3	BUSINESS ETHICS	15

Business Ethics: Meaning, Characteristics and Importance; Understanding the need for ethics - Managing Ethical Dilemma in different business areas of finance, marketing, human resource and international business - Corporate Social Responsibility, transparency and accountability, social media, Discrimination in employment. Unjust dismissal, workers' rights and duties. Whistle blowing, working conditions. Quality of working life. Gender issues. Women at workplace.

TOTAL HOURS: 45

REFERENCES:

1. Tushar Agarwal and Nidhi Chandorkar (2017). Indian Ethos in Management,1st edition, Himalaya Publishing House.
2. Nandagopal.R and Ajith Sankar.N (2011). Indian Ethos and Values in Management, 4th edition, Tata McGraw Hill.
3. Nagarajan K (2013). Indian Ethos and Values for Leadership excellence,1st edition, New Age International.
4. N.M. Khandelwal (2015). Indian Ethos and Values for Managers,5th edition, Himalaya Publishing

House.
5. Rinku Sanjeev, Parul Khanna (2013). Ethics and Values in Business Management, 5th edition,

WEB REFERENCES:

1. https://hbr.org/2010/05/the-india-way-of-leading-busin
2. https://hbr.org/2010/03/leadership-lessons-from-india
3. https://www.edx.org/learn/business-ethics
4. https://www.scribd.com/document/272451856/Indian-Ethos-and-Business-Ethics
5. https://www.coursera.org/learn/business-ethics

Assessment based on Continuous and End Semester Examination

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C302.1	Understand	Assignment	20
C302.2	Apply	Group Assignment / Seminar	20
C302.3	Analyze	Case study	20
C302.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNC303	INTERNATIONAL BUSINESS MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge about business

COURSE OBJECTIVES

1. To expose the student to the environmental dynamics of international business.
2. To understand the global economic, political, cultural and social environment within which firms operate.
3. To examine the strategies and structure of international business and assess various functions.
4. To address global ethical issues and values and apply them in organizational settings across globally

COURSE OUTCOMES

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

C303.1	Understand the principles of international business as they relate to foreign trade.	U
C303.2	Apply current business phenomena and assess the economic, social, and legal facets of the world business environment.	A
C303.3	Analyse the role and functions of trade blocks.	AN
C303.4	Evaluate the conflict management and ethical behaviour in international business	E

COURSE CONTENTS

MODULE 1	INTRODUCTION	15

International Business -Meaning, Nature, scope and importance- Stages of internationalization of Business-Methods of entry into foreign markets: Licensing- Franchising- Joint Ventures-Strategic Alliances- Subsidiaries and Acquisitions - International Business approaches: Ethnocentric approach, Polycentric approach, Regio centric approach, Geocentric approach- Theories of International Business: Theory of Absolute Advantage - Theory of Comparative Advantage - Heckscher-Ohlin Theory - Product Life Cycle Theory - Theory of Mercantilism - Porters Diamond Model Modes of entry- Goals of International Business- Advantages of International Business

MODULE 2	INTERNATIONAL BUSINESS ENVIRONMENT	15

Framework for analyzing international business environment- Domestic -Foreign and Global Environment-Recent Developments in International Business. Multi-Lateral Agreements & Institutions: Economic Integration – Forms: Free Trade Area, Customs Union, Common Market and Economic Union- Legal framework of International Business: Nature and complexities: Code and common laws and their implications to Business-International Business contract- legal provisions, Payment terms

MODULE 3	CONFLICTS AND NEGOTIATIONS IN IB	15

Introduction- Conflict in international business- Sources and types of conflict - Factors causing conflicts- Conflict resolutions processes- – Conflict resolutions – Negotiation: process, the role of international agencies: ICC, WTO, ICSID, IFC, MIGA – Ethical issues in international business – Ethical decision making. - Ethical issues in International Business- Negotiation- Bargaining process- Behavioral aspects in Negotiation- Multilateral Trade negotiations & Agreements VII & IX Bilateral and multilateral Agreement- Corporate Citizenship- Role of International agencies in conflict resolution.

TOTAL HOURS: 45

REFERENCES:

1. P.Subba Rao (2016) – International Business (Text & cases), 4th edition, Himalaya Publishing House

2. Francis Cherunilum (2020)- International Business (Text & cases), 6th edition, PHI learning publishing House.
3. K.Aswathappa (2020)- International Business,7th edition, McGraw Hill publishing House.
4. SN Chary (2016) – Elements of International Business, 2nd edition, Wiley India
5. Justin Paul (2005)- International Business, 2nd edition, Prentice- hall of India Private limited.

WEB REFERENCES:

1. An Agenda for the Future of Global Business (hbr.org)
2. International Business: Wall Street advances, powered by big tech (gdnonline.com)
3. Biggest IPOs may hit Wall Street in 2022 - TechStory
4. https://onlinecourses.nptel.ac.in/noc20_mg54/preview
5. https://www.coursera.org/courses?query=international business

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C303.1	Understand	Assignment	20
C303.2	Apply	Assignment / Seminar	20
C303.3	Analyze	Technical Quiz	20
C303.4	Evaluate	Case study	20

Summative assessment based on Continuous and End Semester Examination

	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
Bloom's Level	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	20	10	10
Apply	30	20	20
Analyze	20	30	30
Evaluate	20	30	30

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

FINANCE ELECTIVE

22PNE001	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge in Financial Management

COURSE OBJECTIVES

1. To develop a basic understanding of the conceptual framework of Investment environment.
2. To comprehend the functionalities of the securities market and its components.
3. To facilitate the students to practice the tools, techniques and models of individual securities and portfolio analysis.
4. To familiarize with the process of constructing portfolios and arrive at optimal portfolios.

COURSE OUTCOMES

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

C001.1	Demonstrate a basic understanding of investments and the nuances of investing.	U
C001.2	Apply knowledge to perform analysis of various securities.	AP
C001.3	Analyze and apply models to securities performance and forecasting.	AN
C001.4	Construct optimal portfolios and evaluate them by using models.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION	15

Investment – Financial and economic meaning and definition-Characteristics and objectives of Investment – Investment process- Investment Alternatives-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 bonds and stocks

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: Charts and chart patterns- Trend and trend reversals – Market Indicators and patterns–Moving Averages – Oscillators -RSI -ROC – MACD; Dow theory, Elliot Wave Theory and Efficient market theory.

MODULE 3	PORTFOLIO CONSTRUCTION AND SELECTION	15

Portfolio analysis - Reduction of portfolio risk through diversification- Selection of portfolio- Markowitz diversification- Single index model - Construction of optimum portfolio – Sharpe's model- Calculation of risk and return of portfolios- Return and Risk individual and portfolio – Capital Asset Pricing model - Methods of evaluation - Sharpe's Index, Treynor's Index, Jensen's Index –Mutual Funds – Portfolio Revision

TOTAL HOURS:45

REFERENCES:

1. Donald E. Fisher and Ronald J. Jordan (2018), Securities Analysis and Portfolio Management ,7th edition, Prentice Hall, New Delhi.
2. S. Kevin (2015), Security Analysis and Portfolio Management ,3rdediton, PHI Learning
3. Punithavathy Pandian (2013), Security Analysis and Portfolio Management,3rd edition, Vikas Publishing House
4. Sudhindrabhat (2008), Security analysis and portfolio Management 2nd edition, Excel Books.

5. Gupta L.C. (2005), Stock Exchange Trading in India Society for Capital Market Research and Development, Delhi.
6. Machi Raju, H.R (2008), Working of Stock Exchanges in India, 3rd edition, New Age International Publisher.

WEB REFERENCES

1. https://hbr.org/topic/subject/investment-management
2. https://hbr.org/2012/05/managing-your-innovation-portfolio
3. https://www.thehindubusinessline.com/portfolio/technical-analysis/
4. https://archive.nptel.ac.in/courses/110/105/110105036/
5. https://www.coursera.org/specializations/investment-management

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C001.1	Understand	Assignment	20
C001.2	Apply	Assignment / Seminar	20
C001.3	Analyze	Technical Quiz	20
C001.4	Evaluate	Case study	20

Summative assessment based on Continuous and End Semester Examination			
	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
Bloom's Level	**CIA 1 (60 marks)**	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	30	20	20
Analyze	20	30	30
Evaluate	20	30	30

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNE002	BANKS AND FINANCIAL INSTITUTIONS	3/0/0/3

Nature of Course	THEORY

PREREQUISITES: Basic knowledge about Banking functions

COURSE OBJECTIVES

1. To provide knowledge on working of Indian banking system and various types of banks
2. To familiarize with latest technology in banking
3. To gain knowledge on the Basel Regulatory Framework and the Risk Management Techniques.
4. To focus on the Performance evaluation tools used in Banks.

COURSE OUTCOMES

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

C002.1	Understand the overview of management of banking and the services provided by them.	U
C002.2	Apply the advancement in technological aspects in the Banking Sector.	AP
C002.3	Assess the various risks in banks and analyze the Assets and Liability of banks	AN
C002.4	Evaluate the performance of the banks through CAMEL Analysis.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO BANKING	15

Evolution of Banking Sector in India, Role of RBI in regulating Banking Sector, Working Capital Management in Banks - Banking Products and Services - Types of Banks: Central Bank, Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks, Specialized Banks. Types of Banking: Wholesale and Retail Banking, Investment Banking, Corporate Banking, Private Banking, Development Banking-Compliances of Regulations by Banks: Opening of new banks, Branch Licensing, Board of Directors and their rights, Rights of Banks shareholder, Monetary and Credit policy.

MODULE 2	TECHNOLOGY IN BANKING	15

Electronic Banking - Importance of E-banking – Electronic banking Methods - Advantages – ATM – Forecasting of cash demand at ATM – Credit Card - Debit Card – Tele-banking – Mobile banking – Net Banking – SWIFT- Core Banking Solution – Fin Tech – Digital Wallets- Security threats in e-banking and RBI's initiatives - International Banking – Digital Currency, Rural banking Financial Inclusion- High-Tech Banking - Innovations and Recent trends in Banking Technology. Accounting in banks, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, and DATANET, Petty Cash, Electronic Clearing Service (ECS), National Electronic Funds Transfer (NEFT) System, Real Time Gross Settlement (RTGS) System, IMPS.

MODULE 3	BANKS AND RISK MANAGEMENT	15

BASEL norms and Risk Management –Stressed Assets- Management of NPAs in Banks – Laws related to Banking: DRT Act 1993, SARFAESI Act, Banking Ombudsman Scheme, Bankers Books Evidence Act 1891- Banks investment portfolio in India - Measuring Market Risk with VaR - Capital Adequacy Risk - Interest rate risk, Liquidity risk, Forex risk, Credit risk, Operational and Solvency risks - The Changing Face of Banking Risk – Asset- Liability Management – Performance analysis of Banks – Background Factors, Ratio Analysis and CAMELS.

TOTAL HOURS:45

REFERENCES:

1. Natarajan K, Gordon E. (2021), Banking theory, Law and Practice, 29th edition, Himalaya Publishing House
2. Sundharam K.P.M & Varshney P.N,(2014), Banking Theory Law and Practice ,1st edition,

Sultan Chand & sons.
3. Muraleedharan D (2014), Modern Banking- Theory and Practice ,2nd edition, PHI Learning Pvt. Ltd.
4. Shekhar K C (2013), Banking theory and practice, 21st edition, Vikas Publishing House.
5. Vasant Desai (2017), Banks and Institutional Management, 2nd edition, New Delhi Himalaya Publishing House

WEB REFERENCES:

1. https://hbr.org/2021/07/case-study-will-a-banks-new-technology-help-or-hurt-morale
2. https://hbr.org/topic/financial-service-sector
3. https://www.thehindubusinessline.com/money-and-banking/
4. https://onlinecourses.nptel.ac.in/noc20_mg10/preview www.bankingupdate.com
5. https://www.coursera.org/learn/banking-and-financial-institutions

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C002.1	Understand	Assignment	**20**
C002.2	Apply	Technical Quiz	**20**
C002.3	Analyze	Case Study	**20**
C002.4	Evaluate	Seminar	**20**

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	10	10	10
Apply	20	20	30
Analyze	20	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE003	FINANCIAL MARKETS AND SERVICES	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge about Financial Activities

COURSE OBJECTIVES

1. To understand the Financial Services sector and the role of Financial Markets and regulators in the Financial System
2. To impart the knowledge on the functions of Merchant Bankers and NBFCs.
3. To provide the details on Factoring and Mutual Funds.
4. To equip with the knowledge on Fund based Financial Services.

COURSE OUTCOMES

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

C003.1	Understand the types and structure of Financial Markets and the Services.	U
C003.2	Apply the services of Merchant Bankers in the Market and understand the Structure of NBFCs.	AP
C003.3	Analyze the various types of Mutual Funds for Investment.	AN
C003.4	Evaluate the Leasing and Hire Purchasing proposals and Credit Rating symbols.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO FINANCIAL MARKETS AND SERVICES	15

Indian Financial System: An Overview – Financial Services: Nature, Scope and Types - Fund based and Non-Fund based Financial services - Growth of Financial Services in India - Financial Markets: Structure and Functions - Money Market: Features and Instruments – Corporate Securities and Government securities - Capital Market: Primary and Secondary markets **–** IPO and FPO **-** Securities Markets - Structure, Listing, Trading and Settlement. - SEBI Guidelines and Regulations of Capital Market.

MODULE 2	MERCHANT BANKING AND NBFCs	15

Merchant Banking – Functions and Services – Issue Management - SEBI Guidelines - Institutional & Operational Framework - Regulation of Merchant Banking Activities - Obligations of Merchant Bankers - Factoring: Concept - Types - Financial and Service charges - Growth and Trend of factoring service in India- NBFCs Types of activities of NBFC's - Regulation of NBFC s in India – Mutual Funds – Operations – Types– Advantages of Mutual Funds -- Role of AMFI - Growth of Mutual Funds in India – SEBI Regulations on Mutual Funds.

MODULE 3	ASSET/FUND BASED FINANCIAL SERVICES	15

Leasing and Hire purchase: Meaning and Types of Leasing – Legislative frameworks – Matters on Depreciation and Tax – Problems in Leasing – Hire Purchasing- Concepts and features – Tax and Depreciation Implications – Problems in Hire Purchasing. Credit rating: Definition and meaning- Process of- Credit rating of Financial Instruments- Rating methodology - Rating Agencies – Rating symbols of different companies - Depositories: Role of Depositories in the capital Market.

TOTAL HOURS:45

REFERENCES:

1. Khan, M. Y. (2019) Financial Services, 10th edition , New Delhi, McGraw-Hill Education,
2. Gurusamy S (2013) Merchant Banking and Financial Services, 4th edition , New Delhi, McGraw Hill
3. Bhole L.M, (2017), Financial Institutions and Market , 6th edition , New Delhi, McGraw Hill

Education
4. Khan, M. Y. (2017), Indian Financial System, 10th edition, New Delhi, McGraw Hill Education
5. Ramagopal. C 2018), Management of Financial services, (kindle ed), Chennai, Vikas publication.
6. Shanmugan R (2017) Financial Services, 2nd edition, New Delhi, Wiley Publishing.

WEB REFERENCES:

1. https://hbr.org/topic/subject/financial-markets
2. https://hbr.org/topic/industry/financial-service-sector
3. https://www.thehindubusinessline.com/topic/financial-markets/
4. https://www.classcentral.com/course/swayam-financial-institutions-and-markets-12986
5. https://www.coursera.org/learn/financial-markets-global

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C003.1	Understand	Assignment	20
C003.2	Apply	Assignment / Seminar	20
C003.3	Analyze	Case	20
C003.4	Evaluate	Technical Quiz/Problems	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	40	20	30
Analyze	30	30	30
Evaluate	-	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE004	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: A basic understanding about financial management

COURSE OBJECTIVES

1. To understand the nature and mechanism of mergers and acquisitions.
2. To assess the impact of merging and acquiring companies.
3. To understand corporate restructuring and its purpose.
4. To understand various valuation approaches.

COURSE OUTCOMES

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

C004.1	Understand the strategic perspective & strategic approaches to merger and acquisitions.	U
C004.2	Analyze the issues involved in takeover process and identify areas of reform.	AN
C004.3	Apply the concept of Corporate Restructuring and its methods	AP
C004.4	Evaluate the mergers and acquisitions valuation and framing of control mechanism.	E

COURSE CONTENTS

MODULE 1	MERGERS & ACQUISITIONS	15

Introduction to Mergers, Types of Mergers - motives behind mergers – theories of mergers- operating, financial and managerial synergy of mergers - value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities - understanding cross border acquisitions-strategic approaches to M&A- Takeovers, types, takeover strategies, - Takeover defences – methods of resistance – anti-takeover amendments - Legal and regulatory frame work of M & A – provisions of Companies Act 2013– SEBI Takeover Code, Provisions of Competition Act.

MODULE 2	CORPORATE RESTRUCTURING	15

Corporate restructuring – significance - different methods of restructuring – joint ventures –sell off and spin off – divestitures – equity carve out – leveraged buy outs(LBO) – management buy outs – master limited partnerships – Limited Liability Partnership (LLP) in India - strategic alliance- buyback of shares- employee stock ownership plans /stock option plan-Dynamics of M&A process- Due Diligence –types, screening, challenges and checklist - Process of merger integration–managerial challenges of M& A

MODULE 3	VALUATION	15

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- Taxation Aspects in M&A- Tax Implications: Tax Concession to amalgamated company, tax concession to amalgamating company in case of Merger & Acquisition.

