



Maharashtra Education Society's
**INSTITUTE OF MANAGEMENT &
CAREER COURSES (IMCC), PUNE
(AUTONOMOUS)**
Affiliated to Savitribai Phule Pune University



Department of Master of Business Administration Academic Year 2026-27

Masters of Business Administration (MBA Programme)

Credits: 104



INDEX

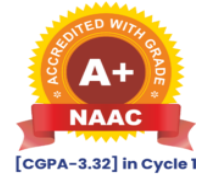
| Sr. No. | Content | Page No. |
|---------|---|----------|
| 1 | Preamble | |
| 2 | Vision and Mission | |
| 3 | Outcome Based Education | |
| | 3.1 Programme Educational Objectives (PEOs) | |
| | 3.2 Programme Outcomes (POs) | |
| 4 | Programme Structure & Courses Offered | |
| | 4.1 Semester I | |
| | 4.2 Semester II | |
| | 4.3 Semester III | |
| | 4.4 Semester IV | |
| 5 | Examination & Evaluation | |
| | 5.1 Formative Assessment (FA) / Concurrent Assessment (CA) | |
| | 5.2 Summative Assessment (SE) (End Semester Evaluation) | |
| 6 | Programme Flexibility | |
| | 6.1 Dropping an Elective Course | |
| | 6.2 Horizontal or Lateral Credit Transfer | |
| | 6.3 Block Credit Transfer | |
| | 6.4 Credit Transfer for MOOCs | |
| 7 | Passing Percentage | |
| 8 | Annexure II (Detailed syllabus of each course is provided in) | |



Preamble

MES' Institute of Management and Career Courses (IMCC) offers a postgraduate MBA Programme affiliated to Savitribai Phule Pune University (SPPU), approved by All India Council for Technical Education (AICTE). The program spans through two academic years with four semesters. The MBA curriculum implements Outcome Based Education(OBE) along with Choice Based Credit System (CBCS). This MBA syllabus, aims at a comprehensive and rigorous education in Business Administration and provides a holistic approach. This programme is designed to foster a culture wherein students' talent is amplified with knowledge, skills, managerial training and guidance needed to become management professionals capable of tackling real-world problems in a variety of fields.

The curriculum has a total of 103 credits, spread over a period of two years. The curriculum is designed to expose students to both theoretical and practical aspects and provide them with hands-on experience in the latest managerial concepts used in the industry. In every semester, students appear for various certifications which enable students to make their resume rich. In the MBA Curriculum General Management Courses, Specialization Courses, Research Publication, Summer Internship project, Field Project, Research Project, Value Added courses, MOOC courses, Certifications, Skill Enhancement Courses and courses under Indian Knowledge System (IKS)(Extra credit courses) are offered to the students. Students are encouraged to participate in various co-curricular and extra-curricular activities. These activities help students to develop their leadership, teamwork, and communication skills, and provide them with a well-rounded education.



Institute's Vision and Mission

Vision

IMCC's vision is to be a globally recognized institution ensuring excellence in academics, innovation, research and entrepreneurship. Institute envisions producing, highly knowledgeable, ethically strong, self-motivated professionals who will contribute effectively towards society and nation.

Mission

- To make the Institute a front-runner in the fields of Academics and Research.
- To create a center of excellence to develop multi-faceted professionals who will meet global needs.
- To provide a holistic learning environment for versatile development of learners.
- To encourage flair for entrepreneurship among learners.
- To groom students into ethically sound, socially responsible and nationally committed professionals.



3. Outcome Based Education:

Outcome-Based Education (OBE) Approach: Outcomes are about performance, and this implies:

- i. There must be a performer – the student (learner), not only the teacher
- ii. There must be something performable (thus demonstrable or assessable) to perform
- iii. The focus is on the performance, not the activity or task to be performed.

3.1. Programme Educational Objectives (PEOs):

Programme Educational Objectives are a set of broad future-focused student performance outcomes that explicitly identify what students will be able to do with what they have learned, and what they will be like after they leave school and are living full and productive lives. Thus, PEOs are what the program is preparing graduates for in their career and professional life (to attain within a few years after graduation).

Graduate Attributes (GAs):

Graduate Attributes (GAs) are the qualities, knowledge, and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, disciplinary expertise or technical knowledge.

3.2. Programme Outcomes (POs):

Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.

Learning Outcomes:

A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under a certain situation. The three broad types of learning outcomes are:

- i. Disciplinary knowledge and skills
- ii. Generic skills
- iii. Attitudes and values

Course Outcomes (COs):

A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.

Teaching and Learning Activities (TLAs):



The set of pedagogical tools and techniques or the teaching and learning activities that aim to help students to attain the intended learning outcomes and engage them in these learning activities through the teaching process.

Assessment:

It is the process of collecting, recording, scoring, describing and interpreting information about learning.

Outcome Based Assessment (OBA): An assessment system that asks course teachers to first identify what it is that we expect students to be able to do once they have completed a course or program. It then asks course teachers to provide evidence that they are able to do so. In other words, how will each learning outcome be assessed? What evidence of student learning is most relevant for each learning outcome and what standard or criteria will be used to evaluate that evidence? Assessment is therefore a key part of outcome-based education and used to determine whether or not a qualification has been achieved.

Rubric (Assessment Rubric):

A rubric for assessment, also called a scoring guide, is a tool used to interpret and grade students on any kind of work against criteria and standards.

Academic credit: (To be added in the index)

An academic credit is a unit by which the course work (theory/ practical/ training) is measured. Each course may(are) be allotted credits in proportion to the time expected to be devoted by the student for that course. Thus, it determines the number of hours of instruction required per week.

Credit: In terms of credits, for a period of one semester of 15 weeks:

Every ONE-hour session per week of L amounts to 1 credit per semester

- i. Every TWO-hour tutorial per week of L amounts to 1 credit per semester
- ii. A minimum of TWO hours per week of P amounts to 1 credit per semester,

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools

proposed. The modified LTP shall have to be approved by the Director / Deputy Director / Head of the Department / Designated academic authority of the Institute.

Session:



Each teaching-learning, evaluation session shall be of 60 minutes. However, the institute will have the flexibility to define its time slots in a manner as to use its faculty and infrastructure resources in the best possible way and ensure effective learning.

Course Announcement:

The institute will announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It will not be mandatory for the institution to offer all the specializations and all the electives. The decision of the Director shall be final in this case. However, in the spirit of Choice Based Credit System, the institute will offer choices to the students for the elective courses.

Course Registration:

It is mandatory for every student, to register every semester, for the courses opted for that semester(to register the opted courses for every semester). On the advice of Class Coordinator/ Faculty Advisor appointed for the purpose of counseling students on the choice of courses, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within the first week of Semester I and immediately after the conclusion of the preceding term for subsequent Semesters II, III and IV.

3.1 MBA Programme Focus:

Programme Educational Objectives (PEOs):(Can be merged in the above title)

PEO1: Graduates of the MBA programme will successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.

PEO2: Graduates of the MBA programme will possess excellent communication skills, excel in cross-functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.

PEO3: Graduates of the MBA program will be appreciative of the significance of Indian ethos and values in managerial decision making and exhibit value centered leadership.

PEO4: Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.

PEO5: Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs and change agents.

3.2 Programme Outcomes (POs):

At the end of the MBA Programme the learner will possess the



- a) **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.
- b) **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem solving tools and techniques.
- c) **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions.
- d) **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large.
- e) **Leadership and Teamwork** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
- f) **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
- g) **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
- h) **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
- i) **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
- j) **LifeLong Learning** – Ability to operate independently in a new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Graduate Attributes (GAs):

At the end of the MBA programme the learner shall exhibit:

- GA1:** Managerial competence
- GA2:** Proficiency in Communication, Collaboration, Teamwork and Leadership
- GA3:** Competence in Creativity & Innovation
- GA4:** Research Aptitude, Scholarship & Enquiry
- GA5:** Global Orientation
- GA6:** Proficiency in ICT & Digital Literacy
- GA7:** Entrepreneurship & Intrapreneurship Orientation
- GA8:** Cross-functional & Inter-disciplinary Orientation
- GA9:** Results Orientation
- GA10:** Professionalism, Ethical, Values Oriented & Socially Responsible behavior



5. MBA Programme Structure

| MBA Program Structure | | | | | | | | | | | | | | | | | |
|--|-------------|---------------------|--------------------|-------------|--------|---------------------|--------------------|------------|-------|---------------------|--------------------|------------|--|---------------------|--------------------|---------------------|--------------------|
| Section | Semester I | | | Semester II | | | Semester III | | | Semester IV | | | | | | | |
| | Course Code | Credit | Marks | Course Code | Credit | Marks | Course Code | Credit | Marks | Course Code | Credit | Marks | | | | | |
| Section A | GM 01 | 3 | 100 | GM 06 | 3 | 100 | GM 12 | 4 | 100 | OJT | 12 | 400 | | | | | |
| | GM 02 | 3 | 100 | GM 07 | 3 | 100 | GM 13 | 4 | 100 | Any One | | | | | | | |
| | GM 03 | 3 | 100 | GM 08 | 3 | 100 | Any Four | | | | | | | | | | |
| | GM 04 | 3 | 100 | GM 09 | 3 | 100 | SC 01 | 4 | 100 | SC 08 | 4 | 100 | | | | | |
| | GM 05 | 3 | 100 | GM 10 | 3 | 100 | SC 02 | 4 | 100 | SC 09 | 4 | 100 | | | | | |
| | FP | 3 | 100 | GM 11 | 3 | 100 | SC 03 | 4 | 100 | SC 10 | 4 | 100 | | | | | |
| | | | | | | | | SC 04 | 4 | 100 | | | | | | | |
| | | | | | | | | SC 05 | 4 | 100 | | | | | | | |
| | | | | | | | | SC 06 | 4 | 100 | | | | | | | |
| | | | | | | | | SC 07 | 4 | 100 | | | | | | | |
| | | 18 | 600 | | | 18 | 600 | | | 24 | 600 | | | 16 | 500 | | |
| Section B | GC 01 | 2 | 50 | GC 04 | 2 | 50 | Research Project | 6 | 200 | GC 07 | 2 | 50 | | | | | |
| | GC 02 | 2 | 50 | GC 05 | 2 | 50 | | | | MOOC 1 | 2 | 50 | | | | | |
| | GC 03 | 2 | 50 | GC 06 | 2 | 50 | | | | MOOC 2 | 2 | 50 | | | | | |
| | | | 6 | 150 | | | 6 | 150 | | | 6 | 200 | | | 22 | 150 | |
| Section C Optional Basket (Any Two) | VAC 01 | 1 | 25 | VAC 13 | 1 | 25 | | | | | | | | | | | |
| | VAC 02 | 1 | 25 | VAC 14 | 1 | 25 | | | | | | | | | | | |
| | VAC 03 | 1 | 25 | VAC 15 | 1 | 25 | | | | | | | | | | | |
| | VAC 04 | 1 | 25 | VAC 16 | 1 | 25 | | | | | | | | | | | |
| | VAC 05 | 1 | 25 | VAC 17 | 1 | 25 | | | | | | | | | | | |
| | VAC 06 | 1 | 25 | VAC 18 | 1 | 25 | | | | | | | | | | | |
| | VAC 07 | 1 | 25 | VAC 19 | 1 | 25 | | | | | | | | | | | |
| | VAC 08 | 1 | 25 | VAC 20 | 1 | 25 | | | | | | | | | | | |
| | VAC 09 | 1 | 25 | VAC 21 | 1 | 25 | | | | | | | | | | | |
| | VAC 10 | 1 | 25 | VAC 22 | 1 | 25 | | | | | | | | | | | |
| | VAC 11 | 1 | 25 | VAC 23 | 1 | 25 | | | | | | | | | | | |
| | VAC 12 | 1 | 25 | VAC 24 | 1 | 25 | | | | | | | | | | | |
| | | 2 | 50 | | | 2 | 50 | | | | | | | | | | |
| | | Semester I | | | | Semester II | | | | Semester III | | | | Semester IV | | Total | |
| | | Total Credit | Total Marks | | | Total Credit | Total Marks | | | Total Credit | Total Marks | | | Total Credit | Total Marks | Gross Credit | Gross Marks |
| | | 26 | 800 | | | 26 | 800 | | | 30 | 800 | | | 22 | 650 | 104 | 3050 |

GM= General Management Courses; GC= Generic Compulsory Courses; SC= Specialization Core Courses; VAC= Value Added Courses; FP= Field Project; RP= Research Project; OJT= On Job Training



Summary of Course Offered:

| Sr. No. | Section | Course Types | Total Courses | Total Credit | Nature |
|--------------|-----------|---------------------|---------------|--------------|------------|
| 1 | Section A | General Management | 13 | 39 | Compulsory |
| | | Specialization Core | 5 | 20 | Elective |
| | | Field Project | 1 | 3 | Compulsory |
| | | On Job Training | 1 | 12 | Compulsory |
| 2 | Section B | Generic Compulsory | 7 | 16 | Compulsory |
| | | Research Project | 1 | 6 | Compulsory |
| | | MOOC | 2 | 4 | Compulsory |
| 3 | Section C | Value Added Courses | 4 | 4 | Elective |
| Total | | | 34 | 104 | |



4.1 Semester I

| Semester I | | | | |
|------------|---------------------------------------|------------------------------------|----------------------|--------------------|
| Section | Course Code | Course Name | Credit | Marks |
| Section A | GM 01 | Organizational Behaviour | 3 | 100 |
| | GM 02 | Financial Statement and Analysis | 3 | 100 |
| | GM 03 | Fundamentals of Marketing | 3 | 100 |
| | GM 04 | Business Analytics | 3 | 100 |
| | GM 05 | Digital Business | 3 | 100 |
| | GM 06 | Business Research Methodology | 3 | 100 |
| | | | 18 | 600 |
| Section B | GC 01 | Verbal & Written Communication Lab | 2 | 50 |
| | GC 02 | MS Excel | 2 | 50 |
| | GC 03 | Managerial Economics | 2 | 50 |
| | Any Two Courses to be Selected | | 6 | 150 |
| Section C | VAC 01 | Project Feasibility and Financing | 1 | 25 |
| | VAC 02 | Sustainability | 1 | 25 |
| | VAC 03 | Enterprise Analysis: Desk Research | 1 | 25 |
| | VAC 04 | Design Thinking | 1 | 25 |
| | VAC 05 | Influencer Marketing | 1 | 25 |
| | VAC 06 | Selling And Negotiation | 1 | 25 |
| | VAC 07 | Essentials of Psychology | 1 | 25 |
| | VAC 08 | Behavioural Finance | 1 | 25 |
| | VAC 09 | Lean Manufacturing | 1 | 25 |
| | VAC 10 | Rural marketing | 1 | 25 |
| | VAC 11 | Aviation Management | 1 | 25 |
| | VAC 12 | Intellectual Property Rights | 1 | 25 |
| | | | 2 | 50 |
| | | | Total Credits | Total Marks |
| | | | 26 | 800 |



4.2 Semester II

| Semester II | | | | |
|--------------------------------|-------------|---|----------------------|--------------------|
| Section | Course Code | Course Name | Credit | Marks |
| | | | | |
| Section A | GM 06 | Marketing Management | 3 | 100 |
| | GM 07 | Financial Management | 3 | 100 |
| | GM 08 | Human Resource Management | 3 | 100 |
| | GM 09 | Decision Science | 3 | 100 |
| | GM 10 | Supply Chain & Logistics Management | 3 | 100 |
| | FP | Field Project | 3 | 100 |
| | | | 18 | 600 |
| Section B | GC 04 | Contemporary Framework in Management | 2 | 50 |
| | GC 05 | Data Visualization | 2 | 50 |
| | GC 06 | Entrepreneurship & New Venture Management | 2 | 50 |
| | | | 6 | 150 |
| Any Two Courses to be Selected | | | | |
| Section C | VAC 13 | Demand Forecasting | 1 | 25 |
| | VAC 14 | Corporate Social Responsibility | 1 | 25 |
| | VAC 15 | Industry Analysis: Desk Research | 1 | 25 |
| | VAC 16 | Business Plan | 1 | 25 |
| | VAC 17 | Research Proposal Writing. | 1 | 25 |
| | VAC 18 | Qualitative Research Methodologies | 1 | 25 |
| | VAC 19 | Psychometric Testing and Assessments | 1 | 25 |
| | VAC 20 | Fintech | 1 | 25 |
| | VAC 21 | Theory of Constraint | 1 | 25 |
| | VAC 22 | Micro Finance | 1 | 25 |
| | VAC 23 | Hospitality & Tourism Management | 1 | 25 |
| | VAC 24 | Legal Aspects of Startups | 1 | 25 |
| | | | | 2 |
| | | | Total Credits | Total Marks |
| | | | 26 | 800 |



4.3 Semester III

| Semester III | | | | | |
|--------------|-----------------|-----------------------------------|---------------------|--------------------|--|
| Section | Course Code | Course Name | Credit | Marks | |
| Section A | GM 12 | Strategic Management | 4 | 100 | |
| | GM 13 | Enterprise Performance Management | 4 | 100 | |
| | Any Four | | | | |
| | SC 01 | Specialization Core 1 | 4 | 100 | |
| | SC 02 | Specialization Core 2 | 4 | 100 | |
| | SC 03 | Specialization Core 3 | 4 | 100 | |
| | SC 04 | Specialization Core 4 | 4 | 100 | |
| | SC 05 | Specialization Core 5 | 4 | 100 | |
| | SC 06 | Specialization Core 6 | 4 | 100 | |
| | SC 07 | Specialization Core 7 | 4 | 100 | |
| | | | 24 | 600 | |
| Section B | GC 09 | Research Project | 6 | 200 | |
| | | | 6 | 200 | |
| | | | Total Credit | Total Marks | |
| | | | 30 | 800 | |

Specialization Courses:

| Semester III | | | | | | | |
|------------------|---|------------------|---|-----------------|---------------------------------------|-----------------|--|
| Course Code | Financial Management | Course Code | Marketing Management | Course Code | Human Resource Management | Course Code | Business Analytics |
| <i>SC-FIN-01</i> | Advance Financial Management | <i>SC-MKT-01</i> | Marketing Research and Information System | <i>SC-HR-01</i> | HR Operations | <i>SC-BA-01</i> | Big Data & Business Intelligence Foundations |
| <i>SC-FIN-02</i> | Banking Operations & Regulations | <i>SC-MKT-02</i> | Consumer Behaviour | <i>SC-HR-02</i> | Employee Relation & Industry Relation | <i>SC-BA-02</i> | HR Analytics & Workforce Intelligence |
| <i>SC-FIN-03</i> | Security Analysis and Portfolio Management | <i>SC-MKT-03</i> | Digital marketing | <i>SC-HR-03</i> | Human Resource Information Systems | <i>SC-BA-03</i> | Marketing Analytics & Customer Insights |
| <i>SC-FIN-04</i> | Equity Research | <i>SC-MKT-04</i> | Sales and Distribution Management | <i>SC-HR-04</i> | Compensation and benefits management | <i>SC-BA-04</i> | Project Management for Analytics Professionals |
| <i>SC-FIN-05</i> | Current Trends and Cases In Finance | <i>SC-MKT-05</i> | Product and Brand Management | <i>SC-HR-05</i> | Current Trends and Global HRM | <i>SC-BA-05</i> | Python |
| <i>SC-FIN-06</i> | Mergers Acquisition and corporate restructuring | <i>SC-MKT-06</i> | Strategic Marketing | <i>SC-HR-06</i> | Performance Management | <i>SC-BA-06</i> | Operations & Supply Chain Analytics |
| <i>SC-FIN-07</i> | Financial Analytics | <i>SC-MKT-07</i> | Marketing Analytics | <i>SC-HR-07</i> | HR Analytics | <i>SC-BA-07</i> | Financial Analytics for Business Decision-Making |



4.4 Semester IV

| Semester IV | | | | |
|-------------|-------------|---|---------------------|--------------------|
| Section | Course Code | Course Name | Credit | Marks |
| Section A | OJT | On Job Training | 12 | 400 |
| | Any One | | | |
| | SC 08 | Specialization Core 8 | 4 | 100 |
| | SC 09 | Specialization Core 9 | 4 | 100 |
| | SC 10 | Specialization Core 10 | 4 | 100 |
| | | | 16 | 500 |
| | GC 07 | Management Paradigms from Bhagavad Gita (IKS) | 2 | 50 |
| | M1 | MOOC I | 2 | 50 |
| | M2 | MOOC II | 2 | 50 |
| | | | 6 | 100 |
| | | | Total Credit | Total Marks |
| | | | 22 | 650 |

| Semester IV | | | | | | | |
|------------------|------------------------------|------------------|-------------------------------------|-----------------|---------------------------|-----------------|--|
| Course Code | Financial Management | Course Code | Marketing Management | Course Code | Human Resource Management | Course Code | Business Analytics |
| <i>SC-FIN-08</i> | Financial Risk Management | <i>SC-MKT-08</i> | Services Marketing | <i>SC-HR-08</i> | Learning and Development | <i>SC-BA-08</i> | Data Management & Business Data Preparation |
| <i>SC-FIN-09</i> | Wealth Management | <i>SC-MKT-09</i> | B2B Marketing | <i>SC-HR-09</i> | HR Audit | <i>SC-BA-09</i> | R programming |
| <i>SC-FIN-10</i> | Insurance Laws & Regulations | <i>SC-MKT-10</i> | Integrated Marketing Communications | <i>SC-HR-10</i> | Strategic HRM | <i>SC-BA-10</i> | Artificial Intelligence in Business Applications |



Compulsory & Mandatory Credit Courses :

****Not considered in SGPA/CGPA Calculation**

| | Human Rights | Introduction to Cyber Security/Information Security | Skill Development | Introduction to Constitution |
|--------------|-----------------|---|-------------------|------------------------------|
| 1st Semester | | 4 Credit | | |
| 2nd Semester | 2 Credit | | | |
| 3rd Semester | | | | 2 Credit |
| 4th Semester | | | 4 Credit | |

5.1 Formative Assessment (FA) / Concurrent Assessment (CA):

- i. The course teacher shall prepare the scheme of Formative Assessment before commencement of the term. The scheme of Formative Assessment shall explicitly state the linkages of each Formative Assessment Item with the Course Outcomes and define the targeted attainment levels for each CO.
- ii. The Director / Head of the Department / Program Coordinator shall approve the scheme of Formative Assessment with or without modifications.
- iii. The course teacher shall display, on the notice board, the approved Formative Assessment scheme of the course and the same shall also be hosted on the website, not later than the first week of the term.
- iv. At the end of the term, aggregate Formative Assessment scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be displayed on the notice board.

5.1.1 Formative Assessment Methods:

Student's assessment should be as comprehensive as possible and provide meaningful and constructive feedback to faculty and students about the teaching-learning process. Over-use of question-answers shall be discouraged for formative assessments. Course teachers shall opt for a combination of one of more FORMATIVE ASSESSMENT methods listed below.

| Sr. No. | Evaluation Components | Sr. No. | Evaluation Components |
|---------|------------------------------------|---------|--|
| 1 | MCQs with multiple correct answers | 27 | Learning Diary |
| 2 | Class Test | 28 | Scrapbook / Story of the week / Story of the month |
| 3 | Open Book Test | 29 | Creating a Quiz |
| 4 | Written Home Assignment | 30 | Designing comic strips / Cartoon strips |
| 5 | In-depth Viva-Voce | 31 | Drama scripts |
| 6 | Case Study | 32 | Creating Brochures / Bumper Stickers / Fliers |



| | | | |
|----|---|----|---|
| 7 | Caselet | 33 | Creating Crossword Puzzles |
| 8 | Situation Analysis | 34 | Creating and Presenting Posters |
| 9 | Presentations | 35 | Writing an Advice Column |
| 10 | Field Visit / Study tour and report of the same | 36 | Library Magazines based assessment |
| 11 | Small Group Project & Internal Viva-Voce | 37 | Peer assessment |
| 12 | Model Development | 38 | Autobiography/Biography |
| 13 | Role Play | 39 | Writing a Memo |
| 14 | Story Telling | 40 | Work Portfolio |
| 15 | Fish Bowls | 41 | E-portfolios |
| 16 | Book Review | 42 | Digital stories |
| 17 | Drafting a Policy Brief | 43 | eNewsletter, eMagazine |
| 18 | Drafting an Executive Summary | 44 | Recorded interviews of stakeholders posted on YouTube |
| 19 | Literature Review | 45 | Simulation Exercises |
| 20 | Term Paper | 46 | Gamification Exercises |
| 21 | Thematic Presentation | 47 | Presentation based on Google Alerts |
| 22 | Publishing a Research Paper | 48 | Webinar based assessment |
| 23 | Annotated Bibliography | 49 | Creating Webpage / Website / Blog |
| 24 | Creating Taxonomy | 50 | Creating infographics / infomercial |
| 25 | Creating Concept maps | 51 | Creating podcasts / Newscast |
| 26 | Discussion Boards | | |

5.1.2 Rubrics:

The course teacher shall design Rubrics for each Formative Assessment. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / Program Coordinator of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course.

The rubric shall detail the following:

1. Linkages of the Formative Assessment to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines.



8. Any other relevant details.

5.1.3 Safeguards for Credibility of Formative Assessment:

The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

- i. Involving faculty members from other management institutes.
- ii. Setting multiple question paper sets and choosing the final question paper in a random manner with solutions.
- iii. One of the internal faculty members (other than the course teacher) acting as in charge during activity-based evaluations.
- iv. Involvement of Industry personnel in evaluating projects / field-based assignments.
- v. Involvement of alumni in evaluating presentations, role plays, etc.
- vi. 100% moderation of answer sheets, in exceptional cases.

5.1.4 Retention of Formative Assessment Documents:

Records of FORMATIVE ASSESSMENT shall be retained for 3 years from the completion of the Academic Year. i.e. Current Academic Year (CAY) + 3 years.

5.2 Summative Evaluation:

Term end evaluation will be conducted at the end of each semester.

6. Program Flexibility:

6.1 Average Credits per semester, Fast & Slow Learners:

- a. It is expected that a student registers for 26 credits in Semester I, II, III and 25 credits in Semester IV.
- b. Fast learners (under accelerated plan), may be permitted to register for up to 6 additional credits per semester, subject to fulfilling the prerequisites defined for a course, if any. However, the degree shall be awarded not earlier than the end of the 2 academic years since the first admission to the MBA programme.
- c. Slow learners may be permitted to register for less than the normal credits defined for a semester but shall have to complete the programme within the stipulated maximum duration of 3 academic years since the first admission to the MBA programme.
- d.

6.2 Dropping an Elective Course:

- a. Students who opt for an elective course and fail to earn the credits for the elective course (VAC) are permitted to opt for another elective course (VAC) in case they feel like doing so.



- b. In such a case they shall be said to have dropped the original course and opted for a new one.
- c. General Management (GM), Specialization Course (SC) & Generic Compulsory (GC) CANNOT be dropped.
- d. Not more than 2 courses can be dropped and replaced with equivalent alternative courses during the entire MBA programme.

6.3 Horizontal or Lateral Credit Transfer:

- e. When a learner successfully completes the courses included in an academic program at a certain level, he/she is allowed to transfer his/her credits in some of these courses to another same-level academic program having these courses in common. This is referred to as 'Horizontal or Lateral Credit Transfer'.
- f. Horizontal or Lateral Credit Transfer shall be permitted between the MBA and the MCA programme for the equivalent number of credits provided the courses are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme.
 - a. The list of such courses eligible for Horizontal or Lateral Credit Transfer between the MBA and the MCA programme shall be announced by the BOS/Faculty.
 - b. The upper limit for Horizontal or Lateral Credit Transfer shall be 6 credits.
 - c. Such transfer shall be permitted for Generic Compulsory Courses (GC) only.

6.4 Block Credit Transfer:

- a. Block credit transfer refers to a group of courses, such as a completed certificate or diploma program that are accepted for transfer of credit into a degree program.
- b. Block credit transfer shall be permitted for all national and international professional certifications achieved by the learner provided the courses learning outcomes (CLOs) are related to the MBA programme's PEOs and POs and are opted by the students during the period of his enrolment for the MBA programme. The institute shall verify the linkages between the CLOs and the MBA PEOs and POs.
- c. Such transfer shall be permitted for Value Added Courses (VAC) ONLY.

6.5 Credit Transfer for MOOCs:

- a. Learners are encouraged to opt for MOOCs (Massive Online Open Courses) through SWAYAM, NPTEL, EdX, Coursera, Udemy.
- b. Priority shall be given to the SWAYAM platform. If a course is not available on SWAYAM, other online platforms may be used.
- c. Not more than 20% of the total credits (20 Credits) shall be earned through the MOOCs.
- d. Not more than 25% of the credits per semester (6 credits) per semester shall be earned through the MOOCs.
- e. Since MOOC is a guided self-study course, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.



- f. Students shall apply to the Director / Head of the Department / Programme Coordinator of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
- g. Online courses of SWAYAM or equivalent platform shall be allowed if:
 - i. There is non-availability of suitable teaching staff for running a course in the Institution or
 - ii. The facilities for offering the elective papers (courses), sought for by the students are not on offer in the institution, but are available on the SWAYAM or equivalent platform.

6.5.1 Evaluation of MOOCs through SWAYAM:

- a) In case of SWAYAM, the students shall be evaluated as a part of the MOOC itself by the host institution (i.e. institution who has launched the MOOC through SWAYAM).
- b) The evaluation should be based on predefined norms and parameters and shall be based on a concurrent comprehensive evaluation throughout the length and breadth of course based on specified instruments like discussions forums, quizzes, assignments, sessional examinations and final examination.
- c) After conducting the examination and completion of the evaluation, the host institution shall award marks/grade as per the evaluation scheme announced and communicate the marks/grade to the students as well the parent institution of the student, within 4 weeks from the date of completion of the final examination.
- d) The parent institution shall, incorporate the marks/grade obtained by the student, as communicated by the Host Institution of the SWAYAM course in the marks sheet of the student that counts for final award of the degree/diploma by the University with the provision that the programs in which Lab/Practical Component is involved, the parent institution will evaluate the students for the practical/Lab component and accordingly incorporate these marks/grade in the overall marks/grade.
- e) A certificate regarding successful completion of the MOOCs course shall be signed by the PI and issued through the Host Institution and sent to the Parent Institution.

6.5.2 Evaluation of MOOCs through EdX, Coursera, Udemy:

1. The concurrent comprehensive evaluation conducted by EdX, Coursera, Udemy may be adopted by the institute and the institute may accordingly incorporate these marks/grade in the overall marks/grade for the course.
2. Alternatively, the institute may carry out a concurrent comprehensive evaluation of such students who undertake MOOCs through the EdX, Coursera, Udemy platform.

6.6 Professional Certification Programmes:(not in index)

1. Learners may opt for Professional Certification Programmes as a part of ASCC (Alternative Study Credit Courses). These Professional Certification Programmes shall be offered by



National, International organizations, Apex bodies, Chambers of Commerce, Professional certifying bodies, E-learning companies of repute.

2. Not more than 20% of the total credits (20 Credits) shall be earned through the Professional Certification Programmes.

3. Not more than 25% of the credits (6 credits) per semester shall be earned through the Professional Certification Programmes.

4. Students shall apply to the Director / Head of the Department / Program Coordinator, other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed Professional Certification Programmes, he/she wishes to pursue.

5. For Professional Certification Programmes, 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.

6. A valid certificate regarding successful completion of the Professional Certification Programmes shall be submitted by the learner to the institute for claiming the 2 credits.

6.6.1 Indicative list is provided below –

- i. Business English Certificate (Cambridge) / IELTS / TOEFL Certification
- ii. Foreign Language Certification Equivalent to A1/A2 or above
- iii. Google / Microsoft / Oracle / Sun Certification
- iv. NSE / BSE / NISM Certification
- v. SAP Financial Accounting (FI) / Controlling (CO) / Sales and Distribution (SD) / Production Planning (PP) / Materials Management (MM) / Quality Management (QM) / Human Capital Management (HCM) / CRM Certification
- vi. Six Sigma Certification
- vii. ISO Certification (as an auditor)
- viii. Tally ERP Certification
- ix. NLP Certification

7. Additional Specialization:(To be included in index)

1. A student who has earned the MBA with another Specialization may enroll for additional specialization after passing out the regular MBA programme.

2. Such students will be exempted from appearing for all the General Management (GM), Generic Compulsory (GC), Value Added Courses (VAC).

8. Passing Standards:(wrong numbering)

- A student can register for the third semester, if he/she earns a minimum 50% credits of the total of first and second semesters.
- A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
- Formative Assessment and Summative Assessment shall be separate heads of passing.

Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into 6 as per AICTE Policy approved by the Executive Committee in its 100th meeting held on June 28, 2016 Grades by a defined mechanism wherein the overall performance of the



learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standard scale mandated by UGC shall be used.

8.1 The performance of a student will be evaluated in terms of two indices, viz.

- I. Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester
- II. Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time
- III. Percentage of the marks to be mentioned alongside CGPA in the final Semester marksheet.

9. Degree Requirements:

The degree requirements for the MBA programme are completion of minimum 103 credits.

10. Maximum Attempts per Course:

1. A student shall earn the credits for a given course in maximum 4 attempts.
2. Dropping a course and opting for another equivalent course can be done ONLY in the case of VAC.
3. If a student drops a course and opts for another course in lieu of the dropped course the attempts utilized for the dropped course shall be included in the maximum 4 attempts available to earn the credits for a course.
4. The facility of dropping a course and opting for a new course in lieu of the dropped course shall be availed by the student only once per course during these four attempts available to him.
5. A student may drop at most 2 courses.

11. Maximum Duration for completion of the Programme:

The candidates shall complete the MBA Programme within 4 years from the date of admission.(above written as 3 years)

12. Grade Improvement:

1. A Candidate who has secured any grade other than F(Fail) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for Evaluation of at least 1/3rd of the General Management / Specialization Courses (except SIP, FP and RP) for the purpose of Grade Improvement.
4. GC & VAC cannot be selected for Grade Improvement.



13. Miscellaneous:

13.1 Attendance:

The student must meet the requirement of 75% attendance per semester per course for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

13.2 Medium of Instruction:

The medium of Instruction & Evaluation shall be English.

