NEP and Learning Outcomes based Curriculum Framework (LOCF)

For Postgraduate Programme

Master of Business Administration- General

(Applicable from the Academic Session 2024-25)

Department of Management
Gurugram University, Gurugram (Haryana)
(A State Govt. University Established Under Haryana Act 17 of 2017

Chairperson
Department of Management
Gurugram University
Gurugram

MBA 2 Year: 3rd Semester (Total Credits: 34, Marks - 850)

After completing 1st and 2nd Semesters, students can opt either dual specialization or super specialization. Under the dual specialization scheme, the students are required to choose any two specialization areas offered under the scheme **(Marketing Management/ Financial Management/ Human Resource Management/ Operations & Supply Chain Management).** Under each specialization opted, the student is required to study any two courses from each of the selected specializations, in both, third & fourth semesters. The specialization area opted in the Third Semester would remain the same in Fourth semester also.

Under super specialization scheme, the students are required to study four courses pertaining to the opted specialization area **(Marketing Management/ Financial Management/ Human Resource Management/ Operations & Supply Chain Management)**, in the third semester and three courses pertaining to the same specialization in the fourth semester.

Note: For introducing a particular specialization in the third semester, there must be at least 10 students having opted that specialization.

Course Code	Course Title	Course ID	Theory Marks		Practical Marks		Total Marks	Credit
			External Marks	Internal Marks	External Marks	Internal Marks		
	Core Courses							
243MGCC1	Strategic Management	241/MBA/CC301	70	30	-	-	100	4
243MGCC2	Business Law (Blended Learning Mode)	241/MBA/CC302	70	30	-	-	100	4
243MGCC31	Integrated Marketing Communication	241/MBA/CC303#	70	30	-	-		

243MGCC32	Corporate Restructuring And Business Valuation	241/MBA/CC304#	70	30	-	-		
243MGCC33	Strategic Human Resource Management	241/MBA/CC305#	70	30	-	-		
243MGCC34	Operations & Supply Chain Management	241/MBA/CC306#	70	30	-	-	100	4
	Multidisciplinary Course							
	To be picked up from the pool						75	3
	Skill Enhancement Course							
	To be picked up from the pool OR Equivalent MOOC Course*						50	2
	Value Addition Course							
	To be picked up from the pool OR Equivalent MOOC Course*						50	2
	Internship/ Dissertation/ Research Project							
243MGIDR1	Summer Training Project Report	241/MBA/ID301	-	-	70	30	100	4
243MGIDR2	Seminar/Live Project	241/MBA/ID302	-	-	35	15	50	2
	Discipline Specific Elective Course##							
243MGDSE1	Digital Marketing	241/MBA/DS301	50	25	-	-	75	3
243MGDSE2	Security Analysis and Portfolio Management / Financial Analytics	241/MBA/DS302	50	25	-	-		

243MGDSE3	Industrial Relations & Labour Laws	241/MBA/DS303	50	25	-	-		
243MGDSE4	Total Quality Management	241/MBA/DS304	50	25	-	-		
	Specialization Specific Elective Courses: Marketing Management##							
243MGMM1	Customer Relationship Management	241/MBA/SS301	50	25	-		75	3
243MGMM2	Consumer Behaviour Management	241/MBA/SS302	50	25	-			
	Specialization Specific Elective Courses: Financial Management##							
243MGFM1	Security Analysis and Portfolio Management	241/MBA/SS303	50	25	-	-	75	3
243MGFM2	Management of Financial Markets and Institutions	241/MBA/SS304	50	25	-	-		
	Specialization Specific Elective Courses: Human Resource Management ##							
243MGHRM1	Compensation and Benefits Management	241/MBA/SS305	50	25	-	-	75	3
243MGHRM2	Learning and Development	241/MBA/SS306	50	25	-	-		
	Specialization Specific Elective Courses: Operations and Supply Chain Management##							
243MGOSCM1	Procurement and Logistics Management	241/MBA/SS307	50	25	-	-	75	3
243MGOSCM2	Supply Chain Performance Management	241/MBA/SS308	50	25	-	-		
	Total						850	34