TOTAL HOURS: 45

REFERENCES:

1. J. Fred Weston- Kwang S. Cheng-Susan E. Hog, (2012). Merger and Acquisition, Restructuring and Corporate Control, 1st edition, Delhi, Prentice Hall of India
2. Nishikant Jha, (2011). Mergers, Acquisitions and Corporate Restructuring, 1st edition, Mumbai, Himalaya Publishing House
3. Kamal Ghosh Ray, (2010). Mergers and Acquisitions: Strategy, Valuation and Integration, 2nd edition, Delhi, PHI Learning Pvt. Ltd.

4. Patrick A. Gaughan, (2017). Mergers, Acquisitions and Corporate Restructurings, 7th edition, New Delhi, Wiley
5. Chandrashekar Krishnamurti & S. R. Vishwanath, (2008). Mergers, Acquisitions and Corporate Restructuring, 2nd edition, New Delhi, SAGE Publications India Pvt Ltd

WEB REFERENCES:

1. https://hbr.org/topic/subject/mergers-and-acquisitions
2. https://hbr.org/2011/03/the-big-idea-the-new-ma-playbook
3. https://onlinelibrary.wiley.com/doi/book/10.1002/9781119380771
4. http://www.simonfoucher.com/MBA/FINA 20695E 20-20Mergers 20Acquisitions/M 20A 20corporate 20restructuring 205th 20ed.pdf
5. https://www.icsi.edu/media/webmodules/publications/Full 20Book 20of 20PP- CRVI-2014.pdf

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C004.1	Understand	Assignment / Group Assignment	20
C004.2	Analyze	Case study	20
C004.3	Apply	Technical Quiz	20
C004.4	Evaluate	Assignment / Seminar	20

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE005	CORPORATE FINANCE	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: A basic understanding about financial management.

COURSE OBJECTIVES

1. To introduce best practice tools and methods in corporate finance.
2. To develop the decision-making ability on cash management and financing decision.
3. To develop practical skills to understand and interpret capital needs of the corporations.
4. To familiarize the students with the prevailing corporate governance practices.

COURSE OUTCOMES

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

C005.1	Fundamental understanding of corporate finance.	U
C005.2	Estimation and risk analysis of the cashflows.	AP
C005.3	Apply skills in financial decisions with related to market efficiency.	AN
C005.4	Evaluate the importance of short-term capital needs and corporate governance.	E

COURSE CONTENTS

MODULE 1	PRINCIPLES OF CORPORATE FINANCE	15

Corporate Finance- meaning, scope and importance - Goals of the corporations - Role of Financial Manager – types of financial management decisions – Agency problem - Inter-dependence of investment, financing and dividend decisions - Basic problem of Industrial Finance in India – Long term and short term sources of finance- International financing – factors affecting the choice of the source of funds - financing of exports – role of EXIM bank and commercial banks– Finance for rehabilitation of sick units

MODULE 2	CASHFLOW PREDICTIONS AND FINANCING DECISIONS	15

Cash flow estimation – nature, components and types of cash flows - Cash inadequacy and insolvency-determining the probability of cash insolvency - Techniques of Risk Analysis - certainty equivalent and sensitivity analysis - Simulation – Real Options and Decision tree approach. Patterns of corporate financing - Financing decision in the context of option pricing model and agency costs - Financing Decisions and Market Efficiency.

MODULE 3	WORKING CAPITAL AND CORPORATE GOVERNANCE	15

Estimating working capital requirements – Working Capital Finance Policies - Determinants of Working Capital - Approaches adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments. Corporate Governance – meaning and importance – Theories of corporate governance – Evaluation of performance of Board of Directors – Sustainability - ESG Factors - Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

TOTAL HOURS: 45

REFERENCES:

1. Richard A.Brealey, Stewat C. Myers, Fanklin Allen and Pitabas Mohanty (2019). Principles of Corporate Finance, 13th edition, Noida, McGraw-Hill Education.
2. Vishwanath S.R (2019). Corporate Finance – Text and Cases, 3rd edition, New Delhi, SAGE Publications Pvt. Ltd.
3. Stephen A Ross, et.al (2021). Corporate Finance, 12th edition, Delhi, McGraw Hill.
4. William L Megginson, (2009), Introduction to Corporate Finance, 3rd edition, Noida, Cengage Learning
5. M.Y Khan, (2011). Indian Financial System, 6th edition, Noida, Tata McGraw Hill.

WEB REFERENCES:

1. https://hbr.org/2003/11/how-much-cash-does-your-company-need
2. https://hbr.org/2021/05/how-to-calculate-risk-based-on-where-your-profits-come-from
3. https://onlinecourses.nptel.ac.in/noc21_mg93/preview
4. https://www.classcentral.com/course/swayam-corporate-finance-20233.

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C005.1	Understand	Assignment	20
C005.2	Apply	Assignment / Seminar	20
C005.3	Analyze	Case study	20
C005.4	Evaluate	Technical Quiz	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE006	STRATEGIC COST MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge in Financial Management

COURSE OBJECTIVES

1. To understand the fundamentals of Strategic Cost Management.
2. To study the application of various techniques of Strategic cost Management in Modern Business environment.
3. to equip with the knowledge on Performance measurement of Responsibility centres.
4. To facilitate the understanding of Transfer Pricing and its methods.

COURSE OUTCOMES

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

C006.1	Acquire the knowledge of recent Cost Management Practices of leading business firm.	U
C006.2	Apply the modern Cost Management Techniques to fuel analytical and decision-making skills in Competitive Environment.	AP
C006.3	Analyze the Performance of Responsibility centres using various evaluation measures.	AN
C006.4	Evaluate the various Transfer Pricing Methods for Setting Transfer Pricing.	E

COURSE CONTENTS

MODULE 1	COST MANAGEMENT AND STRATEGIC COST MANAGEMENT	15

Cost management concepts. A Systems framework; Factors affecting cost management; cost assignment: Direct tracing and allocation -Functional -based and Activity -based cost management systems. Cost Behaviour-Basics- Resources. Activities and Cost Behaviour- Methods for separating mixed costs into Fixed and Variable components- Reliability of Cost Formula Cost Estimation using Multiple Regression- The Learning Curve and Non-linear cost Behaviour. Strategic Cost Management : Meaning, Definition and Features - Traditional Vs Strategic Cost Management.

MODULE 2	STRATEGIC COST MANAGEMENT TECHNIQUES	15

Activity Based Costing (ABC) : Introduction, Meaning and Definition - Objectives of ABC - Cost Pools and Cost Drivers - Steps in ABC - ABC Vs ABM - Target Costing: Meaning, Definition and Steps - Life Cycle Costing : Meaning, Features and stages in Product Life cycle costing - Kaizen Costing: Meaning and Definition - Principles - JIT - Cost Benchmarking: Meaning, Definition, Types - Process of Benchmarking - Value Chain Analysis

MODULE 3	PERFORMANCE MEASUREMENT AND TRANSFER PRICING	15

Product and service costing - Job order system - Characteristics of the production process – single and multiple overhead rates- An overview of cost allocation-Allocating one department's costs to another department. Decentralisation and Responsibility Accounting - Performance Evaluation- ROI - Residual Income - EVA - Investment Centers - Balanced Scorecard - Advantages and Disadvantages of Balanced Scorecard - KPI - Transfer pricing - Transfer Pricing Methods - Setting transfer prices- International Transfer Pricing.

TOTAL HOURS:45

REFERENCES:

1. Don R Hansen, Maryanne M Mowen, Liming Guan,(2007), Cost Management: Accounting & Control, 6th edition, South Western.
2. Ravi M Kishore (2018), Strategic Cost Management, 5th edition, Taxmann Publishers.

3. Jawahar Lal (2015),Strategic Cost Management,1st edition, New Delhi, Himalaya Publishing House.
4. John K.Shank, Vijay Govindarajan (2008), Strategic Cost Management: The new tool for Competitive Advantage,2nd edition, UK, Simon & Schuster.
5. Edward Blocher, David Stout, Paul Juras, Steven Smith and Gary Cokins(2022), Cost Management: A Strategic Emphasis, 9th edition, Mc Graw Hill.

WEB REFERENCES:

1. https://hbr.org/2017/03/how-to-cut-costs-more-strategically
2. https://hbr.org/1988/09/measure-costs-right-make-the-right-decisions
3. https://fbj.springeropen.com/articles/10.1186/s43093-021-00079-4
4. https://corporatefinanceinstitute.com/resources/economics/transfer-pricing/
5. https://www2.deloitte.com/us/en/pages/operations/topics/strategic-cost-management.html

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C006.1	Understand	Assignment	20
C006.2	Apply	Assignment / Seminar	20
C006.3	Analyze	Case Analysis	20
C006.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	10	10	10
Apply	30	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1: 100 Marks			CA 2: 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNE007	FINANCIAL ANALYTICS	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge of Statistics and Finance

COURSE OBJECTIVES

1.To explore the application of financial analytics in real-world situations.
2.To understand basics of Portfolio Analysis
3.To identify the different techniques in Portfolio Diversification and Volatility Modelling.
4.To understand Algorithmic Trading and evaluate the credit risk

COURSE OUTCOMES

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

C007.1	Understand and Analyze the Financial Statements using Financial Analytical tools.	U
C007.2	Apply the knowledge of technical skills in Portfolio analysis to support business decision-making	AP
C007.3	Analyze and model Volatility using ARCH/GARCH Model.	AN
C007.4	Use Algorithmic Trading and evaluate the credit risk in businesses.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO FINANCIAL ANALYTICS	15

Financial Analytics Introduction: Meaning-Importance of Financial Analytics - Uses-Features-Documents used in Financial Analytics: Balance Sheet, Income Statement, Cash flow statement-Elements of Financial Health: Liquidity, Leverage, Profitability -Trend Analysis, Seasonality and cyclical behavior, Moving Average, Exponential smoothing methods – Single exponential, double exponential, HOLT-WINTERS, ARIMA, Multiple linear regression-based forecasting

MODULE 2	PORTFOLIO ANALYSIS	15

Financial Time Series and Their Characteristics: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series - Asset Portfolio Models: Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization Modelling Volatility and Risk: Characteristics of volatility. Modelling volatility using ARCH/GARCH models. Measuring and modelling risk. Application of Value at Risk (VaR)

MODULE 3	ALGORITHMIC TRADING AND CREDIT RISK MODELLING	15

Introduction to Algorithmic Trading - Benefits - forms of Algo-trading - Technical Requirements for Algorithmic Trading - Trend Following Strategy -Back testing- Modelling Credit Risk: Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modelling, Rating based term-structure models, Credit risk and interest-rate Swaps, Modelling dependent defaults

TOTAL HOURS:45

REFERENCES:

1. Williams, Edward E and John A Dobelman,(2017)Quantitative Financial Analytics: The path to investment Profits, 1st edition, London, World Scientific Publishing Co Pte Ltd.,
2. Efraim Turban and Jay E. Aronson (2006) Decision support and Business Intelligence Systems, 8th Edition, USA, Pearson College Div,
3. Frank J. Ohlhorst,(2012), Big Data Analytics: Turning Big Data into Big Money, 1st edition, Wiley.
4. Jack Clark Francis, Dongcheol Kim, (2013), Modern Portfolio Theory: Foundations, Analysis, and New Developments, 1st edition, Wiley;

5. Barry Johnson, (2010), Algorithmic Trading and DMA: An Introduction to Direct Access Trading Strategies, 1st edition, Myeloma Press.

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2. https://hbr.org/2006 /01/competing-on-analytics
3. https://www.techtarget.com/searcherp/definition/financial-analytics
4. https://www.udemy.com/course/financial-analytics-in-practice/
5. https://www.coursera.org/learn/applying-data-analytics-business-in-finance#syllabus

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C007.1	Understand	Assignment	20
C007.2	Apply	Assignment / Seminar	20
C007.3	Analyze	Case Analysis	20
C007.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1: 100 Marks			**CA 2: 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE008	FINANCIAL DERIVATIVES	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge of Investment Analysis and Portfolio Management

COURSE OBJECTIVES

1. To provide a broad understanding of derivatives practices in India
2. To enhance the knowledge about futures and related contract terminology and specification.
3. To introduce options and options pricing models.
4. To impart knowledge of SWAP and valuation of SWAP, Bond and FRNs.

COURSE OUTCOMES

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

C008.1	Identify the basic functions of financial derivatives and regulatory framework.	U
C008.2	Apply the knowledge about futures and hedging using futures in current scenario.	AP
C008.3	Appraise specifications of options and option pricing models.	AN
C008.4	Evaluate interest rate and currency SWAPS in the present scenario.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO DERIVATIVES	15

Derivatives –Framework – Exchange Trading in Derivatives – Types of derivatives – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives- Evolution of Derivatives in India –Major recommendations of Dr.LC Gupta Committee - Derivative trading at NSE/BSE

MODULE 2	FORWARD AND FUTURES	15

Forward contract - Features of Forward Contract – Classification of forward contract – Forward trading mechanism –Futures: Evolution of future market in India- Specifications of Futures Contract - Hedging using Futures – Types of Futures contracts- Futures market trading mechanism - Delivery Options - Relationship between Future Prices, Forward Prices and Spot Prices - Contract Terminology and specifications for stock futures, Index futures and Interest Rate Derivatives- Forward contract vs Futures contract

MODULE 3	OPTIONS AND SWAPS	15

Options – Definition - Types, Exchange Traded Options, OTC Options - Specifications of Options, Call and Put Options - American and European Options, Intrinsic Value and Time Value of Options - Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts - Definition of SWAP, Interest Rate SWAP - Currency SWAP - Role of Financial Intermediary – Warehousing - Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs –Credit Risk

TOTAL HOURS: 45

REFERENCES:

1. John C Hull and Sankarshan Basu (2022). Options, Futures and Other Derivatives, 11th edition, Pearson Education.
2. Gupta S. L. (2017). Financial Derivatives, Theory, Concepts and Problem, 2nd edition, PHI Learning Pvt. Ltd.
3. Kumar, S. S. S. (2007). Financial derivatives, 1st edition, PHI Learning Pvt. Ltd.
4. Stulz, R. M. (2003). Risk management & derivatives. 1st edition, Thomson/South-Western.
5. David Dubofsky (1992). Option and Financial Futures: Valuation and Uses, 1st edition, McGraw-Hill Inc.,US.

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1. https://online.hbs.edu/blog/post/understanding-financial-derivatives-forwards-futures-options
2. https://hbr.org/1995/01/using-derivatives-what-senior-managers-must-know
3. https://www.thehindubusinessline.com/topic/derivatives-market/
4. https://archive.nptel.ac.in/courses/110/107/110107128/
5. https://www.investopedia.com/terms/d/derivative.asp

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C008.1	Understand	Assignment	20
C008.2	Apply	Assignment / Seminar	20
C008.3	Analyze	Case study	20
C008.4	Evaluate	Technical Quiz/ Case study	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

MARKETING ELECTIVES

22PNE009	DIGITAL MARKETING AND CONTENT WRITING	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Concepts of Marketing

COURSE OBJECTIVES

1. To provide knowledge about the important Digital Marketing Methodologies.
2. To familiarize with the various marketing concepts of Search Engine, E-Mail.
3. To understand the various social media.
4. To learn the techniques involved in independent content writing.

COURSE OUTCOMES

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

C009.1	Understand the important Digital Marketing techniques.	U
C009.2	Apply various digital marketing strategies in business contexts	AP
C009.3	Analyze the various areas of business improvements through digital marketing tools.	AN
C009.4	Develop content writing skills to promote digital business.	C

COURSE CONTENTS

MODULE 1	INTRODUCTION TO DIGITAL MARKETING	15

Introduction-Transformation of Marketing through Digital Technologies-5S of Digital Marketing- Applications and Benefits of Digital Marketing-Paid, Owned and Earned Media, Search Engine Optimization-On Page Optimization –Key Words-Content –Meta Tags – Site Structure- Off Page Optimization – Link Building –Search Engine Marketing (SEM) -Ad Rank –Quality Score – Using PPC Reports to Optimize Campaigns, Google Key Words Key Planner –Creating Google Adwords, Ad-Conversion Tracking.

MODULE 2	E-MAIL MARKETING AND SOCIAL MEDIA MARKETING	15

Introduction –Data for E-Mail Marketing-Data Segmentation –Data Management - Ways to avoid Spam, E-Mailing Clients –Interaction Process—Sender Subject Copy—Images-The Anatomy of a well and poor designed E-Mail –E-Mail Service Provider-Scheduling-Interaction Scale –Campaign Report- Subscriber Report-Split Test-Social Media Platforms Overview - SMM targeting process - Using Facebook to Connect with Businesses - Engaging and Entertaining through YouTube – Networking through WhatsApp-Communicating on Twitter – Exhibit on Pinterest

MODULE 3	CONTENT WRITING	15

Introduction -Writing for Digital Media – Foundation – Strategies-Tools and Techniques of Content Writing - Blogs –Types of Blogs –Starting a Blog – Picking a right Platform for Blog-Idea Generators for Blogs –Google Authorship –Image Sources -The Ideal Length for Blog Posts,Pod cast –Face Book Posts- Tweets – Marketing Content-Writing for Twitter – Writing with Hash Tags-Writing for Face book and Linked In-Writing in Social Media with Humour- Writing About us Page – Home Page and Landing Pages-Editing for Digital Media – Generating Ideas and Publishing the Story-Multi Modal Story Telling .