14. Detailed syllabus of each course is provided as follows:



Detailed Syllabus
Semester I

| | | | |
|-----------------------------|-------|--------------------------------|-------------------------|
| Course Code | GM01 | Course Title | Organizational Behavior |
| Course Type | Core | Sessions in TT per week | 3 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 3:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Describe the key concepts of organizational behavior and politics. |
| CO2 | Discuss theories about how managers should behave to motivate and control employees. |
| CO3 | Identify aspects of organizational culture and interpret cultural diversity. |
| CO4 | Build social and leadership skills essential for managerial success. |
| CO5 | Analyze causes of conflict and outline conflict management strategies that managers can use to resolve organizational conflict effectively. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | <p>Unit 1: Fundamentals of Organizational Behavior, Personality and Values</p> <p>Fundamentals of OB Definition and importance of Organizational Behavior; contributing disciplines; challenges and opportunities for OB.</p> <p>Personality and Values: Definition of personality; Myers–Briggs Type Indicator (MBTI); Big Five Personality Model; Johari Window; Transactional Analysis.</p> <p>Values—importance of values; terminal and instrumental values; generational values; linking personality and values to the workplace (Person–Job Fit and Person–Organization Fit).</p> | 9 |



| | | |
|---|---|----|
| 2 | <p>Unit 2: Perception and Motivation</p> <p>Perception: Meaning and factors influencing perception; person perception; attribution theory; shortcuts in judging others—selective perception, contrast effect; applications of perceptual shortcuts in organizations.</p> <p>Motivation: Definition of motivation; early theories—Maslow’s Need Hierarchy, Theory X and Theory Y, Two-Factor Theory; contemporary theories—Self-Determination Theory, Expectancy Theory, Equity Theory.</p> | 10 |
| 3 | <p>Unit 3: Group Behavior and Leadership</p> <p>Group Behavior: Definition and classification of groups; five-stage model of group development; group decision-making.</p> <p>Leadership: Meaning of leadership; leadership theories—Trait Theory (Great Man Theory), Behavioral Theory, Contingency Theory, Leader–Member Exchange (LMX) Theory.</p> | 9 |
| 4 | <p>Unit 4: Conflict Management, Organizational Culture and Change</p> <p>Conflict Management: Definition and pillars of conflict management; conflict management approaches—competing, collaborating, avoiding, accommodating, and compromising.</p> <p>Organizational Culture: Meaning and functions of organizational culture; creating and sustaining culture; how employees learn culture; cultural diversity.</p> <p>Organizational Change: Meaning of organizational change; forces stimulating change; resistance to change; overcoming resistance; Lewin’s Three-Step Model; Nudge Theory of Change Management; role of culture and leadership in managing change.</p> | 8 |



| | | |
|----------|---|----------|
| 5 | <p>Unit 5: Power, Politics and Dark Side of Organizational Behavior</p> <p>Power and Politics: Meaning of power; bases of power; contrasting leadership and power; organizational politics—definition, causes, and consequences.</p> <p>Dark Side of Organizational Behavior: Concept and significance of the dark side in organizations; constructive versus destructive workplace behavior; individual-level dark traits including the Dark Triad personality (narcissism, Machiavellianism, psychopathy); workplace incivility—meaning, characteristics, forms, and incivility spiral; supervisor and coworker incivility; toxic and destructive leadership; abuse of power and unethical political behavior; consequences of dark side behaviors on individual well-being, team dynamics, and organizational effectiveness; emerging issues such as cyber incivility and dark behaviors in virtual and hybrid work environments. Dealing with the dark side.</p> | 9 |
|----------|---|----------|

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra 2. Organizational Behaviour, Robins 3. Organizational Behaviour, Nelson & Quick 4. Organizational Behaviour, Fred Luthans 5. Organizational Behaviour, M N Mishra 6. Organizational Behaviour, K Ashwathappa 7. Understanding OB, Uday Pareek 8. Change & Knowledge Management, Janakiram, Ravindra and ShubhaMurlidhar 9. Human Resource Management, Nkomo, CENGAGE Learning |
| Websites | <ol style="list-style-type: none"> 1. https://onlinecourses.swyam2.ac.in/imb24_mg48/ 2. https://onlinecourses.nptel.ac.in/noc24_mg87/ 3. Organizational Behaviour - II - Course (nptel.ac.in) 4. Understanding Organizational Behaviour - Course (swyam2.ac.in) 5. Organizational Behaviour: Individual Dynamics in Organization [Introduction Video] (youtube.com) |
| Case Study | <ol style="list-style-type: none"> 1. Onboarded and Included Harvard Business Publishing Education 2. Getting Along: How to Work with Anyone (Even Difficult People) Harvard Business Publishing Education |
| Articles | <ol style="list-style-type: none"> 1. Was It Me, Or Was That Gender Discrimination? How 'Ambiguous Incidents' Impact Women Harvard Business Publishing Education |



2. [The future of AI in HR: Opportunities and challenges, HR News, ETHRWorld \(indiatimes.com\)](#)
3. [Team Size Matters: From formation to collaboration, HR News, ETHRWorld \(indiatimes.com\)](#)
4. [Gender Diversity & Gender Pay Parity: A closer look at women empowerment across sectors, ETHRWorld \(indiatimes.com\)](#)

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|-----------------------------|-------------|--------------------------------|--------------------|-----------|
| Course Code | GM 02 | Course Title | Financial Analysis | Statement |
| Course Type | Core | Sessions in TT per week | 3 | |
| Credit Type | Full Credit | Total Marks | 100 | |
| Credit Value | 3 | | | |
| Credit Pattern (LTP) | 3:0:0 | | | |

1. Course Outcomes: On successful completion of course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Remember the basic terms in the financial statements |
| CO2 | Understand the accounting process, preparation and analyzing the financial statement |
| CO3 | Perform all the necessary calculations for preparing a final account, cash flow statements, ratio analysis, and various techniques of valuation. |
| CO4 | Analyze the financial performance of the company on the basis of financial statements. |
| CO5 | Evaluate of the financial impact on the basis of financial statements of the company. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction to Financial Statements: Importance, Objectives and Principles, Accounting Concepts and Conventions and The Generally Accepted Accounting Principles (GAAP) and Implications on Accounting System, Double Entry System, Recording Business Transactions, Classification of accounts. Accounting cycle. Overview, Books | 6 |



| | | |
|----------|---|-----------|
| | of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses. | |
| 2 | Financial Statement: Preparation of Final Accounts of sole proprietary firm: Final Accounts Trading, P&L Account, Balance Sheet with Adjustments | 10 |
| 3 | Valuation Models: Valuation of Assets, Tangible vs. Intangible Assets. Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Methods of Valuation of Goodwill. Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting. | 9 |
| 4 | Financial Statement Analysis-I: Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Distinction between Cash Profits and Book Profits, Preparation and Analysis of Cash Flow Statement and Funds Flow Statement. | 9 |
| 5 | Financial Statement Analysis-II: Analysis and Interpretation of Financial Statements from Investor and Company point of view - Horizontal Analysis and Vertical Analysis of Company Financial Statements - Liquidity - Leverage - Solvency and Profitability Ratios. (Problems) Techniques: Du Pont Chart - Window Dressing - Limitations of Financial Statements. | 11 |

*Weightage will be 60% problems -40 theory

Practical Problems Based On:

- Final Account: Trading A/C, P & L A/C, Balance Sheet
- Problems on Valuation of Assets, Valuation of Inventory, Valuation of Goodwill
- Problems on Cash Flow Statement
- Cases on Common Size Statements
- Cases on Comparative Statements
- Cases on Trend Analysis

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for 2. Management, Vikas Publishing House 3. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications 4. Fundamentals of Management Accounting, H. V.Jhamb 5. Dhanesh K. Khatri, Financial Accounting & Analysis, TMH, New Delhi. 6. V. Rajasekharam, Financial Accounting & Analysis, Pearson Education, New Delhi |
| Web Resources | <ol style="list-style-type: none"> 1. https://corporatefinanceinstitute.com/resources/accounting/analysis-of-financial-statements/ 2. https://www.icai.org/post.html?post_id=17827 |



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|-------------------|---|
| | <ol style="list-style-type: none"> https://ift.world/notes/ https://openstax.org/books/principles-financial-accounting/pages/a-financial-statement-analysis https://www.cfainstitute.org/en/membership/professional-development/refresher-readings/introduction-financial-statement-analysis https://online.hbs.edu/blog/post/financial-statement-analysis https://ncert.nic.in/textbook/pdf/leac204.pdf |
| Case Study | <ol style="list-style-type: none"> Case Study on Financial Analysis - Mercedes Benz (A Daimler Venture https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4426090) Finsimco Simulation: Financial Statement Analysis By: Andrey Simonov, Gerhard Kling, Bharat Venugopal, Aatmay Upponi https://hbsp.harvard.edu/product/FS0007-STM-ENG?Ntt https://online.hbs.edu/blog/post/how-to-read-a-cash-flow-statement |

| | | | |
|-----------------------------|-------|--------------------------------|---------------------------|
| Course Code | GM 03 | Course Title | Fundamentals of Marketing |
| Course Type | Core | Sessions in TT per week | 3 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 3:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Recall the key marketing concepts |
| CO2 | Illustrate the basic concepts, principles and frameworks of marketing. |
| CO3 | Apply the contemporary marketing concepts, frameworks and tools in the context of a marketing situation. |
| CO4 | Examine the critical marketing issues for drawing inferences about the underlying causes and relationships in the context of marketing situation. |
| CO5 | Propose alternative approaches to the emerging business, challenges in the context of marketing situation. |

2. Course Syllabus:



| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Definition & Functions of Marketing- Core Concepts of Marketing, Concept of Product and Market, Meta markets, Marketing function, Linkage of Marketing Function with All Functions in the Organization, Company Orientations toward the Marketplace, Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value, Concept of Marketing Mix Note: Special thrust on Product as Services to be given | 11 |
| 2 | Marketing Environment: Concept of Macro Environment & Micro Environment – Components and Characteristics, Needs & Trends, Major Forces Impacting the Macro Environment & Micro Environment, Need for Analyzing the Marketing Environment, Analyzing the Demographic, Economic, Socio-cultural, Natural, Technological, and Political-Legal Environment, The measures of Market Demand, Identification and Analysis of Competitors, Competitive strategy | 7 |
| 3 | Consumer Behavior: Meaning & Importance of Consumer Behavior, Factors influencing Consumer Behaviour, Five-Stage Model of Buying Decision Process, Moment of Truth, Zero Moment of Truth, ZMOT, Customer Path with 5A's, Organizational Buying Behavior & Process, Comparison of Organisational Buying Behaviour with Consumer Buying Behavior, Buying Roles Note: Connected Customers and Digital Subcultures be included | 10 |
| 4 | Segmentation, Techno graphic segmentation, Market Targeting and Positioning: Concept, Need & Benefits, Criteria for Effective Segmentation, Bases for Segmenting Consumer Markets, Bases for Segmentation for Business Markets, Market Targeting - Concept of Target Markets, Market Targeting and Criteria for Selection, Evaluating and Selecting the Market Segments. Positioning - Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition | 10 |
| 5 | Contemporary Marketing Concepts: Digital Markets, Brick & Click Model, Omni Channel Marketing, Impact of Globalization, Technology and Social Responsibility on Marketing, e-commerce and Social Media, Concept of Marketing Analytics, AI and Machine learning in Marketing | 7 |

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|-----------------------------|--|
| Suggested Text Books | 1. Marketing Management, Ramaswamy & Namakumari, Macmillan. 2. Marketing Management, Rajan Saxena, TMGH 3. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson |
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|-----------------|--|
| | 4. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson |
| Weblinks | <ol style="list-style-type: none"> 1. https://www.ama.org/ 2. https://www.ncaer.org/ 3. https://www.thinkwithgoogle.com/consumer-insights/consumer-journey/micro-moments/zero-moment-truth/ |

| | | | |
|-----------------------------|--------------------|--------------------------------|---------------------------|
| Course Code | GM 04 | Course Title | Business Analytics |
| Course Type | General Management | Sessions in TT per week | 3 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 3:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Remember the concepts underlying in business analytics and its relevance to management practices |
| CO2 | Understand core business analytics concepts and their application in management practices |
| CO3 | Apply appropriate analytical methodologies and insights from complex datasets |
| CO4 | Analyze and evaluate the analytical approaches for addressing real-world business challenges |
| CO5 | Craft persuasive arguments for the adoption of analytical strategies through data driven evidences |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|-----------------|----------------------------------|
| | | |



| | | |
|----|---|----|
| 1 | Business Analytics Essentials: Analytics Evolution & Types, Data Quality & Management, Data Sources, Data Storage & Management, Data Mining & Techniques, Data-Driven Decisions | 8 |
| 2 | Data Bases, Data Warehousing and Data Mining: Introduction to Data Management (Data lifecycle, Data collection methods, Data cleaning techniques, Database concepts, Data warehousing principles) , Data Analysis (Descriptive statistics ,Inferential statistics (hypothesis testing) ,Data interpretation, Extracting insights from data) Data Visualization (Creating charts , Creating graphs ,Data storytelling), Introduction to Analytics Methodology ,(Preparing objectives ,Identifying data requirements ,Data collection ,Understanding data) , Data Preparation (Data cleansing, Data normalization, Data blending, Data modelling), Evaluation & Feedback | 10 |
| 3 | Data Analytics & Quantitative Techniques: Introduction to Statistics (Basic statistical concepts like measures of central tendency, dispersion, probability distributions, and hypothesis testing), Basic Regression Analysis techniques, Data summarization methods (Tables, Graphs, Charts, Histograms, Frequency distributions, Relative Frequency Measures of Central Tendency and Dispersion; Box Plot; Basic probability concepts, conditional probability, Probability distributions, Continuous and discrete distributions, sequential decision making) | 10 |
| 4. | Time Series Analysis and Forecasting Components of time series data (trend Analysis, seasonality, residuals, cyclical behavior), Techniques for trend analysis and seasonality adjustment, Time series forecasting models [Moving average, exponential smoothing (simple, Holt-Winters), ARIMA, Multiple linear regression based forecasting], Evaluating forecasting model performance (e.g., Mean Absolute Error, Mean Squared Error) | 9 |
| 5. | Applications of Business analytics in Practice Role of Artificial Intelligence in Business, Machine Intelligence, Competitive Intelligence, Text Mining, Web Analytics (Web content mining, Web usage mining, Web structure mining), Role of Intelligent Agents in e-business, e-commerce, m-commerce, Location Analytics, Intelligent Agent in search & retrieval, Personalization and Comparison), Social Networking Analysis, Big Data Tools & Techniques, Content Analytics (Sentimental Analysis & Opinion Analysis). Ethical and Legal considerations in Business Analytics | 8 |

3. Learning Resources:

| | |
|------------------------|---|
| Suggested Books | |
| | 1. Business Analytics: Principles, Concepts, and Applications by Marc Lapira et a |
| | 2. Advance Business Analytics by P. Sashikala |
| | 3. Essentials of BA by Camm, Fry, Williams |



| | |
|--------------------|---|
| | 4. The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley |
| | 5. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons |
| | 6. Data Analytics using R, Seema Acharya, TMGH |
| Videos Link | 1. Business Analytics Course 2024 Business Analyst Course Business Analysis Intellipaath https://www.youtube.com/watch?v=j_gV70hXBvM |
| | 2. Business Analyst Full Course In 2 Hours Business Analyst Training For Beginners Simplilearn https://www.youtube.com/watch?v=f9DzS6NdgwU |
| | 3. Types of Business Analytics (Descriptive, Predictive, and Prescriptive) https://www.youtube.com/watch?v=bajBth_C4w4 |

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|-----------------------------|-------|--------------------------------|------------------|
| Course Code | GM 05 | Course Title | Digital Business |
| Course Type | Core | Sessions in TT per week | 3 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 3:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Explain fundamental concepts, models and frameworks of digital business and digital transformation. |
| CO2 | Analyze the impact of emerging digital technologies (AI, Platforms, Metaverse, IoT) on business models and industries. |
| CO3 | Evaluate digital value creation, competitive advantage and platform-based business strategies. |
| CO4 | Examine digital ecosystems including supply chains, digital payments, governance and intermediaries. |

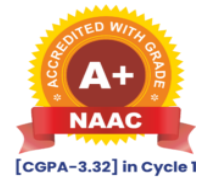


CO5

Assess digital business applications across sectors and recommend strategic approaches for organizations.

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | <p>Foundations of Digital Business & Transformation</p> <p>1.1 Introduction to Digital Business: Meaning and evolution of Digital Business, E-Commerce vs E-Business, Digital vs Traditional Business Models, Digital Economy and its characteristics.</p> <p>1.2 Digital Transformation: Concept of Digital Transformation, Drivers of Digital Change, Organizational Impact of Digitalization, Customer-centric digital models.</p> <p>1.3 Digital Business Models: B2B, B2C, C2C, D2C, Marketplace Model, Subscription Model, Freemium Model, Platform-based Business Models.</p> <p>1.4 Web Evolution: Web 1.0, Web 2.0, Web 3.0 overview, Virtual Communities and Online Communities</p> <p>1.5 Impact of Digital Business: Impact on businesses, government, customers and society, Ethical and sustainability considerations.</p> | 9 |
| 2 | <p>Emerging Technologies in Digital Business</p> <p>2.1 Artificial Intelligence in Business: Role of AI in marketing, operations and customer service, Personalization and recommendation systems, Chatbots and automation, Responsible use of AI.</p> <p>2.2 Metaverse and Immersive Commerce: Concept of Metaverse, Virtual stores and digital experiences, Opportunities and limitations.</p> <p>2.3 Mobile Commerce & Social Commerce: Mobile shopping and mobile marketing, Social media platforms and business usage, Influencer economy, Benefits and limitations of social commerce.</p> <p>2.4 Internet of Things (IoT): Concept and business applications, Smart homes, smart cities, Wearables and connected devices.</p> | 9 |



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|----------|---|----------|
| 3 | <p>Digital Ecosystems & Platform Strategy</p> <p>3.1 Digital Ecosystems: Concept of business ecosystems, Network effects, Role of intermediaries in digital markets</p> <p>3.2 E-Marketplaces: Types of E-marketplaces, Components and participants, Electronic malls and web portals</p> <p>3.3 Online Consumer Buying Process: Customer journey in digital space, Personalization and customer engagement</p> <p>3.4 Digital Supply Chains: Structure of digital supply chain, Order fulfillment models, Outsourcing and logistics partnerships, Mass customization</p> <p>3.5 Value Creation & Competitive Advantage: Digital value proposition: Data as a strategic resource, Competitive strategies in digital markets</p> | 9 |
| 4 | <p>Digital Payments, Governance & Risk Management</p> <p>4.1 Digital Payment Systems: Payment gateways, Mobile payments, Digital wallets, Smart and stored-value cards, Introduction to digital currencies</p> <p>4.2 FinTech Ecosystem: E-banking and mobile banking, Virtual banks, Digital insurance and stock trading</p> <p>4.3 Legal, Ethical & Security Issues: Cybersecurity basics, Data privacy concerns, Regulatory framework overview, Ethical challenges in digital business</p> <p>4.4 Role of Government in Digital Business: Digital government models (G2C, G2B, G2G, G2E), E-governance and M-governance</p> | 9 |
| 5 | <p>Digital Business Applications & Industry Practices</p> <p>5.1 Electronic Retailing (E-Tailing): B2C retailing models, Omnichannel strategy, Direct-to-Consumer (D2C),</p> <p>5.2 Sectoral Applications, Online travel and tourism, E-health and telemedicine, E-learning and digital education, E-employment and online job markets,</p> <p>5.3 Media, Entertainment & Gaming: Digital products, Streaming platforms, Social gaming and gamification</p> <p>5.4 Emerging E-Commerce Platforms: Overview of major commerce platforms, Marketplace vs Brand-owned platforms, Comparative understanding of SaaS-based platforms</p> <p>5.5 Future Trends in Digital Business: Sustainability in digital business, Data-</p> | 9 |



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| | driven decision making, Global digital competition | |
|--|--|--|

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J, King D, Outland J Springer 2. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education. 3. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education |
| Case Studies | Tik Tok: https://hbsp.harvard.edu/product/824125-PDF-ENG?Ntt=Paytm : Paytm: https://hbsp.harvard.edu/product/824039-PDF-ENG?Ntt=Fishers Finery : Fishers Finery: https://supplychain.amazon.com/case-studies/fishers-finery |
| Research Papers | <ol style="list-style-type: none"> 1. Case Study on Flipkart: https://acrobat.adobe.com/id/urn:aaid:sc:AP:01f73cdd-5832-4900-92c9-8aed403c0da1 |
| Websites | <ol style="list-style-type: none"> 1. https://www.investopedia.com/terms/m/mobile-commerce.asp 2. https://www.coursera.org/in/articles/ecommerce-platforms 3. https://www.investopedia.com/terms/s/scm.asp 4. https://www.forbes.com/advisor/in/business/software/best-ecommerce-platform/ |
| Videos | <ol style="list-style-type: none"> 1. https://www.youtube.com/@e-business9660 2. https://www.youtube.com/watch?v=A4XMweYQQaw |

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|-----------------------------|------------|--------------------------------|---------------|
| Course Code | FP 01 | Course Title | Field Project |
| Course Type | Compulsory | Sessions in TT per week | 3 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 0:3:0 | | |

The guidelines and expectations for the Field Project, a mandatory 3-credit course component for all Master of Business Administration (MBA) Semester 2 students. The Field Project provides a platform for students to bridge the gap between theoretical knowledge and real-world business applications. Through this applied learning experience, students will develop critical thinking, problem-solving, research, data analysis, and communication skills.

Project Objectives



- Apply theoretical frameworks and analytical skills to a contemporary business challenge.
- Develop research methodologies and conduct data collection to address the chosen issue.
- Analyze findings and interpret data to formulate actionable solutions.
- Compose a comprehensive project report and deliver a genteel presentation.
- Enhance critical thinking and problem-solving abilities relevant to various business functions.

Project Selection

- Project topics will focus on pertinent business issues faced by organizations of any industry or size.
- An initial list of potential project topics will be provided by the instructor, with the option for students to propose their own topics subject to prior approval.
- Field Project can be conducted in a variety of settings, including:
 - a. Local community settings
 - b. Start-up's
 - c. Government undertakings
 - d. NGOs (Non-Governmental Organizations)
 - e. Cooperatives
 - f. Corporate entities
 - g. SMEs (Small and Medium Enterprises)

Project Development and Deliverables (to be deleted)

Project Proposal A concise proposal outlining the chosen topic, research question(s), methodology, and a preliminary timeline will be submitted.

Progress Report This report will document the progress made on the project, including data collection efforts and preliminary findings.

Final Project Report

A comprehensive report (15-20 pages) will be submitted following a pre-defined format provided by the instructor.

- The report should comprehensively address all sections outlined in the Project Guidelines, including:
 - Cover Page (format shared in a separate document)
 - Field Project Completion Letter from the company (mandatory, format shared in a separate document)
 - Field Project Letter from college (hard copy will be given by respective guides before the report submission).
 - Declaration
 - Acknowledgments
 - Table of Contents
 - Executive Summary
 - Introduction
 - Objectives
 - Scope
 - Limitations
 - Company profile
 - Description of exposure and observations
 - Roles and responsibilities assigned (if any)
 - Observations
 - Tools and Technologies Used



- Analysis and learnings
- o Key learnings
- o Skills developed
- o Challenges encountered

Formatting and referencing will adhere to a designated university style guide (e.g., APA, MLA).

Assessment:

Internal Assessment (50 Marks):

- Project Proposal (10 Marks)
- Progress Report (15 Marks)
- Final Project Report (25 Marks)

External Assessment (50 Marks):

- Final Project Presentation (50 Marks):
 - Students will deliver a 10 minute presentation summarizing their project
 - The presentation will be evaluated by a panel consisting of the instructor and an external examiner. The assessment will focus on clarity, organization, use of visuals, and the team's ability to respond to questions.

A detailed rubric outlining the assessment criteria and weighting for each section of the project proposal, progress report, final report, and presentation will be provided to students.

| | | | |
|-----------------------------|--------------------|--------------------------------|------------------------------------|
| Course Code | GC 01 | Course Title | Verbal & Written Communication Lab |
| Course Type | Generic Compulsory | Sessions in TT per week | 2 |
| Credit Type | Half | Total Marks | 50 |
| Credit Value | 2 | | |
| Credit Pattern (LTP) | 0:1:1 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Demonstrate appropriate use of body language. |
| CO2 | Take part in professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities. |
| CO3 | Create and Deliver effective business presentations, using appropriate technology tools, for common business situations. |



| | |
|------------|---|
| CO4 | Examine sample internal communications in a business environment for potential refinements. |
| CO5 | Compose a variety of letters, notices, memos and circulars. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | <p>Soft skills: Body language - Posture, eye contact, handling hand movements, Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting - Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting - For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Mastering the telephone courtesy - Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voicemail, Closing the call, Handling rude or impatient clients, Cross-cultural communication - Cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and nonverbal communication, Effective intercultural communication, Business and social etiquette.</p> | 10 |
| 2 | <p>Presentation skills: Principles of Effective Presentations - Planning, Structure and Delivery, Principles governing the use of audiovisual media. Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation.</p> <p>Interviews: Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, First and Lasting Impressions Physical Appearance, The Environment - Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions.</p> | 10 |
| 3 | <p>Written Communications: Application letter, curriculum vitae, Meetings - agenda and minutes, Writing memos, circulars, notices, and emails. Positive and negative messages such as Letters of Appreciation, Letters of Congratulations, Warning Letter, Show Cause Notice. Writing Follow-up letters and reminders, Writing Sales letters. Report writing - What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports.</p> | 10 |

Note:



1. The entire course should be delivered with a skills development focus in a workshop and application-oriented manner.
2. It is expected that not more than 10 to 15% of the time should be devoted to the theoretical aspect.

For Verbal Communication skills

1. Video recordings of students' performances (speaking tasks) should be carried out and used for intensive reviews for performance improvement.

For Written Communication Skills

1. Workbooks should be prepared that comprehensively cover major situations of managerial communication and should be handed over to the students right at the beginning of the course.
2. Students should be asked to submit the completed workbooks at the end of the term

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Business Communication Today, Bovee C L et. al., Pearson Education 2. Business Communication, P.D. Chaturvedi, Pearson Education 3. Business Communication, T N Chhabra, BhanuRanjan, Sun India 4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi 5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi 6. Communication Skills for Effective Management, Hargie et. al., Palgrave 7. Communication for Business, Tayler Shinley, Pearson Education 8. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi 9. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi 10. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd. |
| Websites | <ol style="list-style-type: none"> 1. Business Communication - Course (swayam2.ac.in) 2. Effective Business Communication - Course (swayam2.ac.in) 3. Business Communication - Course (swayam2.ac.in) 4. BCOLA-138 Business Communication - Course (swayam2.ac.in) |

| | | | |
|-----------------------------|-------------|--------------------------------|----------|
| Course Code | GC 02 | Course Title | MS Excel |
| Course Type | Core | Sessions in TT per week | 2 |
| Credit Type | Half Credit | Total Marks | 50 |
| Credit Value | 2 | | |
| Credit Pattern (LTP) | 0:0:2 | | |

1. **Course Outcomes: On successful completion of course the learner will be able to -**



| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Describe the appropriate menus and functions of MS Excel |
| CO2 | Demonstrate how to do basic troubleshooting and fix mistakes when working with spreadsheets. |
| CO3 | Apply various functions of MS Excel, Execute pivot table analysis, and different types of lookups. |
| CO4 | Illustrate the use of the most commonly used data-manipulation commands in MS Excel. |
| CO5 | Derive insights from multiple data sources in MS EXCEL for Decision Making |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions, Find and Replace, Headers and Footers, Adding Comments, Conditional Formatting. | 5 |
| 2 | Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis, Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, V-lookups, H-Lookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting, Understanding Macros. | 10 |
| 3 | Slicers, Report Filters for basic analytics, Sales reports using Excel, Supervising Sales with Excel, Preparing Invoices, Analyzing Demographics, Creating Scheduling and Marketing Calendars, Managing Money with Excel, Building & Tracking Budgets, Planning and Tracking Loans, Keeping Account Registers, Creating Formulas for Financial Applications, PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Configuring Cash Flow, Statements, Resolving Business Ratios, Creating Standard Excel Templates for routine business data management and analysis activities. | 15 |

Practical's must be focused on:

- Creating Standard Excel Templates for routine business data management and analysis activities.
- Scenario Analysis, V-lookups, H-Lookups
- Pivot Charts
- Preparing Sales reports using Excel
- Creating Scheduling and Marketing Calendars



- Configuring Cash Flow
- Creating Balance Sheet

3. Learning Resources:

| | |
|------------------------|---|
| Suggested Books | <ol style="list-style-type: none"> 1. Excel: Formulas & Functions, Robert Dinwiddie 2. Excel 2007 for Dummies by Greg Harvey 3. New Perspectives on Microsoft Office Excel 2007 4. Microsoft Excel 2016 Step by Step, Curtis Frye |
| Case Study | Good Modeling Practices in Microsoft Excel by Kyle Maclean |

| | | | |
|-----------------------------|--------------------|--------------------------------|----------------------|
| Course Code | GC - 03 | Course Title | Managerial Economics |
| Course Type | Generic Compulsory | Sessions in TT per week | 2 |
| Credit Type | Full Credit | Total Marks | 50 |
| Credit Value | 2 | | |
| Credit Pattern (LTP) | 2:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Locate the Key terms of Managerial Economics. |
| CO2 | Exemplify the Key concepts in economics, from a managerial perspective. |
| CO3 | Sketch the various issues in an economics context and highlight their significance from the perspective of business decision making. |
| CO4 | Correlate the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, and competition. |
| CO5 | Assess critical thinking based on principles of microeconomics for informed business decision making. |

2. Course Syllabus:



| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Managerial Economics: Definition, Nature and Scope of Managerial Economics, Managerial Economics and Microeconomic and Macroeconomics. Managerial Economics and decision-making. Fundamental Economic concepts: Theory of firm. | 10 |
| 2 | Utility & Demand Analysis: Demand Function. Law of Demand, Market Demand, Utility - Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility. Elasticity of demand. Types of elasticity. Measurement of elasticity. Significance and uses of the elasticity. Methods of Demand estimation. Demand forecasting. Forecasting of an established product. Forecasting of a new product. | 10 |
| 3 | Supply and Market Equilibrium: Law of Variable Proportions. Law of supply. Elasticity of supply. Market Equilibrium and Changes in Market Equilibrium. Measurement of elasticity. Significance and uses of the concept of elasticity. Production Analysis: in brief | 10 |

3. Learning Resources:

| | |
|----------------------------|--|
| Suggested Text Book | <ol style="list-style-type: none"> 1. Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi. 2. Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi. 3. Managerial Economics – D. Salvatore, McGraw Hill, New Delhi. 4. Managerial Economics – Pearson and Lewis, Prentice Hall, New Delhi 5. Managerial Economics – G.S. Gupta, T M H, New Delhi. 6. Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi. 7. Managerial Economics – Joel Dean, Prentice Hall, USA. 8. Managerial Economics – H L Ahuja, S Chand & Co. New Delhi.13 9. Managerial Economics, D.M.Mithani 10. Managerial Economics, Homas and Maurice, Tata McGraw Hill 11. Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall 12. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi. |
| Web Links | <ol style="list-style-type: none"> 1. https://www.khanacademy.org/economics-finance-domain/ap-macroeconomics/basic-economics-concepts-macro/introduction-to-the-economic-way-of-thinking-macro/v/introduction-to-economics 2. https://www.aabri.com/manuscripts/121123.pdf 3. https://www.youtube.com/watch?v=36UbiBHatwQ 4. https://www.youtube.com/watch?v=n9slt5ihXF8 |



| | | | |
|-----------------------------|----------|--------------------------------|-----------------------------------|
| Course Code | VAC 01 | Course Title | Project Feasibility and Financing |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Identify the key components of a financial model for project analysis |
| CO2 | Explain the concept of time value of money and its role in financial modeling |
| CO3 | Apply market research techniques to understand the competitive landscape |
| CO4 | Analyze a real-world case study of a financial feasibility analysis |
| CO5 | Formulate a comprehensive feasibility report based on market analysis, financial modeling, and valuation |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|--|----------------------------------|
| 1 | Fundamentals of Project Feasibility: Introduction to Project Feasibility, Fundamentals of Financial Modeling, Components of a Financial Model (Income, Expense, Debt Service), Introduction to Discount Rates, Cap Rates, Hurdle Rates, & Profit Multiples. | 4 |
| 2 | Market Analysis and Project Costs: Market Research Methods and Data Sources, Demand Drivers for Different Property Types (Retail, Office, Medical), Competitive Analysis and Market Absorption Rates, Project Cost Estimation (Development & Operational Costs), Understanding Expense Line Items and Forecasting Techniques. | 5 |
| 3 | Project Valuation and Feasibility Assessment: Setting Assumptions for Project Income (Timing, Rental Rates, Absorption Rates), Sensitivity Analysis | 6 |



and Impact of Changing Variables, Valuation Methods (Market Comparison, Replacement Cost, Income Capitalization), Developing a Feasibility Study Report.

*Cases on Real Estate and Manufacturing.

*Creation of Feasibility report.

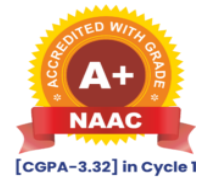
3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. "Project Management for Engineering, Business and Technology" by John M. Nicholas and Herman Steyn 2. "The Managerial Process" by Clifford F. Gray and Erik W. Larson 3. "Project Finance for Construction" by Anthony F. Yezer and Richard K. Green 4. "Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects" by Stefano Gatti 5. "Practical Financial Management" by William R. Lasher |
| Video link | <p>https://youtu.be/3ZTdXXI3Y00 https://youtu.be/gNsimuW0dJU https://youtu.be/_oF6SLzpxP8</p> |
| Case Study | <ol style="list-style-type: none"> 1. Politics, Institutions and Project Finance: The Dabhol Power Project by Paul Lejot, Frederik Pertorius. 2. Qantas Airways: Financial Modelling and Dividend Policy by Angelo Aspris |

| | | | |
|-----------------------------|-------------|--------------------------------|----------------|
| Course Code | VAC 02 | Course Title | Sustainability |
| Course Type | Elective | Sessions in TT per week | 01 |
| Credit Type | Half Credit | Total Marks | 25 |
| Credit Value | 01 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Define basic concept, principles and role of sustainability in an organization. |
| CO2 | Understand the effectiveness and importance of enhancing sustainability in an organization. |
| CO3 | Apply different strategies, plans and practices to gain and maintain sustainable growth. |



| | |
|-----|--|
| CO4 | Analyze different gaps/barriers in attaining sustainable growth of an organization. |
| CO5 | Formulate real life surveys, projects or research by various methods to innovate new ways towards sustainable development. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction to Sustainability: Concept of Sustainable growth, sustainable development. Strategies for sustainable growth of an Organization. Challenging factors or barriers to sustainable growth. | 5 |
| 2 | Concepts and importance of Sustainable Development Goals (SDG): 17 Global Goals of sustainable development. Importance of SDG in Company's Vision & Mission. Correlation of Kaizen in sustainable development. Correlation of Vedic Management System in Sustainable development of an organization. | 5 |
| 3 | Practical Frameworks of Sustainable development: Cases/ Projects/Research/Survey or Market Analysis on Brands which have success stories in Sustaining economical, market or pandemic crisis. Analysis, interpretations and brainstorming to such brands by offering kaizen/Vedic management system strategies to enhance market sustainability. | 5 |

3. Learning Resources:

| | |
|----------------------------|--|
| Suggested Text Book | <ol style="list-style-type: none"> 1. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition 2. CSR & Sustainability by Michael Hopkins 3. Business Ethics – Text and Cases by CSV Murthy, Himalaya Publications, 2nd Revised Edition. 4. Sustainability Strategies-for a competitive edge in emerging markets by Sri Urip |
| Weblinks | <ol style="list-style-type: none"> 1. https://www.sustain.ucla.edu/what-is-sustainability/ 2. https://www.twi-global.com/technical-knowledge/faqs/faq-what-is-sustainability 3. https://www.activesustainability.com/sustainable-development/what-is-sustainability/?_adin=02021864894 4. https://www.pwc.co.uk/who-we-are/annual-report/stories/2023/building-trust-in-unilevers-global-sustainability-reporting.html 5. https://www.pwc.com/gx/en/issues/esg/esg-asia-pacific/publications-and-case-studies/vs-industry-case-study |



| | | | |
|-----------------------------|----------|--------------------------------|-------------------------------------|
| Course Code | VAC 03 | Course Title | Enterprise Analysis - Desk Research |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Recall the market-related aspects of a real-world business organization through desk research. |
| CO2 | Understand a business entity's regional, national, and global presence, and its geographical reach and impacts |
| CO3 | Apply resources to investigate a business organization a comprehensive study of its structure and operations |
| CO4 | Analyze the trends in market standing and financial performance of a real-world business organization over the past 5 years. |
| CO5 | Compose a brief overview outlining the forthcoming strategies of a real-world business entity, amalgamating data from its various resources |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | Enterprise History & Background: Establishment, Original & Current Promoters, Business Group or Business Family to which it belongs, Vision-Mission-Philosophy – Values-Quality Policy. Organization Structure, Geographical (domestic and global) foot print – at the time of inception and spread over the years, company's current head quarter worldwide as well as head quarter / corporate office in India, Manufacturing /Service locations Indian and major worldwide, Certifications if any - ISO / EMS / FDA / CMMI , etc. Online presence. Initiatives towards gender diversity, Initiatives towards social inclusion, Initiatives towards environment conservation. Current Talent needs. Key highlights of the company's website. | 5 |



| | | |
|----------|--|----------|
| 2 | <p>Markets: Major Customers, customer segments, Products, Product lines, Major Brands, Market Share – nationally, region wise, product wise, Advertising Agency, Advertising Punch Line/Slogan, Logo, Key Alliances in the past 5 years & impact. Mergers & Acquisitions, if any. Technological developments. Disruptive innovations affecting the organization. Labour unrest if any – reasons thereof and impact. Emerging potential competition through first generation entrepreneurs or global / local players.</p> | 5 |
| 3 | <p>Financials: Data to be studied, tabulated, graphically depicted, analyzed and presented for last 3 years for the Revenues, Profitability, Market Capitalization, Segmented Revenues, Auditors. Listing status & Scrip Codes – BSE and NSE, Global Listings on International Stock Markets, Share Price Face Value, Current Market Value, Annual High Low Figures, P/E Ratio, Shareholding Pattern. Governance: Philosophy, Action taken by SEBI if any, Involvement in Scams, Insider Trading Issues, Standard & Poor's Corporate Governance Scores, CRISIL Rating. Major Awards and Achievements of the Organization in the last 3 years.</p> | 5 |

3. Learning Resources:

| | |
|---------------------|--|
| Instructions | <ol style="list-style-type: none"> 1. Students should work in groups of 3 to 5 each under the guidance of a faculty. 2. Students shall carry out an in-depth study of any organizations of their choice. 3. Organizations selected should demonstrate a variety across sectors, ownerships, size, and other key dimensions. 4. Students shall submit a structured detailed report. |
| | <p>No text books are prescribed.</p> <p>The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.</p> |

| | | | |
|-----------------------------|----------|--------------------------------|-----------------|
| Course Code | VAC 04 | Course Title | Design Thinking |
| Course Type | Elective | Sessions in TT per week | 01 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 01 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to



| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Define the concepts & significance of Design thinking. |
| CO2 | Understand the concepts of design thinking approaches. |
| CO3 | Articulate both critical thinking and design thinking in parallel to solve real life cases/problems. |
| CO4 | Analyze different methods/cases in design thinking, |
| CO5 | Evaluate & Formulate design thinking teams and conduct design thinking sessions, cases, projects or research. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Introduction to Design Thinking: Concept of Design thinking. Design Thinking in the Workplace. Design Thinking Skills. Design Thinking Mind-set. Principles of Design Thinking. | 5 |
| 2 | Design Thinking Practices: Stages in Design Thinking. Visualization Techniques and Diagrams. Story Telling Techniques (K-scripts, Role Play). Best Practices in Design thinking. | 5 |
| 3 | Design Thinking Techniques: Listening and Empathizing Techniques. Define and Ideation Techniques. Prototype and Test Techniques. Prepare a project/case study/ research on a topic from popular brand's cases by using one of above design thinking techniques. | 5 |

3. Learning Resources:

| Suggested Books | |
|-----------------|--|
| | <ol style="list-style-type: none"> Six Thinking Hats, by Edward de Bono The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators, by Jeff Dyer Launch: Using Design Thinking to Boost Creativity and Bring Out the Maker in Every Student, by John Spencer and A.J. Juliani. The Design of Business: Why Design Thinking is the Next Competitive Advantage, by Roger Martin |



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|-----------------------------|-------------|--------------------------------|----------------------|
| Course Code | VAC 05 | Course Title | Influencer Marketing |
| Course Type | Elective | Sessions in TT per week | 01 |
| Credit Type | Half Credit | Total Marks | 50 |
| Credit Value | 01 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Define Influencer marketing concepts, significance and practices. |
| CO2 | Relate the fundamental concepts and importance of influencer marketing with the other integrated marketing communications. |
| CO3 | Articulate different types of influencers, their impacts on society and branding. |
| CO4 | Illustrate the merits and demerits of influencer marketing practices, the strategies and methods to enhance the outcomes of influencer marketing. |
| CO5 | Evaluate or Formulate various plans, ideas, conceptual frameworks, case studies on how Indian culture, ethics and values can play a significant role in Influencer marketing campaigns. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | Introduction to Influencer Marketing: Concept of influencer, influencer marketing, difference between influencer and celebrity endorsements. Relationship between influencers and brand ambassadors. Types of Influencers. Concept of Nano, Micro, Medium, Macro & Mega Influencers. | 5 |
| 2 | Conceptual Frameworks: Platforms of Influencer Marketing, Role of social media in influencer marketing, structure and process of influencer marketing campaign. Challenges and problems in influencer marketing due to AI & Meta- | 5 |



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| | verse evaluation. Roles and Responsibilities of an Influencer. Attributes and skills required in Influencer Marketing. | |
| 3 | Practical Frameworks: Prepare a Case Study/Project/Article/Blog/Role Play signifying the role of Indian Culture, Ethics, Values, Ideologies or Philosophies and how they can enhance the new trends and practices in Influencer Marketing Campaigns. | 5 |