	*Each student is required to opt at least one course from MOOC for equivalent course credits. It is mandatory for the student to submit passing certificate of the same to the department, to be able to appear for the viva. For MOOC courses, 35 marks will be for the certificate earned (external practical) and 15 marks will be allotted on the basis of internal (internal practical) viva. # Student has to opt any one of the subjects from the mentioned courses as per their respective specialization. ## Student who is pursuing 'Dual Specialization', has to elect from the pool of specialization courses under Core Courses, Discipline Specific Elective Courses and Specialization Specific Elective Courses in such a way that by the end of the third semester, they should have studied two courses from each of their opted specializations. If a student has opted specialization specific core course pertaining to their first specialization in the 3rd semester, then they are required to opt for the discipline specific elective course pertaining to the second specialization.

MBA 2 Year: 4th Semester (Total Credits: 28, Marks - 700)

Course Code	Course Title	Course ID	Theory Marks		Practical Marks		Total Marks	Credits
			External Marks	Internal Marks	External Marks	Internal Marks		
	Core Courses							
244MGCC1	Entrepreneurship and Innovation OR Equivalent MOOC Course	241/MBA/CC401	70	30	-		100	4
244MGCC2	Business Environment & Sustainability OR Equivalent MOOC Course	241/MBA/CC402#	70	30	-	-	100	4
	Multidisciplinary Course							

244MGCC2	Business Environment & Sustainability OR Equivalent MOOC Course	241/MBA/CC402#	70	30	-	-	100	4

	Multicisciplinary Course							
	To be picked up from the pool OR Equivalent MOOC Course*							3
	*Each student is required to opt at least one course from MOOC for equivalent course credits. It is mandatory for the stucent to submit passing certificate of the same to the department, to be able to appear for the viva. For MOOC courses, 50 marks will be for the certificate earned (external practical) and 25 marks will be allotted on the basis of internal (internal practical) viva.							
	Ability Enhancement Course							
	To be picked up from the pool*						50	2
	Internship/ Dissertation/ Research Project							
244MGIDR1	Specialization based Research Project	241/MBA/ID401	-	-	100	50	150	6
	Discipl ne Specific Elective Course###							

244MGDSE1	Digital Marketing	241/MBA/DS401	50	25	-	-		
244MGDSE5	Global Marketing	241/MBA/DS402**	50	25			75	3
244MGDSE2	Security Analysis and Portfolio Management	241/MBA/DS403	50	25	-	-		
244MGDSE6	Financial TechnologyPublic Finance	241/MBA/DS404**	50	25				
244MGDSE3	Industrial Relations & Labour Laws	241/MBA/DS405	50	25	-	-		
244MGDSE7	HR TechPerformance Management	241/MBA/DS406**	50	25				

244MGFM1	Forex & Derivatives Management	241/MBA/SS405	50	25	-	-		
244MGFM2	Corporate Tax Planning	241/MBA/SS406	50	25	-	-		
244MGFM3	Project Management	241/MBA/SS407	50	25	-	-	75	3
244MGFM4	Neuro Finance	241/MBA/SS408	50	25	-	-		
	Specialization Specific Elective Courses: Human Resource Management[##]							

244MGHRM1	HR Analytics	241/MBA/SS409	50	25	-	-	75	3
244MGHRM2	Employee Relations & Compliance Management	241/MBA/SS410	50	25	-	-		
244MGHRM3	Cross Cultural Management	241/MBA/SS411	50	25	-	-		
244MGHRM4	Neuro HRM	241/MBA/SS412	**50**	**25**	-	-		
	Specialization Specific Elective Courses: Operations and Supply Chain Management[##]							
244MGOSCM1	Logistics Management and Warehousing	241/MBA/SS413	50	25	-	-	75	3
244MGOSCM2	Operations Research	241/MBA/SS414	50	25	-	-		
244MGOSCM3	Service Operations Management	241/MBA/SS415	50	25	-	-		
244MGOSCM4	World Class Manufacturing	241/MBA/SS416	**50**	**25**	-	-		
	Total						**700**	**28**

Note:
If the students have opted discipline specific elective course pertaining to their first specialization in the 3rd semester, then they are required to opt for the discipline specific elective course pertaining to their second specialization in fourth semester.