TOTAL HOURS:45

REFERENCES:

1. Debrah Zahay, Mary Lou Roberts, Janna Parker (2022) Social Media Marketing: A Strategic Approach, 3rd edition, Cengage Learning.
2. Ian Dodson (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns,1st edition, Wiley Publication.
3. Puneet Singh Bhatia (2019), Fundamentals of Digital Marketing,2nd edition, Pearson Education
4. Matthew D Paulson, (2022) E-Mail Marketing Demystified, Internet Business Series, 3rd edition, American Consumer News, LLC.
5. Brian Carroll (2020),Writing and Editing for Digital Media , 4 th edition, Routledge

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2. https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2FW17158-PDF-ENG%2Fcontent&metadata=e30%3D
3. https://www.thehindubusinessline.com/catalyst/how-adskate-is-reinventing-online-advertising-with-ai/article65560391.ece
4. https://onlinecourses.swayam2.ac.in/cec22_mg26/preview
5. https://in.coursera.org/learn/script-writing

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C009.1	Understand	Technical Quiz	20
C009.2	Analyze	Case	20
C009.3	Apply	Assignment	20
C009.4	Create	Assignment	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Create	20	20	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNE010	CONSUMER BEHAVIOUR	3/0/0/3
NATURE OF COURSE	**THEORY**	

PREREQUISITES: Knowledge of Marketing Management

COURSE OBJECTIVES

1. To introduce consumer behavior in the market place and its impact in marketing strategies.
2. To acquire knowledge on factors affecting the behavior and perception of the consumers.
3. To study various models in the process of purchasing and consumer decision making.
4. To enhance various aspects in managing consumer expectation.

COURSE OUTCOMES

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

C010.1	Understand the concept of consumer behavior and the characteristics of Indian consumer	U
C010.2	Apply the factors affecting the behavior and perception of the consumers.	AP
C010.3	Analyze personal, socio-cultural, and environmental dimensions that influence consumer decision making.	AN
C010.4	Evaluate the purchasing behavior of the consumer with the emerging issues.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO CONSUMER BEHAVIOR	15

Understanding Consumer Behavior: Need, Importance, Challenges - Buying roles and Motives -Market Segmentation in Consumer Behavior - Characteristics of Indian Consumer- Consumers needs and motives–Psychological Influence and Learning on Consumer Decision making process; Attitude: Nature, Attitude Formation, Structural Models, Strategies of Attitude Change-Motivation: Models of Motivation, Dynamic nature of Motivation, Systems of need, Maslow's Hierarchy Need-Learning -Personality.

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

Group Dynamics and Consumer -Family -Social class cultural and sub-cultural Aspects-Cross Cultural Consumer Behavior - Personal Influence and opinion Leadership - Consumer Decision Making Process - Problem recognition – Search and Evaluation – Purchasing process- Post purchase behavior - Models of Consumer Decision Process – Customer and Diffusion of Innovation - Nicosia- Howard Sheth and Engel-Kollat Model

MODULE 3	POST PURCHASE BEHAVIOUR	15

Managing 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:

1. Leon G. Schiffman, Joseph Wisenblit (2019). ConsumerBehavior,12th edition, Pearson
2. Micheal R Solomon (2019). Consumer Behavior: Buying, Having, and Being, 13th edition New Delhi: Pearson Education
3. Gupta S.L& Sumitra Pal (2013) . Consumer Behavior-An Indian Perspective Text & Cases Sultan

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4. Engel, J. F., Blackwell, R. D. & Miniard, P. W (2018). Consumer Behavior,10th edition, Thomson Learning Publications.
5. Hawkins, I. Del, Mothersbaugh L. David and Mookerjee Amit (2015). Consumer Behavior: Building Marketing Strategy,12thedition New Delhi: McGraw Hill Education

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2. https://hbr.org/2011/11/what-we-really-know-about-cons
3. https://www.thehindubusinessline.com/opinipon/what-will-consumer-behaviour-post-lockdown-look-like/article31786475.ece
4. https://www.coursera.org/courses?query=consumer%20behavior
5. https://nptel.ac.in/courses/110105054

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C010.1	Understand	Assignment	20
C010.2	Apply	Assignment / Seminar	20
C010.3	Analyze	Case/Assignment	20
C010.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE011	INTEGRATED MARKETING COMMUNICATION	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basics of Marketing

COURSE OBJECTIVES

1. To understand promotion as an element of Marketing.
2. To familiarize with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme.
3. To enhance service promotion in business environment.
4. To impart knowledge on effective media scheduling strategy and planning.

COURSE OUTCOMES

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

C011.1	Understand the organization's overarching IMC strategy.	U
C011.2	Apply right medium and tool combinations various communication tools and its effectiveness	AP
C011.3	Enhance the knowledge of media planning and new trends in advertising in developing effective marketing communication programs.	AN
C011.4	Evaluating various components of the communication mix for promotion efficacy.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO IMC	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 - 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 Approaches.

MODULE 2	PLANNING FOR MARKETING COMMUNICATION (MARCOM)	15

Planning for Marketing Communication (MARCOM)- Establishing marcom Objectives and Budgeting for Promotional Programs- Creative strategies in advertising, sales promotion, publicity, event sponsorships - Steps involved and information needed for media planning. Establishing marcom Objectives and Budgeting for Promotional programs-Setting communication objectives, Sales as MARCOM objective, DAGMAR approach for setting ad objectives. Budgeting for MARCOM -Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine MARCOM budget

MODULE 3	DEVELOPING THE IMC PROGRAMME	15

Development of creative MARCOM, Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of MARCOM- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC

TOTAL HOURS:45

REFERENCES:

1. Belch, E. George, Belch, A. Michael and Purani K. (2021). Advertising and Promotion: An Integrated Marketing Communications Perspective, 12th edition, New Delhi McGraw Hill Education.

2. Shah, Kruti and D'Souza, Alan. (2017). Advertisement and Promotion – An IMC Perspective,1st edition, New Delhi McGraw Hill Education.
3. Baack, E. Donald and Clow, E. Kenneth.(2017). Integrated Advertising, Promotion and Marketing Communications, 6th edition, New Delhi Pearson Education.
4. Shimp (2013). Advertising and Promotion: An IMC Approach, 9th edition Cengage Learning.
5. David A Aaker- Rajeev Batra& John G. Myers. (2014) Advertising Management, 7thedition, PHI.
6. Cundiff, Still &Govoni. (2017) Sales Management, 6thedition, PHI/Pearson

WEB REFERENCES:

1. https://hbr.org/sponsored/2019/02/is-your-integrated-marketing-campaign-truly-integrated.
2. https://www.classcentral.com/course/integrated-marketing-communications-5509
3. https://www.mastersincommunications.com/faqs/what-is-integrated-marketing-communications
4. https://www.coursera.org/learn/integrated-marketing-communications
5. https://www.coursera.org/specializations/marketing-mix

Continuous Assessment				End Semester Examination	Total
Formative Assessment	**Summative Assessment**	**Total**	**Total Continuous Assessment**		
80	**120**	**200**	**40**	**60**	**100**

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C011.1	Understand	Assignment	20
C011.2	Apply	Technical Quiz	20
C011.3	Analyze	Case Study	20
C011.4	Evaluate	Seminar	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	10	10	10
Apply	20	20	30
Analyze	20	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNE012	STRATEGIC BRAND MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge in Marketing Management and Brands

COURSE OBJECTIVES

1. To understand the concept of brands, their evolution and its impact on business.
2. To familiarize with the innovative ideas in designing, building and promoting marketing programs.
3. To develop the brand equity through the appropriate marketing approaches.
4. To demonstrate brand leverage and brand extension concepts.

COURSE OUTCOMES

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

C012.1	Understand the concepts of branding.	U
C012.2	Analyze the brand and marketing strategies.	AN
C012.3	Apply branding principles and marketing communication frameworks to achieve brand management goals and improve marketing performance.	AP
C012.4	Evaluate and monitor the brand leverage and brand extension strategies adopted by the corporate	E

COURSE CONTENTS

MODULE 1	BRANDING CONCEPTS AND BRANDING STRATEGY	15

Brand – Evolution, perspectives, anatomy and structure of branding - Various types of brand names - Brands Vs Products, Brand elements: Components & choosing brand elements - Brand positioning – Need for and types of positioning – Positioning Guidelines - Building a strong brand – Method and implications – Branding Challenges and opportunities - Strategic Brand management Process - Power brands and failure brands.

MODULE 2	DESIGNING MARKETING PROGRAMS AND BUILDING BRAND EQUITY	15

New perspectives of Marketing – Product Strategy – Pricing Strategy – Channel Strategy - New media environment: Challenges in designing Brand Building Communications – Role of Multiple communication – Major Marketing Communication options: Promotion, Online Marketing, Events and Experiences - Brand Amplifiers – Developing Integrated Marketing Communication Programs - Brand Equity – Sources of Equity. Brand Equity models. Brand Equity Management - System Brand Loyalty & cult brands.

MODULE 3	BRAND LEVERAGE, BRAND PERFORMANCE AND BRAND EXTENSION	15

Leveraging Brands – Process – co-branding, Licensing, Celebrity Endorsement, Sports, Cultural and other events – Development of Brand Management System : Brand Audit, Brand tracking studies – Brand Awareness – Brand Image – Social Media Listening and Monitoring – Brand Valuation – Development of Brand Architecture Strategy – Guidelines - Brand Extension : Advantages and drawbacks of brand extensions – Evaluation of Brand Extension Opportunities - Indianisation of Foreign brands & taking Indian brands global – issues & challenges

TOTAL HOURS: 45

REFERENCES:

1. Keller Kevin Lane (2020). Strategic Brand Management, Building, Measuring and Managing, Brand Equity, 5th edition,Pearson.
2. Ramesh Kumar. S (2017), Managing Indian Brands, 2nd edition, Vikas Publications.
3. Mathur. U.C(2018), Brand Management Text and Cases, 2nd edition, Macmillan.

4. Chunawala.S.A (2017), Brand Management, 5th edition, Himalaya Publishing House
5. Kirti Dutta (2012), Brand Management: Principles and Practices, Oxford University Press

WEB REFERENCES:

1. https://hbr.org/2004/09/customer-centered-brand-management.
2. https://www.marketing91.com/brand-positioning/
3. https://www.madmarketingpro.com/blog/brand-strategies-that-work
4. https://marketingland.com/building-a-brand-strategy-essentials-for-long-term-success-240712.
5. https://www.classcentral.com/course/product-management-5478

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C012.1	Understand	Assignment / Group Assignment	**10**
C012.2	Apply	Assignment / Seminar	**25**
C012.3	Analyze	Case	**25**
C012.4	Evaluate	Technical Quiz	**20**
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNE013	SERVICES MARKETING	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge of Marketing Management

COURSE OBJECTIVES

1. To impart an understanding on the fundamentals of services marketing, Segmentation, Targeting and Positioning.
2. To develop knowledge on the various elements of Service Marketing mix
3. To sensitize the use of Design Thinking in Services Marketing
4. To understand the application of Services marketing in various sectors.

COURSE OUTCOMES

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

C013.1	Understand the various dimensions of services marketing, Segmentation and Positioning of Consumer Markets.	U
C013.2	Analyze efficient services Mix for various service kinds and the value of physical proof in each service	AP
C013.3	Apply Design Thinking as a logical method of Problem-solving in Service Sectors.	AN
C013.4	Evaluate the relationship between customer satisfaction and the service quality delivered using SERVQUAL.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO SERVICES & CUSTOMER BEHAVIOUR	15

Concept of services - importance - Goods & Services marketing - Emergence & Reasons for growth of service sector in India - Characteristics of services - Classifications of services - Environment of Service Marketing (Micro as well as Macro). Service Quality - Concept of CRM - Customer behavior in Service Encounters: Managing Customer Behaviour – Customer Expectation and Experience Management - Customer Decision making: The Three-stage model of service Consumption - Targeting - segmentation and Positioning - Problem areas of segmentation

MODULE 2	SERVICES MARKETING MIX	15

Elements of Service Marketing Mix - 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 – Process and Physical Evidence

MODULE 3	DESIGN THINKING AND SERVQUAL MODEL	15

Design Thinking in Marketing- Principles of Service Design Thinking - Customer Journey Mapping in Design Thinking - Stages in Customer Journey Mapping - Service Models- Service quality Gap Model (SERVQUAL Model) - Internal marketing - External marketing and Interactive marketing - Challenges in Marketing of services - Application of Service Marketing in hospitals, banks, educational institutions and Tourism Industry- Emerging trends in Services marketing.

TOTAL HOURS:45

REFERENCE BOOKS:

1. Jochen Wirtz and Christopher Lovelock (2021), Services Marketing - People, Technology, Strategy, 9th edition, USA, World Scientific Publishing Co Inc.
2. Valerie A. Zeithaml, Mary Jo Bitner and Dwayne D. Grenler (2018). Services Marketing, 7th

edition, Noida, McGraw Hill Education.
3. Christopher H. Lovelock and Jochen Wirtz, (2017). Services Marketing: People Technology Strategy, 8th edition,New Delhi, Pearson Education.
4. Jha S M, (2018). Services Marketing, 7th edition, Mumbai Himalaya Publishing House.
5. Jakob Schneider,Marc Stickdorn, (2011), "This is Service Design Thinking: Basics, Tools, Cases, 1st edition, USA, John Wiley&Sons Inc.

WEB REFERENCES:

1. https://hbr.org/1978/07/strategy-is-different-in-service-businesses
2. https://hbr.org/2021/03/how-to-shift-from-selling-products-to-selling-services
3. https://www.thehindubusinessline.com/economy/services-sector-will-drive-growth-this-fiscal-crisil/article65490361.ece
4. https://onlinecourses.nptel.ac.in/noc20_mg07/preview
5. https://www.coursera.org/lecture/marketing-management-two/the-services-marketing-triangle-J40NY

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C013.1	Understand	Assignment	20
C013.2	Apply	Group Assignment / mini project	20
C013.3	Analyze	Case Study	20
C013.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	10	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	30	30	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNE014	MARKETING ANALYTICS	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge of Marketing Management and Marketing Research

COURSE OBJECTIVES

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

COURSE OUTCOMES

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

C014.1	Understand the importance of marketing metrics and analytics	U
C014.2	Apply descriptive, predictive and Prescriptive tools in marketing decision making.	AP
C014.3	Analyze the growth of products based on the available data.	AN
C014.4	Evaluate and present data for strategic decision making.	E

COURSE CONTENTS

MODULE 1	BASICS OF MARKETING ANALYTICS, MARKETING METRICS	15

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

MODULE 2	SEGMENTATION AND TARGETING	15

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

MODULE 3	PROMOTION ANALYTICS AND SALES ANALYTICS	15

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

TOTAL HOURS: 45

REFERENCES:

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

5. Evans,J.R.(2016).Business analytics methods, models and decisions,3rd edition ,Pearson.
6. Stephan Sorger (2016).Marketing Analytics–Strategic Models and Metrics, 4th edition, Admiral Press.

WEB REFERENCES:

1. https://online.hbs.edu/blog/post/what-is-regression-analysis
2. https://online.hbs.edu/blog/post/data-life-cycle
3. https://www.thehindubusinessline.com/companies/india-tech-centre-aiding-jcpenney-undertake-digital-transformation-cio/article65741335.ece
4. https://onlinecourses.swayam2.ac.in/imb22_mg43/preview
5. https://in.coursera.org/learn/marketing-analytics-foundation

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C014.1	Understand	Group Seminar	20
C014.2	Apply	Assignment	20
C014.3	Analyze	Case study	20
C014.4	Evaluate	Technical Quiz	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNE015	RURAL MARKETING	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge of Marketing Management

COURSE OBJECTIVES

1. To provide insights into the Indian rural scenario, rural market structure and the factors that affect rural market.
2. To impart theoretical concepts of rural consumer buying process.
3. To cultivate expertise in real time advertising strategy in rural marketing.
4. To develop professional capabilities in innovative rural marketing.

COURSE OUTCOMES

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

C015.1	Understand and gain insights on the Indian Rural market and its structure.	U
C015.2	Employ the knowledge gained on the rural consumer behavior in practical business.	AP
C015.3	Evaluate the rural market advertisement strategy in real time situations.	E
C015.4	Illustrate the role of innovation in rural marketing.	AN

COURSE CONTENTS

MODULE 1	INTRODUCTION TO RURAL MARKETING	15

Rural Markets - The AICDA Model-Developing Rural markets through Information technology_ Defining Rural India- Evolution of Rural marketing- Defining Rural Marketing- the Rural Marketing Matrix- Rural Market structure- Demographic Environment, Education and the level of demand, House hold pattern, Rural Housing pattern, Occupation pattern- Physical Environment - Economic Environment, Changing Rural consumers Expenditure pattern, Saving pattern - Social & Cultural Environment, Village community, caste system-Political Environment- Technological Environment.

MODULE 2	CONSUMER BUYING PROCESS	15

Consumer Buying Process- Buying Behavior Patterns- Stages in the Buying process- Role of Rural Women - Opinion Leadership process- Diffusion of Innovation- Brand loyalty- Customer Relationship Management- Consumer adoption process- Product Life Cycle- Product Mix- Rural Packaging, Packaging Material, Pack size and convenience - Packaging Aesthetics- Branding in Rural India-Brand spectrum in Rural, Brand Loyalty vs Stickiness- Fake Brands- Lookalikes, Spell-alikes, Duplicates- Strategy to counter fake- Structure of Competition in Rural India..