3. Learning Resources:

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| Suggested Book | <ol style="list-style-type: none"> 1. Influencer Marketing by Duncan Brown and Nick Hayes 2. Influencer Marketing: How to Create, Manage, and Measure Brand Influencers in Social Media Marketing by Danny Brown, Sam Fiorella 3. Marketing to Gen Z: The Rules for Reaching this Vast and Very Different Generation of Influencers by Jeff Fromm, Angie Read 4. The Age of Influence: The Power of Influencers to Elevate Your Brand Paperback by Neal Schaffer 5. The Influencer Code by Amanda Russell |
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|-----------------------------|----------|--------------------------------|--------------------------------|
| Course Code | VAC 06 | Course Title | Selling and Negotiation Skills |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:0:1 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------|---|
| CO1 | Describe the various selling situations and selling types |
| CO2 | Outline the pre-sales work to be carried out by a professional |
| CO3 | Identify the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service |
| CO4 | Formulate a sales script for a real world sales call for a product/service / e-product / e-service |
| CO5 | Develop a sales proposal for a real world product/ e-product and for a real world selling situation |

2. Course Syllabus:



| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Definition & Scope: Types of Selling, Different in selling situations, Attributes of good sales person, Pre Sales, Account management | 5 |
| 2 | Sales proposals & Selling-in Action: Construct a proposal, How to influence people, What's In It For Me?, Listen –Probe-Advice | 5 |
| 3 | Negotiation Skills: Sales Conversation, Objection Handling and Closure, Negotiation Styles | 5 |

3. Learning Resources:

| Suggested Books |
|---|
| 1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd 2. How to win friends and influence People, Dale Carnegie 3. Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition 4. You can negotiate anything, Herb Cohen 5. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India |

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|----------------------|----------|-------------------------|---------------------------------------|
| Course Code | VAC 07 | Course Title | Essentials of Psychology for managers |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Understand how psychological development unfolds in an organizational workplace. |
| CO2 | Remember the fundamental of psychological principles relevant to the workplace |
| CO3 | Develop critical thinking skills to evaluate psychological considering cultural influences |



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| CO4 | Analyze and interpreting human behavior from various theoretical perspectives with a global context |
| CO5 | Enhance & exploring the biological underpinnings of behavior. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | <p>Introduction to Science of Psychology: A Global Perspective Historical perspectives, Approaches, Contemporary Trends (Analysis, Controlling behavior, Principle of behavior), Evolution of Psychology) Biological Bases of Behavior (Neurons - Building Blocks of the Nervous System, The Nervous System - Basic Structure and Functions, The Brain and Consciousness – states of consciousness, dreams, hallucinations, The Brain and Human Behavior (Heredity and Behavior)</p> | 3 |
| 2. | <p>Sensation, perception and consciousness Sensation [Sensory system, Sensory Thresholds, Sensory Adaptation, The Senses (seeing, hearing, taste and smell) Perception: Principles of perception, Perception of depth and distance, motion, constancy, bottom-up processing, Top Down processing, Bottom Up and Top Down (together) processing, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual Illusions, Gestalt Theory, Perceptual Development and Learning. Consciousness: State of Consciousness, level of Consciousness, Altered state of Consciousness, Stages of sleep, dreams & dreaming, Varying effects of Psychoactive drugs (Depressants, Stimulants, Opiates, Hallucinogens) Learning: Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared, Learning by Observing Models</p> | 6 |
| 3. | <p>Emotional Intelligence & Cognition Emotions: The Physiology & Psychology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion (Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion) Cognition Thinking: Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. Understanding stress and stressors, Psychological Disorders, Social Psychology</p> | 6 |

3. Learning Resources:

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| 1. Organizational Psychology by David A. DeRue and Richard H. Taylor |
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| Suggested Books | <p>2. Work and Organizational Psychology by Sebastiaan Rothmann and Cary L. Cooper</p> <p>3. Thinking, Fast and Slow by Daniel Kahneman</p> <p>4. Influence: The Psychology of Persuasion by Robert Cialdini</p> <p>5. Emotional Intelligence 2.0 by Travis Bradberry and Jean Greaves</p> <p>6. Essentials of Industrial-Organizational Psychology by Kenneth N. Wexley and Barbara M. Nirenberg</p> |
| Video Links: | <p>1. Introduction to Psychology Crash Course (part 1) [Unit 1] https://www.youtube.com/watch?v=vo4pMVb0R6M&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=2</p> <p>2. Psychological Research: Crash Course Psychology #2 [Unit 1] https://www.youtube.com/watch?v=hFV71QPvX2I&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=3</p> <p>3. The Chemical Mind: Crash Course Psychology #3 [Unit 1] https://www.youtube.com/watch?v=W4N-7AlzK7s&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=4</p> <p>4. Sensation and Perception: Crash Course Psychology #5 [Unit 2] https://www.youtube.com/watch?v=unWnZvXJH2o&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=6</p> <p>5. Perceiving is Believing: Crash Course Psychology #7 https://www.youtube.com/watch?v=n46umYA_4dM&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=8</p> <p>6. Consciousness: Crash Course Psychology #8 https://www.youtube.com/watch?v=jReX7qKU2yc&list=PL8dPuuaLjXtOPRKzVLY0jJY-uHOH9KVU6&index=9</p> <p>7. Donald Hoffman's Theory on Consciousness - The Greatest Mystery in The Universe https://www.youtube.com/watch?v=1r5OQL7nf34</p> <p>8. NEUROSCIENTIST: You Will NEVER Be Stressed Again Andrew Huberman https://www.youtube.com/watch?v=RKECKQWVIO4</p> |



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| Web Resources | 1. http://psychtutor.weebly.com/biological-level-of-analysis.html |
| | 2. https://www.simplypsychology.org/biological-psychology.html |
| | 3. https://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf |

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|-----------------------------|-------------|--------------------------------|--------------------|
| Course Code | VAC 08 | Course Title | Behavioral Finance |
| Course Type | VAC | Sessions in TT per week | 1 |
| Credit Type | Half Credit | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. **Course Outcome:** On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Enumerate the importance of finance and related Strategies. |
| CO2 | Illustrate the different theories associated with financial decision making. |
| CO3 | Identify behavioral factors that influence financial decision making at individual & corporate level. |
| CO4 | Analyze the implications of human psychology on financial decision makers and financial markets. |
| CO5 | Interpret various investment strategies based on theories of personal & corporate behavioral finance. |

2. **Course Syllabus:**

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | Foundation of Finance: Nature Scope and Significance of Behavioral Finance, Market Strategies, Expected Utility, Risk Attitude, Allais Paradox. Building Blocks. | 4 |
| 2 | Prospect Theory: Prospect Theory, Framing and Mental Accounting, Rationality in Investment Decision, Ellsberg's paradoxes, Investors sentiments and Bubble creation. | 5 |



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|----------|---|----------|
| 3 | External Factors and Investor Behavior: Heuristics and Biases, Overconfidence, Fear and Greed in Financial Markets, emotions and financial markets, statistical methodology of capturing the effects of external influence onto stocks market returns. Behavioral Corporate Finance. | 6 |
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3. Learning Resources:

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|----------------------------|---|
| Suggested Text Book | <ol style="list-style-type: none"> 1. Behavioral Finance: Sinha.P.K – Himalaya. 2. Behavioral Finance: Suchita Singh and Bhatt – Vikas. 3. Value investing and behavioral Finance, Parag Parikh, TMH. 4. Understanding Behavioral Finance, Cengage. 5. Behavioral Finance, Chandra, McGraw Hill. 6. Handbook of Behavioral Finance – Brian R. Bruce Page 155 of 260. 7. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch. 8. Behavioral finance – Peter Dybdahl Hede. 9. Behavioral Finance – Ackert, L.F. & Deaves,R. |
| Weblinks | <p>https://www.behavioralfinance.com</p> <p>https://corporatefinanceinstitute.com/resources/career-map/sell-side/capital-markets/behavioral-finance</p> <p>https://www.tandfonline.com/journals/hbhf20</p> <p>https://rpc.cfainstitute.org/-/media/documents/book/rf-publication/2019/behavioral-finance-the-second-generation.pdf</p> |
| Case Study | <ol style="list-style-type: none"> 1. HelloWallet by: Debra Schiffrin; John Beshears https://hbsp.harvard.edu/search?N=&Nrpp=25&Ntt=behavioral+finance&action=&searchLocation=header-Typeahead&activeTab=products 2. Assured Guaranty by: Robin Greenwood; Adi Sunderam; Jared Dourdeville https://hbsp.harvard.edu/product/213100-PDF-ENG?Ntt=behavioral%20finance |

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|-----------------------------|----------|--------------------------------|--------------------|
| Course Code | VAC 09 | Course Title | Lean Manufacturing |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to



| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Define lean management concepts |
| CO2 | Explain lean management system. |
| CO3 | Illustrate various techniques of Lean manufacturing |
| CO4 | Analyze workflow, processes and projects/plans for achieving Lean Manufacturing |
| CO5 | Prepare workflow, processes and projects/plans for achieving Lean Manufacturing |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | INTRODUCTION TO LEAN MANAGEMENT AND LEAN ELEMENTS: Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, Need for LM, Meeting the stakeholders requirement, Elements of LM. Various tool of LM, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation. | 5 |
| 2 | LEAN SYSTEM: Lean systems: Features manufacturing and services, Workflow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time. | 5 |
| 3 | LEAN MANAGEMENT AND IMPLEMENTATION: Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment. | 5 |

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. The Toyota Way Field book A Practical Guide for Implementing Toyota's 4 Ps by Jeffrey K. Liker and David Meier, Tata McGraw-Hill Edition 2. The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer by Jeffrey K. Liker McGraw-Hill |
| Weblinks | <ol style="list-style-type: none"> 1. https://princemanufacturing.com/lean-manufacturing/ 2. https://youtu.be/gixa9MHNPaM?feature=shared 3. https://youtu.be/ZdHGTCXcJQU?feature=shared |



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| | <p>4.https://www.ascm.org/topics/lean-manufacturing/ 5.https://lean.msme.gov.in/</p> |
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|-----------------------------|----------|--------------------------------|-----------------|
| Course Code | VAC 10 | Course Title | Rural Marketing |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Define various concepts related to Rural and Agricultural Marketing |
| CO2 | UNDERSTAND the rural consumer buying Behaviour, Rural Marketing Mix, COMPARE Rural and Urban market on different terms, Environment, and Consumer, Industrial and Agriculture Market |
| CO3 | APPLY knowledge and skills of Rural Marketing to design marketing Mix strategies. |
| CO4 | ILLUSTRATE the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market. |
| CO5 | EVALUATE the use of ICT in Agriculture Marketing with use of various models in domestic and international Market. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Rural Marketing: Introduction, Define rural markets & rural marketing, rural vs. urban markets, Rural Marketing Environment – PEST analysis, Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size, Rural Infrastructure | 3 |
| 2 | Rural Consumer Behaviour & Marketing Research: Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets, Sources & Type of Secondary Data on Rural markets, Segmentation, Targeting & Positioning: Bases of Segmenting Rural Markets, Target Marketing, | 6 |



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| | Coverage of Markets, Positioning in Rural Markets, Rural consumer Buying Process | |
| 3 | Rural Product, Pricing and Distribution: Rural Product Categories, Branding in Rural Markets, Problem of Fake Brands, Pricing Strategy – special considerations in rural markets ,Credit in rural markets – need, sources & innovative credit delivery systems ,Modern supply chain management approach, Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives, Emerging Models in Rural Markets: Rythu Bazars (Farmers' Markets), Project Shakti, ApniMandi | 6 |

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. The Rural Marketing Book by PradeepKashyap& Siddhartha Raut 2. A New Approach to Rural Marketing by KaushikSircar 3. Rural Marketing – Concepts & Practices by BalramDogra, Karminder Ghuman 4. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2nd Edition |
| Weblinks: | <ol style="list-style-type: none"> 1. https://hbr.org/2014/06/unlocking-the-wealth-in-rural-markets 2. https://youtu.be/yPVaNNUNpSU?feature=shared 3. https://www.youtube.com/channel/UCHzNC11QOWvh60Qe0CshtlA 4. http://ngbu.edu.in/newsite/Ontuto/RMR.pdf 5. https://youtu.be/Y80tEwCeeK0 |

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|-----------------------------|-------------|--------------------------------|----------|
| Course Code | VAC 11 | Course Title | Aviation |
| Course Type | Elective | Sessions in TT per week | 01 |
| Credit Type | Half Credit | Total Marks | 25 |
| Credit Value | 01 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of course, the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Define different concepts, fundamentals and terms related to basics of Aviation. |
| CO2 | Relate the fundamental concepts of Aviation to real life cases/ news. |



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| CO3 | Articulate the terms of Aviation Maintenance and link with sub-departments like Airline Tourism. |
| CO4 | Correlate different methods and policies of security and safety followed in Airline transport with case studies. |
| CO5 | Evaluate & Formulate projects, cases, research or blogs on Aviation Management and Safety. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction to Airline, Travel & Shipment: Commercial aviation-air taxi operations. Private operations. Airport handling. Functions of IATA-ICAO. Aims and objectives- IATA geography and global indicators. Departure control system-ATC. | 5 |
| 2 | Aircraft Maintenance Management: Types of Maintenance-Reliability, Redesign. Establishing Maintenance Programme. Introduction of Maintenance Steering Group. Aircraft Maintenance Control Centre. | 5 |
| 3 | Aviation Safety & Security: Importance of air transportation safety and security-airport-airways. Terrorism & Hijacking: Legislations and regulations-ICAO/ECAC- Transportation security policies. Technological improvements on aviation safety and security. | 5 |

3. Learning Resources:

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|----------------------------|---|
| Suggested Text Book | <ol style="list-style-type: none"> 1. Aviation and airport security-Kathleen M.Sweet-Pearson Education Inc 2. Aviation in Crisis-Ruwantissa I.R.Adeyratne-Ashgate Publishing Ltd. 3. IATA manual on diploma in Airline travel management |
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|-----------------------------|---------------|--------------------------------|------------------------------------|
| Course Code | VAC 12 | Course Title | Intellectual Property Rights (IPR) |
| Course Type | Workshop mode | Sessions in TT per week | 1 |
| Credit Type | Half Credit | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to



| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Gain knowledge of the Designs, Trade Marks, Copyrights, and patentability requirements. |
| CO2 | Understand the concept of Designs, Trade Marks, Copyrights, and patents and their role in the intellectual property (IP) system. |
| CO3 | Apply for registration under the IPR. |
| CO4 | Analyze Designs, Trade Marks, Copyrights, and patent ownership, rights, and infringement. |
| CO5 | Describe and study how to create Own Designs / TradeMarks / Copyrights / Patent. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Intellectual Property: Meaning, Types of IPRs, Designs: Meaning, Registration. Study of various Industrial designs. Trade Marks Act 1999: Meaning, Classification of Goods and Services (Sale of Goods Act), Protection of Trade Marks, Registration, Term of Trade Mark, Renewal, Infringement, Defenses in Infringement, Study of various Trademarks. | 05 |
| 2 | Copyrights: Meaning, Term, Ownership, Rights of the Author; owner, Infringement, Civil Remedies, Appeals. Study of various Copyrights. Geographical Indications of Goods: Geographical indication, Goods, Indication, Prohibition of Registration, Registration, Rights Bestowed on Registered Proprietor, Action for Infringement, Other important Provisions. | 05 |
| 3 | Patent Act, 1970: Significance, Key features, Patentability Requirements, The Patent Application Process - Registration, Patent Ownership, Rights, and Infringement, Patent Enforcement and Strategies. Study of various Patents in Indian and Global Context. | 05 |

3. Learning Resources:

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| Suggested Books | <ol style="list-style-type: none"> 1. Legal Aspects of Business, V Balachandran, TMH Publication. 2. Elements of Mercantile Law, N. D. Kappor. 3. Business Law, Ashok Sharma, V.K. Global Publication. 4. Business Laws: Das & Roy, Oxford University Press 5. Business Law- S K Matta, Geetika Matta, Vrinda Publications (P) Ltd 6. Business Law- Tejpal Singh, Pearson Publication |
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| Video Links | <ol style="list-style-type: none">1. The Copyright Act, 1957 Introduction https://www.youtube.com/watch?v=R4TGgeytizs2. Patents and Indian Patent Laws - Intellectual property rights IPR & their significance https://www.youtube.com/watch?v=GKqOWCK71K43. Basic Concept of Patents and Indian Patents Law Important Case Laws https://www.youtube.com/watch?v=e46GmtDdrgo4. Trademark Types of Trademark Trademarks Act 1999 IPR by Tanisha Gangrade https://www.youtube.com/watch?v=j2u-7ESS1hU5. Intellectual Property Rights IPR Patent Copyright Trade Mark Trade Secret by Tanisha https://www.youtube.com/watch?v=VzIgpAd0Fs |
| Websites | <ol style="list-style-type: none">1. https://www.ipindia.gov.in/2. https://copyright.gov.in/3. http://plantauthority.gov.in/ |

Semester II



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|-----------------------------|-------|--------------------------------|----------------------|
| Course Code | GM 06 | Course Title | Marketing Management |
| Course Type | Core | Sessions in TT per week | 3 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 3:1:1 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Enumerate the core marketing concepts, terminology, and theoretical frameworks. |
| CO2 | Comprehend marketing across contexts (services, international, rural, digital). |
| CO3 | Apply marketing strategies to solve business problems |
| CO4 | Analyze market research data to inform marketing decisions. |
| CO5 | Develop comprehensive marketing plans that demonstrate creativity and innovation. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | Introduction to Marketing Management: Defining marketing in the modern context, Integration of marketing with other business functions. Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Case Study. | 9 |
| 2 | Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates. current trends in pricing. Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Phygital Channels. Case Study. | 8 |
| 3 | Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Push and Pull strategy, Advertising-AIDA and 5A's (Aware, Appeal, Ask, Act, and | 10 |



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|---|---|---|
| | Advocate) of Marketing, Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques, Digital Marketing and Social Media Digital marketing tactics and tools, Social media strategy and content marketing, Measuring and analyzing digital marketing success. | |
| 4 | Marketing Planning and control- Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organising and controlling marketing operations. Marketing Plan Development- Executive Summary, Situation Analysis, Marketing Strategy, Marketing Audit, case study | 9 |
| 5 | Sustainable Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Relationship marketing; Rural Marketing; Immersive Marketing. case study | 9 |

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Kotler, P., & Keller, K. L. (Latest Edition). Marketing Management. Pearson. 2. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson 3. Marketing Management, Rajan Saxena, TMGH 4. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson 5. Marketing Management- Text and Cases, Tapan K Panda, Excel Books 6. Marketing Management, Ramaswamy & Namakumari, Macmillan. 7. Marketing Whitebook 8. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning |
| Website links | <p>https://www.ama.org/topics/white-paper https://www.msi.org/working-paper/price-gouging-regulation-in-response-to-crisis-causal-effects-and-policy-implications https://www.msi.org/library https://www.cim.co.uk/content-hub/podcast</p> |
| Case Studies | <ol style="list-style-type: none"> 1. Hairstrong: Working Out a Marketing Plan By: Julie Gosse; Martin Eidenberg 2. Atomberg Technologies - Leveraging Digital Marketing to Accelerate Its Omnichannel Strategy By: Srinivas Pingali; Manish Gupta; Kiran Pedada 3. Avocados from Mexico: Success in an Omnichannel World By: Derek Rucker; Alvaro Luque 4. Eastern Mindfulness: Designing the Social Media Marketing Strategy By: Raunak Gupta |



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| | 5. WhatsApp: Creating and Communicating Value for WhatsApp Payments By: Bikramjit Rishi; Harvinder Singh; Agniv Bhattacharya |
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|-----------------------------|-------------|--------------------------------|----------------------|
| Course Code | GM 07 | Course Title | Financial Management |
| Course Type | Core | Sessions in TT per week | 4 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Memorize the financial management concepts such as working capital, capital budgeting, leverages etc. |
| CO2 | Summarize the overall financial management concepts in detail. |
| CO3 | Articulate the need and management of fund for the firm using various financial management techniques |
| CO4 | Analyze the situation and <ul style="list-style-type: none"> ● comment on financial position of the firm ● estimate working capital required ● decide ideal capital structure ● evaluate various project proposals |
| CO5 | Detect the impact of Financial Statements, Working Capital, leverages, Capital Budgeting and budgetary control on business decisions of the firm |

2. Course Syllabus:



| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Business Finance: Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager | 4 |
| 2 | Working Capital Management: Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method) | 11 |
| 3 | Capital Budgeting: Nature of Investment Decisions: Investment Evaluation criteria, Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison. | 11 |
| 4 | Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget, Functional Budgets (overview). Operating and Financial Leverage: Measurement of Leverages – Effects of Operating , Financial Leverage and Combine leverage. | 11 |
| 5 | Cost Variance Analysis: Meaning, Importance, Advantages and Disadvantages Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance. | 7 |

*Weightage will be 60% Problems & 40% Theory

Practical Problems Based On:

Estimation of working capital requirement (Total Cost Method & Cash Cost Method)
 Operating Cycle
 Problems on Cash Budget, Flexible Budget
 Problems on Variances (Material, Labor)
 Leverages (Operating, Financial and Combine)
 Capital Budgeting (ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR)

3. Learning Resources:

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|--|
| 1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press) |
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| | |
|------------------------|---|
| Suggested Books | <ol style="list-style-type: none"> 2. Financial Management, Ravi Kishore (Taxmann) 3. Financial management, V.K. Bhalla (S. Chand) 4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication) |
| Website Links | <ol style="list-style-type: none"> 1. https://www.icaai.org/category/e-journal 2. https://icmai.in/TaxationPortal/ |
| Case Study | <ol style="list-style-type: none"> 1. Business Model and Financial Management by Francine Newth 2. Capital Budgeting management of Bharti Airtel - The Profitability Impact by Sandeep Goel 3. Valuation Techniques in Private Equity: LBO Model by Victoria Ivashina, Alexey Tuzikov, Abhijit Tagade. |

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|-----------------------------|-------------|--------------------------------|----------------------------------|
| Course Code | GM 08 | Course Title | Human Resource Management |
| Course Type | Core | Sessions in TT per week | 4 |
| Credit Type | Full credit | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. **Course Outcomes: On successful completion of course the learner will be able to -**

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Recall HRM terminology, concepts, and theories |
| CO2 | Explain the principles and theories underlying HRM practices |
| CO3 | Apply HRM strategies and techniques to solve practical workplace challenges |
| CO4 | Analyze HRM practices and their impact on organizational effectiveness. |
| CO5 | Critically evaluate HRM policies and propose improvements based on evidence and best practices |

2. **Course Syllabus:**

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|-----------------|----------------------------------|
| | | |



| | | |
|-----------|--|-----------|
| <p>1.</p> | <p>Management through Films</p> <ol style="list-style-type: none"> 1. <i>Cinematic Case Studies</i> The "Baahubali" Model (HR Lesson Gender diversity (Sivagami's leadership) and optimal resource loading (the Trishul formation during war). 2. <i>Behavioral Observation</i> The "Chak De!" Model (HR Lesson The role of a "Task-Oriented Leader" (Kabir Khan) in aligning individual goals with the organizational vision) <p><i>Ethics & Value-Based Management</i> The "Rocket Singh" Model highlighting "Grey Areas" of business (Discussing the "Psychological Contract"—what happens when an employee realizes the company values profits over integrity?)</p> | <p>5</p> |
| <p>2.</p> | <p>Strategic Human Resource Management & Policy Governance</p> <ol style="list-style-type: none"> 1. <i>Evolution of HR</i> Transition from Personnel Management to Strategic HRM (SHRM); The Resource-Based View (RBV) of the firm. 2. <i>HR Roles in a Digital Age</i> Analysis of the Ulrich Model (Strategic Partner, Change Agent, Administrative Expert, Employee Champion). 3. <i>Policy Architecture</i> Drafting agile HR policies; The legal, ethical and cultural frameworks of policy design. 4. <i>Comparative Industry Audit</i>: A deep-dive into the "Dos and Don'ts" of five industry leaders (Suggested: Google, Netflix, Tata Group, Infosys and Amazon). 5. <i>Contemporary Challenges</i>: Managing diversity, equity and inclusion (DEI); HR in the "Gig Economy" and Remote Work era. | <p>15</p> |
| <p>3.</p> | <p>Talent Acquisition, Job Engineering & AI Integration</p> <ol style="list-style-type: none"> 1. <i>Strategic Workforce Planning (SWP)</i>: Macro-level demand and supply forecasting; Markov Analysis and the Replacement Chart. 2. <i>Job Engineering & Evaluation, Modern Recruitment Ecosystem: The Funnel</i> sourcing strategy, Psychometric testing and Competency-based Interviews. <i>Tech & Ethics</i> The role of AI and Facial Recognition in screening; addressing algorithmic bias and privacy concerns. 3. <i>The Onboarding Experience</i> Use of AI/VR for immersive "Pre-boarding" and Induction. <p><i>Succession Planning</i> Identifying High-Potentials (HiPos) using the 9-Box Grid.</p> | <p>15</p> |
| <p>4.</p> | <p>Performance Ecosystems & Learning and Development (L&D)</p> <ol style="list-style-type: none"> 1. <i>Performance Management Systems (PMS)</i>: Frameworks of OKRs (Objectives and Key Results) vs. KPIs; 360-degree feedback and the | <p>5</p> |



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|-----------|--|----------|
| | <p>Balanced Scorecard. The AI Shift: Predictive analytics for performance monitoring and "flight risk" (attrition) detection.)</p> <ol style="list-style-type: none"> 2. <i>Strategic L&D</i>: Taxonomy like the 70-20-10 Model of learning (Experience, Exposure, Education). <i>Training Design</i> like needs assessment (TNA) and the move toward Digital Learning Platforms (LXPs). 3. <i>Evaluation of Impact</i>: Applying the Kirkpatrick Model (Reaction, Learning, Behavior, Results) and calculating ROI on Human Capital. <p>Total Rewards & Separation Dynamics</p> <ol style="list-style-type: none"> 1. <i>Total Rewards Philosophy</i>: Integrating base pay, variable pay (ESOPs, performance bonuses) and fringe benefits. 2. <i>Compensation Science</i>: Internal Equity vs. External Competitiveness; Compa-ratio and Grade Pay structures. 3. <i>Separation Management</i>: The Mechanics (Retirement, Resignation and the legal nuances of Termination/Discharge). Strategic Exit (Managing) Voluntary Retirement Schemes (VRS) and "Golden Handshakes." Offboarding (Treating the exit process as a brand-building exercise; managing Alumni networks.) | |
| <p>5.</p> | <p>Ethos & Leadership: The Indian Management Context</p> <ol style="list-style-type: none"> 1. <i>The Taj Hotel Case (26/11)</i>: Analyzing "The Ordinary Heroes" through the lens of extreme organizational citizenship behavior and value-based recruitment. <p><i>Invisible Leaders Case</i></p> | <p>5</p> |

3. Learning Resources:

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| <p>Suggested Books</p> | <ol style="list-style-type: none"> 1. Human Resource Management: Text and Cases, K Aswathappa , Tata McGraw Hill Publishing Compnay 2. Mamoria C.B., Gankar S.V., (2006), "A Textbook of Human Resource Management", Himalaya Publishing House, New Delhi. 3. Prasad L.M., (2005), Human Resource Management," Sultan Chand & Sons, New Delhi. 4. Apte, Dr. Ajit, (2019), "Shri Shivray - VP HRD ? : Manav Sansadhanancha Vikas", Rajhans Prakashan. |
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| | <p>5. Performance Appraisal and Management, Himalaya Publishing House</p> <p>6. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.</p> <p>7. Chincholkar Sunil, Kulkarni Datta, Kulkarni R. K., Ramdas and Self Management.</p> |
| Videos Links | <p>1. Human Resource Management (HRM) Explained – Everything you Need to Know https://www.youtube.com/watch?v=aPEUKLxxh_k</p> <p>2. Compensation Management https://www.youtube.com/watch?v=wZoRId6ADuo</p> <p>3. Indian Army Training https://www.youtube.com/watch?v=-Hyqo2kPmm8 https://www.youtube.com/watch?v=sZ0AT7CO0x8</p> <p>4. Compensation Case Study https://www.youtube.com/watch?v=iFdZLjWycEE</p> <p>5. Retirement https://www.youtube.com/watch?v=krLQcQbqiR8</p> <p>6. HR Shared Services https://www.youtube.com/watch?v=8OT-uAN2qeI</p> |
| Websites | <p>1. 1. Human Resource Management https://en.wikipedia.org/wiki/Human_resource_management</p> <p>2. What is Human Resource Management https://emeritus.org/in/learn/what-is-human-resource-management/</p> <p>3. www.shrmindia.org</p> <p>4. www.peoplesmatters.com</p> |



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|-----------------------------|-------|--------------------------------|---------------------------|
| Course Code | GM 09 | Course Title | Business Research Methods |
| Course Type | Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Enumerate and define various concepts & terms associated with scientific business research. |
| CO2 | Explain the concept of measurement and different levels of measurement in the context of business research. |
| CO3 | Analyze quantitative data and derive actionable inferences from the same from a decision-making perspective. |
| CO4 | Design a variety of data collection instruments and apply the principles of sampling to contemporary business research problems. |
| CO5 | Construct different types of testable hypotheses and interpret the statistical test outcomes. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|--|----------------------------------|
| 1 | Foundations of Research: Definition of Research, Concept of research design, Types of research design - Exploratory, Descriptive, Quasi-Experimental and Experimental, Characteristics of scientific research The process of business research. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation, and conflicts of interest. | 8 |



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| 2 | <p>Data & Measurement: Meaning of data, Need for data. Types of Data – Primary & Secondary. Primary & Secondary Data Collection Methods (Observation, Interviews, Questionnaire), What is a variable?. Measurement: Concept of measurement - Validity and Reliability of measure. Levels of measurement - Nominal, Ordinal, Interval, Ratio</p> <p>Univariate Analysis - Types of frequencies (continuous and Discrete), Measures of central tendency (Mean, Mode, Median), Measures of Dispersion (Standard deviation, Coefficient of Variation), <u>Graphical Representation of Data:</u> Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms</p> | 9 |
| 3 | <p>Correlation & Regression: Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and Spearman's rank correlation. Linear Regression Analysis: Meaning of regression, Purpose and use, Linear regression; Interpretation of regression coefficient, Applications in business scenarios.</p> | 9 |
| 4 | <p>Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, non-sampling errors</p> <p>Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.</p> <p>Non-Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods.</p> | 9 |
| 5 | <p>Hypothesis & Hypothesis Testing: Hypothesis: Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance. Test of Significance: Small sample tests: t (Mean, proportion) and Z test. Chi-square test</p> | 10 |

3. Learning Resources:

| | |
|-------------------------------|--|
| <p>Suggested Books</p> | <ol style="list-style-type: none"> 1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH. 2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press 3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage 4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall 5. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning 6. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press 7. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge, |
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|----------------|---|
| | 8. Research Methodology In Management, Dr.V.P.Michael |
| Website | <ol style="list-style-type: none"> 1. https://www.youtube.com/watch?v=E2gGF1rburw&list=PLyqSpQzTE6M8F_P8lgjvmqiDEoFGLzG4h&index=1 2. Fundamentals of Research (Major) - Course (swayam2.ac.in) 3. MGPE-015 Introduction to Research Methods (Elective Course) - Course (swayam2.ac.in) 4. Research Methodology and Statistical Analysis_Intro (youtube.com) |

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|-----------------------------|-------|--------------------------------|---------------------------------------|
| Course Code | GM 10 | Course Title | Supply chain and Logistics Management |
| Course Type | Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Describe the basic terms and concepts in Supply Chain and Logistics Management |
| CO2 | Explain the various facets of Supply Chain and Logistics Management in a real world context. |
| CO3 | Integrate the aspects of various functional areas of Supply Chain and Logistics Management to develop a functional perspective. |
| CO4 | Explain the various stakeholders of Supply chain and understand their roles and responsibilities |
| CO5 | Develop the capability to view the firm in its totality in the context of its environment |

2. Course Syllabus:



| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Supply Chain Concepts: Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM. | 7 |
| 2 | Logistics : Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking. | 8 |
| 3 | Supply Chain Performance: Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influence designing Global Supply Chain Network. | 10 |
| 4 | Warehousing: Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL). Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability | 10 |
| 5 | Green Supply Chain and Logistics Management: Introduction – Traditional Supply Chain and Green Supply Chain – Environmental Concern and Supply Chain – Closed-loop Supply Chain – Corporate Environmental Management – Green Supply Chain (GSCM): Definition, Basic Concepts – GSCM Practices. Case Studies Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green Logistics – Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics. Case Studies | 10 |

3. Learning Resources:

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|------------------------|--|
| Suggested Books | 1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education 2. Altekar, Rahul V.; Supply Chain Management: Concepts and Cases; 3. Ballou, Ronald H.; Supply Chain Management; Pearson Education 4. Sahay, B.S.; Supply Chain Management; Macmillan |
| Web resources | 1. https://youtu.be/4-QU7WiVxh8 2. https://youtu.be/f-r6XwQLXmo?feature=shared 3. https://youtu.be/ATPZcrZP06A?feature=shared 4. https://youtu.be/k8AE4A8eBBM?feature=shared |



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|-----------------------------|-------|--------------------------------|------------------|
| Course Code | GM 11 | Course Title | Decision Science |
| Course Type | Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

1. Course Objectives:

| Sr. No. | Particulars |
|---------|---|
| CO1 | DESCRIBE the concepts and models associated with Decision Science. |
| CO2 | UNDERSTAND the different decision-making tools required to achieve optimization in business processes. |
| CO3 | APPLY appropriate decision-making approach and tools to be used in business environment. |
| CO4 | ANALYSE real life situation with constraints and examine the problems using different decision-making tools |
| CO5 | EVALUATE the various facets of a business problem and develop problem solving ability |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction: Importance of Decision Sciences & role of quantitative techniques in decision making. Linear Programming: Concept, Formulation & Graphical Solution. Applications related to management functional areas, Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution) | 9 |
| 2 | Transportation Problems: Concept, formulation, Basic initial solution using North West Corner rule, Least Cost method & Vogel's Approximation Method (VAM), Optimal solution using Modified Distribution Method (Special cases: balanced, unbalanced, restriction, prohibited routes and maximization). Concept of degeneracy. | 9 |
| 3 | Assignment Problems: Concept, Flood's Technique/ Hungarian method, (Special cases: multiple solutions, maximization case, unbalanced case, restrictions on assignment) | 9 |
| 4 | Decision Theory: Concept, Decision making under uncertainty (Maximin, Maximax, Minimax regret, Hurwicz & Laplace principles), Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, two-person Zero-Sum games, Maximin Minimax Principle, Games without Saddle point- Mixed strategy, Dominance Rule- Reduction of m x n game and solution of 2x2. | 9 |
| 5 | CPM: Concept, drawing network diagram, identifying critical path, Network calculations-calculating EST, LST, EFT, LFT, Slack, floats. | 9 |

3. Learning Resources:



| Sr. No. | Particulars |
|----------------------------|---|
| Suggested Text Book | 1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications (latest Edition) 2. Operations Research by Hamdy A. Taha, Pearson Publication (latest edition) 3. Operations research by Hira Gupta, S. Chand Publication (latest Edition) 4. Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd. (latest Edition) 5. Statistical Methods by S.C. Gupta S. Chand Publication (latest edition) 6. Comprehensive Statistical Methods by P.N. Arora, Sumeet Arora, S. Arora S. Chand Publication |
| Reference Books | 1. Quantitative techniques & statistics By K L Sehgal Himalaya Publications (latest edition) 2. An introduction to management science: Quantitative approach for decision making- Cengage Learning Anderson (latest edition) 3. Introduction to Operations Research by Billey E. Gillett, TMGH (latest edition) 4. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI (latest Edition). 5. Operations Research by R. Pannerselvam, Prentice Hall India |

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|-----------------------------|--------------------|--------------------------------|---------------------------------------|
| Course Code | GC 04 | Course Title | Contemporary Frameworks in Management |
| Course Type | Generic Compulsory | Sessions in TT per week | 02 |
| Credit Type | Half | Total Marks | 50 |
| Credit Value | 2 | | |
| Credit Pattern (LTP) | 2:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Define habits and identify the benefits of inculcating the 7 habits in daily life to make oneself more effective. |
| CO2 | Describe teams that can build trust, and discuss why and how most teams fail to generate expected results. |



| | |
|------------|--|
| CO3 | Apply the 21 laws that make leadership work successfully to improve your leadership ability. |
| CO4 | Examine the fundamental causes of organizational politics and team failure. |
| CO5 | Explain the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | <p>The 7 habits of highly effective people: Paradigms and principles, Inside-out, The Seven Habits - An Overview - Private victory , Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, Public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize: principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal</p> | 10 |
| 2 | <p>Five dysfunctions of a team: Absence of trust—unwilling to be vulnerable within the group, Fear of conflict—seeking artificial harmony over constructive passionate debate, Lack of commitment—feigning buy-in for group decisions creates ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low standards, Inattention to results—focusing on personal success, status and ego before team success</p> | 10 |
| 2 | <p>The 21 irrefutable laws of leadership: The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.</p> | 10 |

3. Learning Resources:

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|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey 2. The Five Dysfunctions of a Team: A Leadership Fable , Patrick M. Lencioni 3. The 21 Irrefutable Law of Leadership-John C. Maxwell |
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| Websites | <ol style="list-style-type: none"> THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE BY STEPHEN R. FREE AUDIOBOOK (youtube.com) The 7 Habits of Highly Effective People (Detailed Summary) (youtube.com) Summary of The Five Dysfunctions of a Team by Patrick M. Lencioni 68 minutes audiobook summary (youtube.com) The 21 Irrefutable Laws of Leadership: Introduction (youtube.com) What Happen If you Read 1 Book a Week (youtube.com) |
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|-----------------------------|--------------------|--------------------------------|---------------------------|
| Course Code | GC 05 | Course Title | Data Visualization |
| Course Type | Generic Compulsory | Sessions in TT per week | 2 |
| Credit Type | Half | Total Marks | 50 |
| Credit Value | 2 | | |
| Credit Pattern (LTP) | 1:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Memorize core principles of visual perception and design to create effective visualizations. |
| CO2 | Understand of how data visualization is used in business communication. |
| CO3 | Developed basic to intermediate visualizations using a data visualization software |
| CO4 | Design interactive dashboards to present complex data in a clear and concise manner. |
| CO5 | Evaluate and criticize existing data visualizations based on design principles |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction to Data Visualization Design & Principles History and Evolution, Understanding key principles such as perception, cognition, and design, Introduction to Gestalt principles and their application in visualization, Understanding color theory and its significance in visualization, Importance of typography in visualization and best practices | 8 |
| 2 | Visualization Techniques & Visual Analytics Visual Storytelling (Scalar & Point Techniques (e.g., bar charts, scatter plots), Vector Visualization Techniques (e.g., flow charts, Sankey diagrams), Multidimensional Techniques (e.g., parallel coordinates, scatterplot matrices) Visualizing Cluster Analysis (e.g., dendrograms, t-SNE plots) Matrix Visualization for Bayesian Analysis, Data Preparation, Explore data through | 12 |



| | | |
|-----------|---|-----------|
| | EDA (Exploratory Data Analysis), Data Cleaning Techniques, Univariate, Bivariate & Multivariate Analysis, Edward Tufte's visual encoding principles, Maps & Geospatial Data Visualization, Group Visualization (bubble charts, trees), Network Visualization (graphs), Metaphorical Visualization, color mapping techniques for data representation | |
| 3. | Advanced Techniques and Storytelling | |
| | Interactive dashboards and data storytelling techniques through presentations using Pecha-Kucha, Ethical considerations in data visualization, Applying data visualization to real-world business problems, Analyzing and interpreting visualizations in various management contexts, Visualization of volumetric data, vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems, collaborative visualizations, Evaluating visualizations | 10 |