##Student who is pursuing 'Dual Specialization', has to elect from the pool of specialization courses under Core Courses, Discipline Specific Elective Courses and Specialization Specific Elective Courses in such a way that by the end of the fourth semester, they should have studied atleast two courses from each of their opted specializations.

###Student who is pursuing 'Super Specialization', is required to study two Core Courses, one course from the Discipline Specific Elective Courses, pertaining to their area of super specialization and two courses from the Specialization Specific Elective courses, pertaining to their area of Super Specialization from the pool of Courses.

Notes:

1. It is mandatory to teach at least two cases per subject per semester.
2. Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments during all the four semesters.
3. The duration of all the end term theory examinations shall be 3 hours

Instructions for the Examiner:

Instructions for External Examiner: The question paper shall be divided in two sections as follows:

	Theory Marks	**70**	**50**	**35**
Section A	Seven (7/6) short answer type questions from whole of the syllabus carrying equal marks each, this section will be compulsory	7*2=14 Marks	6*1= 6 Marks	7*1=7 Marks
Section B	8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit.	14*4= 56 Marks	11*4= 44 Marks	7*4= 28 Marks
	Total Theory Marks	**70 Marks**	**50 Marks**	**35 Marks**

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for internal marks.

	Marks out of			
Total Marks	**100**	**75**	**50**	**25**
Internal Assessment	**30**	**25**	**15**	**5**

Attendance Below 55= 0 Marks Between 55 to < 65= 1Marks Between 65 to < 70 = 2 Marks Between 70 to < 75 = 3 marks Between 75 to < 80= 4 Marks 80 and more than 80 = 5 Marks	5	5	5	5
Assignment/ Presentations/ Seminars and Class Participation	5	5	-	-
Sessional Examination*	20	15	10	-
Total Marks	**30**	**25**	**15**	**5**

*Sessional will consist of class tests, mid-semester examination(s), homework assignments, class presentations, case analysis, role play etc., as determined by the faculty in charge of the courses of study.

Detailed Syllabus

Third Semester

Strategic Management
Course Code:

Credits: 4

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hrs.

Type of Course: Core Course

Course Objectives:

The course aims at imparting knowledge of formulation, implementation and evaluation of business strategies, for effective planning and to introduce key strategy concepts to the students for facilitating better decision making.

Course Outcomes: On the completion of this course the student will be able to:

CO1: Develop understanding of the type of decisions taken at different levels of management.
CO2: Apply various tools and techniques for strategic decision making and problem solving through critical thinking.
CO3: Analyze the significance of strategies and policies for gaining competitive advantage globally.
CO4: Evaluate the strategy which best fits in achieving the organizational goals under various scenarios.

DETAILED SYLLABUS:

UNIT I

Strategy: Concept and Levels, Strategic Decision Making; Schools of thought on Strategy Formulation; Strategic Management: Elements and Models in Strategic Management Process; Strategic Intent, Vision, Mission, Goals and Objectives, Strategic Business Unit.

UNIT II

Strategy Formulation: Environmental Appraisal, Organizational Appraisal, Corporate Level and Business Level Strategies.

UNIT III

Strategic Analysis and Choice: Strategic Analysis, Tools and Techniques for Strategic Analysis - BCG Matrix, Porter's Model, GE Matrix, SWOT Analysis; Strategic Choice - Process of Strategic Choice, Factors in strategic Choice.

UNIT IV

Strategy Implementation: Activating Strategies, Structural, Behavioural, Functional and Operational Implementation; Strategic Evaluation and Control.

SUGGESTED READINGS:

1. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management –Concepts and Applications, PHI, New Delhi.
2. Jauch and Glueck, Business Policy and Strategic Management, TMH, New Delhi.
3. Kazmi, Azhar, Strategic Management and Business Policy, Tata McGraw Hill Publishing Company Ltd., New Delhi.
4. Pearce and Robinson, Strategic Management–Formulation, Implementation and Control,

McGraw Hill Publishing, New Delhi.