MODULE 3	ADVERTISEMENTS AND INNOVATIONS IN RURAL MARKET	15

Factors in Setting the Promotion mix- Push versus Pull Strategy-Creating Advertisements for Rural Audiences- General Scheme of Rural advertising Production- Rural Media, Mass media, Radio, Television, Cinema, Print, mass Media: the Changing Dynamics- Non conventional Media- Out door media- wall painting, Folk media, video van, Haats, Melas, Mandis- Role of Innovation in Rural Markets- ICT initiatives in Rural Markets, ITCs e-Choupal, n-Logue Communications, Project i- shakthi.

TOTAL HOURS: 45

REFERENCES:

1. Pradeep Kashyap (2016) Rural Marketing, 3rd edition, Pearson Education.
2. Pradeep Kashyap, Siddhartha Raut (2005), The Rural Marketing Book, 1st edition, Dreamtech Press.
3. Dinesh Kumar and Punam Gupta (2017), Rural Marketing- Challenges and Opportunities, 1st edition, SAGE Publications Pvt. Ltd.

4. Debarun Chakraborty (2018), Rural marketing in India: Texts and cases, 1st edition, Atlantic Publishers and Distributors Pvt. Ltd.
5. Sarabjit Singh Puri (2020), Rural Market Unleashed: Position Yourself in the Rural Market Effectively, 1st edition, Notion Press.

WEB REFERENCES:

1. https://hbr.org/2014/06/unlocking-the-wealth-in-rural-markets
2. https://hbr.org/2016/12/how-unilever-reaches-rural-consumers-in-emerging-markets
3. https://www.thehindubusinessline.com/topic/rural-marketing/
4. https://www.coursera.org/lecture/subsistence-marketplaces/lesson-4-1-2-rural-conversation-and-observation-a853H
5. https://www.deskera.com/blog/rural-marketing/

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C015.1	Understand	Assignment	20
C015.2	Apply	Assignment / Seminar	20
C015.3	Analyze	Case study	20
C015.4	Evaluate	Technical Quiz/ Case study	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNE016	BUSINESS TO BUSINESS MARKETING	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge in Marketing Management and business concepts

COURSE OBJECTIVES

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

COURSE OUTCOMES

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

C016.1	Understand the nature of B2B marketing & buyer behavior	U
C016.2	Apply and evaluate segmentation and demand analysis in B2B marketing	AP
C016.3	Analyze Marketing Mix strategies for B2B Marketing	AN
C016.4	Evaluate B2B Strategies and successfully implement these strategies	E

COURSE CONTENTS

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

B2B Marketing STP: Market Segmentation, basic framework of segmentation, choosing target segments and positioning- Relationship marketing and CRM - Value based segmentation - Organizational demand analysis, Determining market and sales potential, sales forecasting methods - Managing Innovation and New product development process-B2B Marketing Strategy: Strategy making and strategy management process, Industrial product strategy– Managing Products for Business Markets-Managing Services for Business Markets

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: B2B Advertising, Digital marketing- Trade shows, exhibitions, business meets - Managing the sales force, Channel objectives & Design- Selection & Motivation of channel members - B2B Advertising and Promotion- Environmental Changes - Emerging Business Marketing Strategies

TOTAL HOURS: 45

REFERENCES:

1. Heidi Taylor, (2018), B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Kogan Page Publishers
2. Hutt, Michael, D., Speh, Thomas, W., (2017), 'Business Marketing Management', 12th edition, Cengage Learning
3. Sarwate, Dilip, (2016), Indian Cases in B2B Marketing., Vishwakarma Publication, Pune.
4. Ellis, Nick, (2015), Business-to-business marketing: relationships, networks and strategies, Oxford

University Press, New Delhi.
5. Reeder, Robert. R., Brierty, Edward. G., Reeder, Betty. H, (2014), 'Industrial marketing, analysis, planning and control', 2nd edition, PHI publication.

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1. https://hbr.org/2018/03/the-b2b-elements-of-value
2. https://hbr.org/1984/05/how-to-segment-industrial-markets
3. https://bloncampus.thehindubusinessline.com/columns/marketing-moves/b2b-marketers-cant-afford-to-ignore-the-internet/article24574320.ece
4. https://nptel.ac.in/courses/110104068
5. https://www.coursera.org/learn/b2b-marketing

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C016.1	Understand	Group Assignment / Seminar	20
C016.2	Apply	Assignment	20
C016.3	Analyze	Case study	20
C016.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

HUMAN RESOURCE ELECTIVES

22PNE017	PERFORMANCE MANAGEMENT SYSTEM	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge about Performance Management in an Organization

COURSE OBJECTIVES

1. Equip them with comprehensive knowledge and practical skills to improve their ability for performance management in their organizations.
2. Facilitate them to have broad understanding about performance management systems and also explore the key elements of effective performance management in organizations
3. Understand the challenges of performance management system with assessment technique.
4. Demonstrate knowledge and skills in the contemporary aspects of performance management; and to design performance appraisal systems.

COURSE OUTCOMES

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

C017.1	Understand the critical role that performance management plays in an organization	U
C017.2	Apply establishing goals for the company's workforce.	AP
C017.3	Analyze performance management and its applications in an Organisation.	AN
C017.4	Evaluating Performance management system by mapping business strategies with framework.	E

COURSE CONTENTS

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 (PMS) and its Processes – Measuring Performance – Classification of measures – Types of measure – Competency Analysis – Key aspects of performance and development reviews.

MODULE 2	PERFORMANCE MANAGEMENT MODEL AND APPLICATION	15

Performance Management in Action: Performance Management surveys, Models and the Impact – Measuring contribution and impact – The Relationship between Performance Management and Organizational Performance – Other contributions from Performance Management - 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 - Framework –Performance Management Development Programs - The Performance Management Role of Line Managers – The approach to Performance Management Training - Skills – methods - Evaluating Performance Management – Evaluation methods - Performance development strategy. Mapping Business Strategies with performance management Strategies. Challenges of managing performance.

TOTAL HOURS:45

REFERENCES:

1. Armstrong Michael, Armstrong's (2022), Handbook of Performance Management, 7th edition, Kogan Page.
2. Bacal Robert (2012), Performance Management, 2nd edition, McGraw-Hill.
3. Harvard Business Essentials: Performance Management: Measure and Improve the Effectiveness of your

Employees (2006), Harvard Business Review Press.
4. Rao, T.V. (2015). Performance Management and Appraisal System, 1st edition, Sage Response.
5. Dipak Bhattacharyya, (2014), Performance Management Systems and Strategies, 1st edition, New Delhi, Pearson Education India.

WEB REFERENCES:

1. https://hbr.org/2021/01/are-peer-reviews-the-future-of-performance-evaluations
2. https://hbr.org/2022/07/how-to-conduct-a-great-performance-review
3. https://www.thehindubusinessline.com/news/national/80-of-corporate-professionals-unhappy-with-current-performance-management-system-finds-survey/article32901063.ece
4. https://archive.nptel.ac.in/courses/109/105/109105127/
5. https://www.coursera.org/lecture/people-management/performance-appraisal-Z8Y6y

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C017.1	Understand	Assignment	**20**
C017.2	Apply	Assignment / Seminar	**20**
C017.3	Analyze	Case Study	**20**
C017.4	Evaluate	Technical Quiz	**20**

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE018	COMPENSATION AND BENEFITS MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge about Wage and Salary Administration

COURSE OBJECTIVES

1. To equip students with comprehensive knowledge on Compensation and Benefits Management
2. To learn about role of compensation, pay system, pay rates, employee benefits & compensation challenges
3. To comprehend and analyse the components of compensation
4. To focus on designing a package that motivates the stakeholders of the organization.

COURSE OUTCOMES

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

C018.1	Interpret the compensation concepts in the context of compensation practice	U
C018.2	Apply the different ways to strengthen the pay-for-performance link.	AP
C018.3	Evaluate the concepts of Payment and employee benefits issues for contingent workers.	E
C018.4	Analyze the process of designing for the successful reward system.	AN

COURSE CONTENTS

MODULE 1	INTRODUCTION TO COMPENSATION AND EMPLOYEE BEHAVIOUR	15

Introduction to Compensation Management: Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization- Non financial compensation system–Concept of total reward system-New trends in compensation management–The 3-Pcompensationconcept. Bases for Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy-Seniority and Longevity pay- Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay–Team Based Pay.

MODULE 2	DESIGNING COMPENSATION SYSTEM & EMPLOYEE BENEFITS MANAGEMENT	15

Designing Compensation System: Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys– Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program. Components- Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Funding Benefits through VEBA–Costing the Benefits–Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program– Totally Integrated Employee Benefit programme

MODULE 3	STRATEGIC COMPENSATION AND REWARD MANAGEMENT	15

Strategic Compensation Challenges: International Compensation and Competitive Strategies-Executive Compensation Packages– Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules – Compensation for Expatriates and Repatriates– Strategic Issues and Choices in Using Contingent and Flexible Workers. 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.

TOTAL HOURS:45

REFERENCES:

1. Joseph J.Martocchio, (2020),Strategic Compensation, 10th edition, Pearson Education
2. Henderson, Richard I. (2007) Compensation Management in a Knowledge Based World, 10th edition, Pearson Education
3. Dr. Kanchan Bhatia, (2015) Compensation Management, Himalaya Publishing House
4. Singh. B.D (2017). Compensation and Reward Management 13th edition, Excel Books.
5. Prem Chadha (2018). Performance Management 3rd edition, Macmillan.

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1. https://hbr.org/2021/04/the-pandemic-is-changing-employee-benefits
2. https://hbr.org/2021/02/youre-not-paid-based-on-your-performance
3. https://www.business.com/hr-software/compensation-management/
4. https://onlinecourses.nptel.ac.in/noc19_mg52/preview
5. https://www.coursera.org/lecture/cpia/incentive-compensation-management-in-an-organization-H0LAF

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C018.1	Understand	Group Assignment	20
C018.2	Apply	Seminar	20
C018.3	Analyze	Case Study	20
C018.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE019	LEADERSHIP AND CHANGE MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge about basics of HRM

COURSE OBJECTIVES

1. To provide a framework for the students to understand the importance of Leadership and team effectiveness in Organizations
2. To develop an understanding of the leadership attributes towards team management
3. To provide a theoretical understanding of leadership behaviour in organizations.
4. To provide an understanding of factors influencing organizational change, management and leadership.

COURSE OUTCOMES

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

C019.1	Understand the knowledge and abilities required for a leader and their contribution to the effectiveness of leadership.	U
C019.2	Apply the leadership behavior models and its attributes towards Leadership Behaviour.	AP
C019.3	Analyze the leadership behavior under Crisis situation.	AN
C019.4	Evaluate how cultural factors influences leadership practices towards Organizational change.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO LEADERSHIP AND ATTRIBUTES	15

Introduction to Leadership & Team Management; Leadership Myths - Interactional Framework for analyzing leadership - Leadership Development - The Action-Observation-Reflection Model - LMX Theory and Normative Decision Model - Situational Leadership Model - Contingency Model and Path Goal Theory - Emotional Approach Charismatic and Transformational Leadership - Leadership for Tomorrow. Leadership Attributes - Personality Traits and Leadership - Personality Types and Leadership - Intelligence and Leadership - Emotional Intelligence and Leadership

MODULE 2	LEADERSHIP BEHAVIOUR	15

Power and Leadership - The art of influence in leadership - Leadership and "Doing the Right Things - Character-Based Approach to Leadership - Role of Ethics and Values in Organizational Leadership. Leadership Behavior - Leadership Pipeline - Assessing Leadership Behaviors - Multi-rater - Feedback Instruments - The Dark Side of - Leadership- Destructive Leadership - Managerial Incompetence and Derailment Conflict Management - Negotiation and Leadership; Leadership under a crisis situation - The Situation and the Environment; Culture and Leadership - Global Leadership. Motivation and Leadership; Introduction to Groups and Teams; Characteristics of Leader, Follower and Situation

MODULE 3	CHANGE MANAGEMENT	15

Organizations for Change: Organizational Structure, Models of Structure, Influences on structure, Organizational structure and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

TOTAL HOURS:45

REFERENCES:

1. Peter G North house (2020) Introduction to Leadership. Concepts and Practice, 5th edition. SAGE Publications Ltd

2. Hughes L, Robert C. Ginnett , Gordon J. Curphy ,(2021) Leadership , Richard , 9th edition, Mc Graw Hill
3. Annabe,(2009),Leadership and Change Management , 1st edition , SAGE Publications Ltd.
4. Kavitha Singh (2010),Organization Change , 2nd edition, Excel books ,Dr Rajan Chopra.
5. Bernard Burnes (2020), Managing Change, 7th edition ,Pearson Education.

WEB REFERENCES:

1. https://hbr.org/2020/10/how-to-manage-a-hybrid-team
2. https://hbr.org/2022/01/reinventing-your-leadership-team
3. https://bloncampus.thehindubusinessline.com/columns/workplace-wisdom/the-great-leadership-churn/article37576927.ece
4. https://onlinecourses.nptel.ac.in/noc22_mg39/preview
5. https://hbr.org/2021/04/how-leaders-get-in-the-way-of-organizational-change

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C019.1	Understand	Assignment / Group Assignment	20
C019.2	Apply	Assignment / Seminar	20
C019.3	Analyze	Case Study	20
C019.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNE020	LEARNING AND DEVELOPMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge of Human Resource Management

COURSE OBJECTIVES

1. To familiarize the learning strategies, styles and models of employee behavior in learning and development.
2. To enhance the knowledge about role analysis and training and development in organizations.
3. To provide a broad understanding about designing and implementing training and development.
4. To impart awareness about training evaluation and transfer of training in real time scenario.

COURSE OUTCOMES

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

C020.1	Understand the various learning styles and the elements influencing employee behavior.	U
C020.2	Apply role analysis and training and development to achieve organizational objective.	AP
C020.3	Plan Training and Development Programs and Implement it in organizations.	AN
C020.4	Assess training and development programs and transfer of training.	E

COURSE CONTENTS

MODULE 1	LEARNING AND DEVELOPMENT	15

Learning principles – Learning strategies and styles – Kolb's Learning Styles- Bloom's Taxonomy- Individual differences in the Learning process. Maximizing learning –Recent developments in Instructional and cognitive psychology. Model of employee behavior –External influences –Internal factors that influence employer behavior. HRD: A conceptual analysis – Gamification and ROI- Professional Characteristics and competencies for HRD professionals- competency mapping for T&D

MODULE 2	ROLE ANALYSIS AND T & D	15

Role Analysis: Developing the person in the role – Performance management, performance review, feedback and counseling- Career and succession planning. Role of T & D – Training Process model- Objectives of training needs - Identification of training needs and the process, tools and techniques - organizational analysis – Task Analysis – individual analysis – Prioritizing HRD needs.

MODULE 3	IMPLEMENTING AND EVALUATING T & D PROGRAMS	15

Designing T & D Programs: Defining the objectives – make - buy Decision – selecting the trainers – preparing lesson plan, training Methods, materials – scheduling -Implementing T & D Programs: Training delivery methods, -principles involved in selection - Techniques of training different levels. Training Evaluation: Purpose – methods and techniques - Transfer of training – issues – transfer process – theories – strategies – Organization and work environmental factors that influence transfer of training.

TOTAL HOURS: 45

REFERENCES:

1. Randy L De Simone and Jon M Werner(2011) Human Resource Development, 6th edition Cengage learning.
2. Neal E. Chalofsky Tonette S. Rocco Michael Lane Morris(2014), Handbook of Human Resource Development, John Wiley & Sons, Inc.
3. R. Krishnavei (2012) Human Resource Development, 1st edition, Excel Books.
4. Raymond A. Noe and Amitabh Deo Kodwani (2018), Employee Training And Development 7th edition.

5. Uday Kumar Haldar (2012), Human Resource Development, 1st edition, Oxford University Press.

WEB REFERENCES:

1. https://hbr.org/2022/03/effective-employee-development-starts-with-managers
2. https://hbr.org/2019/10/where-companies-go-wrong-with-learning-and-development
3. https://www.ey.com/en_be/workforce/the-ever-growing-importance-of-l-d-in-the-future-of-work
4. https://hbr.org/2022/07/build-learning-into-your-employees-workflow
5. https://hbr.org/2021/11/organizations-need-a-dynamic-approach-to-teaching-people-new-skills

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C020.1	Understand	Assignment	20
C020.2	Apply	Assignment / Seminar	20
C020.3	Analyze	Case study	20
C020.4	Evaluate	Technical Quiz/ Case study	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

22PNE021	LABOUR LEGISLATIONS AND EMPLOYEE RELATIONS	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic of Industrial Relations

COURSE OBJECTIVES

1. To create awareness of certain important and critical issues in Industrial Relations.
2. To impart basic knowledge of the Indian Industrial Relations System and its distinctive features.
3. To familiarize with the administration of labour laws in India at the Central and State levels.
4. To propagate the concept of Trade Unions at workplace.

COURSE OUTCOMES

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

C021.1	Understand the components of industrial relations and the trends that affect them.	U
C021.2	Apply the knowledge in industrial conflicts to develop a different line of action to settle the disputes.	AP
C021.3	Analyze the laws related to occupational health and safety working environment.	AN
C021.4	Evaluate the rules governing pay, benefits, and labour unions.	E

COURSE CONTENTS

MODULE 1	INDUSTRY RELATIONS & DISPUTES

Overview of Industrial Relations (IR), Statutory and Non Statutory welfare measures, Perspectives/Approaches to IR, Major stakeholders of IR, Changing Dimensions of IR in India, Impact of globalization on IR, ILO Causes of Industrial Disputes, Standing Orders & Grievance Procedure, The Industrial Employment (standing orders) Act, 1946, Collective Bargaining - Collective bargaining and negotiation of service conditions, Non unionized organizations and industrial relation with non unionized workers., The Industrial Disputes Act, 1947.