3. Learning Resources:

| | |
|------------------------|---|
| Suggested Books | 1. Ward, Grinstein, Keim, Interactive Data Visualization: Foundations, Techniques, and Applications. Natick, 2nd edition, A K Peters, Ltd 2015 |
| | 2. Joerg Osarek, "Virtual Reality Analytics", Gordon's Arcade |
| | 3. Tamara Munzner, Visualization Analysis & Design, 1st edition, AK Peters Visualization Series 2014 |
| | 4. Scott Murray, Interactive Data Visualization for the Web, 2nd Edition, 2017 |
| | 5. Alberto Cairo, The Functional Art: An Introduction to Information Graphics and Visualization, New Riders, 2012 |
| Videos | 1. The science of data visualization https://www.youtube.com/watch?v=l7cAdp0f4X0 |
| | 2. Data Visualization Tutorial For Beginners Big Data Analytics Tutorial Simplilearn https://www.youtube.com/watch?v=MiiANxRHSv4 |
| | 3. https://www.youtube.com/watch?v=csXmVBw8cdo |

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|-----------------------------|--------------------|--------------------------------|---|
| Course Code | GC 06 | Course Title | Entrepreneurship & New Venture Management |
| Course Type | Generic Compulsory | Sessions in TT per week | 2 |
| Credit Type | Half | Total Marks | 50 |
| Credit Value | 2 | | |
| Credit Pattern (LTP) | 2/0/0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| | |
|------------------|---|
| CO Number | COURSE OUTCOMES (CO'S) |
| CO1 | Remember the strategic decisions involved in establishing startups. |



| | |
|------------|---|
| CO2 | Understand the financial roadmap of a startup |
| CO3 | Exercise a business model for a company. |
| CO4 | Analyze market strategy for a startup positioning and growth strategy |
| CO5 | Review various government schemes for startups. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Ideation & Customer Validation: Problem Identification; Customer Identification & Needs Validation; Solution Idea Generation; Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, and Customer validation | 10 |
| 2 | Feasibility & Business Modeling: Opportunity and Competition Mapping; Prototype Development and MVP; Opportunity (Feasibility) Assessment; Developing your business model; Crafting your value proposition; Product Development and Managing the product development process | 10 |
| 3 | Strategy, Finance & Launch: Marketing and Sales Strategy (Go-to-Market); Financial Management for Profitability; The Financial Road Map: Planning, Budgeting, and Funding (VC/PE/Crowdfunding); Team and Talent Requirements; Government Schemes (PMEGP, CGTMSE, MSDE); Pitch Readiness and Venture Idea Feasibility Presentation | 10 |

3. Learning Resources:

| Suggested Books | |
|-----------------|--|
| | <ol style="list-style-type: none"> 1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson 2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India. 3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd 4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi 5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition. 6. Entrepreneurship: New Venture Creation by David H. Holt 7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, Himalaya Publishing House, Delhi 8. Entrepreneurship and Small Business Management by Siropolis 9. Lead like an Entrepreneur by Neal Thornberry 10. Fundamentals of Entrepreneurship, Nandan H, PHI 11. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition. 12. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH. 13. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives. |



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|------------------------|---|
| | <p>14. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.</p> <p>15. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.</p> <p>16. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.</p> <p>17. Indian Entrepreneurial Culture by A Gupta , New Age International.</p> <p>18. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare</p> |
| Cases | <p>1. The Start of the Start: Entrepreneurial Opportunity Identification and Evaluation: https://hbsp.harvard.edu/product/SCG597-PDF-ENG?Ntt=</p> <p>2. Snaqary Snacks: Building a Start-Up Brand: https://hbsp.harvard.edu/product/W36141-PDF-ENG?Ntt=</p> <p>3. The unlikely inventor and the reluctant manufacturer - Coloplast's start-up story: https://hbsp.harvard.edu/product/CBS005-PDF-ENG?Ntt=</p> <p>4. Stepping Out of Lockdown: Launching a Footwear Brand During a Pandemic: https://hbsp.harvard.edu/product/LBS340-PDF-ENG?Ntt=</p> |
| Research Papers | <p>1. E-Tailing: A Case Study on Myntra.com: https://www.worldwidejournals.com/indian-journal-of-applied-research-(IJAR)/recent_issues_pdf/2014/February/February_2014_1391258849_a81fc_83.pdf</p> |
| Websites | <p>1. https://www.coursera.org/articles/start-a-business</p> <p>2. https://www.entrepreneur.com/starting-a-business/the-complete-12-step-guide-to-starting-a-business/297899</p> <p>3. https://business.gov.au/guide/starting</p> <p>4. https://www.forbes.com/advisor/in/business/how-to-start-a-business/</p> <p>5. https://www.sba.gov/business-guide/10-steps-start-your-business</p> |
| Videos | <p>1. https://www.youtube.com/watch?v=p7vhcob-YkI&list=PLHRLZtgrF2jnPlrIU1k8y8LdLhmm4eaeO</p> <p>2. https://www.youtube.com/watch?v=fzHcDGQsZk8&list=PLyqSpQzTE6M8EGZbmNUuUM7Vh2GkdbB1R&index=57</p> <p>3. https://www.youtube.com/watch?v=nJHEUaCImyQ&list=PLyqSpQzTE6M8EGZbmNUuUM7Vh2GkdbB1R&index=58</p> <p>4. https://www.youtube.com/watch?v=z8e9IH3k33g&list=PLyqSpQzTE6M8EGZbmNUuUM7Vh2GkdbB1R&index=59</p> <p>5. https://www.youtube.com/watch?v=myV-7r1sMPk&list=PLyqSpQzTE6M8EGZbmNUuUM7Vh2GkdbB1R&index=60</p> <p>6. https://www.youtube.com/watch?v=ohQvcWZt7-o&list=PLLy_2iUCG87CUSdZ0z0ihunS1QsrNqXFN&index=17</p> <p>7. https://www.youtube.com/watch?v=rkumGeKYFFs&list=PLLy_2iUCG87CUSdZ0z0ihunS1QsrNqXFN&index=19</p> <p>8. https://www.youtube.com/watch?v=4LK_tzopi74&list=PLLy_2iUCG87CUSdZ0z0ihunS1QsrNqXFN&index=27</p> <p>9. https://www.youtube.com/watch?v=UL86GGHBX5Q&list=PLLy_2iUCG87CUSdZ0z0ihunS1QsrNqXFN&index=37</p> |



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|-----------------------------|-------------|--------------------------------|--------------------|
| Course Code | VAC 13 | Course Title | Demand Forecasting |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half Credit | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. **Course Outcomes:** On successful completion of the course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Define the key terms associated with demand analysis, demand estimation and demand forecasting. |
| CO2 | Summarize the use of demand forecasting in various functions of management. |
| CO3 | Prepare a forecast into its various components and build a forecast for common products and services using time-series data. |
| CO4 | Explain the forecasting Techniques/Models (both Qualitative and Quantitative). |
| CO5 | Review the conceptual understanding of Demand Planning and management. |

2. **Course Syllabus:**

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|--|----------------------------------|
| 1 | Demand Analysis: An Overview, Significance of Demand Analysis and Forecasting, Art- of-Forecasting. Applications of Forecasting – Forecasting economic trends, Sales Forecasts, Staffing forecasts, budgeting, revenue and tax planning, cash flows forecasting, raw material planning, inventory planning. | 2 |
| 2 | Estimation of Demand - Marketing Research Techniques, Market Experiments in Test Stores. Statistical Estimation. Forecasting Demand : Overview of Forecasting Methods, Qualitative Forecasting Techniques - Survey and Opinion Polling Techniques, Delphi Method, Cross Impact Analysis, Historical Analogy. | 3 |
| 3 | Quantitative Forecasting Methods Using Time Series Data: Time Series Analysis, Smoothing Techniques, Moving Averages, Exponential Smoothing, Single Exponential Smoothing, Holt's Two-Parameter Method, Holt's-Winters' | 5 |



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|--|--|--|
| | Method, Winters' Additive Seasonality Standard Statistical Error Terms, Specific Measures of Forecast Error. New Product Forecasting: Differences between Evolutionary and Revolutionary New Products. New Product Forecasting Overview. What Is a Candidate Product? New Product Forecasting Process, Structured Judgment Analysis, Structured Process Steps, Statistical Filter Step. | |
|--|--|--|

3. Learning Resources:

| | |
|----------------------------|--|
| Suggested Text Book | <ol style="list-style-type: none"> 1. Principles of Business Forecasting" by Keith Ord and Robert Fildes. 2. Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase. 3. Demand Forecasting for Managers, Stephan Kolassa. 4. Forecasting: Principles and Practice, George Athanasopoulos and Rob J. Hyndman. 5. Fundamentals of Demand Planning and Forecasting - Forecasting & Planning , Chaman L. Jain and Jack Malheron. |
| Web Links | <ol style="list-style-type: none"> 1. https://www.youtube.com/watch?v=y_0jJ0Y7xTU 2. https://www.researchgate.net/publication/354726783 3. https://www.researchgate.net/publication/354726783 |

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|-----------------------------|-------------|--------------------------------|---------------------------------|
| Course Code | VAC 14 | Course Title | Corporate Social Responsibility |
| Course Type | Elective | Sessions in TT per week | 01 |
| Credit Type | Half Credit | Total Marks | 50 |
| Credit Value | 01 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to –

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Define the concept, importance and role of CSR in an organization. |
| CO2 | Understand the implementation of CSR and its policies from stakeholder's and social point of view. |



| | |
|------------|--|
| CO3 | Apply different ideas, brainstorming and plans to enhance corporate social responsibilities in the upcoming era as per the societal and organizational need. |
| CO4 | Analyze the challenges in CSR and strategies to outcome these challenges. |
| CO5 | Evaluate & Formulate different projects, surveys and contents to spread CSR awareness and influence companies to maximize their participation into CSR activities. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Introduction to CSR: The Role of stakeholders in CSR, Stakeholders advocacy, The role of business in society, Consumers awareness towards CSR, Globalization & CSR. Success and failure with CSR initiatives. The five stages of organizational growth with CSR. Why is CSR mandatory/essential for corporate? | 5 |
| 2 | CSR MANAGEMENT- IMPLEMENTING AND COMMUNICATING: Building CSR plans integrated into business strategy, CSR implementation processes in SMEs and large corporations. Instruments, initiatives and tools used to measures CSR. Value of ethical and emphatic behavior in business decisions- role of CSR. Implementation of Concept - 'Swa-dharma' (Self Duties) & 'Panch-Rina' (Giving back to fivefold Debt) & Its significance while practicing CSR activities. | 5 |
| 3 | Overview of CSR: Community involvement and development, The strategic CSR model, Strategy with Society Relationship, Social responsibility toward the environment, Social responsibility toward customers. | 5 |

3. Learning Resources:

| | |
|------------------------|---|
| Suggested Books | <ol style="list-style-type: none"> 1. Corporate Social Responsibility, Madhumita Chatterjee 2. CSR in India (Steering Business and Social Change) 1st Edition by Kshama V Kaushik, Lexis Nexis 3. Corporate Social Responsibility Concept cases & Trends by Prabhakaran Paleri, Cengage Learning 4. Six Essential Steps in Implementing CSR (2016) By V Reddappa Reddy and C Dheeraja. 5. The Corporate Social Responsibility in India (Cases & Development after Legal Mandate) by Dr.Rene Schumpeter |
|------------------------|---|



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|-----------------------------|----------|--------------------------------|-----------------------------------|
| Course Code | VAC 15 | Course Title | Industry Analysis - Desk Research |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Memorize the key characteristics and strategies of the players in an industry. |
| CO2 | Demonstrate the management ethos and philosophy of the players in the industry |
| CO3 | Identify and understand the regulatory forces acting on the industry. |
| CO4 | Apply and analyze the market and financial performance of the players in an industry using technological tools. |
| CO5 | Evaluate the impact of recent developments on the industry and its key players. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|--|----------------------------------|
| 1 | Industry Analysis – the Basics: Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry. Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. | 5 |



| | | |
|----------|---|----------|
| 2 | <p>External Environment: Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 3 players and bottom 3 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities , legal violations if any.</p> | 5 |
| 3 | <p>Financials: Profitability, Revenues, Margins of top 3 & bottom 3 players over the last 3 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 3 years for top 3 and bottom 3 companies in the industry.</p> <p>Recent Developments: Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 3 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any.</p> | 5 |

3. Learning Resources:

| | |
|--------------------|---|
| Instruction | <ol style="list-style-type: none"> 1. Students should work in groups of 3 to 5 each under the guidance of a faculty. 2. Students shall carry out an in-depth study of any industry of their choice. 3. Students shall submit a structured detailed report. <p>No text books are prescribed.</p> <p>The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.</p> |
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|-----------------------------|-------------|--------------------------------|---------------|
| Course Code | VAC 16 | Course Title | Business Plan |
| Course Type | Elective | Sessions in TT per week | 2 |
| Credit Type | Half Credit | Total Marks | 100 |
| Credit Value | 2 | | |
| Credit Pattern (LTP) | 2+2+0 | | |



1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Define the various term and concepts associated with the Business Plan |
| CO2 | Understand the various aspects to prepare business plan |
| CO3 | Apply the business plan strategies to formulate a plan for startups |
| CO4 | Link the various parameters of business to formulate a Business Plan |
| CO5 | Create the business plan |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Business plan project: Data collection, Initial analysis of the data, Partial plans Financial plan and control, Business Idea and Strategic Goal: Business model, Strategic goals, Vision, Mission, Company goals, | 5 |
| 2 | Production plan: Unique selling propositions, Auxiliary services, Product description, Product portfolio and product plan, Operational Plan, Staffing, Production, Quality Control, Location, Legal Environment, Inventory, Suppliers & Vendors Marketing strategies: Description of relevant market, Market segmentation, Market growth, Competition, Marketing strategy, Marketing plan, Pricing policy, Advertising and sales promotion, Sales strategy, Outline of production, Production plan | 5 |
| 3 | Financial Planning: Presentation of financial situation, financial data system, Company's future development, Sensitivity and risk analysis, Startup Expenses Develop Budgets, Plan for Capital, Personal Financial Statement, Planning the financial strategy, preparing for the funding process, Involve the investor | 5 |

***100% Evaluation will be on the basis of a Business Plan submitted by students.**

| | | | |
|--------------|--------------------|-------------------------|---------------------------|
| Course Code | VAC17 | Course Title | Research Proposal Writing |
| Course Type | Value Added Course | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |



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|----------------------|-------|--|--|
| Credit Pattern (LTP) | 0+0+1 | | |
|----------------------|-------|--|--|

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Define various concepts & terms associated with the Business Research Proposal. |
| CO2 | Explain the terms and concepts used in all aspects of the Business Research Proposal writing. |
| CO3 | Prepare a sample design for a research proposal using mixed-method research. |
| CO4 | Estimate the budgetary requirement of a research project. |
| CO5 | Create a schedule for the various stages of research and a detailed execution plan |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Elements of Research Proposal Introduction: Problem or Question, Literature Review, Methods & Subjects, Measurement, Data Collection, Data Analysis, Findings, Conclusions & Recommendations, Contribution, Schedule, Budget | 3 |
| 2 | Drafting A Business Research Proposal Drafting business research proposals involving substantial primary data in various functional areas with specific emphasis on mixed methods research, sampling design, sample size estimation, and data collection i.e. fieldwork, quality checks, fieldworker training & supervision, and data analysis methods. (Modern digital field collection methods should also be emphasized.) | 6 |
| 3 | Budget, Execution & Monitoring Plan of a Research Proposal Providing a budget specifying where the money will go (when asking someone to give money to pay the costs of research). Preparing a schedule for the various stages of research. Preparing a detailed execution plan for the entire project. | 6 |

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | Writing Winning Business Proposals" by Richard Freed and Shervin Freed - McGraw-Hill. |
| Weblinks: | 1. https://youtu.be/Hs5qVavUjwI?feature=shared |



2. <https://youtu.be/hSnEP2njB6c?feature=shared>
 3. <https://youtu.be/oUiKwFNzKDM?feature=shared>

| | | | |
|-----------------------------|----------|--------------------------------|------------------------------|
| Course Code | VAC18 | Course Title | Qualitative Research Methods |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Enumerate the key terms associated with the Qualitative research approach. |
| CO2 | Compare and contrast the Qualitative research approach with the Quantitative approach. |
| CO3 | Construct appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts |
| CO4 | Illustrate the use of appropriate qualitative research methods in real world business and non-business contexts. |
| CO5 | Evaluate the quality of Qualitative Research work |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|--|----------------------------------|
| 1 | Qualitative Research Design: Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies, Appropriateness of the Approach to the Issue, Fitting the Approach into the Research Process. Qualitative Research Sampling - Theoretical Sampling, Gradual Selection as a General Principle in Qualitative Research, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Sample Size decisions in Qualitative Research, Principle of Saturation. | 5 |



| | | |
|----------|---|----------|
| 2 | Qualitative Research Methods: Focused Interview, Semi-Standardized Interview, Problem-Centered Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography. Grounded Theory Methodology. | 5 |
| 3 | Projective Techniques: Principle of projection, applications, association, construction, expression based techniques, design and interpretation, Zaltman's Metaphor Elicitation Techniques. Quality Criteria in Qualitative Research | 5 |

3. Learning Resources:

| | |
|------------------------|---|
| Suggested Books | <ol style="list-style-type: none"> 1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE 2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India 3. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge 4. Qualitative Journeys, Minichiello & Kottler, SAGE |
| Weblinks | <ol style="list-style-type: none"> 1. Quantitative and Mixed Methods Research for Management - Course (swayam2.ac.in) 2. Overview of Qualitative Research Methods (youtube.com) 3. Qualitative Research Methods [SUB EN] (youtube.com) 4. Qualitative Analysis and Nvivo (youtube.com) |

| | | | |
|-----------------------------|----------|--------------------------------|-----------------------------------|
| Course Code | VAC19 | Course Title | Psychometric Testing & Assessment |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Know various tools of psychometry designed to measure traits of individuals |
| CO2 | Understand & conduct the group simulated exercises for organizational purpose |



| | |
|------------|---|
| CO3 | Identify the various psychometric tools and it's uses. |
| CO4 | Administer psychometric tools to respondents |
| CO5 | Interpret results and counsel the respondent based on the results |

1. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction: Psychological Assessment concept and definition, Objectives & Purpose of Psychological Tests, Importance of Psychometric and Psychological Measurement. Social, Ethical, and Legal Issues in Testing, Advantages and Limitations of Psychological Testing. Psychological Tests and its Characteristics – Standardization, Objectivity, Reliability, Validity, Norms. | 5 |
| 2 | Different methods of assessment: Establishment of an Assessment or Testing Procedure for Industrial/Organizational Setting. Interview as Assessment Technique, Individual tests (personality and motivation tests, interpersonal tests, analytical tests, ability tests, knowledge tests), Individual exercises (case study, in-basket exercise, psychomotor exercises), Group exercises (group simulation exercises, role plays, group discussions, management games) | 5 |
| 3 | Psychological Tests: ASUFA test (Attribution of Success and Failure), MBTI (Myers and Briggs Type Indicator), Conflict Management test, Emotional Intelligence, Stress Management and Personality Traits Tests, FIRO-B test - Theory, Administration, and Interpretation of the tests | 5 |

2. Learning Resources:

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|------------------------|---|
| Suggested Books | <ol style="list-style-type: none"> 1. Psychometric & assessment Tests by Andrea Shavick 2. Psychometric Tests For Dummies by Liam Healy 3. Psychometric Tests, Volume 1, Testing Series, The Times testing series edited by Mike Bryon 4. HRD instruments by Dr S W Deshpande 5. Training Instruments in HRD and OD by Udai Pareek, Surabhi Purohit 6. Organisational Behaviour, Fred Luthans 10th edi. 7. Organizational Behaviour by Stephen Robbins 8. Behavioural Exercises and Games; Manual for Trainers by Madhu Deshpande, Prayag Mehta, Manohar Nadkarni Publication Learning Systems 9. Psychological Testing by Anne Anastasi Susana Urbina |
|------------------------|---|



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|-----------------------------|----------|--------------------------------|---------|
| Course Code | VAC 20 | Course Title | Fintech |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Explain the core concepts of FinTech. |
| CO2 | Explore emerging trends in FinTech, such as AI, big data, and digital identity. |
| CO3 | Reenact the regulatory landscape surrounding FinTech, including cryptocurrencies and data privacy. |
| CO4 | Analyze the impact of FinTech on economic development, customer satisfaction, and various industry sectors. |
| CO5 | Evaluate the opportunities and challenges associated with FinTech adoption. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | Introduction to FinTech: Concept, meaning, Significance, Goals of Fintech, key areas in FinTech, Role of FinTech in economic development, Opportunities and Challenges of Fintech, Fintech Evolution in different sectors of the industry- . Banks, Startups and Emerging Markets, Recent developments in FinTech. Future prospects and potential issues with Fintech, FinTech as an aid to customer satisfaction. | 5 |
| 2 | Technology, Payments, Cryptocurrencies, big data and Blockchain: Understand the concept of Crypto currency, block chain, Artificial Intelligence, machine learning. Fintech users, Individual Payments, Unified Payments Interface (UPI) e-Rupee. Legal and Regulatory Implications of Crypto currencies, Payment systems and their regulations | 5 |
| 3 | Digital Finance and Alternative Finance: Digitization of Financial Services, Crowdfunding, Charity and Equity, P2P and Marketplace Lending, New | 5 |

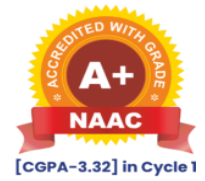


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|--|--|--|
| | <p>Models and New Products in marketplace lending. Introduction to the concept of Initial Coin Offering. How AI is transforming the Future of FinTech. Data & TechFin: History of Data Regulation, Data in Financial Services, Fintech in Banks and Insurance companies, Digital Identity, Change in mindset: Regulation KYC to KYD, AI & Governance, New Challenges of AI and Machine Learning, Machine Learning and Applications</p> | |
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3. Learning Resources:

| | |
|------------------------|---|
| Suggested Books | <ol style="list-style-type: none"> 1. Ethereum: Blockchains, Digital Assets, Smart Contracts, Decentralized Autonomous Organizations by Henning Diedrich, CreateSpace Independent Publishing Platform, ISBN-13: 978-1523930470. 2. Blockchain Applications: A Hands-on Approach. by Arshdeep Bahga and Vijay Madisetti, Vpt, ISBN-13: 978-0996025560. 3. Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction by Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfeder, Princeton University Press, ISBN-13: 978-0691171692. 4. An Introduction to Statistical Learning: with Applications in R (Springer Texts in Statistics) by Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, Springer, ISBN-13: 978-1461471370. 5. Fintech for Beginners, Author Swanson Seth, Publisher: Createspace Independent Publishing Platform ISBN: 9781539919315,9781539919315 Edition 1 6. Fintech Bigtech And Banks Digitalization and Its Impact On Banking Business Models (Hb 2019) Author: Tanda , Publisher- SPRINGER, ISBN 9783030224257 |
| Case Study | <ol style="list-style-type: none"> 1. NorthCentral Bank: Navigating the Challenges of Fintechs, Neobanks, and Cryptocurrencies By: Hubert Pun, Felipe Restrepo, Dollar Luo https://hbsp.harvard.edu/product/W33866-PDF-ENG?Ntt=Banking%20Operations 2. Managing AI Risks in Consumer Banking By: Suraj Srinivasan; Satish Tadikonda; Paul Dongha; Manoj Saxena; Radhika Kak https://hbsp.harvard.edu/product/124093-PDF-ENG?Ntt=Banking%20Operations 3. Gtropy: Up or Out in This New Digital World? By: Amit Gupta; Sangeeta Shah Bharadwaj https://hbsp.harvard.edu/product/W30113-PDF-ENG?Ntt 4. AntChain's Blockchain as a Service: Digitising Industry Collaboration By: S. Alex Yang; Nitish Jain https://hbsp.harvard.edu/search?action=&subject=Fintech&Nrpp=25&Ns=publication_date_filter%7C1%7C%7Caggregate_sort%7C0&activeTab=products |

| Course Code | VAC 21 | Course Title | Theory of Constraints (TOC), |
|-------------|--------|--------------|------------------------------|
|-------------|--------|--------------|------------------------------|



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|----------------------|----------|-------------------------|----|
| Course Type | Elective | Sessions in TT per week | 2 |
| Credit Type | Half | Total Marks | 50 |
| Credit Value | 2 | | |
| Credit Pattern (LTP) | 2:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | DEFINE the key concepts of TOC |
| CO2 | DEMONSTRATE knowledge & understanding of the fundamentals of TOC. |
| CO3 | IDENTIFY and mitigate both real constraints and managerial constraints. |
| CO4 | ILLUSTRATE the tools and techniques that help in managing constraints to improve organizational performance. |
| CO5 | EXPLAIN the benefits an organization may reap through the successful implementation of the TOC. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Thinking Process: Introduction to Theory of Constraints (TOC), Tools of TOC, Where is TOC applicable? What is a constraint, TOC's thinking process and Human Being, Terminology used in the thinking process, Steps to implement in the thinking process, Current Reality Tree, Conflict Resolution Diagram, Future Reality Tree, Prerequisite Tree, Transition Tree, Three Cloud Method. (5+1) | 5 |
| 2 | Finance and Measures: Economic Decisions, TOC and Product Costing, Economic Decisions using TOC Costing. Project Management: Phases of Project Management, Common problems in Project Environment, Critical Chain project Management – A TOC approach. (5+1) | 5 |
| 3 | Drum-Buffer-Rope Solution: Introduction, The Drum – The MPS of the Capacity Constraint Resource, Implementing Drum-Buffer-Rope, Implementing Drum-Buffer-Rope on the shop floor, MPS using Drum-Buffer-Rope Scheduling method. (5+1) | 5 |



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| | Theory of Constraints in Supply Chain Management: Introduction, TOC in distribution Solution, Drum-Buffer- Rope in distribution. (5+1) | |
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3. Learning Resources:

| | |
|-----------------------|--|
| Suggested Book | <ol style="list-style-type: none"> Theory of Constraints by S K Mukhopadhyay, Jaico Books. The Goal by E M Goldratt and Cox J, Great Barrington, North River |
| | <ol style="list-style-type: none"> What is the thing called Theory of Constraints? by E M Goldratt, Great Barrington, North River It's Not Luck by E M Goldratt, Great Barrington, North River |
| Web resources: | <ol style="list-style-type: none"> https://www.leanproduction.com/theory-of-constraints/#:~:text=The%20Theory%20of%20Constraints%20takes,link%20in%20the%20chain%E2%80%9D). https://sixsigmastudyguide.com/theory-of-constraints/ https://hoba.tech/theory-of-constraints-focus-areas-for-business-transformation-success/ https://www.mindtools.com/an7g1b9/the-theory-of-constraints |

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|-----------------------------|----------|--------------------------------|---------------|
| Course Code | VAC 22 | Course Title | Micro Finance |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Explain the history and current status of microfinance in India, including its potential and government involvement. |
| CO2 | Apply participatory rural appraisal (PRA) techniques for effective needs assessment and program implementation in rural communities. |
| CO3 | Analyze the role of Self-Help Groups (SHGs) in poverty alleviation and various benefit streams for members, banks, and society. |



| | |
|------------|--|
| CO4 | Evaluate different microfinance models for credit disbursement and SHG formation, both in India and internationally. |
| CO5 | Develop strategies for livelihood promotion through microfinance interventions, considering poverty reduction and income generation activities.. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Basics of Microfinance: History of Microfinance: Status of Microfinance in India Outreach of Microfinance, Potential of Microfinance in India, Government and Microfinance: Introduction, SHGs and different schemes, SHG and Poverty Alleviation Programs, SHG and Special Programs/ Schemes. Importance of SHGs: Introduction, Benefit of SHGs to members, Benefits to women, Benefits to Banks, Benefits to Government, Benefits to Voluntary Agencies and Benefits to Society. | 6 |
| 2 | Microfinance and Development: Models in Microfinance: Introduction, Models of Credit disbursement under microfinance, Models of SHGs in India, Models in International microfinance. Livelihood Promotion: Introduction, Poverty in India, Livelihood Intervention, Livelihood Promotion efforts in India, Integrated Sectoral Strategies, Strategies for vulnerable segments of the population, Delivery of Livelihood, Models of Livelihood Problem, Income Generating Activities. | 5 |
| 3 | Participatory Rural Appraisal: Introduction, Participatory Assessment- Concepts and Prerequisites, Conducting Participatory Assessment, Tools and Techniques of Participatory Assessment. | 4 |

3. Learning Resources:

| | |
|------------------------|---|
| Suggested Books | <ol style="list-style-type: none"> 1. Sapovadia, Vrajlal K., Micro Finance: The Pillars of a Tool to Socio-Economic Development. Development Gateway, 2006. 2. Wright, Graham A.N. Microfinance Systems: Designing Quality Financial Services for the Poor. The University Press, Dhaka, 2000. 3. United Nations Department of Economic Affairs and United Nations Capital Development Fund. Building Inclusive Financial Sectors for Development. United Nations, New York, 2006. 4. Yunus, Muhammad. Creating a World Without Poverty: Social Business and the Future of Capitalism. Public Affairs, New York, 2008. 5. Branch, Brian & Janette Klaehn. Striking the Balance in Microfinance: A Practical Guide to Mobilizing Savings. PACT Publications, Washington, 2002. 6. Dowla, Asif & Dipal Barua. The Poor Always Pay Back: The Grameen II Story. Kumarian Press Inc., Bloomfield, Connecticut, 2006. |
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| | <p>7. Hirschland, Madeline (ed.) Savings Services for the Poor: An Operational Guide. Kumarian Press Inc., Bloomfield CT, 2005.</p> <p>8. Ledgerwood, Joanna and Victoria White. Transforming Microfinance Institutions: Providing Full Financial Services to the Poor. World Bank, 2006.</p> <p>9. Rutherford, Stuart. The Poor and Their Money. Oxford University Press, Delhi, 2000.</p> |
| Case Study | <p>SKS Microfinance by Shawn Cole, Theresa Chen</p> <p>Indian Microfinance Sector: A Case Study by Sean P. Gillon University of New Hampshire - Main Campus</p> |
| Website link | <p>https://mfinindia.org/</p> |

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|-----------------------------|-------------|--------------------------------|----------------------------------|
| Course Code | VAC 23 | Course Title | Hospitality & Tourism Management |
| Course Type | Elective | Sessions in TT per week | 01 |
| Credit Type | Half Credit | Total Marks | 50 |
| Credit Value | 01 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Outline the concepts, work areas, functions of Hospitality & Tourism Industry. |
| CO2 | Understand the theoretical and applied aspects of Tourism & Hospitality Industry |
| CO3 | Articulate & Apply different skills, traits, knowledge required for basic hospitality & Tourism Management. |
| CO4 | Correlate with different cases in this industry with real life challenges. |
| CO5 | Assess and Evaluate different methods/ways to reduce the gap between hospitality & tourism industry requirements and its workforce requirements. |

2. Course Syllabus:



| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Introduction to Hospitality: Define Hospitality. Classification and Role of Hospitality Industry- Food & Beverage sub sector & Accommodation (Hotels). Contribution of Hospitality Sector to Indian Economy. Concepts of Indian Hospitality: Atithi Devo Bhava and its implementations by popular brands like Taj, Oberoi, ITC and other popular Indian Brands. Professional requirements of hospitality sector: protocols of professionalism according to hospitality, Ethics in hospitality, roles and responsibility of hospitality personnel. Hospitality Stakeholders. | 5 |
| 2 | Introduction to Tourism: Travel- Tourism sub sector (Airline, Cruise, Other Transports). Professional Traits and attributes required in Tourism Employees. Who are Tourism Stakeholders? Role of Tourism in Indian Cultural, Social, Economical and Global Development. Why is Indian a Tourism rich country? | 5 |
| 3 | Project/survey/case writing/ research on How Hospitality and Tourism can be enriched in India. Spreading Awareness of Indian Culture, Architecture, Indian Food and marvels through Hospitality and Tourism. | 5 |

3. Learning Resources:

| | |
|----------------------------|--|
| Suggested Text Book | <ol style="list-style-type: none"> Jacob Robinet et al Indian Tourism Products, Abijeeth Publications. New Delhi Acharya Ram, Tourism and cultural Heritage of India: ROSA Publication. Ram Gupta, Managing Hotels, Nuts and Bolts of Hotel Management Sanjiv Kumar Srivastava, Introduction to Hotel Industry, Trinity Publications Basham . A L the wonder that was India :Rupa and Company, Delhi B.K Chakravarti, Technical Guide to Hotel Operations |
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|-----------------------------|-------------|--------------------------------|---------------------------|
| Course Code | VAC 24 | Course Title | Legal Aspects of Startups |
| Course Type | Elective | Sessions in TT per week | 1 |
| Credit Type | Half Credit | Total Marks | 25 |
| Credit Value | 1 | | |
| Credit Pattern (LTP) | 1:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -



| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Gain the knowledge of the Legal consideration for Startups in India. |
| CO2 | Understand the concept related to Legal consideration for Startups in India. |
| CO3 | Apply the gained knowledge to start a Startup in India . |
| CO4 | Relate provisions of Acts for Startups. |
| CO5 | Create a plan with the help of provisions of the Acts for Startups. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Legal Considerations for a Startup: Key terms of a Co-Founder Agreement, Choice of entity for a startup: Sole Proprietorship, Partnership Firm, Limited Liability Partnership, Private Limited Company and Public Limited Company. Protecting your Startup Brands: Trademarks issues, Getting Angle Investments Term Sheets Right, Splitting Equity between Co-founders, Understanding ESOP and Sweat Equity: rewarding performance bonuses, revenue shares, stock options or a stake in the company. Legal mistakes that Hurt Startups, Protecting Intellectual Property in Software, Privacy Policy and Website Terms, Is Having Too Many Angel Investors a Bad Idea? Choosing the Right Legal Counsel. | 05 |
| 2 | Indian Partnership Act, 1932 (2013): Definition of "Partnership", "Partner", "Firm" and "firm name", Relations Of Partners To One Another, Relation Of Partners To Third Parties, Incoming And Outgoing Partners, Dissolution Of A Firm, Registration Of Firms. Maternity Benefit Act: Entier Act, Minimum Wages Act 1948 – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for workers who work for less than normal working day, maintenance of registers and records. Standing order Act, MSME Regulations. Maharashtra Shop and Establishment Act. | 05 |
| 3 | E Startups: E sign / digital verifiable documents. Startups in lending: RBI circulars on NBFC / Fintech companies - Savings, Loan, CIBIL Score. Consent Management Framework. Digital Personal Data Protection (DPDP): Provisions of data Management. Taxation Provisions: GST, Income Tax exemptions, Self-certification / concessions. | 05 |

Note: Students must opt HR Operations and IPR courses.