Mapping Matrix of Course: Strategic Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Strategic Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	2	2	2
CO2	3	3	1	2	3	3	1	2	3	2
CO3	1	2	2	3	2	2	2	2	3	2
CO4	2	2	2	2	2	2	2	3	2	2
Average	2.25	2.25	1.5	2.25	2.25	2.5	1.5	2.25	2.5	2

Business Law

Course Code:

Credits: 4

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hrs.

Type of Course: Core Course

Course Objectives: This course gives an exposure to the students of some of the major commercial laws affecting the businesses and equip them with the deeper understanding of various provisions of the laws pertaining to businesses.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Remember different laws applicable to a business.
CO2: Apply the knowledge of laws for solving business problems while following ethical code of conduct.
CO3: Analyze cases of law and develop critical thinking to formulate plans as per the regulatory framework.
CO4: Evaluate the existing business laws in India and analyse their relevance in today's globalized environment.

DETAILED SYLLABUS:

UNIT I
The Indian Contract Act, 1872: Meaning of a Contract, Classification of Contracts, Essentials of a Valid Contract; Performance of a Contract; Discharge of a Contract; Breach of Contract; Quasi Contracts.
UNIT II
Contracts of Indemnity: Meaning, Rights of Indemnity holder, Time of commencement of Indemnifier's Liability Are Insurance Contracts the Contracts of Indemnity?
Contracts of Guarantee: Meaning & Features of Contract of Guarantee, Difference between a Contract of Indemnity & Contract of Guarantee, Nature & Extent of Surety's Liability, Meaning & Revocation of Continuing Guarantee, Rights of Surety against Principal Debtor, Creditor & Co-Surety.
Contracts of Bailment: Definition & Essentials of Contract of Bailment, Duties and Rights of Bailor and Bailee, Duties & Rights of Finder of Goods.
Contracts of Agency: Meaning & Essentials of Contract of Agency, Different kinds of Agents-Auctioneers, Brokers & Del Credere Agents, Extent of Agent's Authority – Actual, Apparent, Authority in Emergency, Duties of Agent, Termination of Agency

UNIT III
The Sales of Goods Act, 1930: Meaning and essentials of a valid contract of sale, Distinction between sale and agreement to sell, Meaning of goods and their classification, Conditions and warranties, Doctrine of Caveat Emptor, Rights of an unpaid seller, Rights of buyer.

UNIT IV

Negotiable Instruments Act: Meaning, Characteristics and Types of Negotiable Instruments; Holder and Holder-in-due-course; Negotiation by Endorsements; Crossing of Cheque and Dishonour of Cheque.

SUGGESTED READINGS:

1. Aggarwal, S. K., Singhal, K., Business Laws, Galgotia Publications, New Delhi.
2. Datey, V. S., Business and Corporate Laws, Taxmann Publications, New Delhi.
3. Gulshan, S. S., Business Law, New Age International Publication, New Delhi.
4. Kapoor, N. D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.
5. Kuchhal and Prakash, Business Legislation for Management, Vikas Publishing, New Delhi.
6. Tulsian P. C., Business Law, Tata McGraw Hill, New Delhi.

Mapping Matrix of Course: Business Law

Table 1: CO-PO & CO-PSO Matrix for the Course: Business Law

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	2	2	2	1	3	2	2	2	2
CO2	3	2	2	3	2	2	3	2	3	2
CO3	2	3	2	3	1	3	2	2	2	2
CO4	1	2	2	2	2	2	2	2	2	2
Average	2	2.25	2	2.5	1.5	2.5	2.25	2	2.25	2

Integrated Marketing Communications

Course Code:

Credit: 4

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hrs.

Type of Course: Core Course

Course Objectives:

Integrated Marketing Communication course enables the students to understand Marketing characteristics, work for developing a business structure, use Integrated marketing communication study for multiple goals within a larger marketing strategy, such understanding to enhance the quality of marketing business work culture and performance in organizations at international level.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Define and understand various terms and components associated with the field of integrated marketing communication.