MODULE 2	LEGISLATION

The Factories Act, 1948, Object and Scope of the Act Measures to be taken by Factories for Health, Safety and Welfare of Workers, Compliances Under The Act Minimum Wages Act -1948, Payment of Wages Act - 1936, Equal remuneration Act -197, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972 Workmen's Compensation Act, 1923, Employees' Provident Fund, 1952, Employees State Insurance Act, 1976, The Maternity Benefit Act, 1961, The Contract Labour Act, Shops and Establishments act, Child labour(Prohibition and Regulation) Act 1986, Unorganized Workers Social Security Act 2008

MODULE 3	TRADE UNION

Concepts, Functions, Objectives, Structure of Trade unions in India, Kinds of Trade Unions, Problems of Trade Union, Trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, Trade Union Act, 1926, Importance of IRLL in HR career. Implications of Labour laws in IT and Manufacturing sector.

TOTAL HOURS: 45

REFERENCES:

1. S.C.Srivastava, (2020),Industrial Relations and Labour Laws, 8th edition, Vikas Publishing House Pvt Ltd.
2. Padhi P K, (2019), Labour and Industrial Laws, 4th edition, PHI Learning Pvt. Ltd.

3. CB Mamoria and Sathish Mamoria, P. Subba Rao (2022). Dynamics of Industrial Relation, 16th edition, Himalaya Publishing House.
4. PRN Sinha, Indu Bala Sinha,Seema Priyadarshini Shekar(2013) Industrial relations, trade unions and labour legislations, 3rd edition, Pearson Education.
5. Dr.Panchanan Saha (2014) Pioneers of Indian Trade Union Movement , Parul Prakashani Pvt Ltd

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2. https://labour.gov.in/
3. https://www.lawctopus.com/nujs-kolkatas-online-certificate-course-in-labour-and-industrial-laws
4. https://www.vakilno1.com/
5. https://onlinecourses.nujs.edu/landing/online-legal-courses-human-resource-professionals/

Assessment Methods & Levels (Based on Blooms' Taxonomy) - Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
C021.1	Understand	Assignment / Group Assignment	**04**
C021.2	Apply	Assignment / Seminar	**04**
C021.3	Analyze	Case study	**04**
C021.4	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

Summative Assessment based on Continuous and End Semester Examination						
CIA I			**CIA II**			**ESE**
FA1	**FA2**	**SA1**	**FA1**	**FA2**	**SA2**	
04	**04**	**12**	**04**	**04**	**12**	**60**
FA: Formative Assessment (Internal Component)			**SA: Summative Assessment (CIA)**			

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE022	STRATEGIC HUMAN RESOURSE MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge about Organizational Behaviour and Human Resources Management

COURSE OBJECTIVES

1. To take human resource initiatives at strategic level and learn the contemporary aspects of HRM
2. To conceptualize and implement HR strategies and strategic objectives as in recent trend.
3. To comprehend and analyze the emerging E- learnings in all the HR functions in the present environment
4. To guide in designing a contemporary high-performance organization by integrating and implementing HR scorecards

COURSE OUTCOMES

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

C022.1	Understand strategic HR activities that are acceptable.	U
C022.2	Apply the abilities needed to manage the current HRM trends	AP
C022.3	Analyze the problems associated with present HR environment.	AN
C022.4	Evaluate strategic tools and techniques to incorporate HR into business performance deliverables.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO STRATEGIC HUMAN RESOURCE MANAGEMENT	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; The Evolving/ Strategic Role of Human Resource Management: Strategic HR versus Traditional HR, Barriers to Strategic HR, Strategic approach to management structure, job design.

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- Issues in E-HRM.

MODULE 3	COMPETENCY BASED HRM AND HR SCORECARD	15

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

TOTAL HOURS: 45

REFERENCES:

1. Jeffrey A Mello(2015).Strategic Human Resource Management 4th edition, Cengage Learning, Southwestern.
2. Becker, B. E., Huselid, M. A., Huselid, M. A., & Ulrich, D (2001). The HR scorecard: Linking people, strategy ,and performance 1st edition, Harvard Business Press.
3. Hal Gueutal, Dianna L.Stone (2005), The Brave New World of e-HR: Human Resources in the Digital Age – the professional practice series 1st edition, John Wiley and Sons.
4. Shermon.G (2004) Competency based HRM :A strategic resource for competency mapping, assessment and development centers 3rd edition, Tata McGraw-Hill Education

5. Randall Schuler and Susan E Jack son(2011).Strategic Human Resource Management, 2nd edition, Wiley India McLeod. The Counsellor's workbook. Tata Mc GrawHill.

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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
5. https://hr-guide.com/Selection/Methods_Assessment_Centers.htm

Assessment Methods & Levels (Based on Blooms' Taxonomy) - Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
C022.1	Understand	Assignment / Group Assignment	**04**
C022.2	Apply	Assignment / Seminar	**04**
C022.3	Analyze	Case study	**04**
C022.4	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

Summative Assessment based on Continuous and End Semester Examination						
CIA I			**CIA II**			**ESE**
FA1	**FA2**	**SA1**	**FA1**	**FA2**	**SA2**	
04	**04**	**12**	**04**	**04**	**12**	**60**
FA: Formative Assessment (Internal Component)			**SA: Summative Assessment (CIA)**			

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE023	HR METRICS AND ANALYTICS	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Knowledge on basics of HR frameworks

COURSE OBJECTIVES

1. To understand the importance of HR Analytics and various frameworks incorporated in business.
2. To develop a structured approach to evaluate the recruitment and performance analytics which will enhance the growth of the individual.
3. To familiarize with the various HR Metrics to measure the contribution of various HR initiatives to the firm's growth
4. To build analytical and presentation skills that support the business to guide decisions and providing actionable support for key stakeholders

COURSE OUTCOMES

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

C023.1	Understand the theoretical use of HR framework and measures in professional environments.	U
C023.2	Apply knowledge on people analytics to tackle HR concerns like recruitment.	AP
C023.3	Quantify and analyze the HR functions for the worker engagement and career development	AN
C023.4	Evaluate the company's key strategic priorities	E

COURSE CONTENTS

MODULE 1	HR METRICS & ANALYTICS OVERVIEW	15

HR analytics - Evolution of HR Analytics - Importance of HR Analytics - People Analytics: Definition-context - stages of maturity - Human Capital in the Value Chain: impact on business. – HR metrics and KPIs. Historical evolution of HR metrics - LAMP, HCM: 21 Framework and Talentship Framework, 5 overarching components of an effective Analytics framework. -Descriptive, Predictive and Prescriptive Analysis - 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 –Performance Analytics: Predicting the employee Performance and turnover: Performance Analysis - Training requirements- Evaluating and Analyzing training and development – Training and Development Analytics : Training & Development Metrics : Percentage of employee trained- Internally and externally trained -Training hours and cost per employee - ROI -Optimizing the ROI of HR Programs

MODULE 3	BUILDING HR FUNCTIONS METRICS	15

Compensation & Benefits Metrics - Employee Engagement Metrics - Talent Retention - Retention index - Voluntary and involuntary turnover- Turnover by department, grades, performance, and service tenure - Internal hired index - Engagement Survey Analysis. Career Progression Metrics: Promotion index - Rotation index - Career path index - Level wise succession readiness index. Workforce Diversity and Development Metrics : Employees per manager - Workforce service profiling - Churn over index - Workforce diversity index - Gender mix - Differently abled index

TOTAL HOURS: 45

REFERENCES:

1. Shonna D. Waters, Valerie Streets, Lindsay McFarlane, Rachael Johnson-Murray (2018), The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, 1st edition by Society for Human Resource Management.

2. Dr Martin Edwards , Kirsten Edwards (2019) Predictive HR Analytics: Mastering the HR Metric 2nd edition by Kogan Page publications.
3. Jac Fitzenz (2010) , The New HR Analytics, 1st edition, AMACOM.
4. Dipak Kumar Battacharyya (2017) HR Analytics: Understanding Theories and Applications 1st edition ,Sage publications India private Limited.
5. Talya Bauer, Berrin Erdogan, David E. Caughlin, Donald M. Truxillos(2018) Human Resource Management: People, Data, and Analytics 1st edition, Sage publications India private Limited.

WEB REFERENCES:

1. https://hbr.org/2022/01/using-people-analytics-to-build-an-equitable-workplace
2. https://hbr.org/2020/11/7-ways-hr-can-build-a-fairer-data-informed-culture
3. https://smallbusiness.chron.com/hr-metrics-impact-business-62267.html
4. https://nptel.ac.in/courses/110105069
5. https://www.coursera.org/courses?query=hr%20analytics

Assessment Methods & Levels (Based on Blooms' Taxonomy) - Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**Marks**
C023.1	Understand	Assignment / Group Assignment	**04**
C023.2	Apply	Assignment / Seminar	**04**
C023.3	Analyze	Case study	**04**
C023.4	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

Summative Assessment based on Continuous and End Semester Examination						
CIA I			**CIA II**			**ESE**
FA1	**FA2**	**SA1**	**FA1**	**FA2**	**SA2**	
04	**04**	**12**	**04**	**04**	**12**	**60**
FA: Formative Assessment (Internal Component)			**SA: Summative Assessment (CIA)**			

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE024	TALENT ACQUISITION AND DEPLOYMENT	3/0/0/3
Nature of Course	THEORY	

PREREQUISITES: Basic knowledge in Human Resource Management

COURSE OBJECTIVES

1. To understand the concept of talent acquisition
2. To gain insights about the competency modelling
3. To discriminate about the importance of workforce forecasting and planning.
4. To comprehend about the techniques in choosing and hiring candidates and managing workforce flow.

COURSE OUTCOMES

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

C024.1	Understand the skills needed for a specific job title.	U
C024.2	Apply the proper recruitment methods, tools, and strategies	AP
C024.3	Evaluate and create a unique hiring process	E
C024.4	Analyse and control the flow of the workforce	AN

COURSE CONTENTS

MODULE 1	TALENT MANAGEMENT, JOB ANALYSIS AND COMPETENCY MODELLING	15

Talent Management Introduction – Talent Management Models – Talent Acquisition Definition – Difference between sourcing and Selection – Acquisition Workflow - 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 – Issues in Talent Management.

MODULE 2	FORECASTING, PLANNING, RECRUITMENT AND SELECTION	15

Workforce planning Process – Forecasting Firms Labour Demands and Labour Supply – Staffing planning. Identifying Recruits – Recruiting – Measurement – Human Resource Measurement in Selection – Selection Decision Making - Assessing External and Internal Candidates – Job-fit and Organisation-fit Analysis - Concerns of GenX, GenY and GenNext in Talent Acquisition – Talent Engagement Models – Talent Engagement and Employee Productivity

MODULE 3	MANAGING WORKFORCE FLOW	15

Choosing candidates – Interview types, components- Behavioural Event Interviewing - Job offer Strategies – Employment contract – presenting a job offer – Negotiating – Closing the deal – Orienting and Socializing New Employees – Career mapping - Global Mobility – Managing the flow of the workforce – Involuntary Employee separation. Staffing outcomes – Evaluating Staffing Systems – Technology and staffing evaluation – Role of Mentoring and Coaching in Talent Management.

TOTAL HOURS: 45

REFERENCES:

1. Gowri Joshi, Veena Vohra (2018). Talent Management, 1st edition; New Delhi: Cengage Learning India
2. Rabi Narayana Misra (2013). Talent Management, 1st edition; New Delhi: Discovery Publishing House
3. Jean, M. Phillips, (2016). Strategic Staffing,3rd edition; New Delhi: Pearson Education
4. Heneman III, G. Herbert and Timothy A. Judge (2014). Staffing Organizations, 6th edition; New

Delhi: McGraw-Hill Education
5. Bhattacharyya, Dipak Kumar (2016). Recruitment and Selection, 1st edition; New Delhi: Cengage Learning India

WEB REFERENCES:

1. https://hbr.org/topic/subject/hiring-and-recruitment
2. https://hbr.org/2010/10/competing-on-talent-analytics
3. https://bloncampus.thehindubusinessline.com/people-at-work/changes-in-talent-acquisition-with-the-advent-of-social-media/article24707457.ece
4. https://onlinecourses.nptel.ac.in/noc21_mg34/preview
5. https://www.coursera.org/learn/recruiting-hiring-onboarding-employee

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C024.1	Understand	Assignment	20
C024.2	Apply	Assignment / Seminar	20
C024.3	Evaluate	Case study	20
C024.4	Analyze	Technical Quiz	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks			
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)		
	Component - I (20 Marks)	Component - II (20 Marks)		Component - I (20 Marks)	Component - II (20 Marks)	

GENERAL MANAGEMENT ELECTIVES

22PNE025	SUPPLY CHAIN AND LOGISTICS MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge of Operations Management

COURSE OBJECTIVES

1. To understand the function and significance of the supply chain
2. To demonstrate the supply chain network design and distribution management concepts
3. To make the students to understand the Importance of logistics and outsourcing in organizations
4. To facilitate to take decisions related to logistics and its outsourcing

COURSE OUTCOMES

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

C025.1	Understand and take efficient and responsive supply chain decisions	U
C025.2	Analyze the supply chain network design, distribution management and to acquire comprehensive knowledge to take business decisions	AN
C025.3	Finalize and apply the decisions on location of the facility and network design	AP
C025.4	Evaluate the Information on the transportation and distribution management with appropriate logistics service providers	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO SUPPLY CHAIN	15

Introduction to Supply chain strategy; Understanding the Supply Chain -Supply Chain Management Basics- Drivers of Supply Chain Performance – Metrics of Supply chain - 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 - Managing Uncertainties in a supply chain – IT in Supply Chain Management.

MODULE 2	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

MODULE 3	LOGISTICS AND OUTSOURCING	15

The Logistics of Business-Scope-Functions-Logistics Management and its elements - Service Phases and attributes-Demand Forecasting-Sourcing Decisions- Basics of multimodal Transport: Carriage by Air, Sea, Road, Rail - 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.

TOTAL HOURS:45

REFERENCES:

1 Sunil Chopra, Peter Meindal, D V Kalra (2018). Supply Chain Management, Strategy, Planning and Operation 7th edition, Pearson Prentice Hall Education Ltd.

2 Sasikumari V and Purushothaman S (2022). Logistics and Supply Chain Management, 1st edition, Sultan Chand and Sons.

3 Pierre David (2013). International Logistics,1st edition, Biztantra.

4 David Simchi Levi, Edith Simchi – Levi, Ravi Shankar and Philip Kaminsky (2022), Designing and Managing the supply Chain: Concepts, Strategies amd Case Studies, 4th edition, McGraw Hill

Education (India) Pvt. Ltd.
5 Shridara Bhat (2012). Supply Chain Management, 2ndedition, Himalaya Publishing House.
6 Coyle, Langley, Novack, Bardi, (2020). Supply Chain Management: A Logistics Perspective,10th edition, South – Westerm College Publishing.

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1. https://hbr.org/topic/subject/supply-chain-management
2. https://hbr.org/2020/09/global-supply-chains-in-a-post-pandemic-world
3. https://www.thehindubusinessline.com/opinion/logistics-and-supply-chain-trends-for-021/article36366467.ece
4. https://onlinecourses.nptel.ac.in/noc21_mg79/preview
5. https://www.coursera.org/specializations/supply-chain-management.

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C025.1	Understand	Assignment	20
C025.2	Apply	Assignment / Seminar	20
C025.3	Analyze	Case	20
C025.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination					
Continuous Assessment (40%) [200 Marks]					End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks		
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)	
	Component - I (20 Marks)	Component - II (20 Marks)	Component - I (20 Marks)	Component - II (20 Marks)	

22PNE026	BUSINESS ANALYTICS USING R	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Business Knowledge

COURSE OBJECTIVES

1. To gain an understanding of how managers use data analytics to solve business problems
2. To become familiar with the processes needed to develop, report, and analyze business data.
3. To introduce the concepts of data analysis methods
4. To have hands-on training of Statistical Data Analysis through R.

COURSEOUTCOMES

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

C026.1	Understand the importance of Data analytics	U
C026.2	Apply statistical tools for data analysis	AP
C026.3	Analysis statistical hypotheses using R	AN
C026.4	Evaluate a given dataset using statistical tools in R to solve business problems	E

COURSE CONTENTS

MODULE 1	**INTRODUCTION TO R and DATA ANALYTICS**	**15**

Introduction to Data Analytics& Business Analytics –Real world Business Analytics example- Importance of Data Analytics – Types of Data Analytics – Benefits – Data Visualization for Decision Making - Data Analytics in different sectors in Business– Introduction to R - Installing R and RStudio – RStudio Overview - R packages and scripts - Working in the Console – Arithmetic Operators - Logical Operations - Using built-in Functions.

MODULE 2	**DATA HANDLING USING R**	**15**

Introduction to R Data Types : Vectors, Lists, Matrices, Arrays, Factors, Data Frame, Strings – R Variables: Variable assignment, Data types of Variable, Finding Variable ls(), Deleting Variables - R Operators: Arithmetic Operators, Relational Operators, Logical Operator, Assignment Operators, Miscellaneous Operators - R Decision Making: if statement, if – else statement, if – else if statement, switch statement – R Loops: repeat loop, while loop, for loop - Loop control statement: break statement, next statement. R Strings – Manipulating Text in Data: substr(), strsplit(), paste(), grep(), toupper(), tolower().