3. Learning Resources:

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|-----------------------|---|
| Suggested Book | <ol style="list-style-type: none"> 1. One Hour Startup Toolkit - Founders' Agreement: Tools to Create a Winning Founders Team, Gaurav Narang, Kindle Edition (Amazon Digital Services LLC). 2. Basic Legal Information for a Start-Up or a Business (India): Your perfect guide to Incorporation, Intellectual Property Registration and Other Legal Documents, by Alankar Narula, Kindle Edition. 3. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Kindle Edition 4. Startup Fundraising: How successful founders raise capital for their startups: Building an Investible Company, Pitching to Investors, Negotiating the Deal, and Everything....., Atal Malviya, Kindle Edition 5. Elements of Mercantile Law, N. D. Kappor, Sultan Chand & Sons P. Ltd. 6. Business Law, Ashok Sharma, V.K. Global Publication. 7. Business Laws: Das & Roy, Oxford University Press 8. Business Law- S K Matta, Geetika Matta, Vrinda Publications (P) Ltd 9. Business Law- Tejpal Singh, Pearson Publication |
| Video | <ol style="list-style-type: none"> 1. https://www.startupindia.gov.in/content/sih/en/reources/knowledge-bank/Legal-Considerations-for-a-Startup.html 2. https://youtu.be/YAUUELZBjHjc, https://youtu.be/0DTAzbVGEGA, https://youtu.be/uKfwvvpSuQU, https://youtu.be/L2q3m2pvRek, https://youtu.be/9uhmtBiMXKY, https://youtu.be/uoMSI9w4QCE, https://youtu.be/cRytBgj4Qhc, https://youtu.be/fRmhfGdrFOc, https://youtu.be/e0uZx-j43A0, https://youtu.be/um3uLNpgrxc, |
| Websites | <ol style="list-style-type: none"> 1. https://www.startupindia.gov.in/ 2. https://dpiit.gov.in/ 3. https://www.investindia.gov.in/startup-india-hub |

Semester III

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|-----------------------------|-------|--------------------------------|----------------------|
| Course Code | GM 12 | Course Title | Strategic Management |
| Course Type | Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:0:0 | | |



1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Identify core concepts of strategic management and industry analysis frameworks. |
| CO2 | Apply strategic analysis frameworks to real-world business cases. |
| CO3 | Analyze the internal strengths and weaknesses of a business using tools. |
| CO4 | Evaluate the effectiveness of different strategic options based on their potential impact on profitability and competitive advantage |
| CO5 | Develop a basic strategic plan for a business to view its totality in the context of its environment. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Foundations of Strategic Management: Understanding Strategy: Explore the concept, levels, and characteristics of strategy, differentiating it from tactics. Strategic Management Process: Define the process and stakeholder roles, Strategic intent: vision, and mission statements, goals and objectives. Analyze real-world examples of successful and unsuccessful strategies, emphasizing the role of clear vision and mission in guiding organizations. | 9 |
| 2 | Strategy Formulation: External and Internal Analysis: Introduce tools for environmental appraisal, including ETOP, Porter's Five Forces, and industry analysis. Barriers to entry and exit. Resource-Based View: Examine a firm's resources and competitive position, introducing the VRIO Framework and benchmarking. Case study analysis of a company's strategic planning process, focusing on environmental scanning and resource evaluation. | 9 |
| 3 | Strategic Planning and Implementation: Strategic Planning Components: Objectives, goals, critical success factors (CSF), key performance indicators (KPI), and key result areas (KRA). Strategy Implementation: Address barriers, Mintzberg's 5 Ps, and Mc Kinsey's 7s Framework, with a focus on organizational structures. | 9 |
| 4 | Advanced Strategic Concepts: Portfolio and Grand Strategies: Introduce BCG Matrix, GE 9 Cell Model, and generic competitive strategies including stability, expansion, and retrenchment. Strategic Tools and Analysis: Value Chain Analysis, Organizational Capability Profile, and Portfolio Analysis. | 9 |



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| | A Study of historical battle (Two battles taught in Western countries: Chatrapati Shivaji Maharaj and the Palkhed battle by Peshwa Baji Rao only) to glean strategic insights applicable to business contexts. | |
| 5 | Strategy in the Modern Business Environment: Innovative Strategies: Blue & Red Ocean Strategy, E-Commerce Business Models, and the Virtual Value Chain. Sustainability: Integration of social and environmental sustainability in strategic management and the concept of the triple bottom line. Case studies of startups and established firms to understand the role of innovation and sustainability in long-term strategic success. | 9 |

3. Learning Resources:

| | |
|------------------------|---|
| Suggested Books | <ol style="list-style-type: none"> 1. Strategic Management and Business Policy by Azhar Kazmi, Tata McGraw-Hill 2. Strategic Management by Ireland, Hoskisson & Hitt, Indian Edition, Cengage Learning 3. Crafting and Executing Strategy- The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill 4. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen & J. David Hunger, Pearson 5. Apte, Dr. Ajit, (2019), "ShreeShivaray I.A.S" 6. Strategic Management by Dr. Yogeshwari L. Giri 7. Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter, First Free Press Edition 8. Competing for the Future by Gary Hamel & C.K. Prahlad. 9. Blue Ocean Strategy by Kim & Mauborgne |
| Video Links | <ol style="list-style-type: none"> 1. Strategic Management Overview Video Link: https://www.youtube.com/watch?app=desktop&v=3jb4zb5A-go 2. McKinsey's 7S Model as a Strategic Management Tool Video Link: https://www.youtube.com/watch?v=wN9ThF5hsCM 3. Porter's Five Forces Explained and How to Use the Model Video Link: https://www.investopedia.com/terms/p/porter.asp 4. SWOT Analysis: How To With Table and Example Video Link: https://www.investopedia.com/terms/s/swot.asp 5. Business Strategy 01 - Introduction to Strategic Management Video Link: https://www.youtube.com/watch?v=P_mOxSSawRk 6. Strategic Management- Introduction Types of Strategies Video Link: https://www.youtube.com/watch?app=desktop&v=l6SMswdgc5M 7. Strategic Management- Levels of Strategy Video Link: https://www.youtube.com/watch?v=gHR8jGTG3sg 8. Strategic Planning and SWOT Analysis Video Link: https://www.youtube.com/watch?v=VTH_WsyoEeM 9. A Crash Course in Strategic Management Video Link: https://www.youtube.com/watch?app=desktop&v=IHy6VYO-4yE 10. Strategic Management Unit 1 Part 1 Meaning, Nature and Importance of Strategy Video Link: https://www.youtube.com/watch?v=JUUS_x7nR8A |



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| | 11. Strategic Management Unit 1 Part 2 David Model Strategic Decision Making Video Link: https://www.youtube.com/watch?v=cHdsIWAwvzk |
| Case links | 1. Harvard Business School Case Studies Link: Campa Cola: Reintroducing a Classic Brand https://hbsp.harvard.edu/product/8253-HTM-ENG?activeTab=overview&itemFindingMethod= |
| Websites | 1. http://www.thepalladiumgroup.com 2. http://www.mckinsey.com |

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|-----------------------------|--------------------|--------------------------------|-----------------------------------|
| Course Code | GM 13 | Course Title | Enterprise Performance Management |
| Course Type | General Management | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Retrieve the different parameters & facets of management control of an enterprise. |
| CO2 | Annotate the applicability of various tools and metrics as performance evaluation & management tools. |
| CO3 | Display the numerous techniques of measuring varied sectors. |
| CO4 | Correlate the key financial & non-financial attributes to evaluate sectors. |
| CO5 | Assess the various parameters of enterprise performance effectively through implementation of Audit. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|--------------------------------|----------------------------------|
| 1 | Performance Management: | 11 |



| | | |
|---|--|----|
| | Concept, Need, Linkages with Strategic Planning, Management Control and Operational Control. Cybernetic Paradigm of Gris singer. Concept of strategy – Business Unit level and corporate strategy - Gaining competitive advantage. Financial Performance Parameters: Financial Performance – Responsibility Accounting –Concept of Responsibility Center Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers – measures used to evaluate their performances – such as ROI, ROA, MVA, EVA – DuPont analysis (Numericals expected) Limitations of Financial Measures (Current Industry Financial Performance Parameters) | |
| 2 | Non-Financial Performance Parameters: Non-Financial Performance measures – Balanced Scorecard, Malcolm Baldrige Framework. (Current Industry Non-Financial Performance Parameters) Measuring SBU Level Performance: Concept, Need, and Linkages with Enterprise Performance Management – Goal Congruence. Objectives and need of Transfer pricing – Methods of Transfer pricing - Cost Based, Market price based, Two steps, Dual price, Profit sharing-Administration (Numericals / Cases expected) | 8 |
| 3 | Performance Evaluation Parameters I : Performance Evaluation Parameters of Manufacturing Sector, Projects, Retail, E-commerce (Cases Expected) | 10 |
| 4 | Performance Evaluation Parameters II : Performance Evaluation Parameters of Banks, Service Sector and Non-Profit organization (Cases Expected) | 10 |
| 5 | Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit, Cost Audit - Management Audit – Principles and Objectives Cases on Audit Report | 6 |

3. Learning Resources:

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|----------------------------|---|
| Suggested Text Book | <ol style="list-style-type: none"> 1. Management Control System by Robert Anthony & Vijay Govindrajana, Tata McGraw Hill Publishing Co. Ltd. 2. Management Control in Non Profit Organizations by Robert Anthony & David Young, McGraw Hill International Publication. 3. Retailing Management by Swapna Pradhan, TMGH. 4. Project Management by K.Nagarajan, New Age International Publications. 5. Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI. 6. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd. 7. Financial Management by Prasanna Chandra, TMGH. 8. E business: A Canadian perspective for a Networked World , Gerald Trites, Efrim Boritz Pearson. |
| Web Links | <ol style="list-style-type: none"> 1. https://www.youtube.com/watch?v=D1zUOAGNaOI 2. https://www.researchgate.net/publication/2513218 3. https://www.researchgate.net/publication/350993857 4. https://www.researchgate.net/publication/250287399 |



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|-----------------------------|---------------------|--------------------------------|------------------------------|
| Course Code | SC-FIN-01 | Course Title | Advance Financial Management |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 4:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Describe the basic concepts of managing the finances in the firm. |
| CO2 | Elaborate the theoretical concepts related to raising and using the funds of the firms |
| CO3 | Calculate capital structure and firm values, fund flow statement, cash and liquid management etc. |
| CO4 | Analyze the need of funds, capital structure, dividend policy of the firm using various techniques |
| CO5 | Judge the financial performance of the firm on the basis of use and mobilization of funds |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | Corporate Restructuring & Corporate valuation: Background of restructuring and reorganization; Concept of Financial Distress; Funds Flow Statements; Importance of Fund Flows; Problems on Fund Flow Statement. | 4 |
| 2 | Capital Structure and Firm Value: Assumptions and Definitions; Net Income Approach; Net Operating Income Approach; Traditional Position; Modigliani and Miller Position Taxation and Capital Structure | 10 |
| 3 | Cash and liquidity Management- Aspects of cash management, motives for holding cash and marketable securities, Cash Management Models, Strategies for managing surplus funds; Credit Management: Objectives of trade credit, | 11 |



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|---|---|----|
| | credit policies. Control and collection of accounts receivables, role of factoring in receivables management. | |
| 4 | Dividend Policies in Practice: Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Hypothesis; Models in Which Investment and Dividend Decisions are Related. | 10 |
| 5 | Marginal Costing: Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions–Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions | 10 |

*Numerical problems: 80% & Theory: 20% will be weightage

Problems Based on:

- Dividend Models: Walter's model, Gordon's model, Modigliani and Miller's Hypothesis
- Funds Flow Statements
- Receivables Management- calculation of collection period, Determining the number of uncollectible Receivables and Bad Debt Expense: Percent of Sales Method, Percent of Receivables Method
- BEP, CVP, Short term Decisions: Product mix, Make or buy, Accept or reject, Shutting down decisions
- Capital Structure:
 - Net Income Approach;
 - Net Operating Income Approach;
 - Traditional Position;
 - Modigliani and Miller Position

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Financial Management: Text and Problems by M Y Khan & P K Jain, Publisher: TMH, New Delhi. 2. Financial Management Theory & Practice by Prasanna Chandra, Publisher: TMH, New Delhi. 3. Financial Management by I M Pandey, Publisher: Vikas Publishing House, New Delhi. 4. Advanced Financial Management by Dr. Mahesh Abale & Dr. Shriprakash Soni, Himalaya Publication House 5. Financial Management by Ravi Kishore, Publisher: Taxman's Publishing House, New Delhi |
| Website Links | <ol style="list-style-type: none"> 1. https://www.accaglobal.com/in/en/student/exam-support-resources/professional-exams-study-resources/p4.html 2. https://www.icai.org/post.html?post_id=19157 3. https://emeritus.org/blog/finance-advanced-financial-management 4. https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-financial-management |



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| Case Study | Huron Farms Dressage By: Elizabeth M.A. Grasby; David House https://hbsp.harvard.edu/product/909N05-PDF-ENG?activeTab=overview&itemFindingMethod |
|-------------------|--|

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|-----------------------------|---------------------|--------------------------------|----------------------------------|
| Course Code | SC-FIN-02 | Course Title | Banking Operations & Regulations |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 4:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to-

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Highlight the structure and components of the Indian financial system through banking operations & Financial Markets. |
| CO2 | Summarize the concepts of Interest rates, their working and importance. |
| CO3 | Implement the concepts of financial markets, their working and importance. |
| CO4 | Correlate the working and contribution of Banks and NBFCs to the Indian Economy. |
| CO5 | Assess and develop various banking and accounting transactions and necessary competencies expected by a finance professional. |

1. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|--|----------------------------------|
| 1 | Regulatory Framework: Business of Banking, RBI Act 1934, Banking Regulation Act 1949, Role of RBI, Government as a regulator, Control over Organization of banks, Control over co-operative banks, Regulation by other authorities. | 5 |



| | | |
|----------|---|-----------|
| 2 | 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, Annual statements of accounts, Audit and Inspection, submission of returns to RBI. | 5 |
| 3 | Legal Aspects of Banking Operations: Types of borrowers, Types of Credit Facilities (secured, unsecured, fund based, non-fund based), Laws relating to Bill Finance, Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc), Creation and satisfaction of charge. Laws related to Banking: DRT Act 1993, SARFAESI Act, Banking Ombudsman Scheme, Bankers Books Evidence Act 1891, CERSAI, Consumer Protection Act 1986, Negotiable Instruments Act 1881, Payments & Settlement systems Act 2007. | 13 |
| 4 | Commercial Laws relating to Banking Operations: The Indian Contract Act 1872, The Sale of Goods Act 1930, The Companies Act 1956, Transfer of Property Act 1882, Foreign Exchange Management Act 1999, The Prevention of Money Laundering Act 2002, Information Technology Act 2000, The Right to Information Act 2005. | 8 |
| 5 | Banks and NBFCs: Types of Banks & NBFCs, Central Bank, Nationalized & Co Operative Banks, Regional Rural Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks, Specialized Banks, NBFCs. Types of Banking: Wholesale and Retail Banking, Investment Banking, Corporate Banking, Private Banking, Development Banking. Concepts in Banking and Accounting of transactions: Accounting in banks, Electronic Banking, Role of Technology in Banking services - ATM, NEFT, RTGS, IMPS, ECS, MICR, etc. Lending Practices, Principles of Sound Bank Lending, Financial reporting and control. | 13 |

2. Learning Resources:

| | |
|----------------------------|--|
| Suggested Text Book | <ol style="list-style-type: none"> 1. Indian Financial Services, M Y Khan. 2. Marketing of Financial Services, Dr D Guruswamy. 3. Financial Services In India, Avadhani, V.A. 4. Risk and Insurance Concepts, P Periasamy, M Veerasesalam. 5. Financial services of India, Dr. D Guruswamy. 6. Capital Markets & Financial Services, Anil Agashe. 7. Financial services, M. Y. Khan. 8. All Publications of IIBF and NIBM. 9. All Bare Acts mentioned in the syllabus |
| Website links | <ol style="list-style-type: none"> 1. http://www.iba.org.in 2. https://www.investindia.gov.in/sector/bfsi-banking 3. https://www.ibef.org/industry/banking-india 4. https://rbi.org.in/scripts/banklinks.aspx 5. https://www.india.gov.in/topics/finance-taxes/banking 6. https://financialservices.gov.in/beta/en/banking-overview |



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|-------------------|--|
| | <p>7. https://www.investopedia.com/articles/investing/112714/regulations-govern-banking-india.asp</p> <p>8. https://www.niti.gov.in/sites/default/files/2023-02/DigitalBanking07202022_compressed.pdf</p> |
| Case Study | <p>1. Crescent Standard Investment Bank Limited - Governance Failure By: Muntazar B. Ahmed https://hbsp.harvard.edu/product/908M68-PDF-ENG?Ntt=Banking%20Operations</p> <p>2. United Bank of India: Present Fiasco and Future Plans By: Debasish Maitra, Pradip Banerjee https://hbsp.harvard.edu/product/W15638-PDF-ENG?Ntt=Banking%20Operations</p> |

| | | | |
|-----------------------------|---------------------|--------------------------------|--|
| Course Code | SC-FIN-03 | Course Title | Securities Analysis and Portfolio Management |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 4:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to-

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Quote numerous concepts of Investments and Markets. |
| CO2 | Exemplify Investment concepts, Portfolio Analysis and Selection. |
| CO3 | Implement several theories of Investment Analysis and Portfolio Management. |
| CO4 | Explain the need of Portfolio Revision and Evaluation. |
| CO5 | Assess Risk and Return on Investment using various concepts covered in the syllabus. |

1. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|----------|---------------------------|
| | | |



| | | |
|---|--|----|
| 1 | Introduction to Financial Markets: Introduction to Financial Markets, Functions and Classification. Money Market, Capital markets, Bond markets, Commodity markets, Money markets, Derivatives markets, Futures markets, Foreign exchange markets, Crypto currency markets. | 7 |
| 2 | Introduction & Concepts: Investment Meaning, Nature & objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment avenues: Marketable & Non marketable financial assets. Portfolio Analysis & Selection: Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and his role Meaning, Types of Portfolio Risks, Diversification of Risks, Selection of Optimal Portfolio.. | 10 |
| 3 | Concept of portfolio and portfolio management: Markowitz Portfolio Selection Model: Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model. Sharpe-The Single Index Model: Measuring security risk & return, Measuring Portfolio Risk & Return. Factor Models and Arbitrage Pricing Theory: Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model | 12 |
| 4 | Portfolio Revision & Evaluation : Portfolio Revision: Meaning and need of Portfolio Revision, Constraints in Portfolio Revision, Revision Strategies, Portfolio Evaluation : Meaning and need of Portfolio Evaluation, Evaluation Perspectives, Measuring Portfolio Returns & Risk Adjusted Returns | 8 |
| 5 | Risk & Return Analysis: Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return. Fundamental Analysis and Technical Analysis | 8 |

2. Learning Resources:

| | |
|----------------------------|---|
| Suggested Text Book | <ol style="list-style-type: none"> 1. Investment Analysis and Portfolio Management, Chandra, Prasanna (Tata McGraw Hill Publishing Co. Ltd.). 2. Securities Analysis & Portfolio Mgmt., V A Avadhani , Himalaya Publications. 3. Security Analysis and Portfolio Management, S. Kevin, PHI Learning Pvt. Ltd. 4. Investment Analysis & Portfolio Management, Ranganathan & Madhumathi Pearson Education Pvt. Ltd. 5. Security Analysis and Portfolio Management, Fischer DE & Jordan R J, Prentice Hall. 6. Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R , Tata McGraw Hill Publishing Co. Ltd. 7. Investment Analysis and Portfolio Management, Frank K. Reilly and Keith C. Brown, Thomson Learning. 8. Modern Investments and Security Analysis, Fuller R J; Farrel JL, McGraw Hill. 9. Investment Management, V.K. Bhalla , S.Chand & Co. |
|----------------------------|---|



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|----------------------|---|
| | <p>10. Security Analysis & Portfolio Management, S.Bhat, Excel Books. 11. Security Analysis and Portfolio Management, Punithavathy P., Vikas Publishing. 12. Security Analysis and Portfolio Management, A.P. Dash, I.K. International.</p> |
| Web Resources | <p>1. https://www.sebi.gov.in/ 2. https://www.nseindia.com/ 3. https://www.bseindia.com/ 4. https://portal.tradebrains.in/ 5. https://www.moneycontrol.com/ 6. https://www.screener.in/ 7. https://in.investing.com/ 8. https://economictimes.indiatimes.com/market</p> |

| | | | |
|-----------------------------|------------------------|--------------------------------|-----------------|
| Course Code | SC-FIN-04 | Course Title | Equity Research |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:0:0 | | |

1. Course Outcome: On successful completion of the course the learner will be able to-

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Define various concepts of Investments and Markets. |
| CO2 | Express in detail the valuation of different Securities. |
| CO3 | Integrate Forecasting techniques for Economic and Industry analysis. |
| CO4 | Analyze the Company on diverse parameters and the process of calculation of Intrinsic value. |
| CO5 | Evaluate the company on the basis of Fundamental and Technical Analysis. |

1. Course Syllabus:



| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Avenues of Investments: Financial and Non-financial Securities Market Primary Equity Market, Secondary Equity Market, Trading and Settlement, Buying and Selling of Shares, Stock Market Indices Depositories. | 5 |
| 2 | Valuation of Securities: Equity, Preference Shares, Debt Instruments, Hybrid Securities, Derivatives, Bonds, Asset Pricing Theories, CAPM, APT, Portfolio Theory, Option Pricing Theory. | 12 |
| 3 | Economic and Industry Analysis – Economic Forecasting and Stock Investment Decisions, Forecasting Techniques. Industry Analysis – Industry classifications. Economy and Industry Analysis. Industry life cycle, Evaluating Industry Relevant Factors, External Industry Information Sources. | 8 |
| 4 | Company and Fundamental Analysis: Measuring Earnings, Forecasting Earnings, SWOT Analysis, Graham and Dodds Investor Ratios Value Investing, Corporate Actions, Process for calculation of Intrinsic Value. | 10 |
| 5 | Technical Analysis: Fundamental Analysis <i>versus</i> Technical Analysis – Charting Methods, Candle Sticks, Market Indicators, Trend, Trend Reversal, Patterns, Moving Average, Exponential Moving Average, Oscillators, ROC, Momentum, MACD ,RSI, Statistics. | 10 |

2. Learning Resources:

| Suggested Text Book | |
|---------------------|---|
| | 1. Agarwalla, K. N. and Deeksha Agarwalla : Bulls, Bears and The Mouse, Macmillan. 2. Cheney, J. and E. Muses: Fundamentals of Investments, Paul, New York. 3. Clark James Fransis : Investment Analysis and Management, McGraw Hill. 4. Dalton John M: How the Stock Markets Work, Prentice Hall, Delhi 5. Damodaran : Investment Valuation, John Wiley, New York. 6. Fabozzi Frank J: Investment Management, PH, International Edition. 7. Fischer Donal E. and Ronald J. Jordan : Security Analysis and Portfolio Management, PHI 8. French Don : Security and Portfolio Analysis, merni Publishing Co. 9. Kevin S: Portfolio Management, Prentice Hall, New Delhi 10. Machiraju H. R. : Working of Stock Exchanges in India; Wiley Eastern Ltd.; New Delhi 11. Merbert B. Mayo: Investments, Fryden Press 12. Chandra, Prasanna: Investment Analysis and Portfolio Management, Tata Mcgraw Hill 13. Sharpe William F., Gordon J. Alexander, and Jeffery J. Belly: Investment, Prentice Hall of India 14. V. K. Bhalla: Investment Management, S. Chand, New Delhi 15. Smith Richard D: Profit Investments, West Publishing Company |



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|----------------------|--|
| Website Links | <ol style="list-style-type: none"> 1. https://www.sebi.gov.in/ 2. https://www.nseindia.com/ 3. https://www.bseindia.com/ 4. https://portal.tradebrains.in/ 5. https://www.moneycontrol.com/ 6. https://www.screener.in/ 7. https://in.investing.com/ 8. https://economictimes.indiatimes.com/markets |
|----------------------|--|

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|-----------------------------|---------------------|--------------------------------|-------------------------------------|
| Course Code | SC- FIN- 05 | Course Title | Current Trends and Cases in Finance |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 04 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| Sr. No. | Course Outcomes |
|---------|--|
| CO1 | Describe the concepts related to emerging areas of Microfinance, Small finance banks, Payment Banks, Start-Ups, SHG and Digitization and analytics |
| CO2 | Explain in detail, all the theoretical concepts taught through the syllabus |
| CO3 | Apply the various theories and models of financial management in the case. |
| CO4 | Analyze the situation and decide the key financial as well as non-financial elements involved in the situation. |
| CO5 | Evaluate the financial impact of the alternative on the given case. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Green Finance: Meaning, Definition, Importance, Tools for Green Finance Case Study | 6 |
| 2 | Startups in India: Fund raising norms for startups - SEBI regulations on startup listing and fund raising – Angel funding – Origin of angel funding – SEBI regulations on angel funding – Financial Technology –Fintech companies in India - Venture Capital, Seed Funding, Schemes Available for new startups by Government in the form of Finances | 10 |
| 3 | Payment banks: Operating guidelines of Reserve Bank of India for payment banks –Payment banks and financial inclusion – History and list of payment banks – functions of payment banks – Business model of payment banks | 9 |



| | | |
|----------|---|-----------|
| 4 | Open Banking: Meaning, Definition, Importance, Principle of Open Banking, Shadow banking meaning, Definition and Importance | 10 |
| 5 | The case study will be based on Financial Management and Advance Financial Management Course syllabus. Open banking, Green Finance etc. | 10 |

3. Learning Resources:

| | | |
|-----------------------|-------------|--|
| Suggested Book | Text | 1. Personnel Management – C B Mamoria 4. https://www.rbi.org.in/ 2. https://www.nabard.org/english/home.aspx 3. https://www.startupindia.gov.in/ |
| Cases | | 1. Case Studies in Mergers & Acquisitions – ICFAI University – ICFAI University Press, 2. Case Studies on Mergers & Acquisitions – R. Muthukumar – ICFAI University Press |

| | | | |
|-----------------------------|---------------------|--------------------------------|--|
| Course Code | SC-FIN- 06 | Course Title | Mergers, Acquisition & corporate restructuring |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------|--|
| CO1 | Explain key M&A terminology and differentiate various transaction types. |
| CO2 | Understand the distinctions between friendly vs. hostile takeovers, stock vs. cash acquisitions, and other M&A structures. |
| CO3 | Analyze the purpose and effectiveness of different methods employed by companies to resist unwanted takeovers. |
| CO4 | Critically assess the advantages and disadvantages of using discounted cash flow (DCF) and relative valuation methods for M&A deals. |
| CO5 | Develop a business acquisition plan. |



2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Mergers and Acquisition Environment: Introduction to Mergers, Acquisitions, and Other Restructuring Activities, The Corporate Takeover Market: Common Takeover Tactics, Anti-Takeover Defenses, and Corporate Governance | 7 |
| 2 | The Mergers and Acquisitions Process: Planning, Developing Business and Acquisition Plans, Implementation: Search through Closing, Post-closing Integration | 8 |
| 3 | Merger and Acquisition Valuation and Modeling: Merger and Acquisition Cash Flow Valuation Basics, Relative Valuation Basics, Applying Financial Models to Value, Structure, and Negotiate Mergers and Acquisitions | 10 |
| 4 | Deal Structuring and Financing Strategies: Structuring the Deal: Payment and Legal Considerations, Structuring the Deal: Accounting Considerations, Financing the Deal | 10 |
| 5 | Alternative Business and Restructuring Strategies: Business Alliances: Joint Ventures, Partnerships, and Strategic Alliances Alternative Exit and Restructuring Strategies: Divestitures, Spin-offs. Cases studies on merger acquisition and corporate restructuring | 10 |

Numerical Problems:

1. Calculate the enterprise value of a target company using the Discounted Cash Flow (DCF) method, given projected cash flows and discount rate.
2. Compare the valuation of two companies using the Comparable Company Analysis (CCA) method, given relevant multiples (P/E, EV/EBITDA, etc.).
3. Determine the implied purchase price per share in an acquisition using the Exchange Ratio Method, given the offer price and number of shares exchanged.
4. Perform sensitivity analysis on key assumptions (growth rate, discount rate, etc.) to assess the impact on the valuation of a target company.

3. Learning Resources:

| Suggested Books | |
|-----------------|--|
| | <ol style="list-style-type: none">1. Mergers, Acquisitions, and Corporate Restructurings, 7th Edition by Patrick McLaughlin2. Mergers, Acquisitions & Corporate Restructuring: Text and Cases by Hugh Makinson3. Taxmann's Mergers Acquisitions & Corporate Restructuring Strategies & Practices by Rabi Narayan Kar et al.4. Mergers, Acquisitions and Corporate Restructuring by S Chand Publishing |



| | |
|-------------------|--|
| Case Study | <p>1. Beam Suntory: Striving for Optimal Post-Acquisition Integration By: Wiboon Kittilaksanawong; Kendall Marin Wyckoff https://hbsp.harvard.edu/product/W17681-PDF-ENG?Ntt=Mergers%2C%20Acquisition%20%26%20corporate%20restructuring</p> <p>2. Grupo SMU: A Challenging Corporate Restructuring Process By: Francisco Sanchez; Juan Pablo Torres https://hbsp.harvard.edu/search?N=&Nrpp=25&Ntt=corporate+restructuring&action=&searchLocation=header&activeTab=products</p> |
|-------------------|--|

| | | | |
|-----------------------------|---------------------|--------------------------------|---------------------|
| Course Code | SC-FIN-07 | Course Title | Financial Analytics |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Remember the key concepts of financial analytics. |
| CO2 | Understand the various aspects of financial analytics. |
| CO3 | Application of financial data analysis models to data for business decisions. |
| CO4 | Analyze financial data using different models. |
| CO5 | Evaluate the Risk on various financial assets. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|-----------------|----------------------------------|
| | | |



| | | |
|---|--|----|
| 1 | Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics | 4 |
| 2 | Financial Time Series: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time Series, Econometrics | 10 |
| 3 | Asset Portfolio Models: Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization | 11 |
| 4 | High-Frequency Data Analysis: Non synchronous Trading, Bid-Ask Spread of trading Prices, Empirical Characteristics of Trading Data, Models for Price Changes, Duration Models | 10 |
| 5 | Derivative Pricing: Issues regarding derivative markets, Brownian motion, Black - Sholes model. Modelling derivative prices | 10 |

*Basics of R is required

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Argimiro Arratia (2014), “Computational Finance An Introductory Course with R”, Atlantis Press 2. David Ruppert (2011), “Statistics and Data Analysis for Financial Engineering”, Springer. 3. John Y. Campbell, Andrew W. Lo, & A. Craig MacKinlay (1997), “The Econometrics of Financial Markets”, Princeton University Press |
| Website links | <ol style="list-style-type: none"> 1. http://www.nseindia.com/learn/financial-data-analytics-machine-learning 2. https://www.ajnifm.ac.in/ 3. https://www.iibf.org.in/ELearning.asp |
| Case Study | <ol style="list-style-type: none"> 1. Financial Analytics Toolkit: Financial Statement Forecasting By Marc Lipson 2. Financial Analytics Toolkit: Ratio Analysis By Marc Lipson 3. Lucas Wang: Stop-Loss Strategy By Hubert Pun; Hongmei Sun 4. Fullerton: Risk Analytics and Business Strategy By: Ravi Anshuman; Mitra Saby |

| | | | |
|--------------------|---------------------|--------------------------------|--|
| Course Code | SC-MKT-01 | Course Title | Marketing Research and Information Systems |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |



| | | | |
|----------------------|-------|--|--|
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:0:1 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to-

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Describe basic concepts involved in the Marketing Research |
| CO2 | Understand / Illustrate the various methods used in Marketing Research |
| CO3 | Apply the concepts of marketing research in solving real-life marketing problems |
| CO4 | Analyze the marketing situation and draw appropriate Inferences to address real-life marketing problems. |
| CO5 | Design a marketing Research Proposal for real life marketing research problem; Evaluate marketing Research Proposal or Hypothesis Testing |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Introduction to Marketing Research: Definition of Marketing Research, Scope, Marketing Information System and Marketing Research, Marketing Decision Support System, Role of Marketing Research in Marketing Decision Making, The Marketing Research Process, The Marketing decision problem and marketing research problem, Developing the research approach, Translating decision problem to research problem, The components of marketing research proposal. | 9 |
| 2 | Marketing Research Designs: Qualitative & Quantitative approaches, Information Requirements, Data Collection Methods, Sampling Design, Measurement & Scaling, Data Instruments, Designing questionnaires & Observation forms for different marketing research situations – Market Research, Consumer Behaviour, Research, Retail surveys to understand market potential, Channel Behavior. Use of AI in Marketing Research Design and Instrument to collect data. | 9 |
| 3 | Data Analysis: Hypothesis Development, Type I & Type II Errors, Data Preparation, Hypothesis Testing for one mean or <u>1-t test</u> , two means or <u>2-t test</u> , proportions, Chi Square Test, ANOVA (Examples and Numerical and / Or interpretations expected). Use of AI in Data Analysis. | 14 |



| | | |
|---|---|---|
| | Concepts and Applications : Factor Analysis, Cluster Analysis, Multi-Dimensional Scaling, Discriminant Analysis, Conjoint Analysis (Interpretation of Output is expected) | |
| 4 | Marketing Research Analysis-I: Forecasting, New Product Development,-Market Segmentation, Positioning, Pricing Research, Caselets to be discussed. | 7 |
| 5 | Marketing Research Analysis-II: Concurrent Applications of Marketing Research, Recent Trends in Marketing Research including AI, Applications of longitudinal studies in Consumer Panels, Retail Shop Audit, Media Audience Tracking studies, Advertising Research, Brand Tracking studies, Marketing Research Industry in India, International Market Research. | 6 |

NOTE: A Marketing Research Project can be given to a group of students under CCE

3. Learning Resources:

| | |
|----------------------------|--|
| Suggested Text Book | 1. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education 2. Marketing Research, G. C. Beri, Tata McGraw Hill 3. Marketing Research, Suja Nair, Himalaya Publishing House |
| Reference Books | Marketing Research by Green, P.E., Tull, D.S. and G. Albaum, Prentice Hall of India |
| Web Resources | 1. https://www.mrsi.co.in/blog/ 2. https://pulsehrm.com/blog/ 3. https://www.ncaer.org/ 4. Databases such as EBSCO, PROQUEST |

| | | | |
|-----------------------------|---------------------|--------------------------------|-------------------|
| Course Code | SC-MKT-02 | Course Title | Consumer Behavior |
| Course Type | Specialisation Core | Sessions in TT per week | 04 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 04 | | |
| Credit Pattern (LTP) | 4:0:0 | | |

1. **Course Outcomes:** On successful completion of course the learner will be able to -



| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Recall the factors and fundamental concepts influencing consumer's purchase decision. |
| CO2 | Understand & Outline consumer and organizational buyer behavior process. |
| CO3 | Apply concepts of consumer behavior to real world marketing decision making. |
| CO4 | Analyze the consumer decision making process and the role of different determinants that affect the buying decision process. |
| CO5 | Create business plans, cases, projects on the consumer and organizational buying behavior process for a variety of products (goods/services). |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction to Consumer Behavior: Concepts- Consumer, Customer, User, Buyer, Organization as buyers. Factors influencing consumer behavior. Changing patterns of consumer behavior in Indian Economy & their role in fastest growing economy. Role of technology in consumer behavior- Internet, Ecommerce, IT & AI. Gaps in Consumer & Organization buying process. | 10 |
| 2 | Components of Consumer Behavior: Consumer Personality- Personality, Self-concept, Brand Personality, Emotions. Consumer Perception- price, product, risk, quality, brand perceptions, consumer-stimuli relationship. Consumer learning, Involvement & Memory. Strategies for changing consumer attitudes. Consumer Motivation- motive arousal, defense mechanism, motivational conflict. Market trends, types of trends and fads. | 10 |
| 3 | Environmental Influences on Consumer Behavior: Cultural Influences: Cultures, Sub-cultures, values, Indian Culture influences on customers all round globe, cross culture influences. Social Class and Economic Influences- concepts of social class, sub-class, SEC, Family Life cycle stages, AIO classification of lifestyles, Groups, types of groups & their influences on consumers. Concept of Opinion Leadership, Family decision making, BoP, Gen Z, HNI Consumers. | 10 |
| 4 | Overview & Application of Theories: Overview of Personality Theories, Motivational Theories, Behavioral Theories, Attitude Models. Consumer Decision Making Models – Black Box Model - Economic model - Howard & Sheth model Application based learning of theories with market survey analysis, mini projects, research publication or case writing. | 10 |
| 5 | Influencing Consumer Behavior: Concept of Influencer Marketing, Affiliated Marketing, Influencing Internal consumers. Blog/Article on Influencer Marketing Impacts on consumer behavior. | 5 |



3. Learning Resources:

| | |
|-----------------------|--|
| Suggested Book | <ol style="list-style-type: none"> 1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition 2. Consumer Behavior, Hawkins, Mothersbaugh, Tata McGraw Hill 3. Consumer Behavior, Batra, Kazmi, Excel Books 4. Consumer Behavior, Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Pearson, 10th Edition 5. Consumer Behavior, Engel, Blackwell & Miniard. 6. Introduction to Consumer Behaviour by Andrea Niosi 7. We are like that only by Rama Bijapurkar, Penguin 8. The Marketing White Book, Business World |
|-----------------------|--|

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|-----------------------------|---------------------|--------------------------------|--------------------------|
| Course Code | SC-MKT-03 | Course Title | Digital Marketing |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Describe the basic terms and concepts in Digital Marketing |
| CO2 | Explain the various facets of Digital Marketing in a real world context. |
| CO3 | Compare digital marketing techniques in different business situations |
| CO4 | Apply the digital marketing concepts in given business situations. |
| CO5 | Determine suitable digital marketing practices for given business situation. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|----------|---------------------------|
| | | |



| | | |
|---|---|----|
| 1 | <p>Understanding of digital marketing concepts- Internet marketing, digital marketing and e-business. Digital marketing Vs. non-digital (Physical Marketing) marketing Vs. Phygital Marketing. Various types of digital marketing formats and channels. Digital Marketing Environment-Digital Micro Environment- Understanding micro marketing elements in the digital marketing context i.e. Digital Macro environment in India-PESTLE Analysis. National factors, global factors, role of cyber policy and digital commerce policy, Introduction to Meta and OTT</p> | 8 |
| 2 | <p>Segmentation targeting and positioning in Digital Marketing Context marketing mix in digital marketing context, Segmenting and Targeting Online Customers: Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers. Differentiation and Positioning Strategies: Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible, building trust, efficient and timely order processing, pricing,</p> | 9 |
| 3 | <p>Understanding digital customer buying Consumer buying Behavior: Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping. B2 Business buying behavior: b2b e-commerce buying, b2b e-buying platforms e-CRM, Enhancing the customer experience, e-loyalty</p> | 9 |
| 4 | <p>Digital Marketing techniques- I Search Engine Marketing-Understanding concept and process, Search Engine Optimization- Understanding Concept and process. Search Engine Marketing Tools- Pay-Per Click Marketing, Google Adwords, Google Trends, Google Adsense, Google Analytics. Digital Banners, Displays, Affiliate marketing, Influencer marketing. E-Mail Marketing- Concept and Process, Mobile Marketing-Concept and Process</p> | 10 |
| 5 | <p>Digital marketing Techniques II Understanding Social Media, Social Media Marketing, Concept, Process. Social Media Marketing Techniques and Platforms on Web and mobile applications. Social Media Marketing on Facebook, YouTube, Instagram, LinkedIn. S-Commerce trends. Digital marketing Trends- Use of AI, Voice Search, Virtual Reality, Hyper Personalization, Robotics Process Automation</p> | 9 |

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky, 2. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales With Email Marketing, Ian Brodie 3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah |
| Websites | <ol style="list-style-type: none"> 1. https://www.emarketer.com/ |



| | |
|------------------|--|
| | <ol style="list-style-type: none"> https://digitalmarketinginstitute.com/ https://www.iamai.in/ |
| Journals: | <ol style="list-style-type: none"> Journal of internet marketing and advertising International journal of electronic commerce Internet Research International Journal of electronic retailing and marketing International Journal of Online Marketing |

| | | | |
|-----------------------------|---------------------|--------------------------------|---------------------------------|
| Course Code | SC-MKT-04 | Course Title | Sales & Distribution Management |
| Course Type | Specialization Core | Sessions in TT per week | 04 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 04 | | |
| Credit Pattern (LTP) | 4:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Define the theoretical concepts, importance, techniques and approaches required for effective designing and implementation of various aspects related to Sales and Distribution Management Domain |
| CO2 | Examine various concepts related to Sales and Distribution Management in real life cases. |
| CO3 | Correlate the corporate issues related to everyday challenges in sales & distribution with implementation of Sales and Distribution Management strategies. |
| CO4 | Evaluate the upcoming changes and trends in distribution strategies followed by popular corporate brands. |
| CO5 | Create a plan/project/case study/research work to find out the challenges, gaps and the outcomes of its strategies. |