CO2: Develop and apply marketing communication strategy and the utility of various elements of promotional mix.

CO3: Analyze the effectiveness of various marketing communication tools to find appropriate solutions to problems like modes of advertising.

CO4: Evaluate the impact of factors of the business environment on global marketing communication strategy.

DETAILED SYLLABUS:

UNIT-I

Introduction – Concept of marketing communication, marketing communication mix, factor affecting marketing communication mix, drivers of integrated marketing mix; models of marketing communication – Blade Box Model, AIDAS model, Lavidge Steiner model, DAGMAR model, PCB model; marketing communication planning process

UNIT-II

Managing the Marketing Communication Process – Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources

UNIT-III

Advertising and Media Planning – Advertising plan, creative strategy, advertising appeal, creative formats, stages of creative strategy – idea generation, copywriting, layout, copy testing and diagnosis; media planning – traditional and contemporary media; media objectives – reach, frequency, cost etc.;

media strategy, media scheduling, media planning models, key issues in advertising – comparative advertising, web advertising; advertising agency – functions and types, outdoor advertising

UNIT-IV

Wider Issues and Dimensions – Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing communication

RECOMMENDED READINGS:

1. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, Tata McGraw Hill, New Delhi
2. Belch, George and Belch, Michael; Advertising and Promotion, Tata McGraw Hill, New Delhi
3. Moriarty, Sandra and Wells, William. Advertising and IMC, Pearson Education.
4. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi
5. Kenneth E. Clow, Integrated Advertising, Promotion and Marketing Communications, Pearson Education.

Mapping Matrix of Course: Integrated Marketing Communications

Table 1: CO-PO & CO-PSO Matrix for the Course: Integrated Marketing Communications

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	3	3	3	3	2	3	2	3	3
CO3	2	2	2	3	3	2	2	3	3	2
CO4	3	3	2	2	2	3	3	2	2	3
Average	2.75	2.5	2	2.5	2.5	2.5	2.5	2.25	2.5	2.5

Corporate Restructuring and Business Valuation

Course Code:

Credit: 4

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hrs.

Type of Course: Discipline Specific Elective Course (Finance)

Course Objectives: Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisitions and corporate restructuring are implemented.

Course Outcomes: On the completion of this course the student will be able to:

CO1: Define and understand the concepts and terminology of corporate restructuring and business valuation under today's dynamic business environment.

CO2: Apply knowledge to design financial restructuring plans for mergers, takeovers, amalgamation etc.

CO3: Analyze the regulatory environment governing financial restructuring and valuation

CO4: Evaluate restructuring and valuation plans through real world cases of mergers, acquisitions, takeovers etc.

DETAILED SYLLABUS:

UNIT – I

Introduction to Mergers: Meaning, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives; Corporate Restructuring – Significance, Forms of Restructuring; Merger Process.

UNIT – II

Approach for Merger, Acquisition and Takeover: Defence Against Hostile Takeover, Poisson Pill, Bear Hug, Greenmail, Pacman; Negotiation, Due Diligence: Five Stage Model, Types, Due Strategy and Process, Challenges; Criteria for Negotiating Friendly Takeover, Financing of Merger; Post Merger H.R. and Cultural Issues.

Unit – III

Legal Aspects of Mergers/ Amalgamation and Acquisition: Provisions of Companies Act; Regulation by SEBI; Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business.

Unit – IV

Methods of Valuation: Cash flow Basis, Earning Potential Basis, Growth Rate, Market Price etc.; Computation of Impact on EPS and Market Price; Determination of Exchange Ratio; Impact of Variation in Growth of the Firms; MBO, LBO, Boot Strapping; Recent Case Studies of Merger and Acquisitions.