MODULE 3	**DESCRIPTIVE STATISTICS USING R**	**15**

Data Range, Frequencies, Mode, Mean and Median: Mean Applying Trim Option, Applying NA Option, Median - Mode - Standard Deviation – Correlation - Spotting Problems in Data with Visualization: visually Checking Distributions for a single Variable - R –Pie Charts: Pie Chart title and Colors – Slice Percentages and Chart Legend, 3D Pie Chart – R Histograms – Density Plot - R – Bar Charts: Bar Chart Labels, Title and Colors.

TOTALHOURS: 45

REFERENCES:

1. W. N. Venables, D.M. Smith and the R Development Core Team (2022) An Introduction to R : Notes on R, A Programming Environment for Data Analysis and Graphics, 2nd edition, Network Theory Ltd.
2. Dr.Dhaval Maheta, (2021) Data Analytics Using R, Paperback, 1st edition, Notion Press.

3. Sandip Rakshit, (2017) R Programming for Beginners, 1st edition, McGraw Hill Education India.
4. Seema Acharya, (2018) Data Analytics using R,1st edition, McGraw Hill Education India.
5. Andrie de Vries, Joris Meys,(2015) R for Dummies A Wiley Brand, 2nd edition, John Wiley and Sons,

WEB REFERENCES:

1. https://hbr.org/2020/03/whats-the-best-approach-to-data-analytics
2. https://hbr.org/topic/subject/analytics-and-data-science
3. https://www.wallstreetmojo.com/data-analytics/
4. https://in.coursera.org/projects/application-of-data-analysis-in-business-with-r-programming
5. https://www.business-standard.com/content/specials/trying-to-build-a-successful-modern-cloud-data-analytics-platform-in-2022-read-on-122122600367_1.html
6. https://www.coursera.org/learn/data-analysis-r

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C026.1	Understand	Assignment	20
C026.2	Apply	Assignment / Seminar	20
C026.3	Analyze	Case	20
C026.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination						
Continuous Assessment (40%) [200 Marks]						**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**			
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**		
	Component - I (20 Marks)	**Component - II (20 Marks)**		**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE027	BUSINESS PLAN PREPARATION FOR SMALL BUSINESS	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge in Functional areas of Management

COURSE OBJECTIVES

1. To familiarize with the challenges and procedures in starting a new business.
2. Impart the techniques to conduct a Market Study to estimate the market potential and to conduct the Technical Analysis.
3. Organize and present the Market and Technical information to prove the financial viability of the business idea.
4. Articulate the factors to be considered to create a DPR.

COURSE OUTCOMES

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

C027.1	Understand the Business Plan and the various Forms of Business Organization and the procedure for starting a Business enterprise.	U
C027.2	Apply the knowledge to conduct a Market and a Technical Feasibility study.	AP
C027.3	Analyse the Market and Technical information to prepare a detailed projected Financial Statements.	AN
C027.4	Evaluate the various risks and Create a Detailed Project Report (DPR)	C

COURSE CONTENTS

MODULE 1	BUSINESS PLAN & FORMS OF BUSINESS ORGANISATION	15

Business Plan – The Meaning – The why of Business Plan – Developing the Plan - Basic parameters: Timing of Decisions Undertaken – Project Parameters: Common considerations - Factors of successful Business – Structuring the Organisation – 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	MARKET AND TECHNICAL FEASIBILITY	15

Executive Summary - Background Information: Current Status of the Company, History of the company, Profile of the Management team – Market Feasibility - Marketing Plan: Target Market – Competition - Product, Pricing, Distribution/Positioning, Demand Management, Promotion and Brand Development, User Experience - Technical Feasibility: Manufacturing Plan/Process, 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 - Location of the Project, Plant and Machinery, Raw material, Utilities and Manpower, Contracts,

MODULE 3	FINANCIAL FEASIBILITY AND DPR	15

Project Monitoring and Implementation-Environmental Aspects-Commercial viability- Financial Feasibility – Project Cost – Working Capital and Working Capital Margin Balance – Assessment of Working Capital Requirement –Means of Financing – Profitability Projections- Balance sheets, Income statements ,Cash flow statements - Economic Viability– Risk Analysis-Risk Evaluation: Market Risks, Operational Risks, Staffing Risks, Financing and Managerial Risks, Regulatory Risks-Risk Management Plan - Preparing the final DPR

TOTALHOURS:45

REFERENCES:

1. Rhonda Abrams (2019), The Successful Business Plan: Secrets & Strategies, 7th edition, USA, The Planning Shop.

2. Prasanna Chandra (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9th edition, New Delhi, McGraw-Hill Education.
3. Navi Radjou, Jaideep Prabhu, and Simone Ahuja, (2012) Jugaad Innovation: Think frugal, be flexible, and generate break through growth, 1st edition, New Delhi, John Wiley & Sons.
4. Hal Shelton (2017), The Secrets to Writing a Successful Business Plan: A Pro Shares a Step- By-Step Guide to Creating a Plan That Gets Results Paper back 2nd edition, New York, Summit Valley Press.
5. Gupta C. B, Srinivasan. N. P (2020). Entrepreneurial Development, 13thedition, New Delhi, Sultan Chand and Sons.

WEB REFERENCES:

1. https://hbr.org/1985/05/how-to-write-a-winning-business-plan
2. https://hbr.org/2017/07/research-writing-a-business-plan-makes-your-startup-more-likely-to-succeed
3. https://www.thehindubusinessline.com/catalyst/get-your-business-plan-ight/article23030529.ece
4. http://onlinecourses.nptel.ac.in/noc19_mg55/preview

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C027.1	Understand	Assignment	20
C027.2	Apply	Assignment	20
C027.3	Analyze	Case	20
C027.4	Create	Detailed Project Report	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	10	10	10
Apply	30	20	20
Analyze	30	20	20
Evaluate	20	20	20
Create		20	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]					End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks		
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)	
	Component - I (20 Marks)	Component - II (20 Marks)	Component - I (20 Marks)	Component - II (20 Marks)	

22PNE028	OPERATIONS STRATEGY	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge in Operations Management

COURSE OBJECTIVES

1. To understand the concept of operations strategy
2. To recognise the relationship of operations strategy with other areas of operations
3. To learn the key decision areas of Operations Strategy
4. To deal with the formulation and implementation of Operations strategy

COURSE OUTCOMES

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

C028.1	Understand the how business strategy, market strategy, product strategy, and operations strategy are related to one another.	U
C028.2	Apply the fundamental ideas and important areas for decision-making in operations strategy analysis.	AP
C028.3	Analyse the evolution of various industrial business types and build an operations plan.	AN
C028.4	Evaluate the strategies used to monitor and control activities of business	E

COURSE CONTENTS

MODULE 1	**OPERATIONS STRATEGY**	**15**

Introduction to Operations strategy – Four Perspectives of Operations strategy - Operations strategy Vs Operations Management – Content of Operation Strategy – Operations Strategy Matrix – Operations Strategy Process and Development – Operations Performance: Generic objectives – Dimensions of Operations Flexibility and the effects of the PLC in Operations Performance objectives - Levels of operations performance – Targeting and operations focus – Substitute for strategy : TQM – Lean operations – BPR – Six Sigma

MODULE 2	**DECISION CATEGORIES**	**15**

Capacity Strategy: Overall level of operation capacity – Capacity change – Location of capacity – Purchase and Supply Strategy: Make or buy – Vertical Integration decisions – contracting and relationships – Supply Network Dynamics – Managing Suppliers over the time – Risks in purchasing and Supply Chain – Process Technology Strategy: Relationship of Volume-variety – Evaluation of process technology – product – process matrix – Evaluating Process Technology

MODULE 3	**FORMULATION, IMPLEMENTATION AND CONTROLLING OF OPERATIONS STRATEGY**	**15**

Formulating the Operation Strategy – Role of Alignment - Analysis needed – Challenges in formulating Operations Strategies – Completion of formulation strategy – Implementation of strategy - Different between Operational and Strategic Monitoring and Control – Monitoring and Controlling types - Tracking of the progress towards Strategic Objectives – Controlling the risks through monitoring and controlling – Contribution of learning to strategic control – Case Discussion

TOTAL HOURS:45

REFERENCES:

1. Nigel Slack, Michael Lewis (2017) – Operations Strategy, 5th edition, Pearson Education,
2. Anmol Gore (2012), Operations Management, 1st edition, Cengage Learning
3. Chryssolouries George (2016), Manufacturing Systems – Theory and Practice, 2nd edition, Springer Science and Business media
4. David J Williams (2013), Manufacturing Cells – Control, Programming and Integration, Newnes

Publishing, Elsevier, Revised edition
5. Sahay B. S, K B C Saxena, Ashish Kumar (2018) World-class Manufacturing – A strategic perspective, 1st edition, Infinity Press

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1. https://hbr.org/topic/subject/operations-strategy
2. https://hbr.org/insight-center/the-future-of-operations
3. https://www.wallstreetoasis.com/forum/consulting/kpmg-strategy-operations-strategy-growth-associate
4. https://onlinecourses.nptel.ac.in/noc20_mg50/preview
5. https://www.coursera.org/lecture/operations-strategy/1-3-operations-strategy-GaGBN

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C028.1	Understand	Assignment / Group Assignment	**20**
C028.2	Apply	Assignment / Seminar	**20**
C028.3	Analyze	Case	**20**
C028.4	Evaluate	Technical Quiz	**20**

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination					
Continuous Assessment (40%) [200 Marks]					**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**		
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**	
	Component - I (20 Marks)	**Component - II (20 Marks)**	**Component - I (20 Marks)**	**Component - II (20 Marks)**	

22PNE029	SOCIAL ENTREPRENEURSHIP	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge in Entrepreneurship

COURSE OBJECTIVES

1. To define the field of social entrepreneurship and key traits of social entrepreneurs.
2. To describe and apply key theories and concepts of social entrepreneurship.
3. To apply the theories on business Models in environments for social entrepreneurs.
4. To synthesize the concepts for Marketing and Financial Evaluation of social entrepreneurship.

COURSE OUTCOMES

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

C029.1	Understand how social entrepreneurship contributes to the creation of a sustainable society.	U
C029.2	Apply the knowledge and abilities to become a social entrepreneur	AP
C029.3	Analyze the viable business plan for creating a social venture to bring the changes in the social environment.	AN
C029.4	Undertake the feasibility analysis and evaluate the financial avenues for Social Ventures.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO SOCIAL ENTREPRENEURSHIP	15

Introduction to Social Entrepreneurship – Basic Traits /Characteristics of Social Entrepreneurs – Roles and Responsibilities of Social Entrepreneurs – Social Entrepreneurial Motivation – Factors affected the individual to become social entrepreneurs - Challenges faced by Social Entrepreneurs in India - Impact of social enterprises on the economy- Opportunity identification in Social Entrepreneurship – Learning real life stories from Social Entrepreneurs.

MODULE 2	INNOVATIONS AND EXTERNAL ENVIRONMENT	15

External Environment of Social Entrepreneur venture: Macro Environment, PEST Model, Tools for Analyzing social Venture, Porters 5 force model-Idea's about Social Innovations– Importance of social innovation - Forms of Innovation – Types of Social Innovation – Process of Social Innovation - Understanding Social Problems-Creating Business Models–Social Enterprise related Policies - Social Venture Business sustainability models– Innovative Business Models Creating Social Changes

MODULE 3	SOCIAL VENTURE FINANCING	15

Feasibility Analysis of Social Venture-Marketing Challenges of Social Venture-Managing Financial sides of Social Venture: Source of funding, Grant, Loan Providers, Boot strapping, Micro finance, Crowd Funding, -Organizational and Management of social venture-Social venture Effectiveness-Scaling of social venture-Measuring the impact of social venture

TOTAL HOURS:45

REFERENCES:

1. Robert A. Philips Margret Bonefiel Ritesh Sharma, (2011),Social entrepreneurship: The next big business opportunity, 1st edition, New Delhi, Global Vision Publishing House.
2. Constant Beugre,(2017) Social Entrepreneurship: Managing the creation of Social value,1st edition New York , Routledge, Taylor & Francis Group.
3. S.S.Khanka(2009), Entrepreneurship in India, perspective and practice,1st edition, New Delhi Akansha publishing house,

4. Vasanth Desai (2019), Entrepreneurial development,1st edition, Mumbai Himalaya Publishing House
5. David Bornstei6 and Susan Davis (2010) Social entrepreneurship What every one needs to know, 1st edition, USA, Oxford University Press.

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1. https://hbr.org/2015/10/how-social-entrepreneurs-make-change-happen
2. https://hbr.org/topic/subject/social-enterprise
3. https://www.thehindubusinessline.com/news/world/social-entrepreneurs-turn-creative-in-this-pandemic-time/article33130118.ece
4. https://www.coursera.org/specializations/social-entrepreneurship-cbs
5. https://www.edx.org/learn/social-entrepreneurship

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	FA (16%) (80 Marks)
C029.1	Understand	Assignment / Group Assignment	20
C029.2	Apply	Assignment / Seminar	20
C029.3	Analyze	Case Analysis	20
C029.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]					End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks		
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)	
	Component - I (20 Marks)	Component - II (20 Marks)	Component - I (20 Marks)	Component - II (20 Marks)	

22PNE030	AGRI BUSINESS MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge in Economics

COURSE OBJECTIVES

1. To gain exposure on the nuances of agribusiness.
2. To explore the agribusiness environment and policies
3. To familiarize the features of agricultural marketing
4. To comprehend the scope and recent trends in agro based industries

COURSE OUTCOMES

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

C030.1	Understand the fundamentals of management with reference to agribusiness.	U
C030.2	Identify suitable agribusiness environment policies to effectively apply in actual business situations.	AP
C030.3	Effectively analyze the marketing of agricultural products.	AN
C030.4	Evaluate agro-based industries in close collaboration with the relevant public agencies.	E

COURSE CONTENTS

MODULE 1	INTRODUCTION TO AGRIBUSINESS	15

Agribusiness – Definition, objectives, Importance 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 – Risks that affect Agriculture business – Management of risks – Types of Costs in Agribusiness: Variable, Overhead, Financial, Capital and Personal Costs - Progress in India

MODULE 2	AGRICULTURAL MARKETING	15

Agricultural marketing-Difference in Marketing of agricultural and manufacturing goods – Importance of 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).

MODULE 3	AGRO INDUSTRIES	15

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

TOTAL HOURS: 45

REFERENCES:

1. Dr. SmitaDiwase (2017). Agri business Management, 3rd edition, Everest Publishing House.
2. Freddie L. Barnard (2020). Agri business Management,6/e, New Delhi, Routledge Publishing.
3. Johl, S. S and T.R. Kapoor (2015). Fundamentals of Farm Business Management, 3rd edition, Delhi, Kalyani Publishers.
4. Sanket S. Kadam (2016). A Textbook of Agri-Business Management, 2nd edition, Pune, Universal Prakashan Publications.

5. Jay T.Akridge (2012). Agri business Management, 4th edition, New Delhi, Taylor & Francis

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1. https://hbswk.hbs.edu/Pages/browse.aspx?HBSIndustry=Agriculture%20%26%20Agribusiness
2. https://www.tn.gov.in/scheme/department_wise/2
3. http://agritech.tnau.ac.in/agricultural_engineering/agriengg_govt_schemes.html
4. https://www.nabard.org/
5. https://onlinecourses.swayam2.ac.in/nou19_ag08/preview

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C030.1	Understand	Assignment	20
C030.2	Apply	Assignment / Seminar	20
C030.3	Analyze	Case study	20
C030.4	Evaluate	Technical Quiz	20
Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination					
Continuous Assessment (40%) [200 Marks]					End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks		
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)	
	Component - I (20 Marks)	Component - II (20 Marks)	Component - I (20 Marks)	Component - II (20 Marks)	

22PNE031	TOTAL QUALITY MANAGEMENT	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge in Operations Management

COURSE OBJECTIVES

1. To understand the concepts of Total Quality Management
2. To demonstrate 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 about quality tools

COURSE OUTCOMES

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

C031.1	Understand the TQM concepts	U
C031.2	Apply quality assurance techniques in industries to assure quality	AP
C031.3	Analyse the extensive information regarding QMS and the its industrial usage	A
C031.4	Evaluate the benefits of Quality Management System and quality tools	E

COURSE CONTENTS

MODULE 1	**TOTAL QUALITY MANAGEMENT**	**15**

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

MODULE 2	**TOOLS AND TECHNIQUES OF TQM**	**15**

Seven Quality Tools of Analysis - Control Charts - Pareto Diagram - Ishikawa Diagram - Histogram-Flow Charts- Scatter Diagram and Stratification – New QC tools -Affinity diagram, Relationship Diagram, Tree Diagram, Matrix Diagram-Six Sigma concepts of process quality- -Continuous Process Improvement – PDSA Cycle – Kaizen - 5Sprinciples -POKAYOKE – Kaizen -Benchmarking – Types, Reasons - Process. Quality Function Deployment (QFD) – Benefits -QFD Process – House of Quality – Failure Mode and Effect Analysis (FMEA)

MODULE 3	**QUALITY MANAGEMENT SYSTEMS AND ADVANCED QUALITY TOOLS**	**15**

Quality management systems – guidelines for performance improvements-TQM culture, Leadership-Benefits of ISO Registration - Quality Circles, ISO9000, ISO14000 - ISO9001:2015-ISO/TS16949:2015 – 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)

TOTAL HOURS:45

REFERENCES:

1. Poornima M. Charantimath (2013). Total Quality Management, 2nd edition, Pearson Education India.
2. Sunil Sharma (2018), Total Quality Management: Concepts, Strategy and Implementation for Operatinal Excellence, 1st edition, SAGE Publication Ltd.
3. Sridhara Bhat K (2017), Total Quality Management, 1st edition, Himalaya Publishing House.
4. Suganthi Anand and Samuel A (2011), Total Quality Management, 7th edition, Prentice Hall of India
5. David L Goetsch Stanley Davis (2014), Quality Management for Organisational Excellence: Introduction to Total Quality, 7th edition, Pearson Education Limited.