2. Course Syllabus:



| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction to Sales Management: Concept, Strategic role of sales management, Objective and functions of sales management, Emerging trends in Sales Management. Roles & responsibilities of Sales Manager. Impact of Technology on Personal Selling Process. Sales: ERP, Social Platforms, Introduction of Sales Force Automation Systems (SFA) and Mobile technology in sales. | 10 |
| 2 | Sales Planning & Control: Determining Sales related Marketing Policies, The Selling Process-Sales Force Management, Sales Organization; Sales Department Relations Planning, Sales Forecasting and Budgeting. Sales Control: Plan of Action for Primary and Secondary Sales, Monthly Sales Plan, Territory Sales. Sales Audit: Concept & Process. | 10 |
| 3 | Fundamentals of Distribution Management: Introduction, Need and scope of distribution management, Marketing channels strategy, Levels of channels, Functions of channel partners. | 10 |
| 4 | Distribution Channel Management: Channel Institutions: Retailing & wholesaling, Designing channel systems: Channel Intensity, Channel Design Process, Selecting Channel Partners. Channel Management: Channel Policies, Power Bases in managing channel partners, Conflict management. | 10 |
| 5 | SDM and Advancements: Role of Channel Information Systems: Elements of CIS, Designing of a CIS, Channel Performance Evaluation. Transportation, technology in logistics and SCM. Plan survey/Research/Project/Cases on Distribution Management Systems of popular corporate brands. | 5 |

3. Learning Resources:

| Suggested Books | |
|-----------------|--|
| | <ol style="list-style-type: none"> 1. Sales Management: Concepts, Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E, Tata McGraw Hill, Latest edition. 2. Sales and Distribution Management by Havaladar & Cavale, TMGH. 3. Sales Management by Still, Cundiff & Govani, Sandeep Puri Pearson Education. 4. Sales and Distribution Management by SL Gupta, Excel books 5. Sales and Distribution Management- Tapan K Panda, Sunil Sahadev, Oxford Higher education. 6. Sales and Distribution Management – A Nag, McGraw Hill Publication 7. Management of Sales Force-Rosann Spiro, William Stanton, Gregory Rich; TMGH. |



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|-----------------------------|-----------|--------------------------------|----------------------------|
| Course Code | SC-MKT-08 | Course Title | Product & Brand Management |
| Course Type | SP Core | Sessions in TT per week | 04 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

4. Course Outcomes: On successful completion of course the learner will be able to -

| Sr.No. | Particulars |
|--------|---|
| CO1 | Outline the key concepts and elements of Product and Brand strategy and quote the process of including brand identity and brand equity into product and brand management. |
| CO2 | Summarize Brand Marketing Strategies for Leaders, Challengers, Followers and Niche Strategies for real life consumer, business products and services operating in various markets and in the digital space. |
| CO3 | Articulate the key brand concepts by analyzing the context of and the rationale of application for real life consumer, business products and services operating in various markets and in the digital space. |
| CO4 | Correlate effective branding strategies for real life consumer, business products and services operating in various markets and in the digital space |
| CO5 | Create 'Brand Equity Management system' for real life consumer, business products and services as well as for Reinforcing / Revitalizing / Rejuvenating failed Brands in various markets and in the digital space |

5. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Product Management: Basic concepts of Product, levels, PLC Strategies. Product Portfolio- concept and components of product portfolio. Overview of New Product Development & New Product failure its Strategies. Role of Product Manager. Levels of Product Marketing Plans. | 10 |
| 2 | Product Strategy: Elements of a product strategy, Defining Competitive set, Category Attractiveness Analysis, Competitor Analysis, Customer Analysis, setting objectives, selection of strategic alternatives – increasing sales, market share, profitability. Preparing a Marketing Plan based on Product Strategies . | 10 |
| 3 | Brand Management & Strategies: Brand: - concept of branding, types of brands. Branding strategies- Concept and types of branding strategies. Steps in brand development strategies. Brand switching. Brand Awareness, Brand Image. Brand Marketing Strategies for Leaders, Challengers, Followers, Niche Strategies. Approaches of Brand Valuation; Historical Cost, Replacement cost, Discounted cash flow, Price Premium & Brand contribution approach. | 10 |
| 4 | Brand Communication: Concept- need and advantage of brand communication. Brand loyalty and factors affecting brand loyalty. Benefits of brand loyalty- Types of brand loyalty. Building brand loyalty, Customer Path with 5A's and Brand Advocacy, Brand codes - Brand Positioning and Brand | 10 |



| | | |
|----------|---|----------|
| | Associations. Cases/Projects/Research on Strategies for Brand Loyalty Strategies of Popular brands. | |
| 5 | Brand Equity Management: Concept of Brand Equity, Brand audit, Establishing Brand equity Management system Brand Equity Charter, Brand Equity Report, Brand Equity Responsibilities Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions-advantage and disadvantage, & Types of Brand Extensions, Reinforcing brands, Revitalizing brands, Rejuvenating failed Brands. Cases/research/analysis on study of customer mind set through quantitative and qualitative research techniques | 5 |

6. Learning Resources:

| Sr. No. | Particulars |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Philip Kotler ; Principles of Marketing, , Armstrong, Pearson Education 2. Marc Annacchino, New Product Development: From Initial Idea to Product Management, Elsevier Publishers 3. Product Management, Lehmann & Winer, TMGH 4. Product Management, S. A. Chunawalla, Himalaya Publishing House 5. Strategic Brand Management, Kevin Lane Keller, Pearson 6. Strategic Brand Management, J N Kapferer, Kogan Page 7. Brand Management, Dr. S.L.Gupta Himalaya Publishing House 8. Successful Branding, Pran K Chaudhary 9. Brand Positioning Strategies for Competitive Advantage, Subrato Sen Gupta 10. REBRAND: The Ultimate Guide to Personal Branding, Bernard K Clive 11. 22 Immutable laws of Branding-Al Ries and Jack Trout 12. Brand Sense: Build Powerful Brands through Touch, Taste, Smell, Sight, and Sound -Martin Lindstorm 13. The Brand Gap. Marty Neumeier. How to Bridge the Distance Between Business Strategy and Design 14. Building A Storybrand – Don Miller |

4. Web Resources:

1. <http://www.productmanagerclub.com>
2. <https://www.brandwatch.com/blog/>

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|--------------------|------------------------|--------------------------------|---------------------|
| Course Code | SC-MKT-06 | Course Title | Strategic Marketing |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |



| | | | |
|-----------------------------|-------|--|--|
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 4:0:0 | | |

1. Course Objectives:

| Sr.No. | Particulars |
|--------|---|
| CO1 | REMEMBERING: DESCRIBE the basic terms and concepts in Strategic Marketing |
| CO2 | UNDERSTANDING: EXPLAIN the various facets of Strategic Marketing in a real world context. |
| CO3 | Applying: INTEGRATE the aspects of various functional areas of marketing to develop a strategic perspective. |
| CO4 | ANALYSING: EXPLAIN the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists |
| CO5 | CREATING: DEVELOP the capability to view the firm in its totality in the context of its environment |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Foundation concepts on Strategy, Marketing and Strategic Marketing Foundation concepts from Finance for Marketing Decisions Marketing implications of Corporate strategy decisions Competitive strategies of Strategic Business Units & Marketing implications | 8 |
| 2 | Identifying Market Opportunities External & Internal Analysis Assessing Market Opportunities Forecasting & Scenario Building for strategic flexibility Understanding Customers, Segmentation, Targeting, Differentiation & Positioning Pricing Strategy & Management Entrepreneurial Marketing & New Product -Service Marketing Strategies | 8 |
| 3 | Strategies for Growth Markets – Defenders & Prospectors Strategies for Matured Markets and during decline. Strategic Approach to Marketing & Sales Organization | 9 |
| 4 | Marketing Ethics, Sustainable Marketing, Green Marketing & Developmental Marketing Brand management and integrated approach to Marketing Communication across marketing channels. | 9 |
| 5 | Information and Communication Technologies and New Economy Marketing Global – Local Markets, Diffusing boundaries Marketing Strategy Dynamics | 8 |

3. Learning Resources:



| Sr. No. | Particulars |
|----------------------------|---|
| Suggested Text Book | 1. Marketing Strategies, A contemporary approach by Ranchod & Gurau, Pearson India, 2012. 2. Strategic Marketing by Xavier, Response Books, 2010. 3. Marketing: Planning, Implementation, Control by Pride and Ferrell, Cengage, 2010. 4. Strategic marketing problems: Cases & Comments by Kerin & Peterson, Pearson 2012 |
| | |

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|-----------------------------|------------------------|--------------------------------|---|
| Course Code | SC-MKT-07 | Course Title | Marketing Analytics and Customer Insights |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------|---|
| CO1 | Describe various key concepts / metrics in Marketing Analytics. |
| CO2 | Illustrate the use of analytical techniques and Interpret the outputs to identify most effective target markets, forecast sales. |
| CO3 | Demonstrate different tools and frameworks that are used in Marketing analytics. |
| CO4 | Analyze Market Basket / RFM model for development of effective marketing plans. |
| CO5 | Create price optimization scenarios and build solutions to implement pricing decisions in real-time based on current market data. |

2. Course Syllabus:



| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction to Marketing Analytics: Business Decision making, Business Analytics; Marketing Analytics – Nature (Descriptive, Prescriptive and Predictive), Marketing data, Understanding important metrics in Marketing, Marketing Dashboards, Analytics in various Marketing Applications (Scope), Introduction on Tools & Techniques used in Marketing Analytics, Summarizing Marketing data, Basic statistical concepts applicable. | 9 |
| 2 | Customer Insights : Customer Life Time Value (CLTV), Customer Churn, Customer Attrition models, How to calculate CLTV, Net promoter score, Metrics for Customer Acquisition and Retention, Analyzing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Customer Equity, Customer Loyalty | 9 |
| 3 | Analytics on Sales, Distribution and Retail: Metrics for Sales, profitability - Territory, Analytics based channel evaluation, Optimisation; Market Basket Analysis & Lift, RFM Analysis, SCANPRO model. Case Study | 10 |
| 4 | Analytics on Promotion, Web and Social Media Analytics: Web traffic metrics, Social Media Metrics: Facebook and Twitter analytics, Viral Marketing and Text mining, Applying Text Mining in Real Life Scenarios, Google Analytics; Email and mobile marketing analytics; Funnel analysis and Conversion Metrics, A/B testing | 10 |
| 5 | Analytics for Marketing Strategy: Analytics for Need Based Segmentation - Voice of the Customer, Managing “Voice of the Customer” Data, Life Cycle Segmentation, Forecasting using trends and patterns , Pricing Analytics - Price elasticity, Optimization, Price bundling, Practical applications of price analytics, Use of Dashboards – Cases | 7 |

Note: i. MS-Excel is expected while use of R Programming / SPSS may also be used.

ii. AI based Analysis and Analytics to be included in all units.

3. Learning Resources:

| Suggested Books | |
|-----------------|--|
| | 1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Publisher- John Wiley & Sons, Inc |
| | 2. Data Mining Techniques in CRM by Konstantinos K. Tsipstis, Antonios Chorianopoulos –Publisher John Wiley& Sons |
| | 3. Marketing Analytics Roadmaps-Method, Metrics, and Tools by Jerry Rackley- Published-Apress |



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|-----------------|--|
| | 4. Pricing, Online Marketing Behavior, and Analytics by GiampaoloViglia, Publisher- Palgrave Macmillan |
| Websites | <ol style="list-style-type: none"> 1. https://www.marketingevolution.com/marketing-essentials/marketing-analytics 2. https://business.adobe.com/blog/basics/marketing-analytics 3. https://www.wordstream.com/marketing-analytics |

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|-----------------------------|---------------------|--------------------------------|----------------------|
| Course Code | SC-HRM- 01 | Course Title | HR Operations |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full credit | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 4:0:0 | | |

1. **Course Outcomes: On successful completion of course the learner will be able to -**

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Describe fundamentals of HR administration, labour welfare, social security, contribution. |
| CO2 | Understand the communication of the HR & Personnel department and welfare. |
| CO3 | Apply the knowledge of various provisions under laws in real life examples. |
| CO4 | Analyze the responsibility of HR through computations in achieving organizational goals. |
| CO5 | Evaluate labour welfare, compensations, benefits and contributions through numericals. |

2. **Course Syllabus:**

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1. | Human Resource Administration & HR Documentation <ol style="list-style-type: none"> 1. Concept, nature, scope, and objectives of HR Administration 2. Structure and functions of Personnel / HR Department | 7 |



| | | |
|----|---|----|
| | <ol style="list-style-type: none"> 3. HR Documentation & Drafting of Managerial Communications 4. Digitization of HR records | |
| 2. | <p>Social Security Laws – EPF & Digital Compliance</p> <p>1. Employees’ Provident Fund & MP Act, 1952</p> <ol style="list-style-type: none"> 2. EPFO portal overview 3. UAN generation, member passbook 4. PF forms, claims, and withdrawals 5. Digital EPF compliance 6. Unified social security platforms 7. Employer obligations in hybrid/gig workforce | 10 |
| 3. | <p>Payroll & Benefits</p> <ol style="list-style-type: none"> 1. Introduction to statutory deductions 2. Employees' Provident Fund (EPF) & Miscellaneous Provisions Act, 1952 3. Employees’ Compensation Act, 1923 4. Employees’ State Insurance Act, 1948 5. Payment of Bonus Act, 1965 6. Payment of Gratuity Act, 1972 | 10 |
| 4. | <p>Unit 4: Employee Relations & Grievance Handling</p> <ol style="list-style-type: none"> 1. Handling Employee Queries 2. Grievance Redressal Process 3. Disciplinary Action Process 4. Conflict Resolution Basics 5. Workplace Communication | 9 |



| | | |
|-----------|--|----------|
| 5. | Unit 5: Capstone Project – Cultural Diagnostics & Transformation Culture Audit Lab where Diagnosing and Rebuilding Organizational Culture <ol style="list-style-type: none"> 1. Conduct a structured Culture Audit to assess organizational health and alignment. Identify signs of a dysfunctional or misaligned culture. Use employee interviews to gather qualitative insights. 2. Analyze HR data and internal metrics using analytics tools. 3. Develop and interpret employee sentiment dashboards. 4. Identify culture gaps in leadership, communication, values, engagement, and performance. 5. Map behavioral patterns and systemic issues affecting productivity. 6. Compare current culture with desired organizational vision. 7. Design a data-driven transformation roadmap. 8. Propose short-term and long-term cultural interventions. 9. Present customized recommendations for: <ul style="list-style-type: none"> - Early-stage founders (culture building & value setting) - Late-stage founders (culture correction & scaling alignment) 10. Define measurable KPIs to track culture change impact. 11. Provide implementation timeline with milestones and accountability structure. | 9 |
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Note: Practical learning through Solving numericals, Browsing websites and Case studies.

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Human Resource Management: Text and Cases, K Aswathappa , Tata McGraw Hill Publishing Compnay 2. Mamoria C.B., Gankar S.V., (2006), “A Textbook of Human Resource Management”, Himalaya Publishing House, New Delhi. 3. Prasad L.M., (2005), Human Resource Management,” Sultan Chand & Sons, New Delhi. 4. Apte, Dr. Ajit, (2019), “Shri Shivray - VP HRD ? : Manav Sansadhanancha Vikas”, Rajhans Prakashan. 5. Performance Appraisal and Management, Himalaya Publishing House |
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|--------------------|--|
| | <p>6. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.</p> <p>7. Chincholkar Sunil, Kulkarni Datta, Kulkarni R. K., Ramdas and Self Management.</p> |
| Video links | <p>1. Human Resource Management (HRM) Explained – Everything you Need to Know https://www.youtube.com/watch?v=aPEUKLxxh_k</p> <p>2. Compensation Management https://www.youtube.com/watch?v=wZoRI6ADuo</p> <p>3. Indian Army Training https://www.youtube.com/watch?v=-Hyqo2kPmm8 https://www.youtube.com/watch?v=sZ0AT7CO0x8</p> <p>4. Compensation Case Study https://www.youtube.com/watch?v=iFdZLjWycEE</p> <p>5. Retirement https://www.youtube.com/watch?v=krLQcQbqiR8</p> <p>6. HR Shared Services https://www.youtube.com/watch?v=8OT-uAN2qeI</p> |
| Websites | <p>1. https://en.wikipedia.org/wiki/Human_resource_management</p> <p>2. What is Human Resource Management https://emeritus.org/in/learn/what-is-human-resource-management/</p> <p>3. www.shrmindia.org</p> <p>4. www.peplematters.com</p> |

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|-----------------------------|---------------------|--------------------------------|---|
| Course Code | SC-HRM-02 | Course Title | Employee Relations and Industrial Relations |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 4:0:0 | | |



1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Understand the historical development of industrial relations. |
| CO2 | Identify the key legal frameworks governing employee relations and industrial disputes |
| CO3 | Evaluate the role of trade unions and collective bargaining in fostering positive workplace relations. |
| CO4 | Analyze the impact of globalization, technological change, and economic policies on employee relations |
| CO5 | Enhance critical thinking and problem-solving skills to address contemporary issues in industrial relations |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Introduction to Industrial Relations Historical data & Evolution of Industrial Relations in India, Approaches to Industrial Relations, Industrialization Strategy and Industrial Relations, Human Resource Management and Industrial Relations | 10 |
| 2. | Trade Unions Theoretical Foundations and Legal Framework, Structures & Management of Trade Unions in India, Tripartism and Social Dialogue, Negotiations & collective settlements in digital era | 9 |
| 3. | Industrial Disputes Concepts , Nature & causes of Industrial Disputes, Classification and Impact of Industrial Disputes, Dispute Resolution and Industrial Harmony, Grievance Handling Procedure, Labour Administration and Social Security, Workers' Participation in Management. | 9 |
| 4. | Contemporary Issues in Industrial Relations Employee Participation and Labour Management, Alignment Labour Policy with Economic Policies and Industrialization Strategies, Industrial Relations and Technological Change | 9 |
| 5. | Management of Industrial Relations in the 21st Century India and International Labour Standards, New Paradigms of Industrial Relations, Globalization and its impact on Industrial Relations | 8 |



3. Learning Resources:

| | |
|------------------------|---|
| Suggested Books | 1. Employee Relations Management: by D P Sahoo |
| | 2. Industrial and Labour Laws, S. P. Jain |
| | 3. Guide on Labour Management forms and precedents (Law, Practice and Procedure), S D Puri, Snow white publication |
| | 4. Introduction of Labour and Industrial Laws, Avatar Singh |
| | 5. Elements of Mercantile Law, N. D. Kapoor, Sultan Chand |
| Web Resources | 1. Employee Relations and Labour Laws Revision https://www.youtube.com/watch?v=Y1iwdopRBUo |
| | 2. Factories Act, 1948 Labour Laws Industrial Relations https://www.youtube.com/watch?v=5XabB8GHSDk |
| | 3. Maternity Benefit Act, 1961 & Code on Social Security 2020 Labour laws https://www.youtube.com/watch?v=t3rq5thqh1M |
| | 4. Occupational Safety, Health and Working Conditions Code 2020 Labour laws Industrial Relations https://www.youtube.com/watch?v=fcllsIPKjwo&list=PLpuxPG4TUOR4DR5S8Rjdjx_wwzqgSaXHh |

| | | | |
|-----------------------------|---------------------|--------------------------------|---|
| Course Code | SC-HRM-03 | Course Title | Human Resource Information Systems HRIS |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 4:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Describe the key terms involved in the Human Resource information system. |



| | |
|------------|---|
| CO2 | Summarize the steps in designing HRIS. |
| CO3 | Articulate the role of HRIS in companies. |
| CO4 | Analyze the tools in HRIS development. |
| CO5 | Facilitate future trends of HRIS. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Introduction to Computer Based Information Systems: TPS/ MIS/ EIS/ ES/ DSS/ OA; Benefits and challenges of HRIS adoption; Strategic alignment of HRIS with business objectives. | 9 |
| 2 | Core HRIS Functionalities: HR data management and recordkeeping, Talent acquisition and onboarding, Training and development management, Performance management and feedback, Compensation and benefits administration, Workforce analytics and reporting. | 9 |
| 3 | HRIS Selection and Implementation: Needs Assessment and Vendor Selection, Identifying HR challenges and aligning with HRIS solutions, Evaluating HRIS vendors based on functionality, cost, and security, Request for Proposal (RFP) development and vendor selection process. | 9 |
| 4 | Tools in HRIS development for analysis: BambooHR, Workday, Namely. | 9 |
| 5 | Emerging Trends in HRIS: Generative AI, HR Tech. | 9 |

3. Learning Resources:

| | |
|----------------------------|---|
| Suggested Text Book | <ol style="list-style-type: none"> 1. Rampton, G. M., Turnbull, I. J., & Doran, J. A. (1999). Human Resource Management Systems: A Practical Approach (2nd ed.). Carswell Legal Publications 2. Ceriello, V. R., & Freeman, C. (1998). Human Resource Management Systems: Strategies, Tactics, and Techniques. San Francisco, Calif: Jossey-Bass Publishers, Pfeiffer & Company. / New York: Lexington Books. 3. Haag, S., Cummings, M. & Dawkins, J.P. (2007) Management information Systems for the Information Age U.S.A.: McGraw-Hill 4. Kavanagh and Thite.(2008), Human Resource Information Systems: Basic, Applications, and Future Directions, Sage Publications ISBN: 9781412944564 Kavanagh, M. J., Gueutal, H. G., & Tannenbaum, S. I. (1990). |
|----------------------------|---|



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|-----------------|--|
| | <ol style="list-style-type: none"> Human Resource Information Systems: Development and Application. Boston, Mass: PWS-Kent Publishing Company. Lederer, A. L. (Ed.). (1993). Handbook of Human Resource Information Systems. New York: Warren, Gorham and Lamont. Human Resource Information Systems-Basics, Application, Future and Direction by Michael Kavanagh and Mohan Thite, Richard D Johnson, Sage. Human Resource Information System by P.K.Gupta and Sushil Chaabra |
| Cases | <ol style="list-style-type: none"> GHCL Case Study: https://vspl-docs.sgp1.cdn.digitaloceanspaces.com/DownloadDocuments/GHCL-Case-Study.pdf Cycle Agarbatti Case Study: https://vspl-docs.sgp1.digitaloceanspaces.com/Case-Study/Cycle-Agarbatti/Cycle-Agarbatti-Case-Study.pdf |
| Websites | <ol style="list-style-type: none"> https://www.sap.com/india/products/hcm/employee-central-hris/what-is-hris.html https://peoplemanagingpeople.com/tools/hris-human-resources-information-system/ https://www.forbes.com/advisor/business/software/hris-systems/ https://www.techopedia.com/definition/138/human-resources-information-system-hris |
| Videos | <ol style="list-style-type: none"> https://www.youtube.com/watch?v=Y72bRzL-bHU https://www.youtube.com/watch?v=h9k7WuahP_c https://www.sap.com/india/assetdetail/2023/01/a0244d63-5c7e-0010-bca6-c68f7e60039b.html https://www.youtube.com/playlist?list=PLDkQjjpofKjCo_s_lDtK2OIv03n95kj7 https://www.youtube.com/watch?v=l72OBmoVGf4 |

| | | | |
|-----------------------------|---------------------|--------------------------------|------------------------------------|
| Course Code | SC- HRM-04 | Course Title | Compensation & Benefits Management |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 4:0:0 | | |



1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Describe concept of compensation and benefits |
| CO2 | Understand compensation and reward management process |
| CO3 | Compare issues related to compensation and survey of wages & salary administration in various industries |
| CO4 | Experiment to calculate various types of monetary and profit-sharing incentives |
| CO5 | Formulate salary structure incorporating tax-saving components. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Introduction to Compensation Management: Concept of compensation & Reward, Concept of total reward system, New trends in compensation management, Compensation structure, the role of compensation and rewards in modern organizations Employee Benefits Management: Components- Legally required Benefits, Benefits Administration–Employee Benefits and Employee Services, Designing and Planning Benefit Program - Totally Integrated Employee Benefit Program | 10 |
| 2 | Designing Compensation System: Building an 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. | 10 |
| 3 | Incentives, reward system & pay restructuring: Meaning and determinants of incentives, Types & forms of profit sharing & cafeteria-style compensation, Incentive calculation process, possible inputs, and outputs of incentive process, preparation of payroll/wage sheets incorporating incentive payments, disbursement, and internal checks, , Designing salary structures for startup organizations incorporating rewards and incentives. | 10 |



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| 4 | Tax planning and Payroll components: Income from salaries, deductions from salaries, the meaning of salary for different purposes, perquisites, Value of rent-free accommodation. Tax planning and pay structure of today and tomorrow (old & new regime). Income Tax E -Portal, Annual Information Statement (AIS), Form 26 AS, Form 16 A & B. | 10 |
| 5 | Comparisons of compensation surveys in various industries: Issues related to compensation and survey of wages & salary administration in the manufacturing industry, banking & service sector, IT & ITES industry and infrastructure industry. | 5 |

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Compensation & Reward Management, BD Singh, Excel Books 2. Compensation, Milkovich & Newman, Tata McGraw Hill 3. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education 4. Compensation Management in a Knowledge based world, Richard I. Anderson, 10th edition, Pearson Education 5. Compensation Management, Er Soni Shyam Singh, Excel Books. <p>Websites: www.vtu.ac.in</p> |
|------------------------|--|

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|-----------------------------|---------------------|--------------------------------|-------------------------------|
| Course Code | SC-HRM-05 | Course Title | Current Trends and Global HRM |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full credit | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 4:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| Sr.No | Course Outcomes (CO's) |
|------------|---|
| CO1 | Describe the conceptual framework of Digital Disruptions and its impact on the current HR Trends. |
| CO2 | Memorize the impact of Current HR trends on HR Functions on global policies. |
| CO3 | Illustrate value creation & competitive advantage of Technology on current HR Trends. |
| CO4 | Analyze the changing role of HR Priorities in cross border culture. |
| CO5 | Apply the existing Tech tools to real time HRM Challenges. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|----------|---------------------------|
| | | |



| | | |
|---|--|---|
| 1 | Current HR Trends: Technological Interventions in HR Processes and Management (Artificial Intelligence in Recruitment, Data Analytics in transforming HR, Employee Experience Platforms, Feedback Tools to improve Employee Engagement and Productivity, Employee Wellness Apps, Cloud and Mobile-enabled HR solutions) | 9 |
| 2 | Tectonic Shift in HRM Priorities: Managing Workforce Diversity, Establishing Gender Parity and Pay Equality, Providing Mentorship, Assuring Safety at workplace, Catering to Employee expectations, Changing Skill requirements, Conducting Continuous Improvement Programs, Re-engineering work processes for improved productivity, Decentralizing work sites, and Promoting Family work life balance | 9 |
| 3 | Global Human Resource Planning: From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term Global Staffing: General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources. | 9 |
| 4 | Training and development of Global employees: Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- Managing International Assignments- Expatriate Preparation, Foreign Assignment and Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments. | 9 |
| 5 | Global workforce performance Management: Performing Management Process-Important consideration for Global Performance Management- Planning and Implementing Global Performance Appraisal- Compensation for a Global workforce- Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, Host Country Nationals HCN's and Third Country Nationals TCN's – Global Employee Relations current ER issues-Influence of MNC's and Union on Global ER. | 9 |

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009 2. Mark E.Mendenhall, Gary R.Oddou, Gunter K.Stahl, Reading and Cases in International Human Resource 3. Management, Routledge, Fourth Edition, 2007 4. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009 5. Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books, 2007 6. Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e, 7. Thomson, 2008 8. K. Ashwathappa, Sadhna Dash, International Human Resource Management, Tata Mc Graw Hill, 2008 9. S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005 |
|------------------------|--|



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|-----------------------------|---------------------|--------------------------------|-------------------------------|
| Course Code | SC-HRM-06 | Course Title | Performance Management System |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full credit | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of course, the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Understand the theoretical foundations of the Performance Management System. |
| CO2 | Remember factors of Performance planning and role of competency in performance. |
| CO3 | Apply performance development techniques to provide constructive feedback. |
| CO4 | Analyze various factors and competencies for designing performance appraisals. |
| CO5 | Design and Evaluate employee performance and make data driven decisions. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1. | Introduction of Performance Management System and Competency: Definition, objectives, importance of Performance Management System, Understanding Role of Competency in performance, Introduction, Definitions and components of competency---Skill, knowledge and Attitude / ability. | 7 |
| 2. | Performance planning: Performance Management Process: Role of KAS in Performance planning, Performance expectations, understanding of KPA and KPI, Performance standards, Performance goal Setting: Organizational and individual | 10 |



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|----|--|----|
| | performance plans - Components of Manager's performance and development plan - setting mutual expectations and performance criteria. | |
| 3. | Performance Development: Definition, meaning, importance and Process of Coaching and Counseling. Factors to be considered for Coaching and Counseling. Role of Counselor in various situations in corporates. | 10 |
| 4. | Competency based Performance Management: Concept of Competency map and process. Competency map for various roles like managerial, leadership, Doctors, Teachers etc. Study competency maps for designing performance feedback form with various types of competencies: Generic, Key, Technical, Leadership, and Functional. HR generic competency mapping-----supervisory generic competency mapping. | 7 |
| 5. | Performance Appraisal in Digital Era: Design Performance Appraisal feedback form based on select Traditional and Modern Methods: Straight Ranking Method, Paired Comparison Method, Critical Incident Method, Behaviorally Anchored Rating Scale (BARS). Competency based appraisal: 360-degree feedback, Data collection and data analysis. Provide feedback. Digital Performance Management: Analysis, Benefits and Challenges. | 11 |

Note: Practical learning based on designing and analyzing Performance Appraisal. Case Studies.

3. Learning Resources:

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|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Performance Management – T. V. Rao, Sage Publication. 2. Performance Management Path to Growth and Excellence – T.V. Rao, Nandini Chawala, Routledge 3. Human Resource Management – K. Ashwathappa, TMH Publication 4. Performance management: concepts, skills and exercises 5. Cardy, Robert L, Leonard, Brian, PHI Learning Pvt. Ltd 6. Personnel Management – C B Mamoria 7. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations by Seema Sanghi Sage Publications Pvt. Ltd; |
| Video Links | <ol style="list-style-type: none"> 1. Performance Management for a 21st Century Organization (SHRM Conference, 2015) https://www.youtube.com/watch?v=xSsuG1xaQfE 2. Introduction to Performance Management https://www.youtube.com/watch?v=_twzBBOrayM 3. HR Basics: Performance Appraisals |



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| | https://www.youtube.com/watch?v=o2mi8zhnhYM |
| Website | <ol style="list-style-type: none"> 1. What is Digital Performance Management? https://www.ptc.com/en/products/digital-performance-management 2. Digital performance analysis https://reportei.com/en/digital-performance-analysis/ 3. Performance Management: Benefits, Challenges, Advantages and Future https://blog.darwinbox.com/performance-management-benefits-challenges-advantages |

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|-----------------------------|---------------------|--------------------------------|---------------------|
| Course Code | SC-HRM-07 | Course Title | HR Analytics |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Understand the core concepts of HR analytics and its role in strategic HR management. |
| CO2 | Remember fundamental statistical methods and data analysis techniques used in HR analytics. |
| CO3 | Develop proficiency in utilizing HR metrics to assess workforce performance and identify areas for improvement. |
| CO4 | Analyze data to improve data-driven HR decisions and solve real-world HR challenges across various domains. |
| CO5 | Evaluate critical thinking and problem-solving skills to make data-driven recommendations for HR strategies. |

2. Course Syllabus:



| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | <p>Understanding HR Analytics</p> <p>Demystifying HR Analytics: Role in digital age, business value, analysis types. HR Analytics Process: Defining questions, data collection, analysis, communication. HR Data Sources: HRIS, payroll systems, employee surveys.</p> <p>Case Study: Leveraging HR data for recruitment improvement.</p> | 9 |
| 2. | <p>Data Preparation and development of Metrics</p> <p>HR Data Management: Collection strategies, cleaning, security, privacy. Developing HR Metrics: Data measurement, core analysis, collection & management. HR Metrics & Measurement: Key metrics across employee lifecycle, HR balanced scorecard. Data Visualization Techniques: Effective communication through data insights.</p> | 9 |
| 3. | <p>Statistical Methods for HR Analytics</p> <p>Data Visualization Fundamentals: Stages, visual encoding, effectiveness. Designing Dashboards: Visualize numerical data, relationships, maps.</p> <p>HR Analytics Storytelling: Data visualization techniques, communication of insights. Case Study: Predicting employee turnover using Logistic Regression (Hands-on)</p> | 9 |
| 4. | <p>HR Analytics in different functions of HR Talent Acquisition, Workforce Management, Employee relations</p> <p>Talent Acquisition: Job posting optimization, candidate assessment & interview analytics, onboarding analytics. Workforce Management: Performance management analytics, compensation & benefits, learning & development analytics. Employee Relations: Employee engagement & sentiment analysis, retention analytics, diversity & inclusion analytics. Case Studies (Hands-on): Recruitment efficiency, identifying high-potential employees, employee wellbeing analytics.</p> | 9 |
| 5. | <p>Future of HR Analytics</p> <p>Future of HR Analytics: Emerging Trends in HR Technology - Artificial Intelligence, Big Data, and Machine Learning in HR, Ethical Considerations in HR Analytics - Data Privacy, Algorithmic Bias, and Explainability, Building an HR Analytics Capability - Developing a Data-driven HR Culture, Skills and Resources for Success, Building a Data-driven HR Culture: Developing skills, fostering collaboration, and navigating the change for successful HR analytics implementation.</p> | 9 |

3. Learning Resources:



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|------------------------|---|
| Suggested Books | 1. HR Analytics Theory and application Techniques – Swati & Suparna Pal |
| | 2. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical by Fermin Diez |
| | 3. Predictive HR Analytics: Mastering the HR Metric by Dr. Kirsten & Martin Edwards |
| | 4. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions by Shonna Waters, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray |
| | 5. Excellence in People Analytics: How to Use Workforce Data to Create Business Value |
| | 6. People Analytics For Dummies by Mike West |
| Video | 1. HR Analytics 8 Hours Course https://www.youtube.com/watch?v=2m9BIRGIKfQ |
| | 2. HR Analytics in hindi, HR information systems and data sources, HR Metrics and HR Analytics https://www.youtube.com/watch?v=mhMorNa1uB8&list=PLsh2FvSr3n7ch3k39k-GBY1yNs41_N2D2 |
| | 3. HR Analytics Unit 1 Meaning Importance of HR Analytics https://www.youtube.com/watch?v=ERrk8tZsjnQ |

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|-----------------------------|---------------------|--------------------------------|---|
| Course Code | SC-BA- 01 | Course Title | Big Data & Business Intelligence Foundations |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Explain the components and functioning of enterprise Business Intelligence ecosystems. |
| CO2 | Apply BI concepts to structure data-driven reporting and decision-support systems. |



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| CO3 | Analyze the role of big data technologies in handling large-scale business data. |
| CO4 | Evaluate BI and cloud analytics platforms for different business use cases. |
| CO5 | Design a conceptual analytics architecture aligned with organizational needs. |

1. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | <p>Business Intelligence Ecosystem Overview</p> <p>Key Concepts: Evolution of Business Intelligence, Difference between operational reporting, BI, and analytics, Components of a BI ecosystem: Data sources (ERP, CRM, IoT, digital platforms), ETL / ELT processes, Data storage, Reporting & visualization, Role of BI in strategic, tactical, and operational decisions.</p> <p>Tools / Technologies (Conceptual Exposure): Tableau, Power BI (overview), Enterprise BI tools landscape</p> <p>Business Use Cases: Executive dashboards, Sales and financial performance monitoring</p> <p>Expected Industry Outcomes: Ability to understand how BI supports managerial decision-making, Clear differentiation between BI and advanced analytics</p> | 9 |
| 2 | <p>Big Data Concepts for Business Analytics</p> <p>Key Concepts: Big Data characteristics (5Vs: Volume, Velocity, Variety, Veracity, Value), Structured vs semi-structured vs unstructured data, Big data processing concepts: Hadoop ecosystem (HDFS, MapReduce – conceptual), Apache Spark (in-memory processing – conceptual), Role of big data in business analytics</p> <p>Tools / Technologies (Conceptual): Hadoop, Spark, NoSQL databases (overview only)</p> <p>Business Use Cases: Customer behavior data from digital platforms, Log data</p> | 9 |



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|----|---|---|
| | <p>and social media analytics</p> <p>Expected Industry Outcomes: Ability to converse with technical teams on big data initiatives, Understanding when big data technologies are required</p> | |
| 3. | <p>Data Warehousing & Enterprise Data Management</p> <p>Key Concepts: Data warehouse concepts and objectives, OLTP vs OLAP systems, Data warehouse architecture: Source systems, Staging area, Data warehouse, Data marts, Dimensional modeling: Fact tables, Dimension tables, Star and snowflake schemas</p> <p>Tools / Technologies: Enterprise data warehouse tools (conceptual exposure)</p> <p>Business Use Cases: Financial reporting, Sales performance analysis, HR reporting</p> <p>Expected Industry Outcomes: Ability to understand enterprise reporting structures, Appreciation of data consistency and governance in BI</p> | 9 |
| 4 | <p>Cloud BI Platforms & Modern Analytics Tools</p> <p>Key Concepts: Shift from on-premise to cloud analytics, Cloud BI platforms overview: Tableau Cloud, Power BI Service, Google Looker (conceptual), Advantages of cloud BI: Scalability, Collaboration, Real-time analytics, Security, access control, and governance in cloud BI</p> <p>Tools / Technologies: Tableau Cloud (conceptual & demo-level exposure), Business Use Cases: Distributed teams accessing dashboards, Real-time executive reporting</p> <p>Expected Industry Outcomes: Ability to evaluate cloud BI platforms, Understanding of enterprise security and access considerations</p> | 9 |
| 5 | <p>Analytics Architecture & Decision Support Systems</p> <p>Key Concepts: End-to-end analytics architecture: Data ingestion, Storage, Processing, Analytics, Visualization, Traditional vs modern analytics architecture, Role of self-service BI, Integration of BI with decision-making processes</p> | 9 |



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| <p>Tools / Techniques: Analytics architecture diagrams, KPI frameworks</p> <p>Business Use Cases: Organization-wide analytics implementation, Management information systems (MIS)</p> <p>Expected Industry Outcomes: Ability to design conceptual analytics architectures, Holistic understanding of enterprise analytics environments.</p> |
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2. Learning Resources:

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|------------------------|---|
| Suggested Books | 1. Anand Rajaraman and Jeff Ullman “Mining of Massive Datasets”, Cambridge University Press |
| | 2. Alex Holmes “Hadoop in Practice”, Manning Press, Dreamtech Press. |
| | 3. Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Bart Baesens , WILEY Big Data Series |
| | 4. Big Data Analytics with R and Hadoop by Vignesh Prajapati Paperback, Packt Publishing Limited |
| | 5. Chris Eaton, Dirk Deroos et al. , “Understanding Big data ”, McGraw Hill, 2012 |
| Video Links | 1. Big Data Analytics What Is Big Data Analytics? Big Data Analytics For Beginners https://www.youtube.com/watch?v=bY6ZzQmtOzk |
| | 2. Big Data Analytics in Hindi Definition Challenges https://www.youtube.com/watch?v=PZDqnoLXv_E |
| | 3. Data Analytics FULL Course for Beginners to Pro in 29 HOURS - 2024 Edition https://www.youtube.com/watch?v=VaSjiJMrq24 |

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|--------------------|---------------------|--------------------------------|---------------------------------------|
| Course Code | SC-BA- 02 | Course Title | HR Analytics & Workforce Intelligence |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |



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| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Understand HR data and metrics |
| CO2 | Apply analytics to workforce decisions |
| CO3 | Analyze employee behavior and outcomes |
| CO4 | Evaluate HR interventions using data |
| CO5 | Create HR dashboards and insights |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | <p>HR Analytics Foundations & Statistics in HR</p> <p>Key Metrics in the HR function, workforce analytics lifecycle, Use Cases: Strategic HR decision-making, Outcomes: Understand HR analytics scope, linkage between HR analytics to business strategy, Variables, Scales in Statistics, Descriptive Statistics in HR Analytics: Measures of Central Tendency (Mean, Median, Mode), Normal Distribution (Standard Deviation Variance, Skewness, Kurtosis), Frequency Distribution.</p> | 10 |
| 2. | <p>Talent Acquisition & Performance Analytics</p> <p>Key Concepts: Hiring metrics, performance KPIs, KPI Dashboard creation, Tools: Tableau recruitment dashboards, Use Cases: Recruitment efficiency, Outcomes: Optimize hiring decisions</p> | 10 |
| 3. | <p>Attrition & Engagement Analytics</p> <p>Key Concepts: Attrition drivers, engagement metrics, Tools: Trend and segmentation dashboards, Use Cases: IT/Services attrition analysis,</p> | 10 |



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|----|--|---|
| | Outcomes: Diagnose retention challenges | |
| 4. | Learning & Workforce Productivity Analytics Key Concepts: Training ROI, productivity metrics, Tools: KPI dashboards, Projecting Employee Salary Using Linear Regression, Projecting Employee turnover and attrition, Projecting Appraisal By evaluating Performance, Projecting HR Cost Using Time Series, Outcomes: Measure workforce effectiveness | 9 |
| 5. | HR Dashboards & Ethical Analytics Key Concepts: HR scorecards, data privacy, HR Dashboard Designing (Power BI), Outcomes: Responsible HR analytics reporting, Inferential Statistics as applied to HR issues, One-sample t-test, Independent sample t-test, Paired sample t-test, One-Way ANOVA, POST HOC Test, Two-Way ANOVA | 6 |

3. Learning Resources:

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|------------------------|--|
| Suggested Books | 1. HR Analytics Theory and application Techniques – Swati & Suparna Pal 2. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical by Fermin Diez 3. Predictive HR Analytics: Mastering the HR Metric by Dr. Kirsten & Martin Edwards 4. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions by Shonna Waters, Valerie Streets, Lindsay McFarlane, and Rachael Johnson-Murray 5. Excellence in People Analytics: How to Use Workforce Data to Create Business Value 6. People Analytics For Dummies by Mike West |
| Videos | 1. HR Analytics 8 Hours Course https://www.youtube.com/watch?v=2m9BIRGIKfQ 2. HR Analytics in hindi, HR information systems and data sources, HR Metrics and HR Analytics https://www.youtube.com/watch?v=mhMorNa1uB8&list=PLsh2FvSr3n7ch3k39k-GBYlyNs41_N2D2 3. HR Analytics Unit 1 Meaning Importance of HR Analytics https://www.youtube.com/watch?v=ERrk8tZsjnQ |



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|-----------------------------|---------------------|--------------------------------|--|
| Course Code | SC-BA-03 | Course Title | Marketing Analytics & Customer Insights |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:0:2 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Describe various key concepts / metrics in Marketing Analytics |
| CO2 | Illustrate the use of analytical techniques and Interpret the outputs to identify most effective target markets, forecast sales. |
| CO3 | Demonstrate different tools and frameworks that are used in marketing analytics |
| CO4 | Analyse Market Basket / RFM model for development of effective marketing plans |
| CO5 | Create price optimization scenarios and build solutions to implement pricing decisions in real-time based on current market data |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | Introduction to Marketing Analytics: Business Decision making, Business Analytics; Marketing Analytics – Nature (Descriptive, Prescriptive and Predictive), Marketing data, Understanding important metrics in Marketing, Marketing Dashboards, Analytics in various Marketing Applications (Scope), Introduction on Tools & Techniques used in Marketing Analytics, Summarizing Marketing data, Basic statistical concepts applicable. | 9 |
| 2 | Customer Profitability : Customer Life Time Value (CLTV), Customer Churn, Customer Attrition models, How to calculate CLTV, Net promoter score, Metrics for Customer Acquisition and Retention, Analyzing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Customer Equity, Customer Loyalty | |



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|----------|--|-----------|
| 3 | Analytics on Sales, Distribution and Retail: Metrics for Sales, profitability - Territory, Analytics based channel evaluation, Optimisation; Market Basket Analysis & Lift, RFM Analysis, SCANPRO model. Case Study | 9 |
| 4 | Analytics on Promotion, Web and Social Media Analytics: Web traffic metrics, Social Media Metrics: Facebook and Twitter analytics, Viral Marketing and Text mining, Applying Text Mining in Real Life Scenarios, Google Analytics; Email and mobile marketing analytics; Funnel analysis and Conversion Metrics, A/B testing | 4 |
| 5 | Analytics for Marketing Strategy: Analytics for Need Based Segmentation -Voice of the Customer, Managing “Voice of the Customer” Data, Life Cycle Segmentation, Forecasting using trends and patterns , Pricing Analytics - Price elasticity, Optimization, Price bundling, Practical applications of price analytics, Use of Dashboards – Cases | 10 |

Note:

- i. MS-Excel is expected while use of R Programming / SPSS may also be used.
- ii. AI based Analysis and Analytics

3. Learning Resources:

| | |
|------------------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Publisher- John Wiley & Sons, Inc 2. Data Mining Techniques in CRM by Konstantinos K. Tsipis, Antonios Chorianopoulos –Publisher John Wiley& Sons 3. Marketing Analytics Roadmaps-Method, Metrics, and Tools by Jerry Rackley- Published-Apress 4. Pricing, Online Marketing Behavior, and Analytics by GiampaoloViglia, Publisher- Palgrave Macmillan |
| Websites | <ol style="list-style-type: none"> 1. https://www.marketingevolution.com/marketing-essentials/marketing-analytics 2. https://business.adobe.com/blog/basics/marketing-analytics 4. https://www.wordstream.com/marketing-analytics |
| Journals: | <ol style="list-style-type: none"> 1. Journal of internet marketing and advertising 2. International journal of electronic commerce 3. Internet Research 4. International Journal of electronic retailing and marketing 5. International Journal of Online Marketing |

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|--------------------|----------|---------------------|--|
| Course Code | SC-BA-04 | Course Title | Project Management for Analytics Professionals |
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|-----------------------------|---------------------|--------------------------------|-----|
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Explain the lifecycle and governance of analytics projects in organizational contexts |
| CO2 | Apply traditional and agile project management techniques to analytics initiatives |
| CO3 | Analyze stakeholder requirements, project risks, and change impacts in analytics projects. |
| CO4 | Evaluate project performance using scope, time, cost, quality, and value metrics. |
| CO5 | Develop professional analytics project plans, documentation, and communication artefacts. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|--|----------------------------------|
| 1 | <p>Analytics Project Lifecycle Key Concepts: Nature of analytics projects vs traditional IT projects, Characteristics of analytics deliverables (insights, dashboards, models), Analytics project lifecycle phases: Business problem identification, Data understanding & feasibility assessment, Data preparation & analysis, Insight validation and Deployment & decision support, Project governance and approvals Tools / Techniques: Project charter templates, Analytics workflow frameworks (CRISP-DM, SEMMA – overview), RACI matrices Business Use Cases: Sales performance analytics project, HR attrition analysis initiative, Marketing campaign analytics. Expected Industry Outcomes: Ability to structure analytics projects from business requirements, Clear understanding of analytics project milestones and deliverables.</p> | 5 |
| 2 | <p>Agile & Scrum for Analytics Projects Key Concepts: Limitations of waterfall in analytics projects, Agile principles and values, Scrum framework: Product backlog, Sprint planning, Daily stand-ups, Sprint review & retrospective, Roles in analytics Scrum teams: Product</p> | 8 |



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| | <p>owner, Analytics lead, Data analyst / BI developer, Agile analytics delivery and iterative insights</p> <p>Tools / Techniques: Sprint boards and Kanban boards, User stories for analytics (business questions as stories), Sprint dashboards</p> <p>Business Use Cases: Dashboard development in sprints, Iterative customer segmentation analysis</p> <p>Expected Industry Outcomes: Ability to work in agile analytics teams, Understanding of iterative insight delivery and rapid business feedback</p> | |
| 3 | <p>Stakeholder Communication & Expectation Management</p> <p>Key Concepts: Identifying analytics stakeholders: business users, sponsors, data owners, Translating business problems into analytics requirements, Managing stakeholder expectations in data-driven projects, Communication planning: Executive vs operational communication, Data storytelling for stakeholders, Managing conflicts and scope creep</p> <p>Tools / Techniques: Stakeholder mapping, Communication plans, Executive dashboards and presentations</p> <p>Business Use Cases: Communicating insights to CXOs, Aligning analytics outputs with business KPIs</p> <p>Expected Industry Outcomes: Ability to communicate analytics progress and insights clearly, Improved stakeholder trust and adoption of analytics solutions</p> | 10 |
| 4 | <p>Risk & Change Management in Analytics Projects</p> <p>Key Concepts: Types of risks in analytics projects: Data quality risk, Model risk, Adoption risk, Ethical and compliance risk, Risk identification and assessment, Risk mitigation strategies, Managing change due to: Business requirement changes, Data availability changes, Technology changes, Change management models (overview)</p> <p>Tools / Techniques: Risk registers, Impact-probability matrices, Change request documentation</p> <p>Business Use Cases: Delays due to poor data quality, Resistance to analytics adoption in organizations</p> <p>Expected Industry Outcomes: Ability to proactively manage analytics project risks, Skills to handle dynamic changes in business analytics environments</p> | 10 |
| 5 | <p>Analytics Project Documentation & Closure</p> <p>Key Concepts: Importance of documentation in analytics projects, Key analytics project documents: Project charter, Business requirement document (BRD), Data dictionary, Dashboard specification document, Final insight & recommendation report, Project closure activities: Lessons learned, Knowledge transfer, Value realization assessment</p> <p>Tools / Techniques: Documentation templates, Project closure reports, Knowledge repositories</p> <p>Business Use Cases: Handover of dashboards to business teams, Audit and compliance documentation</p> <p>Expected Industry Outcomes: Ability to produce professional, audit-ready analytics documentation, Structured project closure and learning capture</p> | 12 |

3. Learning Resources:



| | |
|------------------------|--|
| Suggested Book | |
| Reference Books | |

| | | | |
|-----------------------------|------------------------|--------------------------------|--------|
| Course Code | SC-BA-05 | Course Title | Python |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

4. Course Outcomes: On successful completion of the course the learner will be able to

| CO | Course Outcomes |
|-----|--|
| CO1 | Understand why Python is a useful scripting language for developers |
| CO2 | Memorize the concepts of python libraries to create applications. |
| CO3 | Apply the concepts of Object Oriented Programming and file operations. |
| CO4 | Implement the Exception Handling and Multithreading |
| CO5 | Execute CRUD operations on MySQL / MongoDB database. |

5. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Introduction Data Types and Operators, Python Object Types-Number, Strings, Lists, Dictionaries, Tuples, List Comprehension, Python blocks, Program Flow Control, Conditional blocks using if, else and elif, For loop, while loops using pass, continue, break and else, File Operation: Read functions: read(), readline() and readlines(); Write functions: write() and writelines(); Manipulating file pointer using seek. Regular Expressions | 10 |
| 2 | Object Oriented Programming Concept of class, object, method call, Accessing, class members outside the class, Setter and Getter Methods, Constructor and destructors, Inheritance, super class and overloading operators, Static and class methods, Delegation and container | 10 |
| 3 | Python Functions, Modules & Packages Function Basics-Scope, nested function, non-local statements, built-in functions, Arguments, Passing, Anonymous Function: lambda, Decorators and | 10 |



| | | |
|----------|---|-----------|
| | Generators, Module basic usage, namespaces, reloading, modules. – math, random, datetime, map, filter, reduce, Package: import basics, namespace packages and user defined modules and packages, asyncio, Introduction to FastAPI | |
| 4 | Introduction to Python Libraries NumPy: Arrays, Scalars, Universal Array functions, Pandas: Series and DataFrames, Missing Data, Drop Entry, Selecting Entries, Data Alignment, Rank and Sort, Matplotlib: Data Visualization Tools-line plot, bar chart, pie chart, scatter plot and histogram | 10 |
| 5 | Exception Handling, Multithreading Exception Handling: try, except, finally, raise, Multithreading, Synchronizing the threads: sleep(), join() | 5 |

6. Learning Resources:

| | | |
|-----------------------|-------------|---|
| Suggested Book | Text | <ol style="list-style-type: none"> 1. <u>Python: The Complete Reference by Martin C. Brown</u> 2. <u>Python Data Analytics: With Pandas, NumPy, and Matplotlib 2nd ed. Edition by Fabio Nelli</u> 3. <u>Introduction to Python Programming, By Gowrishankar S, CRC Press</u> |
| Websites | | <ol style="list-style-type: none"> 1. <u>https://www.python.org/about/gettingstarted/</u> 2. <u>https://www.w3schools.com/python/python_intro.asp</u> 3. <u>https://realpython.com/async-io-python/</u> 4. <u>https://www.tutorialspoint.com/fastapi/fastapi_introduction.htm</u> 5. <u>https://www.geeksforgeeks.org/python-sqlite/</u> |

| | | | |
|-----------------------------|---------------------|--------------------------------|-------------------------------------|
| Course Code | SC-BA-06 | Course Title | Operations & Supply Chain Analytics |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

Course Outcomes: On successful completion of the course the learner will be able to

| CO's | Course Outcomes |
|------|---|
| CO1 | Understand operational data structures |
| CO2 | Apply analytics to process improvement |
| CO3 | Analyze supply chain performance |
| CO4 | Evaluate operational decisions using KPIs |
| CO5 | Create operations dashboards |

1. Course Syllabus: On successful

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Operations Analytics Overview Key Concepts: Process metrics, efficiency, Outcomes: Identify operational improvement areas | 9 |
| 2 | Process & Quality Analytics Key Concepts: Cycle time, defect rates, Tools: Tableau trend dashboards, Use Cases: Manufacturing & services, Outcomes: Improve process performance | 9 |
| 3 | Inventory & Logistics Analytics Key Concepts: EOQ, inventory turnover, Tools: KPI dashboards, Outcomes: Optimize inventory decisions | 9 |
| 4 | Supply Chain Performance Analytics Key Concepts: Supplier KPIs, fulfillment metrics, Use Cases: SCM optimization, Outcomes: Improve supply chain visibility | 9 |
| 5 | Operations Dashboards Key Concepts: Operational scorecards, Outcomes: Support operational leadership decisions | 9 |

2. Learning Resources:

| | |
|-----------------------------|--|
| Suggested Text Books | <ol style="list-style-type: none"> 1. Supply Chain Analytics by T.A.S. Vijayaraghavan 2. Supply Chain Analytics: Strategies, Models and Solutions by Rabindranath Bhattacharya and Anindita Maitra Bhattacharyya 3. Rahul Saxena • Anand Srinivasan, Business Analytics 4. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008. 5. Towards Supply Chain Risk Analytics - Iris Heckmann 6. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning 7. Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain by Michael Watson, Sara Lewis, Peter Cacciopi, Jay Jayaraman. 1st Edition. ISBN: 0133017370 8. Supply Chain Management: Strategy, Planning and Operations by Sunil Chopra and Peter |
|-----------------------------|--|

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|--------------------|----------|---------------------|--|
| Course Code | SC-BA-07 | Course Title | Financial Analytics for Business Decision-Making |
|--------------------|----------|---------------------|--|



| | | | |
|-----------------------------|------------------------|--------------------------------|-----|
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO's | Course Outcomes |
|------|---|
| CO1 | Apply Excel-based techniques to analyze financial datasets |
| CO2 | Design financial metrics and KPIs for decision-making |
| CO3 | Build Excel models to evaluate risk and value creation |
| CO4 | Develop interactive dashboards for financial performance tracking |
| CO5 | Interpret analytical outputs to support data-driven financial decisions |

2. Course Syllabus: On successful

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Financial Data & Analytics Foundations: Role of financial analytics within the Analytics Specialisation; linkages with Business Analytics and MS Excel (GC02). Types of financial analytics (descriptive, diagnostic, predictive, prescriptive) with finance-focused examples. Analytics questions in typical finance roles (FP&A, credit, treasury, investment, controllership). | 9 |
| 2 | Financial Data Sourcing and Quality: Structure of financial datasets (trial balance, ledgers, transactional data, market data). Importing and organizing data in Excel from CSV/text/web. Data quality issues in finance (missing values, outliers, inconsistent signs, date issues) and their impact on analytics. Excel-based checks (control totals, reconciliations, validations). Creating analysis-ready financial data tables. | 9 |
| 3 | Analytical Profitability and Cost Insights: Designing analytical P&L views (by product, customer, channel, region) using existing accounting data. Use of Excel: SUMIFS, structured references, dynamic ranges for margin analytics. Contribution analysis, break-even and operating leverage from analytics perspective. Customer and product profitability analytics with ranking, pareto views and conditional formatting. Identifying profit improvement levers using analytics. | 9 |



| | | |
|----------|--|----------|
| 4 | Working Capital and Cash-Flow Analytics: Analytical view of working capital (receivables, payables, inventory) beyond textbook ratio calculation. Building Excel models to track DSO, DPO, DIO and cash conversion cycle across time, customer groups, or suppliers using pivot tables. Aging analysis and risk flags (overdues, slow moving items) using conditional formatting. Short-term cash-flow analytics: cash flow projection and variance views; identifying liquidity risk using Excel-based indicators. | 9 |
| 5 | Risk-Return, Value Creation and Financial KPI Analytics: Introduction to analytical risk-return thinking in finance. Simple portfolio-style analytics in Excel for business/segment mix (contribution vs volatility). Economic profit/value creation measures (ROCE vs cost of capital) and Excel templates to track value drivers. Sensitivity and scenario analytics using Data Tables and Goal Seek. Principles of designing finance KPIs aligned with strategy. Building KPI scorecards in Excel with thresholding, traffic lights, alerts. Designing one-page CFO dashboard: layout, grouping, narrative flow. Presenting insights for CXO-level communication. Applied financial analytics mini-project using public company data (NSE/BSE, Screener, Moneycontrol). | 9 |

3. Learning Resources:

| | |
|-----------------------------|--|
| Suggested Text Books | 1. Argimiro Arratia (2014), “Computational Finance An Introductory Course with R”, Atlantis Press 2. David Ruppert (2011), “Statistics and Data Analysis for Financial Engineering”, Springer. 3. John Y. Campbell, Andrew W. Lo, & A. Craig MacKinlay (1997), “The Econometrics of Financial Markets”, Princeton University Press |
| Website links | 1. http://www.nseindia.com/learn/financial-data-analytics-machine-learning 2. https://www.ajnfim.ac.in/ 3. https://www.iibf.org.in/ELearning.asp |
| Case Study | 1. Financial Analytics Toolkit: Financial Statement Forecasting By Marc Lipson 2. Financial Analytics Toolkit: Ratio Analysis By Marc Lipson 3. Lucas Wang: Stop-Loss Strategy By Hubert Pun; Hongmei Sun 4. Fullerton: Risk Analytics and Business Strategy By: Ravi Anshuman; Mitra Saby |

| | | | |
|--------------------|--------------------|--------------------------------|--|
| Course Code | GC 07 | Course Title | Management Paradigms from Bhagavad Gita |
| Course Type | Generic Compulsory | Sessions in TT per week | 2 |
| Credit Type | Half | Total Marks | 50 |



| | | | |
|-----------------------------|-------|--|--|
| Credit Value | 2 | | |
| Credit Pattern (LTP) | 2:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Memorize Bhagavad Gita's teachings on self-knowledge, duty, and leadership |
| CO2 | Understand IKS through the Bhagavad Gita and exploring its relevance for modern management. |
| CO3 | Apply the management principles derived from the Bhagavad Gita to real-life scenarios. |
| CO4 | Analyze the application of IKS principles in areas of business ethics, leadership. |
| CO5 | Develop a deeper appreciation for the indigenous wisdom of India IKS |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | Perspectives on Self-Management on Life and Society An introduction to Bhagavad Gita & its relevance. Relevance of Ancient Indian Wisdom for contemporary society. Mind as a key player in an individual development. Perspectives on Sustainability. | 10 |
| 2 | Spirituality in Business and Workplace Spirituality in Business. The notion of Spirituality. Shaping the personality through Trigunas, Values. | 10 |
| 3 | Perspectives on Leadership and Work Failed Leadership: Causes & Concerns, Law of Conservation of Divinity, Leadership Perspectives in the Gita, Role of Yoga in addressing stress & burnout of managers. | 10 |

3. Learning Resources:

| | |
|-----------------------|--|
| Suggested Book | <ol style="list-style-type: none"> 1. Bhagvad Gita with Meaning (English). A. C. Bhaktivedanta Swami Prabhupāda, The Bhaktivedanta Book Trust 2. Bhagavad-gita: As It Is, A. C. Bhaktivedanta Swami Prabhupāda, A. C. Bhaktivedanta... BBT Publishing 3. Sarth Bhagavad Gita, Gita Press. |
|-----------------------|--|



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|---------------|--|
| | <p>4. Management in Bhagavad Gita, Dr Ashutosh Narayan Misal , A1VIEW publisher.</p> <p>5. GITA: Spirituality for Leadership & Success, Pranay, Fingerprint! Publishing.</p> <p>6. The Gita and Management Swami Bodhananda Swami Bodhananda Srishti Publishers.</p> |
| Videos | <p>1. Bhagwat Geeta in English Chapter 1 to 9 with Narration HG Gaurmandal Das https://www.youtube.com/watch?v=w0hAAhtDUck</p> |
| | <p>2. Bhagwat Geeta in English Chapter 10 to 18 with Narration https://www.youtube.com/watch?v=ZWAM0PpGBc</p> |
| | <p>3. TRUE Understanding Of The Bhagavad Gita - @KeshavaSwami https://www.youtube.com/watch?v=4h9A7-rPISQ</p> |
| | <p>4. Modern Tools That Decode Mahabharata & Ramayana Nilesh Nilkanth Oak https://www.youtube.com/watch?v=LHLaP7g1SaA</p> |

| | | | |
|-----------------------------|--------------------|--------------------------------|------------------|
| Course Code | RP 01 | Course Title | Research Project |
| Course Type | Generic Compulsory | Sessions in TT per week | 3 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 6 | | |
| Credit Pattern (LTP) | 3:0:0 | | |

Guidelines for Research Projects:

The following tasks related to research project must be completed to get 6 credits:

1. Identification of the problem
2. Defining research variables
3. Defining the research objective
4. Detailed literature review
5. Deriving the hypothesis (if any)
6. Preparing research design
7. Finalizing sampling plan
8. Preparing questionnaire/ Interview sheet etc. (Wherever applicable)
9. Data Collection



10. Data Analysis
11. Writing results
12. Preparing a manuscript
13. Plagiarism Check
14. Paper publication and/or presentation

- **Evaluation –**
Internal and External VIVA-VOCE

Semester IV

| Course Code | OJT | Course Title | On Job Training |
|----------------------|-------------|-------------------------|-----------------|
| Course Type | Compulsory | Sessions in TT per week | 12 |
| Credit Type | Full Credit | Total Marks | 200 |
| Credit Value | 12 | | |
| Credit Pattern (LTP) | 0:3:0 | | |

Objectives

1. Help students use the theories and skills learned in academics in a real workplace setting.
2. Gain hands-on experience in actual tasks, tools, procedures related to the job.
3. Improve discipline, time management, communication, teamwork, and workplace ethics.
4. Learn how real organizations operate, including workflows, culture, values, and expectations.



5. Strengthen decision-making and analytical skills through real-world challenges.

Duration and Credit Requirements

1. Each student shall undertake an **On-Job Training (OJT) spanning** in the Fourth Semester i.e 6 Months.
2. OJT carries a total of **8 credits**.
3. The OJT report must clearly reflect **6 months of work** and justify the same.

Approval Process

3. Students **must obtain approval** for the OJT topic and host organization from:
 - a. Faculty Guide
 - b. Director / HOD / Programme Coordinator
4. Without prior approval, commencement of OJT is **not permitted**.

Nature and Scope of OJT

3. OJT **may or may not have a functional specialization focus**.
4. Students may undertake OJT:
 - a. In their chosen area of specialization, or
 - b. In any other functional domain
5. Cross-functional projects are **encouraged**.
6. Students should use any one tool for **data analysis (Power BI or tableau)**
7. OJT may be conducted in any of the following:
 - a. Corporate Entities
 - b. SMEs
 - c. NGOs
 - d. Cooperative Sector
 - e. Government Undertakings
8. The OJT may be:
 - a. A **research project** using primary/secondary data, or
 - b. An **operational assignment** involving hands-on work on:
 - i. Tasks



- ii. Assignments
 - iii. Projects
 - iv. Process improvements
9. The OJT is expected to **expose students to real workplace practices** and build professional competencies.

OJT Progress Diary

1. Students must maintain a **daily OJT Progress Diary** documenting:
 - a. Tasks performed
 - b. Progress achieved
 - c. Observations and learnings
2. The **Progress Diary** must be submitted along with the final OJT Report.

OJT Report Requirements

Each student must submit a structured, well-documented OJT Report containing the following:

5. Institute's Certificate
6. Certificate from Host Organization
7. Formal Feedback from the company/industry guide
8. Executive Summary
9. Organization Profile
10. Literature Review
11. Description of Problem/Task Undertaken
12. Data Analysis and Data Interpretation (Using Power Bi and Tableau)
 - a. Activity charts
 - b. Tables, graphs, and diagrams
 - c. AV material or appendices (if applicable)
13. Key Learnings of the student
14. Contribution to the Host Organization
15. References in approved academic referencing style
 - a. APA / MLA / Harvard / Chicago, etc.



Certification and Submission Procedures

1. Completion of OJT must be certified by:
 - a. Faculty Guide
 - b. HOD/Director
2. The host organization must also provide an **official certificate of completion**.
3. Students must submit:
 - a. **TWO hard copies** of the final OJT report
 - b. **One soft copy** (PDF)
4. Students are encouraged to **print on both sides** of the paper to promote environmental sustainability.
5. One hard copy will be returned to students after the External Viva-Voce.

Internal Viva-Voce (50 Marks)

4. Conducted by the Institute before final submission.
5. The panel shall consist of **faculty internal evaluators** nominated by the Director/HOD.
6. The internal faculty evaluator will:
 - a. Evaluate the OJT Report in detail
 - b. Provide feedback and suggest corrections
7. Students must incorporate all **suggestions and recommendations** before final submission.
8. After approval, the **Institute's Certificate** will be issued.



| | | | |
|----------------------|---------------------|-------------------------|---------------------------|
| Course Code | SC-FIN-08 | Course Title | Financial Risk Management |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Define and differentiate various types of financial risks impacting organizations. |
| CO2 | Explain the principles and importance of risk management frameworks within financial institutions. |
| CO3 | Calculate basic probability and value-at-risk (VAR) for single asset, applying the results to assess risk exposure. |
| CO4 | Evaluate the strengths and weaknesses of different derivative instruments for mitigating specific financial risks. |
| CO5 | Critically assess the effectiveness of risk management strategies employed by a chosen financial institution. |

2. Course Syllabus:



| Sub Unit | Syllabus | tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Foundations of Risk Management: Risk Concepts: Definition, types (market, credit, operational, etc.), inherent risk levels, impact on organizations, risk vs. uncertainty. Risk Management Framework: Principles, importance, process (identification, assessment, mitigation, monitoring). Quantitative Tools: Probability and statistics, financial returns, volatility, correlation, portfolio theory, Capital Asset Pricing Model (CAPM). | 8 |
| 2 | Financial Risks and Instruments: Financial Markets: Overview, institutions, regulations. Trading and Market Microstructure: Introduction, features, and valuation of derivatives (forwards, futures, swaps, options). Risk in Insurance: Actuarial risk, asset-liability management, underwriting, investment risks, risk frameworks and policies. | 9 |
| 3 | Risk Management in Banking: Risk Management Structure in Banks: Credit, liquidity, interest rate, counterparty, market, environmental, currency, legal & regulatory, rating, pricing, capital allocation risks. Loan Review and NPA Management: Processes for managing non-performing assets. Risk in Investment Banking and Capital Markets: Basel Committee norms, derivatives & insurance for risk management, digital banking risks, fraud, money laundering. | 9 |
| 4 | Enterprise Risk Management: Enterprise Risk Management (ERM): Meaning, importance, need, approaches. Types of Enterprise Risk: Technology, business strategy, legal & regulatory, product liability. | 9 |
| 5 | Measuring and Managing Risk: Credit Risk Analysis: Probability of default (PD), credit ratings & transition matrices, contingent claim approach, KMV model, Credit VAR. Risk & Volatility Measurement: Role of rates & prices, factors impacting financial rates & prices, market data analysis, Value-at-Risk (VAR) concept and computation, portfolio risk calculation. Volatility Measurement: Concept & need, time aggregation, measures (EWMA, ARCH, GARCH), volatility clusters, time-varying volatility. | 10 |

3. Learning Resources:



| | |
|------------------------|---|
| <p>Suggested Books</p> | <ol style="list-style-type: none">1. Corporate Financial and Risk Management - Nersesian, Roy L. - Jaico Publishing House2. Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk - Steve L. Allen3. Modern Corporate Risk Management: A Blueprint for Positive Change and Effectiveness by Koller4. Investment Science. Luenberger, Oxford University Press, 19985. Options, Futures and other Derivatives, John Hull, 7th Edition, Prentice Hall, 20086. An Introduction to Market Risk Measurement by Dowd, Kevin, John Wiley & Sons.7. Risk Management and Financial Institutions by Hull, John C., Pearson, Prentice Hall, 2007 Measuring Market Risk by Dowd, Kevin, John Wiley & Sons, 2005. Value at Risk by Jorion, Philippe, McGraw Hill.8. Beyond Value at Risk, by Dowd, Kevin, John Wiley & Sons Mastering Value at Risk ,Butler, Cormac, Financial Times Prentice Hall Risk Takers, Marthinsen, John, Pearson Prentice Hall, 20096. |
| <p>Website Links</p> | <ol style="list-style-type: none">1. https://www.ajnifm.ac.in/2. https://www.theirmindia.org/3. https://iupindia.in/FinancialRisk_Management.asp4. https://www.garp.org/frm5. https://onlinecourses.swayam2.ac.in/imb23_mg056. https://www.nibmindia.org7. https://www.mdpi.com/journal/jrfm8. https://www.business.qld.gov.au/running-business/finance/essentials/risks |
| <p>Case Study</p> | <p>Financial Risk Management -Case Studies with SKF and Elof Hansson By ika Brucaite & Shanhong Yan</p> <p>Integrated Derivatives Analytics with Risk Management System Provides efficiency, Transparency, and Enterprise-Wide Insight By Ronald Holanek, resident, The Financial Risk Group</p> <p>Risk Management: A Case Study on Derivative by State Bank Institute of human Resource Development</p> |



| | | | |
|----------------------|---------------------|-------------------------|-------------------|
| Course Code | SC-FIN-09 | Course Title | Wealth Management |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Memorize the various terms and concepts related to wealth management. |
| CO2 | Summarize different methods of wealth creation and managing the same. |
| CO3 | Apply the technical methods for wealth creation. |
| CO4 | Analyze the investment for creating wealth. |
| CO5 | Evaluate the impact of swp, sip, stp, various tax, economy, risk, laws, on wealth creation. |

2. Course Syllabus:



| Sub Unit | Syllabus | Representative No. of Sessions |
|----------|---|--------------------------------|
| 1 | Introduction to Financial Planning: Role of Financial Planner, Financial Planning Process, Contract and Documentation, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation. | 6 |
| 2 | Systematic Approach to Investing, Investment Avenues, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP), Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Blood-Test Report (FBR) | 10 |
| 3 | Wealth Management & The Economy: Financial Planning to Wealth Management, Economic Cycles and Indicators: Lag Indicators, Co-incident Indicators, Lead Indicators, The Deficits: Revenue Deficit and Fiscal, Current Account Deficit, Interest Rate Views, Currency Exchange Rate | 10 |
| 4 | Investment Evaluation Framework: Risk Return Framework Risk: Standard Deviation, Beta Risk Adjusted Returns: Sharpe Ratio, Treynor Ratio, Alpha | 9 |
| 5 | Estate Planning: Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust, Recent trends in wealth management. Taxation of Investment Products: Dividend Tax / Tax on Income Distributed by Mutual Fund, Securities Transaction Tax (STT), Capital Gains Taxation, Taxation of Fixed Deposits and Fixed Maturity Plans, Wealth Tax | 10 |

3. Learning Resources:



| | |
|-----------------|--|
| Suggested Books | <ol style="list-style-type: none"> 1. Wealth Management & Financial Planning: Concepts & Practices - Balaji Rao DG 2. Think and Grow Rich (PREMIUM PAPERBACK, PENGUIN INDIA) - Napoleon Hill 3. The Millionaire Next Door: The Surprising Secrets of America's Wealthy by Thomas J. Stanley and William D. Danko. 4. I Will Teach You To Be Rich by Ramit Sethi. 5. The Bogleheads' Guide to Investing by Taylor Larimore, John Bogle, and Mel Lindauer. |
| Website Link | <ol style="list-style-type: none"> 1. https://www.investopedia.com/terms/w/wealthmanagement.asp 2. https://www.cfp.net/ 3. https://www.morningstar.in/ 4. https://www.wealthmanagement.com/ 5. https://www.financialplanningassociation.org/ |
| Case Study | <ol style="list-style-type: none"> 1. Charles Schwab Corp.: Introducing A New Brand by Rajiv Lal and David Kiron 2. The Future for Riverwalk Wealth Management By: Chuck Grace; Mazi Raz; Mathieu Bournival |

| | | | |
|----------------------|---------------------|-------------------------|------------------------------|
| Course Code | SC-FIN-10 | Course Title | Insurance Laws & Regulations |
| Course Type | Specialization Core | Sessions in TT per week | 3 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 3 | | |
| Credit Pattern (LTP) | 3:0:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to-

| | |
|---------|------------------|
| Sr. No. | Course Outcomes' |
|---------|------------------|



| | |
|-----|---|
| CO1 | Relate to terminologies used in Insurance Law |
| CO2 | Explain the role of insurance law in overall development of the country through risk management and insurance coverage. |
| CO3 | Identify risk management plans , strategies and techniques in Life and General Insurance. |
| CO4 | Appraise Regulatory Framework of Insurance Business in India & Corporate Governance Practices for Insurance Companies. |
| CO5 | Assess the insurance policies in the light of risk valuation. |

1. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Introduction: History and Evolution of Insurance; Risk Management; Nature of Insurance Contract; Types of Insurance Life and General Insurance. Constitutional Perspective. Theory of Cooperation, Theory of Probability, Principles of Insurance, Utmost Good Faith, Insurable Interest & Reinsurance | 10 |
| 2 | Regulatory Framework of Insurance Business in India: Development of Insurance Legislation in India and Insurance Act 1938; Insurance Regulatory and Development Authority of India (IRDAI) Functions and Insurance Councils; IRDAI and its Licensing Functions; Policy Holders Rights of Assignment, Nomination and Transfer; Protection of Policy Holders Interest; Dispute Resolution Mechanism; Financial Regulatory Aspects of Solvency Margin and Investment International Trends in Insurance Regulation. Other Relevant Legislation (Motor Vehicles Act, Marine Insurance Act, Employees State Insurance Act etc.), Consumer Protection, Courts, Tribunals, Insurance Ombudsmen, Arbitration. | 10 |
| 3 | Life Insurance: Nature, Scope and Practice, Application of Principles in Life Insurance Contract -- Representation - Assignment and Nomination - Title and Claims - Tax Law Implications - Concept of Trusts in Life Policy - Stamp Duties - Role and Function of Life Insurance Companies. Life Insurance & Pension Products. | 10 |



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|---|--|----|
| 4 | General Insurance: Practices and Procedures: Practices and Procedures: Introduction to General Insurance; Policy Documents and forms; Underwriting; General Insurance Products: Property Insurance (Fire and Engineering) ,Marine Insurance | 10 |
| 5 | International Insurance and Regulation: Formation of International Insurance contracts; International Association of Insurance Supervisors – Future Trends. Enforcement and settlement. Conventions regulating Insurance on Maritime and Nuclear disaster. | 5 |

2. Learning Resources:

| | |
|---------------------|--|
| Suggested Text Book | <p>1.T.S. Mann, Law and Practice of Life Insurance, Deep and Deep Publications,7th edn (2011)</p> <p>2. Utpal Rajan Sarkaar, Motor Accidents and Motor Insurance Claims, Sodhi Publications,5rd Edn. (2015)</p> <p>3. R.P Katariya, An Exhaustive Commentary On Motor Vehicle Act 1988, Unique Law Publications,5th Edn (2012)</p> <p>Banerjee, law of insurance, Asia Law House, Hyderabad, (1997)</p> <p>4. J.V.N Jaiswal, Law of Insurance, Eastern Book Company,9th edn. (2008)</p> <p>5. Principles and Practice of Life Insurance, Committee on Insurance and Pension, The Institute of Chartered Accountants of India, Fourth Edition-October, 2008, New Delhi</p> <p>6. Insurance - Law & Practice, The Institute of Company Secretaries of India, December 2019, New Delhi</p> <p>7. The Principles of Marine Insurance, A. Primer, Harold Turner</p> |
| Website links | <p>https://irdai.gov.in/</p> <p>https://www.india.gov.in/topics/finance-taxes/insurance</p> <p>http://gicre.in/</p> |