SUGGESTED READINGS:

1. Gaughan P.A., Merger, Acquisitions and Corporate Restructuring, Wiley India Pvt Ltd.
2. Godbole P.G., Mergers, Acquisitions and Corporate Restructuring, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Fred Weston J, Chung K.S., Hoag S.E., Mergers, Restructuring and Corporate Control, Prentice Hall of India, New Delhi.
4. Ramanujan S, Mergers: the new Dimensions for Corporate Restructuring, Mc Graw Hill Education.
5. Donald D, Merger, Acquisitions and other Restructuring Activities, Elsevier Incorporation

Mapping Matrix of Course: Corporate Restructuring and Business Valuation

Table 1: CO-PO & CO-PSO Matrix for the Course: Corporate Restructuring and Business Valuation

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	3	1	2	2	3	2	2	2	2
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	2	1	2	2	2	2	3	3	2
CO4	2	3	2	2	2	2	2	3	3	2
Average	2.5	2.5	1.5	2.25	2	2.25	2	2.5	2.5	2

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code:

Credit: 4
Type of Course: Core course

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hrs.

Course Objectives:

The Objective of this course is to provide students with a conceptual understanding of Strategic Human Resource Management in the modern organizations. This will also impart the skills required in applying theory to practice for effective decision making and change management.

Course Outcomes: On the completion of this course the student will be able to:

CO1: Understand the theories and concepts of Strategic Human Resource Management for strategic human resource planning.
CO2: Apply the knowledge of SHRM concepts for holistic development of an individual at group as well as organizational level, to combat the global HR challenges.
CO3: Analyze the significance of HR practices for the enhancement of competitive advantage in the globalized environment by application of strategic human resource management techniques.
CO4: Evaluate the HR policies and strategies under different scenarios and their effectiveness for goal attainment, change management and critical problem solving.

UNIT-I

HR environment; HRM in knowledge economy; concept of SHRM: investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning

UNIT-II

Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices

UNIT-III

HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems

UNIT-IV

Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring

SUGGESTED READINGS:

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi

3. Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.

Mapping Matrix of Course: Strategic Human Resource Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Strategic Human Resource Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	2	2	2	3	2	3	3	3	3
CO3	2	3	2	3	2	2	2	2	3	2
CO4	2	3	2	2	3	3	2	3	2	3
Average	2.5	2.5	1.75	2.25	2.5	2.5	2.25	2.5	2.5	2.5

Supply Chain Management
Course Code:

Credit: 4

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hrs.

Type of Course: Core course

Course Objectives:

This course is intended to provide an understanding of the components and processes of supply chain design and management as well as the performance drivers of supply chain. This course will teach everything one needs to know about supply chain management. In today's market, firms don't compete with each other; supply chains do. With this course, students will learn all about the main processes involved in the production and distribution of a product or commodity. It is also intended for the students to learn about logistics, transportation, warehousing and outsourcing decisions.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Develop understanding of key concepts of Operations and Supply Chain Management.
CO2: Apply the integration among Supply Chain Partners for global competitiveness within ethical paradigms.
CO3: Analyze the logistics, manufacturing, and inventory policies with demand and customer satisfaction through real life cases.
CO4: Evaluate the effectiveness of operations and supply chain policies to attain organizational goals.

Detailed Syllabus:

UNIT I

Supply chain concepts, Objectives of 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.

UNIT II

Logistics, Evolution, Objectives, Components and functions of Logistic Management, Distribution related issues and challenges, Gaining competitive advantage through Logistic Management, Transportation – Functions, Cost, and Mode, Network and Decision, Containerization, Cross docking.

UNIT III

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 influences designing global supply chain network.

UNIT IV

Warehousing, Warehousing concept and types, warehousing strategy, warehousing facility location & network design, reverse logistics, Outsourcing: nature, concept, strategic decision to outsourcing, third party logistics, fourth party logistics, Supply Chain and CRM, Linkage, IT infrastructure used for supply chain and CRM, functional component for CRM, Green supply chain management, supply chain sustainability.