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1. https://hbr.org/1993/05/when-times-get-tough-what-happens-to-tqm
2. https://hbsp.harvard.edu/download?url=%2Fcatalog%2Fsample%2F192003-PDF-

ENG%2Fcontent&metadata=e30%3D
3. https://www.thehindubusinessline.com/companies/tvs-group-chairman-venu-srinivasan-conferred-with-deming-prize/article29899971.ece
4. https://onlinecourses.nptel.ac.in/noc22_mg69/preview
5. https://nptel.ac.in/courses/110104080

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory			
Formative assessment based on capstone Model (Max. Marks: 16)			
Course Outcome	**Bloom's level**	**Assessment Component**	**FA (16%) (80 Marks)**
C031.1	Understand	Assignment / Group Assignment	**10**
C031.2	Apply	Assignment / Seminar	**25**
C031.3	Analyze	Case	**25**
C031.4	Evaluate	Technical Quiz	**20**

Summative assessment based on Continuous and End Semester Examination			
Bloom's Level	**Summative Assessment (24%) [120 Marks]**		**End Semester Examination (60%) (100 marks)**
	CIA 1 (60 marks)	**CIA 2 (60 marks)**	
Remember	10	10	10
Understand	20	10	10
Apply	20	20	30
Analyze	30	30	30
Evaluate	20	30	20

Assessment based on Continuous and End Semester Examination					
Continuous Assessment (40%) [200 Marks]					**End Semester Examination (60%) [100 Marks]**
CA 1 : 100 Marks			**CA 2 : 100 Marks**		
SA 1 (60 Marks)	**FA 1 (40 Marks)**		**SA 2 (60 Marks)**	**FA 2 (40 Marks)**	
	Component - I (20 Marks)	**Component - II (20 Marks)**	**Component - I (20 Marks)**	**Component - II (20 Marks)**	

20PNE032	DATA VISUALIZATION FOR MANAGERS	3/0/0/3
Nature of Course	**THEORY**	

PREREQUISITES: Basic knowledge about graphs and pictorial representations

COURSE OBJECTIVES

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

COURSE OUTCOMES

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

C032.1	Understand the concepts of data visualization and business insights using Analytical techniques	U
C032.2	Apply technical Visualization using data handling concepts	AP
C032.3	Analyse exploratory data analysis using visualization and to create and design data visualization	AN
C032.4	Evaluate visual presentation of data for decision making	E

COURSE CONTENTS

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, Analytical patterns – pattern examples.

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-Stacked Area Chart and Stream graph. 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-Line Chart with Multiple Lines.

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 URLs–Adding dynamic Google maps satellite images to dashboards– Adding YouTube videos to dashboards-Story telling using visualization, SVG, Google Charts.

TOTAL HOURS: 45

REFERENCES:

1. Edward Tufte (2001). The Visual Display of Quantitative Information, 2nd edition, Graphics Press.
2. Efraim Turban, Jay E. Aronson, Ting-Peng Liang (2010). Decision Support Systems & Intelligent

Systems, 3rd edition, Prentice Hall.
3. Wenstrup (2016). Tableau creating interactive data visualisation, 4th edition, Packet Publishing.
4. Stephen Few (2015). Information Dashboard Design, 2nd edition, Analytics Press.
5. John Mount (2018). Practical Data science with R, 2nd edition, Manning Publishers.

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1. https://www.tableau.com/learn/training/20203
2. https://www.r-project.org/
3. https://rstudio.com/
4. https://freevideolectures.com/course/4041/nptel-introduction-to-learning-analytics/11
5. https://www.coursera.org/learn/data-visualization

Continuous Assessment				End Semester Examination	Total
Formative Assessment	Summative Assessment	Total	Total Continuous Assessment		
80	120	200	40	60	100

Assessment Methods & Levels (Based on Blooms' Taxonomy) – Theory

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

Course Outcome	Bloom's level	Assessment Component	Marks
C032.1	Understand	Assignment / Group Assignment	20
C032.2	Apply	Assignment / Seminar / Lab Assessment	20
C032.3	Analyze	Case study	20
C032.4	Evaluate	Technical Quiz	20

Summative assessment based on Continuous and End Semester Examination

Bloom's Level	Summative Assessment (24%) [120 Marks]		End Semester Examination (60%) (100 marks)
	CIA 1 (60 marks)	CIA 2 (60 marks)	
Remember	10	10	10
Understand	10	10	10
Apply	30	30	30
Analyze	30	30	30
Evaluate	20	20	20

Assessment based on Continuous and End Semester Examination

Continuous Assessment (40%) [200 Marks]					End Semester Examination (60%) [100 Marks]
CA 1 : 100 Marks			CA 2 : 100 Marks		
SA 1 (60 Marks)	FA 1 (40 Marks)		SA 2 (60 Marks)	FA 2 (40 Marks)	
	Component - I (20 Marks)	Component - II (20 Marks)	Component - I (20 Marks)	Component - II (20 Marks)	

VALUE ADDED – EMPLOYMENT ENHANCEMENT COURSES

School of Management, SKCET offers Value Added Courses for enhancing the Employability of its students. The courses are offered in Banking and Finance, Entrepreneurship, Marketing and Human Resource Management. Students can earn additional credit by choosing any of the courses during their course of study. If a student opts to undertake any other course for earning additional credit, the same should be approved by the department.

Sl.No.	COURSE CODE	NAME OF THE COURSE	CREDIT
1	22VAC001	ENTREPRENEURSHIP	1
2	22VAC002	ARTIFICIAL INTELLIGENCE IN MARKETING	1
3	22VAC003	RELATIONSHIP MARKETING	1
4	22VAC004	CORPORATE GOVERNANCE	1
5	22VAC005	BUSINESS CONSULTING	1
6	22VAC006	PROJECT PLANNING AND IMPLEMENTATION	1
7	22VAC007	STARTUP AND NEW VENTURE MANAGEMENT	1
8	22VAC008	PERSONALITY DEVELOPMENT	1
9	22VAC009	CORPORATE VALUATION	1
10	22VAC010	DIGITAL BANKING	1
11	22VAC011	EMPLOYEE STATE INSURANCE AND PROVIDENT FUND	1
12	22VAC012	SOCIAL PSYCHOLOGY	1

22VAC001	ENTREPRENEURSHIP	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basic Management Concept

COURSE OBJECTIVES

1. To develop and strengthen entrepreneurial quality and motivation in students.
2. To equip the students to familiarize with the challenges in business.
3. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
4. To analyze the business environment and recognize the business opportunities in and around.

COURSE OUTCOMES

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

C001.1	Understand the characteristics required for an entrepreneur.	U
C001.2	Apply the elements of entrepreneurship in the real life and develop a feasible business plan and develop knowledge to start a venture.	AP
C001.3	Analyzing the opportunities of both Domestic and International business.	AN
C001.4	Evaluating the success and failures of the venture.	E

COURSE CONTENTS:

MODULE	THE ENTREPRENEURIAL PERSPECTIVE	15

The Nature and Importance of Entrepreneur- The entrepreneurial Mindset- International Opportunities-Entrepreneurial Strategy-Identifying and Analyzing Domestic and International Opportunities – Protecting the Idea - Legal Issues of Entrepreneur: Patent, Trade Mark, Intellectual property, Non-Disclosure Agreement(NDA), Filing Taxes – Source of Funds – Accessing Resources for Growth from External Sources: Franchising, Joint Venture, Acquisition and Mergers.

TOTAL HOURS:15

REFERENCES:

1. Ashok Soota, S.R. Gopalan (2021) Entrepreneurship Simplified: From Idea to IPO,1st edition, Penguin Random House India.
2. Hisrich (2014), Entrepreneurship, 11th edition, Tata McGraw Hill.
3. Kuratko, F. Donald, Rao, T.V(2015). Entrepreneurship,1st edition; New Delhi: Cengage Learning.
4. Donald F Kuratko, T.VRao (2012),Entrepreneurship: A South Asian perspective,1st edition, Cengage Learning
5. Holt, H. David (2016). Entrepreneurship, 1st edition; New Delhi: Person Education.
6. Poornima M. Charantimath (2014), Entrepreneurship Development and Small Business Enterprises 3rd edition New Delhi Pearson.

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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

22VAC002	ARTIFICIAL INTELLIGENCE IN MARKETING	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basics of Marketing and Information System

COURSE OBJECTIVES

1. To provide a basis for understanding ofthe working of A.I in Marketing
2. To impart the knowledge to apply A.I concepts in Marketing
3. To familiarize with the Optimization and Recommendation techniques of AI
4. To enable to evaluate the future AI applications

COURSE OUTCOMES

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

C002.1	Have a fundamental understanding of how A.I works with Marketing data.	U
C002.2	Apply basic A.I approaches with the Marketing data	AP
C002.3	Analyse and use the consumer data in AI	A
C002.4	Evaluate AI based applications to work with Marketing related business solutions	E

COURSE CONTENTS

MODULE	APPLICATIONS OF AI IN MARKETING	15

Digital Disruption in Marketing – Movement of Digital Marketing to AI driven Marketing - Artificial Intelligence – Basic Concepts: Data, Information, Knowledge, Intelligence – Data Pyramid – History - Benefits of AI – Business Innovation using AI – Performing Data Analysis for AI – Employing Machine Learning in AI - Decision Trees – Search Engine Marketing – Web design framework and landing pages – Dealing with imbalanced Data – Market Basket Optimization and Recommend Systems – CRM in E-Commerce site – Future Marketing through IoTs, AR and VR and Enhancement of Customer Experience through Bots and Robotic Process – Case Discussions Disney, Netflix, Ford's Driverless Trucks, and Coke freestyle Machine.

TOTAL HOURS: 15

REFERENCES:

1. Paul Roetzer, Mike Kaput (2022), Marketing Artificial Intelligence: AI,Marketing, and the future of Business, 1st edition, Matt Holt Publisher.
2. John Paul Mueller, Luca Massaron (2022), , Artificial Intelligence, 2nd edition. Dummies.
3. Peter Gentsch(2019) , AI in Marketing, Sales and Service, 1st edition, Springer.
4. Rajendra Akerkar (2019) , Artificial Intelligence for Business, 1st edition, Springer.
5. Jim Sterne (2017) , Artificial Intelligence for Marketing,– A Practical Applications, 1st edition, Wiley.
6. Omer Artun, Daminique Levin (2015), Predictive Marketing, 1st edition, Wiley.

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1. https://hbr.org/2021/07/how-to-design-an-ai-marketing-strategy
2. https://hbr.org/2019/07/building-the-ai-powered-organization
3. https://iimcal.talentsprint.com/ai-powered-marketing/faq.html#faq17
4. file:///C:/Users/User/Downloads/Artificial%20Intelligence%20for%20Marketing%20Practical%20Applications%20(%20PDFDrive%20)-1.pdf

22VAC003	RELATIONSHIP MARKETING	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basics of Marketing concepts

COURSE OBJECTIVES

1. To understand the concept of Relationship Marketing
2. To apply RM concepts in business with the strong foundation.
3. To familiarize and analyze the mechanism of RM
4. To evaluate the different types of Relationships

COURSE OUTCOMES

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

C003.1	Understand the fundamentals of RM.	U
C003.2	Apply basics of RM to maintain relationship with the customers.	AP
C003.3	Analyse the various types of Relationships and Evaluate to implement	A
C003.4	Evaluate marketing related solutions with the customer data with RM mechanism	E

COURSE CONTENTS

MODULE	CUSTOMER RELATIONSHIP MARKETING	15

Relationship Marketing – Nature and Purpose – Relational Realities – RM, CRM, One-to-one, Many-to-many – Roles – Classical Market Relationships: Classic Dyad, Classic Triad, Classic Network – Special Market Relationships : Relationship with FTMs and PTMs, Interaction between Customer and Suppliers, Many headed Customers and suppliers, Relationship with the Customer's customers, e-Relationship, Para-social Relationship, Green relationship - Nano Relationships : Market Mechanism, Internal CR, Internal Marketing, Relationship to External providers of Marketing services – RM/CRM Drivers of a Paradigm shift in Marketing.

TOTAL HOURS: 15

REFERENCES:

1. Evert Gummesson (2008), Total Relationship Marketing , 3rd edition, A Butterworth-Heinemann Title
2. V Kumar, Werner Reinartz (2016), Customer Relationship Management – Concept, Strategy and Tools- 3rd Edition Springer
3. Svend Hollensen (2019), Marketing Management – A Relationship Approach,4th edition, Pearson
4. Paul Gillin, Eric Schwartzman (2016), Social Marketing to the Business Customers,1st edition, John Wiley & sons Inc
5. Thorsten Hennig Turau, Ursula Hansen (2013),Relationship Marketing,1st edition, Springer

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1. https://hbr.org/2004/11/crm-done-right
2. https://in.coursera.org/learn/relationship-management
3. https://onlinecourses.nptel.ac.in/noc22_mg93/preview
4. https://media.iese.edu/research/pdfs/OP-03-08-E.pdf
5. https://www.thehindubusinessline.com/news/national/76-consumers-make-buying-decisions-based-on-customer-support/article65731486.ece

22VAC004	CORPORATE GOVERNANCE	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basic of Business Ethics

COURSE OBJECTIVES

1. To focus on the fundamentals of Corporate Governance including shareholders, investors and other stakeholders
2. To understand the effectiveness of legislative framework of Corporate Governance in India.
3. To familiarize about corporate governance and its implications on society and legal system
4. To provide practical solutions to issues of corporate governance.

COURSE OUTCOMES

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

C004.1	Familiarize with the concept of Corporate Governance and the role and importance of stakeholders in a Corporate.	U
C004.2	Implementing internal and external controls in corporate governance.	AP
C004.3	Analyse the principles, theories, models, and legal framework of Corporate	AN
C004.4	Learn the tools for assessment and scoring of corporate governance practices for investors	E

COURSE CONTENTS

MODULE	CORPORATE GOVERNANCE	15

Introduction, need, scope and issues; Evolution of Corporate Governance, Genesis of Corporate Governance, Key features of Corporate Governance in the Companies Act 2013, Corporate Governance in Family Business, Corporate Governance in State-Owned Business. Theories of Corporate Governance, Models of Corporate Governance: Principles of Corporate Governance and Organization for Economic Co-operation and Development (OECD), Role of Confederation of Industries (CII) & National Association of Software and Services Companies (NASSCOM), National Financial Reporting Authority (NFRA), Cadbury Committee Report, BASEL Norms I, II & III.

TOTAL HOURS:15

REFERENCES:

1. Ritika, Suparan, Sachin Kumar Sharma (2022), Corporate Governance Legal Framework and Policies, 1st edition. Satyam Law International.
2. Institute of Company Secretaries of India, (2015), Companies Act 2013, CCH Wolter Kluver Business,
3 Lexis Nexis, (2017) Corporate Laws, 6th edition, Palmtop Edition
4. Kamal Garg C.A (2015), Bharat's Corporate and Allied Laws, 2nd edition, Bharat Law House.
6. Robert A. G. Monks, Nell Minow, (2011), Corporate Governance, 5th edition, John Wiley and Sons

WEB REFERENCES:

1. https://hbr.org/topic/subject/corporate-governance
2. https://archive.nptel.ac.in/courses/110/105/110105138/
3. https://in.coursera.org/lecture/introduction-to-finance-the-basics/1-4-1-the-corporate-governance-n8rIc
4. https://hbr.org/2015/03/corporate-governance-2-0

22VAC005	BUSINESS CONSULTING	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge of Business Organizations

COURSE OBJECTIVES

1. To secure an overview of the business and it's relationship with the external environment.
2. To gain understanding on the current market dynamics for management consultancy.
3. To acquire knowledge on the application of management consulting in various business domains.
4. To understand the skills and competencies to become a management consulting professional

COURSE OUTCOMES

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

C005.1	Represent an overview of the business model and its strategy to key stake holders.	U
C005.2	Analyse the current market potential for management consultancy.	AN
C005.3	Apply the management consulting model to various functional areas of management.	AP
C005.4	Evaluate the areas to start management consulting as a profession.	E

COURSE CONTENTS

MODULE	BUSINESS CONSULTING PRACTICE	15

An Overview of the basic relationship of the business enterprise with its ecology - Statement of corporate intent :Vision, Mission, Goals, Outputs and value proposition - The current market for management consultancy including issue such as competition-Consultancy in various areas of management :strategy, HR, Finance, Operations and IT - The Management consulting model - Expectations from consultants and the competencies they are expected to bring - Management consulting as a profession - Marketing of consulting, costs and fees.