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|---------------------|-------------------------|--------------------------------|--------------------|
| Course Code | SC-MKT-08 | Course Title | Services Marketing |
| Course Type | Specialization. Core | Sessions in TT per week | 04 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |



| | | | |
|-----------------------------|-------|--|--|
| Credit Pattern (LTP) | 2:1:1 | | |
|-----------------------------|-------|--|--|

1. Course Outcomes: On successful completion of course, the learner will be able to:

| Sr. No. | COURSE OUTCOMES (CO'S) |
|---------|---|
| CO1 | Recall the key concepts in services marketing |
| CO2 | Explain the role of Extended Marketing Mix in Services |
| CO3 | Demonstrate the new Paradigm and Perspectives in Marketing of Services |
| CO4 | Analyze the significance of services marketing in the Indian and global economy |
| CO5 | Evaluate Segmentation, Targeting & Positioning of Services in dynamic marketing environment |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|--|---------------------------|
| 1 | Introduction, Nature & Definition of Services, Difference between goods & Services: Service-Continuum, Key classifications of the Services, Service Characteristics; Traditional elements of Services Mix; Need for extended marketing mix elements in Services. Need to study Service Marketing: Evolution of Services as Value Contributors, Service Sector beyond 2020 - Indian, Asian & Global perspectives. | 10 |
| 2 | Process - Service system - Service system, Servicescape and Servuction system, Importance of Process in Services; Service Blueprint; Mapping the Process- Horizontally & Vertically; Variety in Service Process; Value addition in Process. People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters; High Contact & Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture Physical Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing. | 10 |
| 3 | Consumer and Organizational Behavior in Services – Understanding Our Customers & Collaborators in services, stages of service consumption Service Quality- Levels & Dimensions; Service Quality Models - ServQual, GAP Model and Critical Incident Model. Managing demand and capacity – capacity constraints, understanding demand | 10 |



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| | patterns, strategies for matching and adjusting capacity and demand Service Recovery, Service Recovery Process, Impact of Service Failures, Nature of Complaining Behavior-Complaint Resolution | |
| 4 | Bases for Segmentation of Services; Selecting Target Market & Approaches; Techniques of Positioning Services. Managing of Relationships in Services Marketing, service marketing triangle, Current customer retention and customer lifetime value. Service Marketing Strategies for Small and Medium Enterprises: Importance & Challenges. | 10 |
| 5 | Customer as the Centre of Attention; Services as Key Differentiators; New Service Opportunities: Emergence of Work from Home, Automation & New Technologies in Services; Service Marketing Opportunities in India. Applications of Service Marketing: Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Health Care Sector, Event Management Services and Banks & Financial Sector, Non-Profit Organization | 5 |

3. Learning Resources:

| | |
|----------------------------|--|
| Suggested Text Book | <ol style="list-style-type: none"> 1. Service Marketing Concepts Applications & Cases Mk Rampal,SI Gupta, Galgotia Publishing Company 2. Services Marketing: People Technology Strategy, by Wirtz Jochen (Author), Lovelock Christopher (Author), Chatterjee Jayanta, Pearson Education; 8thedition (2017) 3. Services Marketing by Zeithaml, Bitner, Gremler& Pandit, TMGH, 4th Edition 4. Services Marketing: Global Editionby Christopher Lovelock (Author), Jochen Wirtz, Pearson Education; 7 Edition 5. Services Marketing- Valarie A Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, Mcgrawhill. 6. Services Marketing by Rajendra Nargundkar, McGraw-Hill, 3rd Edition 7. Services Marketing, 2nd Edition by Rao -Pearson |
| Weblinks: | <ol style="list-style-type: none"> 1. https://ebooks.inflibnet.ac.in/mgmt14/chapter/services-marketing/ 2. https://youtu.be/tv0Uw3jGCdk?feature=shared 3. https://ebooks.inflibnet.ac.in/mgmt10/chapter/trends-in-service-marketing/ |



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| | <p>4. https://unacademy.com/content/nta-ugc/study-material/business-and-general-awareness/brief-analysis-on-services-marketing/</p> <p>5. https://egyankosh.ac.in/bitstream/123456789/78942/3/Unit-17.pdf</p> <p>6. https://www.edx.org/learn/marketing/indian-institute-of-management-bangalore-services-marketing-concepts-applications</p> |
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MBA Program Syllabus

| | | | |
|-----------------------------|--------------|--------------------------------|--------------------------------|
| Course Code | SC-MKT-9 | Course Title | Business to Business Marketing |
| Course Type | Generic Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

1. Course Objectives:

| Sr.No. | Particulars |
|--------|--|
| CO1 | Define the terms and concepts related to Business to Business marketing. |
| CO2 | Explain the terms and concepts used in business to business marketing |
| CO3 | Articulate challenges and opportunities in Business-to-Business Marketing. |
| CO4 | Formulate segmentation, targeting and positioning, consumer buying behaviour and marketing mix in the context of Business to Business marketing. |
| CO5 | Develop marketing plan for business-to-business Marketing situations |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|----------|---------------------------|
| | | |



| | | |
|-----------------|---|------------------|
| <p>1</p> | <p>Overview of Business-to-Business Marketing:</p> <p>Introduction to Business-to-Business Marketing: Business, Organizational & Government Markets, Organizational Buying Behavior, Concept of the Business-to-Business (B2B) Marketing, Comparison of Business to-Business & Business-to-Consumer Marketing. Buying Situations, Buy grid Framework, Role of Buying Centre, Models of B2B Marketing – Webster & Wind Model, Sheth Model, Impact of Macro/Micro Environmental factors on decision making</p> | <p>10</p> |
| <p>2</p> | <p>Segmentation, Targeting & Positioning for B2B Markets:</p> <p>Market Segmentation Bases: Macro Variables - Industry Characteristics, Company Size, Customer Location, End User Markets, product Applications. Micro Variables: Customer Interaction needs, Organizational Capabilities, Purchasing Policies, Purchasing Criteria, and Personal Characteristics. Target Markets: Concentrated Marketing, Differentiated Marketing, Undifferentiated Marketing. Criteria used for choosing a target market. Positioning</p> | <p>10</p> |
| <p>3</p> | <p>Product and Pricing Strategy for B2B Markets:</p> <p>Industrial Products: Definition of an Industrial Product, Industrial Product Lifecycle & Strategies across the PLC, Product strategies for New Products and Existing Products, Costs, volume and Experience curve. After Sales Service – Importance, Use of Innovation, Competitiveness & Technology. Strategies used for marketing of Projects, Industrial Services, and High technology products.</p> <p>Pricing: Factors influencing Pricing Decisions, Pricing Strategies – Competitive bidding, Pricing of New Products, Pricing Policies, Commercial Terms and Conditions, Contracts, Hiring & Leasing, Negotiation, Bargaining, Persuasion & Conviction. Methods used to Influence Industrial Customers, Special Dealing between Buyer and Sellers, Reciprocity, Ethical Issues. International Market based Pricing</p> | <p>10</p> |
| <p>4</p> | <p>Promotion Mix for B2B Markets:</p> <p>Personal Selling: Role & Characteristics of Personal Selling, Development & Management of Sales Force, Key Account Management - ABC Analysis of Industrial Customers.</p> <p>Promotions: Developing Industrial Communication Program, Trade Shows, Exhibitions, Catalogues, Samples, Public Relations, and Advertising</p> | <p>10</p> |
| <p>5</p> | <p>Distribution Channels and Current Trends for B to B markets :</p> <p>Distribution Channels: Distinctive Nature of B To B Distribution Channels, Types of Industrial Middlemen, Channel Flow Design, Formulating Distribution Strategies and Cost Benefit Analysis, Current Trends for B to B</p> | <p>5</p> |



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| markets: Use of Social Media, Use of technology in branding, Use of digital platforms by B to B organizations, Virtual Marts |
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3. Learning Resources:

| Sr. No. | Particulars |
|----------------------------|---|
| Suggested Text Book | 1. Industrial Marketing: Text and Cases Krishna K. Havaldar Tata McGraw-Hill Education 2. Industrial Marketing By Hill, Alexander and cross, Irwin 3. Industrial Marketing by Mukerjee, Excel Book. |
| Reference Books | 1. Business to Business Marketing by Ross Brennan, Louise Canning, Raymond Macdowell 2. Industrials Marketing by Mathur, New age international Publishers |

4. Web Resources:

1. Business to Business Marketing on Swayam Platform or on Coursera
2. B2B Marketing Foundations Training (LinkedIn Learning – Lynda)

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|-----------------------------|-----------|--------------------------------|------------------------------------|
| Course Code | SC-MKT-10 | Course Title | Integrated Marketing Communication |
| Course Type | Elective | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

1. Course Objectives: On successful completion of the course the learner will be able to

| Sr.No. | Particulars |
|------------|--|
| CO1 | RECALL and describe the Integrated Marketing Communication (IMC) mix and the IMC planning process. |
| CO2 | EXAMINE the role of IMC in building brand identity, brand equity, and customer engagement. |



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|-----|---|
| CO3 | APPLY IMC tools in contemporary real-world scenarios to develop cohesive marketing strategies. |
| CO4 | Analyse and critically evaluate the communication effects and results of IMC campaigns across various brands. |
| CO5 | DEVELOP integrated cross-media strategies and creative messages to effectively reach target audiences and deliver brand promises through IMC campaigns. |

0. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction to Integrated Marketing Communication (IMC): Definition, evolution, role of IMC, IMC planning process, promotional mix tools, global IMC concepts, elements and strategies, value of IMC plans, need for consistency and cohesion, benefits of IMC plans, paradigm shift from mass communication to personal communication channels. | 7 |
| 2 | Advertising and Message Strategies: Definition, history, role and functions of advertising, types of advertising, 5 M's of advertising, social, ethical, and regulatory aspects, message strategies and execution frameworks, advertising design and appeals, AIDA model, DAGMAR model, ATRN model, DRIP model, structure of an advertisement, copywriting for various media, advertising ecosystem, advertising in the age of technology (AR, VR), advertising laws, ethics, and intellectual property rights. | 7 |
| 3 | Media Planning and Digital Strategies: Audio-visual media (television, radio), print and outdoor media (magazines, newspapers, outdoor), support media, internet and interactive media, growth of the internet, social media marketing (definition, history, importance), comparison between social media and traditional media marketing, major social media platforms (Facebook, Instagram, YouTube, LinkedIn, Pinterest), organic vs. paid marketing, influencer marketing, social media marketing plan, ethics in social media marketing | 5 |
| 4 | Sales Promotion and Direct Marketing: Scope and role of sales promotion, consumer-oriented sales promotion, trade-oriented sales promotion, sales staff-oriented sales promotion, planning and implementing a sales promotion program, growth and applicability of direct marketing, personal selling as a component of IMC. | |



| | | |
|---|---|--|
| 5 | <p>Public Relations and Corporate Communication: Definition, role and functions of public relations (PR) in the digital economy, publicity and corporate advertising in traditional and digital environments, integrated PR strategy, importance of reputation management in the age of virality and cancel culture, difference between public relations and advertising, role of social listening and proactive reputation management, influencer PR and online brand advocacy, 3R approach of crisis communication frameworks, sponsorship and event marketing, role of the internet in public relations and publicity, advantages and disadvantages of publicity.</p> | |
|---|---|--|

0. Learning Resources:

| | Particulars |
|----------------------------|---|
| Suggested Books | 1. Belch, George & Belch, Michael. Advertising and Promotion. Tata McGraw Hill, New Delhi. 2. Clow, Kenneth & Black, Donald. Integrated Advertising, Promotion and Marketing Communication. Pearson Education, New Delhi. 3. Jethwaney, Jaishree & Jain, Shruti. Advertising Management. Oxford University Press, New Delhi. 4. Semenik, Allen. Advertising and Promotions. Cengage Learning. 5. Kazmi, SHH & Batra, Satish. Advertising and Promotion. Excel Books. 6. Shah, D'Souza. Advertising and Promotions. Tata McGraw Hill. |
| Suggested Reference Books: | . Duncan, Tom. Integrated Marketing Communication. McGraw-Hill. 2. Jain, Shridha. Integrated Marketing Communication: Trends and Innovations. Global India Publications. 3. Schultz, Don & Schultz, Heidi. IMC, The Next Generation. Tata McGraw Hill, New Delhi. 4. Kamath, K. Social Media Marketing Essentials You Always Wanted To Know. Vibrant Publishers, USA. 5. Belch, George E., Belch, Michael A., & Purani, Keyoor. Advertising and Promotion, 12th Edition. Tata McGraw Hill. 6. Setiawan, Iwan, Kartajaya, Hermawan, & Kotler, Philip. Marketing 5.0. John Wiley & Sons Inc., Hoboken, New Jersey. 7. Tjandra, A. K. AI for Marketing and Product Innovation. 8. Journal of Interactive Marketing, Ad Age Tech Reports, MIT Sloan Management Review. 9. Industry Blogs: Think with Google, Meta for Business, Mar Tech Today. |

| Course Code | SC-HRM-08 | Course Title | Learning & Development |
|--------------|---------------------|-------------------------|------------------------|
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |



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| Credit Pattern (LTP) | 3:1:0 | | |
|-----------------------------|--------------|--|--|

1. **Course Outcomes: On successful completion of the course the learner will be able to**

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Describe the key concepts associated with Learning & Development |
| CO2 | Explain the training process and the various methods of training for various categories of employees in a variety of organizational contexts. |
| CO3 | Identify training needs of various categories of employees in a variety of organizational contexts. |
| CO4 | Examine the impact of training on various organizational and HR aspects. |
| CO5 | Design a training programme for various categories of employees in a variety of organizational contexts. |

2. **Course Syllabus:**

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | Learning: Nature of learning, Learning-its influence on employee behavior, Learning Process, Learning and HRD, Learning styles, elements and Profile, Types of Learning - Adult Learning, Andragogy, Implementing Learning/HRD needs. Concept of Training, Difference between learning and training, Effective Learning and Training. | 10 |
| 2 | Process of Training: Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist. | 9 |
| 3 | Designing and Implementation of Training Plan: Objectives of Designing Training Plan, Budgeting of Training, Trainer and Trainee Identification, Designing Modules, Designing and Conducting Specific Training and Development Programme. On Job Training, and Competency based training, Online Training, E-Learning, Multimedia Training, Management Development Program, New Employee Training | 10 |
| 4 | Evaluation of Training Program: Introduction, concept & principles, Evaluating Training and Results, CIRO of Training, ROI of Training, Cost-Benefit analysis. | 8 |
| 5 | Management Development: Training and Mentoring, Training Practices, Train the trainer, Training for Diversity, Impact of Training on HRD. Designing the MDP (Management Development Program) | 8 |

3. **Learning Resources:**



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| Suggested Books | 1. Employee Training & Development, Raymond Noe 2. Training and Development, S K Bhatia 3. The ASTD Training and Development Handbook: A Guide to Human Resource Development, Robert Craig, McGraw- Hill. 4. Creative Training Techniques Handbook, Robert W. Pike, CSP |
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|-----------------------------|----------------------------|--------------------------------|-----------------|
| Course Code | SC-HRM-09 | Course Title | HR Audit |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | Describe the concept of HR Audit. |
| CO2 | Understand the role of HR Auditor. |
| CO3 | Examine the HR Audit for a company's report. |
| CO4 | Analyze the various methods of conducting HR Audit. |
| CO5 | Evaluate the current trends in HR Audit. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Human Resource Audit: Concepts and important Components, Identifying the Human Resource Audit Goal and Benefits of Human Resource Audit. Principles of Effective HR Auditing. Role of HR Auditor. | 9 |
| 2 | Methodology and instruments of HR Audit: Preliminary Steps, goals of the Audit; Issues in HR Audit; Strategy Alignment of HR Audit; HR Audit Process. | 9 |
| 3 | Methods of conducting HR Audit: Interview, Workshop, Observation, Questionnaire; The Indian Experience and Case Studies: Introduction Prevalence of HR Audit, HR Audit Case-Manufacturing Industry, HR Audit Case Service Industry. | 9 |



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|---|---|---|
| 4 | HR Audit for Legal Compliance and Safe Business Practices: Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices; Human Resource Auditing as a Tool of Human Resource Valuation: Rationale of Human Resource Valuation and Auditing, Issues in Human Capital Measurement and Reporting; Designing Balance and HRD Score Card. | 9 |
| 5 | Human Resource Audit Report: Preparation of report, Use of HR Audit report for business improvement; Recent Advancements in Human Resource Audit. | 9 |

3. Learning Resources:

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|------------------------|--|
| Suggested Book | <ol style="list-style-type: none"> 1. Dr. Sibram Nisonko, HR Audit: Audit Your Most Precious Resources, Independently published 2. Rajni Gyanchandani, Durdana Ovais, HR Audit, Everest publication 3. T. V. Rao, HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage Publication, 2nd Edition 4. Udai Pareek, T. V. Rao, Designing and Managing Human Resource Systems, Oxford Publication, 3rd Edition 5. Peter Reilly, Marie Strebler, Polly Kettley, The Human Resource Function Audit, Cambridge Strategy |
| Cases | <ol style="list-style-type: none"> 1. https://www.researchgate.net/publication/279742696_Human_Resource_Planning_and_Audit_-_A_Case_Study_of_HEG_Limited 2. https://bhccgroup.com/project-details/nonprofit 3. http://repository.smuc.edu.et/bitstream/123456789/3794/1/Final%20paper%20hana%20Taye%20HRM%202008%20E.C.pdf |
| Research Papers | <ol style="list-style-type: none"> 1. https://ijcrt.org/papers/IJCRT2106275.pdf |
| Websites | <ol style="list-style-type: none"> 1. https://www.investopedia.com/terms/i/internalaudit.asp 2. https://husys.com/case-study/hr-audit-for-better-management/ 3. https://www.waldenu.edu/programs/business/resource/what-is-an-hr-audit-and-why-is-it-important#:~:text=What%20is%20an%20HR%20Audit,to%20perform%20an%20internal%20audit. 4. https://hr.university/shrm/hr-audit/ |
| Videos | <ol style="list-style-type: none"> 1. https://youtu.be/gaClcfhfWFM?feature=shared 2. https://youtu.be/3WvemE875bs?feature=shared 3. https://youtu.be/6Y_bfQkw3tM?feature=shared 4. https://www.youtube.com/watch?v=pwmDsUTmeV0 5. https://www.youtube.com/watch?v=dO-O1MbGjw&t=8s |

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|--------------------|------------------|---------------------|------------------------|
| Course Code | SC-HRM-10 | Course Title | Strategic Human |
|--------------------|------------------|---------------------|------------------------|



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|-----------------------------|----------------------------|--------------------------------|----------------------------|
| | | | Resource Management |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 3:1:0 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|--|
| CO1 | Remember the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international contexts. |
| CO2 | Understand and articulate the basic concepts of SHRM and link the HR strategies to the organizational business strategies. |
| CO3 | Analyze HR as an investment to the company. |
| CO4 | Interpret and Evaluate the implementation of HR strategies. |
| CO5 | Formulate and provide realistic solutions to the industry by designing innovative strategies and logical decision-making. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | Introduction to Strategic Human Resource Management: Definition and objectives of SHRM, Evolution of SHRM, Strategic Fit, Types of HR strategies, Linking HR strategies to business strategies | 9 |
| 2 | Components of SHRM: Human Capital Management, Valuation of human resources in a strategic level, HR cost, Investments in HR, Formulation of HR strategies, Strategic HR vs traditional HR, HRM in the knowledge economy, Challenges and issues in the implementation of HR strategies in the Indian context. | 9 |
| 3 | Strategic Human Resource Management Issues: Employee engagement, Investment in Training and Development, learning organization, Skill-based pay, Variable pay, HR outsourcing, Factors driving the need to outsource, Stages of outsourcing, Understanding retrenchment and redundancy, Cross- cultural management & workforce diversity. | 9 |



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| | | |
|---|--|---|
| 4 | Specific HR strategies: Talent Management strategies, Career Planning and succession planning, Compensation and reward strategies, Employee engagement strategies | 9 |
| 5 | Global Dimensions to HR strategy: SHRM in international context, Global competitive advantage, Issues and challenges in SHRM, cross cultural management- developing cross-cultural sensitivity, OCTAPACE, Global business ethics | 9 |

3. Learning Resources:

| | |
|-----------------------|--|
| Suggested Book | <ol style="list-style-type: none"> 1. Dr. Sibram Nisonko, HR Audit: Audit Your Most Precious Resources, Independently published 2. Rajni Gyanchandani, Durdana Ovais, HR Audit, Everest publication 3. T. V. Rao, HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage Publication, 2nd Edition 4. Udai Pareek, T. V. Rao, Designing and Managing Human Resource Systems, Oxford Publication, 3rd Edition 5. Peter Reilly, Marie Strebler, Polly Kettley, The Human Resource Function Audit, Cambridge Strategy |
| Websites | <ol style="list-style-type: none"> 1. https://www.investopedia.com/terms/i/internalaudit.asp 2. https://husys.com/case-study/hr-audit-for-better-management/ 3. https://www.waldenu.edu/programs/business/resource/what-is-an-hr-audit-and-why-is-it-important#:~:text=What%20Is%20an%20HR%20Audit,to%20perform%20an%20internal%20audit. 4. https://hr.university/shrm/hr-audit/ |



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|-----------------------------|------------------------|--------------------------------|--|
| Course Code | SC-BA-08 | Course Title | Data Management & Business Data Preparation |
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

1. Course Outcomes: On successful completion of the course the learner will be able to

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | Explain the role and process of data mining in business analytics. |
| CO2 | Apply data mining techniques to business datasets for pattern discovery. |
| CO3 | Analyze customer, employee, and operational data using classification and clustering outputs. |
| CO4 | Evaluate the suitability and limitations of different data mining techniques for business problems. |
| CO5 | Develop actionable business insights and recommendations based on data mining results. |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|--|----------------------------------|
| 1 | Introduction to Data Mining & Business Applications Key Concepts: Data mining vs statistics vs machine learning, Data mining in the analytics lifecycle, Types of data mining tasks: Classification, Clustering, Association analysis, Prediction (conceptual), Ethical considerations in data mining. Tools / Techniques: Conceptual frameworks, Business analytics tools overview. Business Use Cases: Customer churn identification, Employee attrition analysis, Fraud pattern detection. Expected Industry Outcomes: Ability to identify where data mining adds business value, Clear distinction between analytics roles and data science roles. | 9 |



| | | |
|-----------|--|----------|
| 2 | <p>Data Preparation for Data Mining Key Concepts: Importance of data quality in mining, Data selection and sampling, Handling missing values and outliers, Feature selection (business-driven). Tools / Techniques: Excel, Tableau Prep (for data shaping) Business Use Cases: Preparing CRM data for customer analysis, Cleaning HR datasets for attrition studies. Expected Industry Outcomes: Ability to prepare datasets suitable for mining exercises, Appreciation of data preparation effort in real projects.</p> | 9 |
| 3. | <p>Classification Techniques for Business Decisions Key Concepts: Concept of classification, Common techniques (conceptual, non-mathematical): Decision trees, Logistic regression (interpretation focus), Model output interpretation: Accuracy, Confusion matrix (conceptual). Tools / Techniques: Tool-based demonstrations (no coding), Tableau-based segmentation views. Business Use Cases: Customer churn prediction, Credit risk categorization, Employee attrition classification. Expected Industry Outcomes: Ability to interpret classification results, Use outputs to support business decisions</p> | 9 |
| 4 | <p>Clustering & Association Analysis Key Concepts: Clustering concepts: Similarity and distance (conceptual), K-means (business interpretation focus), Association rule mining: Support, confidence, lift, Interpreting clusters and rules for business use. Tools / Techniques: Excel-based clustering demonstrations, Tableau visualization of clusters. Business Use Cases: Customer segmentation, Market basket analysis, Product bundling strategies. Expected Industry Outcomes: Ability to segment customers or products, Translate patterns into marketing and sales strategies</p> | 9 |
| 5 | <p>Interpreting, Validating & Communicating Data Mining Results Key Concepts: Validation of mining results, Avoiding common interpretation errors, Business limitations of data mining, Communicating mining insights to stakeholders. Tools / Techniques: Tableau dashboards for insight communication, Storytelling frameworks. Business Use Cases: Presenting customer segments to marketing teams, Explaining attrition drivers to HR leadership. Expected Industry Outcomes: Ability to convert mining outputs into actionable insights, Strong decision-support communication skills</p> | 9 |

3. Learning Resources:

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|------------------------|---|
| Suggested Books | <ol style="list-style-type: none"> 1. Data Mining: The Textbook by Charu C. Aggarwal 2. Data Science for Business by Foster Provost and Tom Fawcett, O'Reilly 3. Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Addison Wesley 4. Data Mining and Analysis: Fundamental Concepts and Algorithms by Mohammed J. Zaki and Wagner Meira |
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|--------------------|----------|---------------------|---------------|
| Course Code | SC-BA-09 | Course Title | R programming |
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|----------------------|------------------------|----------------------------|-----|
| Course Type | Specialization Core | Sessions in TT per week | 4 |
| Credit Type | Full Credit | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|---|
| CO1 | IDENTIFY opportunities for creating value using business analytics and DESCRIBE the basic concepts in Business Analytics, DATA Science and Business Intelligence. |
| CO2 | EXPLAIN the applications of Business Analytics in multiple business domains and scenarios. |
| CO3 | DEVELOP a thought process to think like a data scientist/business analyst. |
| CO4 | ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R. |
| CO5 | INTERPRET various data types and structures for given analytics task |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Introduction to R and its relevance in Business Analytics. R environment and RStudio interface. Downloading and installing R and RStudio. Using command line and script editor in R. Writing your first R program. Understanding R workspace and working directory. Help system in R (help(), ?, vignettes) Basic understanding of open-source analytics tools vs commercial tools (SAS, SPSS, Excel) | 4 |
| 2 | File operations in R: Reading from and writing to files, Working with CSV, TXT, and Excel files. Importing data from spreadsheets and text files. Importing data from SAS and SPSS formats. Connecting R to RDBMS using ODBC. Executing basic SQL queries in R. Concept of structured vs unstructured data in business. Overview of typical business data sources (ERP, CRM, Web, Surveys). | 10 |
| 3 | Data types in R and their business relevance. Introduction to data structures in R: Vectors, Scalars, Lists, Matrices, Arrays, Data | 11 |



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|---|--|----|
| | Frames, Factors. Appropriate use of data structures in different business conditions. Advantages and limitations of each data structure. Concept of tidy data and its importance in analytics. Mapping business variables (sales, cost, customer ID) to R data types. | |
| 4 | Inspecting data: head(), tail(), str(), class(), length(), nrow(), ncol(). Data subsetting techniques. Concatenation and combining data: c(), cbind(), rbind(), merge(). Summarizing data using built-in functions. Apply family of functions: apply(), sapply(), tapply(). SQL joins in R. Basic data transformation activities. Introduction to exploratory data analysis (EDA) for business decisions. Basic data quality checks (missing values, duplicates). | 10 |
| 5 | Program structure in R. Flow control statements: if-else, for loop, while loop, repeat loop. Debugging tools and error handling basics. Writing reusable scripts for repeated analysis. Basics of web scraping. Ethical and legal considerations in web data usage. Use cases of automation in business analytics (monthly reports, dashboards). | 10 |

*Basics of R is required

3. Learning Resources:

| | |
|------------------------|---|
| Suggested Books | <ol style="list-style-type: none"> 1. R for Business Analytics, A Ohri 2. Data Analytics using R, Seema Acharya, TMGH 3. Data mining and business analytics with R, Johannes Ledolter. New Jersey: John Wiley & Sons. 4. Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley 5. Business Analytics Using R - A Practical Approach, Dr. Umesh R. Hodeghatta, Umesha Nayak 6. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons 7. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan. Boca Raton: CRC Press 8. The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley 9. Taming the big data tidal wave: finding opportunities in huge data streams with advanced analytics, Bill Franks. Hoboken: John Wiley & Sons. 10. Big data, big analytics: emerging business intelligence and analytic trends for today's business, Michael Minelli. Hoboken: John Wiley & Sons |
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|--------------------|----------|---------------------|---|
| Course Code | SC-BA-10 | Course Title | Artificial Intelligence in Business Applications |
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| Course Type | Generic Compulsory | Sessions in TT per week | 4 |
| Credit Type | Half | Total Marks | 100 |
| Credit Value | 4 | | |
| Credit Pattern (LTP) | 2:1:1 | | |

4. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|------------------|---|
| CO1 | IDENTIFY KNOWLEDGE associated and represent it by logical sequence and plan a strategy to solve given problem |
| CO2 | UNDERSTAND AI's fundamental concepts and methods. |
| CO3 | APPLY various machine learning algorithms on structured data to develop machine learning models. |
| CO4 | ACQUIRE advanced Data ANALYSIS SKILLS through algorithm and search processes |
| CO5 | SELECT logical and functional process to develop the model |

5. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|-----------------|---|----------------------------------|
| 1 | <p>Introduction to AI and Programming Tools Analytics Landscape, Complexity of Analytics, What Is Artificial Intelligence? Embedding AI into Business Processes, Basic Concepts of Artificial Intelligence Brain Science and Problem Solving, The History of AI, Benefits of AI Data Pyramid Property of Autonomy, The AI Revolution, Business Innovation with Big Data and Artificial Intelligence. AI and Predictive Analytics, Overlapping of Artificial Intelligence with Other Fields Ethics and Privacy Issues, Application Areas, AI and Society. Knowledge-Based Systems Knowledge Based Reasoning: Agents, Facets of Knowledge.</p> | 10 |



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|-----------------|---|------------------|
| <p>2</p> | <p>Logic and Inferences Formal Logic, Propositional and First Order Logic, Resolution in Propositional and First Order Logic, Deductive Retrieval, Backward Chaining, Second order Logic. Knowledge Representation: Conceptual Dependency, Frames, Semantic nets. Reasoning Systems for Categories, Reasoning with Default Information. Propositional Logic & Predicate logic - Syntax., Semantics , Computability and Complexity Applications and Limitations, Logic for Problem solving, Logic Programming with PROLOG , PROLOG Systems and Implementations, Execution Control and Procedural Elements, Constraint Logic Programming, Simple Examples</p> | <p>10</p> |
| <p>3</p> | <p>Problem Solving, Search and Game Techniques Problem solving with AI, Study and analysis of various searching algorithms, Local Search in Continuous Spaces, Searching with Non-deterministic Actions General Problem Solver, Gelernter's Geometry Theorem, STRIPS, ABSTRIPS, Search - Overview, Problem representation State-space representation, Problem-reduction representation, Uninformed Search - Blind state-space search, Breadth-First Search, Uniform-cost search, Depth-First Search, Iterative Deepening, Heuristic Search, Greedy Search , A★-Search ,IDA★-Search. Games with Opponents- Minimax Search, Alpha-Beta-Pruning Non-deterministic Games. Heuristic Evaluation Functions Game trees, optimal search for an optimal solution. Conditions for optimality: Admissibility and consistency, Optimality of A*, Optimization Problems: Hill-climbing search Simulated annealing, Local beam search, Recursive Best First Search, Pruning the CLOSED and OPEN Lists</p> | <p>10</p> |
| <p>4</p> | <p>Machine Learning and Data Mining Introduction - What is machine learning?, Supervised vs. unsupervised learning , Reinforcement Learning. Machine Learning Workflow, Learning Algorithms, Linear Regression k-Nearest Neighbor , Decision Trees, Feature Construction and Data Reduction ,Random Forest, k-Means Algorithm, Gradient Boosting, Analyzing Big Data Different Deep Learning Models, Auto encoders, Data Analysis, The Perceptron, a Linear Classifier, The Learning Rule, Optimization and Outlook , The Nearest Neighbor Method, Two Classes, Many Classes, Approximation, Case-Based Reasoning, Decision Tree Learning, Entropy as a Metric for Information Content, Learning of Appendicitis Diagnosis, Cross-Validation and Over fitting, Learning of Bayesian Networks, Learning the Network Structure, The Naive Bayes Classifier, Clustering ,Hierarchical Clustering, Data Mining in Practice</p> | |



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| 5 | <p>Natural language processing & Neural Networks</p> <p>Introduction to Natural Language Processing, Stages in NLP, NLP Models, Morphological Processing - Syntax and Semantics, Text Analytics, Sentiment Analysis, Syntactic Analysis (Parsing), Semantic interpretation, Discourse and pragmatic Processing, Text Classification, Implementation aspects of Syntactic Analysis (Parsing), Application of NLP in Machine Translation, Information Retrieval and Big Data Information Retrieval. Learning: Supervised, Unsupervised and Reinforcement learning. Use Cases of NLP, Applications of NLP in Business</p> <p>Customer Service, Reputation Monitoring. Market Intelligence, Sentiment Technology in Business. Artificial Neural Networks - Concept, Feed forward and Feedback ANNs, Error Back Propagation, Boltzmann Machine, Deep Neural Network and Tools, Hopfield Networks , Application to a Pattern Recognition Example, Neural Associative Memory , Linear Networks with Minimal Errors, Applications of Neural Network</p> |
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6. Learning Resources:

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| Suggested Book | <p>7. Introduction to Artificial Intelligence by Wolfgang Ertel, Springer, Translated by Nathanael Black</p> <p>8. Artificial Intelligence by Elaine Rich, Kevin Knight and Nair, TMH</p> <p>9. A First Course in Artificial Intelligence by Deepak Khemani, McGraw Hill Education(India)</p> <p>10. Artificial Intelligence: A Modern Approach by Stuart Russell and Peter Norvig, Pearson</p> <p>11. Artificial Intelligence by Saroj Kausik, Cengage Learning</p> <p>12. Artificial Intelligence by Dan W Patterson, Prentice Hall of India SPPU - MBA Revised Curriculum 2022 – NEP - CBCGS & OBE Pattern Page 232 of 260</p> <p>13. Artificial Intelligence and Intelligent Systems by Padhy, Oxford University Press</p> |
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|-----------------------------|--------------------|--------------------------------|--|
| Course Code | GC 07 | Course Title | Management Paradigms from Bhagavad Gita |
| Course Type | Generic Compulsory | Sessions in TT per week | 2 |
| Credit Type | Half | Total Marks | 50 |
| Credit Value | 2 | | |
| Credit Pattern (LTP) | 2:0:0 | | |

1. Course Outcomes: On successful completion of course the learner will be able to -

| CO Number | COURSE OUTCOMES (CO'S) |
|-----------|--|
| CO1 | Memorize Bhagavad Gita's teachings on self-knowledge, duty, and leadership |



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|-----|---|
| CO2 | Understand IKS through the Bhagavad Gita and exploring its relevance for modern management. |
| CO3 | Apply the management principles derived from the Bhagavad Gita to real-life scenarios. |
| CO4 | Analyze the application of IKS principles in areas of business ethics, leadership. |
| CO5 | Develop a deeper appreciation for the indigenous wisdom of India IKS |

2. Course Syllabus:

| Sub Unit | Syllabus | Tentative No. of Sessions |
|----------|---|---------------------------|
| 1 | Perspectives on Self-Management on Life and Society An introduction to Bhagavad Gita & its relevance. Relevance of Ancient Indian Wisdom for contemporary society. Mind as a key player in an individual development. Perspectives on Sustainability. | 10 |
| 2 | Spirituality in Business and Workplace Spirituality in Business. The notion of Spirituality. Shaping the personality through Trigunas, Values. | 10 |
| 3 | Perspectives on Leadership and Work Failed Leadership: Causes & Concerns, Law of Conservation of Divinity, Leadership Perspectives in the Gita, Role of Yoga in addressing stress & burnout of managers. | 10 |

3. Learning Resources:

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|-----------------------|--|
| Suggested Book | <ol style="list-style-type: none"> 1. Bhagvad Gita with Meaning (English). A. C. Bhaktivedanta Swami Prabhupāda, The Bhaktivedanta Book Trust 2. Bhagavad-gita: As It Is, A. C. Bhaktivedanta Swami Prabhupāda, A. C. Bhaktivedanta... BBT Publishing 3. Sarth Bhagavad Gita, Gita Press. 4. Management in Bhagavad Gita, Dr Ashutosh Narayan Misal , A1VIEW publisher. 5. GITA: Spirituality for Leadership & Success, Pranay, Fingerprint! Publishing. 6. The Gita and Management Swami BodhanandaSwami Bodhananda Srishti Publishers. |
| Videos | <ol style="list-style-type: none"> 1. Bhagwat Geeta in English Chapter 1 to 9 with Narration HG Gaurmandal Das https://www.youtube.com/watch?v=w0hAAhtDUck 2. Bhagwat Geeta in English Chapter 10 to 18 with Narration https://www.youtube.com/watch?v=ZWAM0PpGBc 3. TRUE Understanding Of The Bhagavad Gita - @KeshavaSwami https://www.youtube.com/watch?v=4h9A7-rPISQ 4. Modern Tools That Decode Mahabharata & Ramayana Nilesh Nilkanth Oak https://www.youtube.com/watch?v=LHLA7g1SaA |



MOOCS

| Course Code | MOOC1/MOOC2 | Course Title | MOOCs of Multidisciplinary |
|----------------------|-----------------|-------------------------|----------------------------|
| Course Type | Compulsory | Sessions in TT per week | - |
| Credit Type | Full Credit | Total Marks | 50 marks each |
| Credit Value | Two credit each | | |
| Credit Pattern (LTP) | 0:3:0 | | |

2 credits \approx 30 hours of coursework

- Includes:
 - Video lectures
 - Reading materials
 - Quizzes / assignments
 - Final assessment

Approved Platforms

Usually accepted platforms include:

- SWAYAM (Government of India MOOC platform)
- Coursera
- edX
- NPTEL
- Udemy

3. Course Selection Rules

MBA students must choose courses that are:

- Related to management, business, or interdisciplinary skills
- Approved by the department / program coordinator
- Equivalent to minimum 2 credits or 4–6 weeks duration

Examples:

- Business Analytics



- Marketing Management
- Financial Markets
- Entrepreneurship
- Leadership & Communication
- Data Analysis for Managers

4. Registration Procedure

Typical process:

1. Select course on approved MOOC platform.
2. Get approval from MBA coordinator or HOD.
3. Register on the platform.
4. Submit registration proof to department.

5. Assessment & Certification

To earn 2 credits, students must:

- Complete all assignments/quizzes
- Pass the final exam
- Obtain minimum passing marks (usually 40–50%)
- Submit the verified certificate to the university.