TOTALHOURS:15

REFERENCES:

1. Calvert Markham, (2019) Mastering Management consultancy –How to Develop your skills as a Successful consultant, Legend Business.
2. Ethan M Rasiel and Paul N Friga (2017) The McKINSEY MIND, 1st edition, Mcgraw Hill Education.
3. Elaine Biech (2019) The New Business consulting: The Basics and beyond, 1st edition, Wiley Publishing.
4. Charles Conn, Robert Mclean (2019) Bullet Proof Problem solving, The one Skill that changes everything ,1st edition, Wiley Publishing.
5. Flemming Poulfelt and Thomas H. Olson (2017) Management Consulting Today and Tomorrow 2nd edition, Routledge Publishing

WEB REFERENCES:

1. https://hbsp.harvard.edu/product/SM151-PDF-ENG?Ntt=business%20consulting
2. https://hbsp.harvard.edu/product/CMR144-PDF-ENG?Ntt=management%20consulting
3. https://in.coursera.org/specializations/managementconsulting
4. https://www.edx.org/course/global-business-in- practice? index= product &queryID =c55819650647f63d889a32e1d16f6709&position=1

22VAC006	PROJECT PLANNING AND IMPLEMENTATION	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge in Functional areas of Management

COURSE OBJECTIVES

1. To provide a basis of understanding on the areas of Project Management
2. To understand how the market and technological factors influences the choice of Business.
3. To gain knowledge of Financial Considerations in the business selection.
4. To familiarize with the risk management techniques.

COURSE OUTCOMES

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

C006.1	Understand the process of Project Planning	U
C006.2	Analyse the Market and Technological factors for the Selection of Business	AP
C006.3	Apply the Financial Evaluation techniques to evaluate the project.	AN
C006.4	Evaluate the various risks in the business and to mitigate the risks identified	E

COURSE CONTENTS

MODULE	PROJECT PLANNING IDEAS	15

Capital Investments: Importance and Difficulties –Generation of Ideas – Monitoring the Environment – Scouting for Project Ideas – Market Situational Analysis – Conduct of Market Survey – Demand Forecasting – Marketing Plan – Manufacturing Process – Product and Plants Mix – Location and site selection – Project Charts and Layouts – Cost of the Project – Sources of Financing – Preparation of projected Financial Statements – Project risk Analysis – Sensitivity Analysis and Scenario Analysis, Monte Carlo Simulation, Decision Tree Analysis – Risk Mitigation Techniques - Sustainability Models in Project Management

TOTAL HOURS: 15

REFERENCES:

1. Prasanna Chandra (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9th edition, McGraw-Hill
2. Rhonda Abrams (2019), The Successful Business Plan :Secrets & Strategies, 7th edition , The Planning Shop.
3. Navi Radjou, Jaideep Prabhu, and Simone Ahuja. (2012). Jugaad Innovation: Think frugal, be flexible, and generate break through growth, 1st edition, John Wiley & Sons.
4. Hal Shelton (2017). The Secrets to Writing a Successful Business Plan: A Pro Shares a Step- By-Step Guide to Creating a Plan That Gets Results Paper back, 2nd edition, Summit Valley Press.

WEB REFERENCES:

1. https://hbr.org/1985/05/how-to-write-a-winning-business-plan
2. https://hbr.org/2017/07/research-writing-a-business-plan-makes-your-startup-more-likely-to-succeed
3. https://www.thehindubusinessline.com/catalyst/get-your-business-plan-right/article23030529.ece
4. https://onlinecourses.nptel.ac.in/noc19_mg55/preview
5. https://www.coursera.org/specializations/start-your- own-business

22VAC007	STARTUP AND NEW VENTURE MANAGEMENT	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basic of Entrepreneurship

COURSE OBJECTIVES

1. To familiarize with how start-up ventures are started
2. To expose with various avenues for getting funds for start-ups
3. To create awareness of the legal framework under which the funding agencies/individuals operate
4. To aspire for starting their own ventures using their innovative business ideas

COURSE OUTCOMES

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

C007.1	Understand the way start-ups ventures are promoted	U
C007.2	Appraise different ways of mobilizing funds required for promotion of start-ups	AP
C007.3	Execute the legal framework in which Angel funds, Private Equity firms and Venture Capital firms operate	AN
C007.4	Take steps to promote start-up ventures once a promising business idea is	E

COURSE CONTENTS

MODULE	STARTUP AND NEW VENTURE MANAGEMENT	15

Entrepreneur vs. Startup founder – Startups – Definition – Evolution – Startup culture – Procedure to start a new startup in India-Startup Business partnering – Co-founders – Startup investing – Crowd funding - Angel Investment Funding process. Venture Capital – Meaning – Features – Origin and Growth of Venture Capital in India Institutional set up in India for Venture Capital funding - Stages of Venture Capital Financing

TOTAL HOURS:15

REFERENCES:

1. Sharma J.C (2013), Venture Capital Financing in India, 3rd edition, Sage Publications.
2. Jeff Madura (2008), Financing Markets and Institutions, 4th edition, Cengage Learning.
3. Peter Ryan (2012), How Venture capital works? 5th edition, Rosen Publishing Group.
4. Pandey I.M (2011), Venture Capital –The Indian Experience,3rd edition, Prentice Hall of India.

WEB REFERENCES:

1. https://onlinecourses.nptel.ac.in/noc20_mg35/preview
2. https://in.coursera.org/specializations/startup-entrepreneurship
3. https://www.hbs.edu/mba/entrepreneurship/Pages/default.aspx
4. https://www.wallstreetprep.com/topics/venture-capital/
5. https://digest.myhq.in/best-online-entrepreneurship-courses/amp/

22VAC008	PERSONALITY DEVELOPMENT	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge in Management and Organizational Behaviour

COURSE OBJECTIVES

1. To understand the concept of organisations and different domains
2. To enhance the learning, decision making and leadership skills.
3. To familiarize with the problem analysis model.
4. To evaluate the different types of learnings to succeed in the respective careers.

COURSE OUTCOMES

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

C008.1	Have a fundamental understanding about the organizational domains.	U
C008.2	Apply the basic skills wisely to arrive better decisions	AP
C008.3	Evaluate the various types of problems analysis models to resolve the problems	E
C008.4	Analyse the different behavioural dimensions to reach the specific direction in the careers	A

COURSE CONTENTS

MODULE	ESSENTIAL SKILLS FOR PERSONALITY DEVELOPMENT	15

Overview : Types of companies and typical organization - Who does What - Understanding companies - Domain, Offering, Customers, Strategy - Company Culture - Moving from Campus to Corporate - Essential skills and areas of understanding **:** Continuous learning and improvement - Analyzing ones career path and making educated judgments - Effective Articulation and Collaboration - Ownership and Leadership - Understanding how companies make or not make money and why - Problem breakdown and resolving model - Time management and multi-tasking model - Effective project and program management - Mind Mapping as a powerful technique to learn - Being Inquisitive: Analysing why asking questions is more difficult than giving answers. Hands on exercise - Innovation: A Buzzword not only meant for a few - Ideas to succeed in the career

TOTAL HOURS: 15

REFERENCES:

1. Prashant sharma (2021), Soft Skills- Personality Development for Life Success, 3rd edition, BPB Publication
2. Seema Gupta (2019), Soft Skills – Interpersonal & Intrapersonal Skills Development,1st edition, V&S Publishers
3. Barun K Mitra (2016), Personality Development and Soft Skills, 2nd edition, Oxford University Press
4. John Adair (2013), Develop your Leadership Skills ,2ndedition, Kogan Page.
5. Danny M Goldberg, Manny Rosenfeld (2014), People – Centric Skills,1st edition, Wiley

WEB REFERENCES:

1. 11 Personality Traits That Could Derail Your Career (hbr.org)
2. https://www.coursera.org/learn/learning-how-to-learn
3. https://onlinecourses.nptel.ac.in/noc22_hs77/preview
4. https://www.free-ebooks.net/psychology/Personality-Development/pdf/preview
5. https://www.thehindu.com/education/kickstart-personality-development/article31594462.ece

22VAC009	CORPORATE VALUATION	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge of Financial Management

COURSE OBJECTIVES

1. To provide basic understanding about the conceptual framework of valuation and its approaches.
2. To impart knowledge on relative valuation and enterprise valuation through discounted and non-discounted models
3. To gain expertise in analyzing the cost of capital.
4. To familiarize the students to evaluate the value enhancement by the corporates.

COURSEOUTCOMES

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

C009.1	Value the equity shares of a company.	U
C009.2	Apply the various Valuation models.	AP
C009.3	Analyze the Cost of various sources of Capital and decide the Optimum capital structure	AN
C009.4	Evaluate the value addition created by the corporate through various methods.	E

COURSE CONTENTS

MODULE	PRINCIPLES OF VALUATION	15

Corporate Valuation – Definition, Basis and Principles valuation – Types of Value - Features and information needed for Valuation Process, Approaches to Valuation: Book Value Approach, Stock and Debt Approach, Discounted Cash flow Approach: Enterprise DCF Model-Equity DCF Model: Dividend discount model, Free Cash Flow to Equity (FCFE) Model Adjusted Present Value Model-Economic profit model, Relative Valuation Approach, Asset-Based Valuation, Option Valuation Approach. 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 –Income Tax loss Governing Businesses- Corporate Valuation in Practice.

TOTALHOURS:15

REFERENCES:

1. Prasanna Chandra (2020) Corporate Valuation, 2nd edition, Noida, McGraw Hill Education.
2. Aswath Damodaran, (2012)The Little book of Valuation, New Delhi, Wiley India PvtLtd.,.
3. Aswath Damodaran, (2012) Investment Valuation, 3rd edition, New Delhi, John Wiley & Sons.
4. Kamal Garg CA, (2017) Handbook on Valuation', 2nd edition, Delhi ,Bharat Law House.
5. Sridhar VS, (2018) Valuation Examination for Asset Class Securities or Financial Assets, Delhi, Rama Books.

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1. https://hbr.org/2022/10/6-factors-that-determine-your-companys-valuation
2. https://www.wsj.com/articles/the-900-billion-cash-pile-inflating-startup-valuations-11640539562
3. https://nptel.ac.in/courses/110105036
4. https://in.coursera.org/projects/introduction-valuation-wacc
5. https://imaa-institute.org/m-and-a-trainings/valuation-damodaran/?gclid=EAIaIQobChMI1IHUtr-X_AIVXplmAh1CNQueEAMYAiAAEgJBRPD_BwE

22VAC010	DIGITAL BANKING	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basic Knowledge in Banking Operations

COURSEOBJECTIVES

1. To introduce the different Digital Banking Products.
2. To provide with the knowledge of various Mobile Banking Technology and the Different cards.
3. To familiarize with the Marketing of Digital Banking products
4. To understand the various Digital Payment Systems.

COURSEOUTCOMES

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

C010.1	Understand the need for various Digital Banking Products.	U
C010.2	Gain knowledge on the usage of various Mobile Banking Technologies and Banking Cards.	AP
C010.3	Market the Digital Banking Products to the customers	AN
C010.4	Make digital payments through all the available Digital payment systems	E

COURSE CONTENTS

MODULE	DIGITAL BANKING PRODUCTS	15

Digital Banking Products: Need - Mobile Banking: Product Features - Cards: Types of Cards - EMV Technology – Tap and Go – NFC - Cash Re-Cyclers: Product features, Risk Management - Cash Deposit Machinery – CDRs - Branchless Banking: Financial Inclusion, Vehicles for Financial Inclusion, BCs - Automated Teller Machines - POS (point of sale) Terminals - Marketing of Digital Banking Products : Objectives, Structure and Use of Analytics in the Marketing of Digital Banking Products - Payment Systems: IMPS, RTGS, NEFT, NUUP,NACH,AEPS,E-KYC, CTS,NFS - Internet Banking- New Developments in Digital Banking: Block Chain, Crypto currency, Digital Rupee.

TOTALHOURS:15

REFERENCES:

1. Indian Institute of Banking and Finance (2019), Digital Banking, 1st edition, Taxman Publisher.
2. Luigi Wewege (2017), The Digital Banking Revolution – Audio Book.
3. Sanjay Phadke. (2020). Fintech Future: The Digital DNA of Finance, 1st edition, New Delhi, Sage Publications.
4. Chris Skinner (2017). Digital Bank- Strategies to launch or become a Digital Bank, 1st edition, Embassy book Publishers.
5. Susanne Chishti & Janos Barberis (2016) The Fintech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, 1st edition, Wiley Publishers.

WEB REFERENCES:

1. https://mackinstitute.wharton.upenn.edu/2021/designing-a-seamless-digital-experience-for-customers/
2. https://hbsp.harvard.edu/catalog/collections/introduction-to-fintech
3. https://www.thehindubusinessline.com/topic/digital_banking/
4. https://tavaga.com/blog/digital-banking-meaning-benifits-products-types-disadvantages-future/
5. https://learningsessions.in/digital-banking-in-retail-banking/

22VAC011	EMPLOYEES STATE INSURANCE AND PROVIDENT FUND	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basics of Human Resource Management

COURSE OBJECTIVES

1 To provide a basis of understanding to the students with ESI & PF

1. To create a strong foundation to apply the act in establishments
2. To enable the students to get familiarity with the online portal towards ESIC and PF
3. To make familiar with ESI & PF advances and withdrawal

COURSE OUTCOMES

C011.1	Understand the Fundamentals of ESI and PF	U
C011.2	Application of Employees State Insurance Act, 1948 including factories belonging to government.	AP
C011.3	Analyse the various types of benefits under the act and the ways to avail the benefits	AN
C011.4	Evaluate the importance of filing monthly returns through online portal, making payment through online and PF advances and withdrawal.	E

COURSE CONTENTS:

MODULE	BASICS OF ESI &PF	15

ESI & PF Basics – Basics of the Act - Applicability of the ACT in establishments – calculation under ESI & PF – contribution under both acts – Updating employee details in ESI & PF online portal - principal employer and contractor – creation, deletion & modification of employees under portal – benefits under the act –the benefits under the act – monthly return preparation – filing of monthly returns in online portal – making payments online – ESIC accident reporting online – PF advances & withdrawal .

TOTAL HOURS: 15

REFERENCES:

1. Ratna Sen, (2020) Industrial Relations in India, Shifting Paradigms, New Delhi, Macmillan India Ltd
2. Venkata Ratnam,C.S, (2018) Globalisation and Labour Management Relations, Response Books.
3. Srivastava,(2012) Industrial Relations and Labour laws, 6th edition, Vikas Publishing.
4. Singh P.N, Neeraj Kumar (2011), Employee relations Management.1st edition, Pearson.
5. Sinha P.R.N, Indu Bala Sinha, Seema Priyardarshini Shekhar, (2017). Industrial Relations, Trade Unions and Labour Legislation, 3rd edition, Pearson Publications

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1. https://empxtrack.com/blog/esi-pf-statutory-compliance/
2. https://economictimes.indiatimes.com/news/economy/policy/government-plans-to-pay-companies-share-of-esi-for-new-recruits/articleshow/64551358.cms
3. https://vakilsearch.com/blog/what-are-the-difference-between-the-esi-pf-registration/
4. https://www.nifm.in/courses-certification/17/certified-esi-employee-state-insurance-and-pf-provident-fund-professional-course-training-classes.php
5. https://hrignite.in/certification-course-on-live-pf-esi-challan-process/

22VAC012	SOCIAL PSYCHOLOGY	0/0/0/1
Nature of Course	**THEORY**	

PREREQUISITES: Basics of Human resource Management

COURSE OBJECTIVES

1. To provide a basis of understanding social interaction and social influence
2. To create a strong foundation to apply empirical knowledge to improve their lives
3. To implement the behavioral and mental process to improve their lives
4. To familiarize with social psychological concepts & issues.

COURSE OUTCOMES

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

C012.1	Understand the social psychological concepts like attitudes, attributions, and significance of communication in social situations	U
C012.2	Apply the steps in developing prosocial behaviour and emphasizes on the determinants of pro social behaviour.	AP
C012.3	Analyze the various types of Relationships between the individual and society	AN
C012.4	Evaluate the group structure and group functioning and the concepts related to group dynamics like obedience, conformity, cooperation and competition.	E

COURSE CONTENTS

MODULE	INTRODUCTION TO SOCIAL PSYCHOLOGY	15

Social Psychology – Origin and development – Social behaviour and social thought – Applications in society and business. Perceiving and understanding others - Social perception – Nonverbal communication – Attribution – Impression formation and impression management. interpersonal relations - Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction applied social psychology - Social Influence – Conformity – Compliance – Social Influence – Pro social behaviour – Groups – Social issues.

TOTAL HOURS: 15

REFERENCES:

1. Baron, Byrne and Brascombe, (2020) Social Psychology, 11thedition, Pearson.
2. David G. Myers, (2021) Psychology, 8thedition, Tata McGraw Hill.
3. Baron and Byrne, (2018) Social Psychology,13th edition. PHI.
4. Howitt.(2014) Social Psychology., 5th edition. Tata McGraw Hill.
5. Rohall et al. (2010) Social Psychology. 2nd edition. PHI Learning.

WEB REFERENCES:

1. https://hbr.org/2009/06/rethinking-trust
2. https://hbr.org/2018/10/research-perspective-taking-doesnt-help-you-understand-what-others-want
3. https://in.coursera.org/learn/social-psychology
4. https://www.classcentral.com/course/socialpsychology-555
5. https://executive.berkeley.edu/thought-leadership/blog/social-psychology-and-business-world.