SUGGESTED READINGS:

1. Supply chain management by Sunil Chopra, and Peter Meindl, Pearson
2. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
3. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Maraging
4. Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008

Mapping Matrix of Course: Operations and Supply Chain Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Operations and Supply Chain Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	2	3	2
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	3	2	3	2	3
Average	2.5	2.25	1.5	2.25	2.25	2.5	1.75	2.25	2.25	2.25

Digital Marketing
Course Code:

Credits: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Discipline Specific Elective Course (Marketing)

Course Objectives:
Digital Marketing is a course which offers insights to understand Digital Marketing characteristics, work digital structures, use digital marketing for multiple goals within a larger marketing and/or media strategy, such understanding to enhance the quality of online advertising: Digital display, video, mobile, search engine, and social media and performance in organizations.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Develop the understanding of components of digital marketing used in today's globalized environment.
CO2: Apply digital marketing processes and tools for strategic decisions making for global market leadership.
CO3: Analyze and evaluate the digital marketing practices for competitive positioning of products or services.
CO4: Design a digital marketing strategy for a brand using innovative technologies.

DETAILED SYLLABUS:

UNIT-I
Introduction to Digital Marketing: Digital Marketing, Internet Users, Digital Marketing Strategy, Digital Advertising Market in India, Skills required in Digital Marketing, Digital Marketing Plan. Display Advertising: Concept of Display Advertising, Types of Display Ads, Buying Models, Display Plan, Targeting, What Makes a Good Ad?, Programmatic Digital Advertising, Analytical Tools, YouTube Advertising.

UNIT-II
Search Engine Advertising: benefits of paid Search Advertising, understanding Ad Placement, understanding Ad Ranks, Creating the First Ad Campaign, Enhance Your Ad Campaign, Performance Reports. Social Media Marketing: How to build a Successful Strategy. Facebook Marketing: Facebook for Business, Anatomy of an Ad Campaign, Adverts, Facebook Insights, Other Marketing Tools, Other Essentials.

UNIT-III
LinkedIn Marketing: Why it is Important to have LinkedIn Presence, LinkedIn Strategy, Sales Leads Generation Using LinkedIn, Content Strategy, LinkedIn Analytics, Targeting, Ad Campaign. Twitter Marketing: Getting Started with Twitter, How is Twitter Different?, Building a Content Strategy, Twitter Usage, Twitter Ads, Twitter Analytics, Twitter tools and tips for Marketers. Instagram and Snap chat: Instagram-Content Strategy, Sponsored Ads, Snap chat, Digital Public Relations.

UNIT-IV

Mobile Marketing: Mobile Usage, Mobile Advertising, Mobile Marketing Toolkit, Mobile Marketing Features, Addressing the diversity in India through Mobile, Campaign Development Process, Tracking of Mobile Campaigns. Search Engine Optimisation: Search Engine, Concept of SEO, SEO phases, On Page and Off Page Optimisation, Social Media Reach, Maintenance. Web Analytics: Data Collection, Key Metrics, Making Web Analytics Actionable, Multi-channel attribution, How to connect offline with online, Types of Tracking Codes, Mobile Analytics, Universal Analytics, Competitive Intelligence.

RECOMMENDED READINGS:

1. Puneet Bhatia, Fundamental of Digital Marketing, Pearson Education
2. Seema Gupta, "Digital Marketing", McGraw Hill Education, New Delhi.
3. Philip Kotler, "Marketing 4.0: Moving from Traditional to Digital", Wiley
4. Ryan Deiss and Russ Henne berry. Digital Marketing for Dummies,
5. Jason, McDonald. Social Media Marketing Workbook: 2018 Edition - How to Use Social Media for Business

Mapping Matrix of Course: Digital Marketing

Table 1: CO-PO & CO-PSO Matrix for the Course: Digital Marketing

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	2	2	2	2	2	2	3	2	2	2
CO3	2	3	2	3	2	2	3	3	3	3
CO4	3	2	2	2	2	3	2	2	2	3
Average	2. 5	2.25	1.75	2.25	2	2.5	2.5	2.25	2.25	2.5

Financial Analytics

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Finance)**

Course Objectives:

This course is designed for understanding the foundations of accounting principles and financial analysis, this understanding of the subject will also allow the individuals to develop the link between accounting and finance. The course will also help the students in understanding how firm's value creation is done. This is one of the most comprehensive, dynamic and practical courses.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Knowledge and understanding of Python on Financial data, financial statement analysis, calculating liquidity, solvency, profitability and growth ratios.
CO2: Apply various theories of capital structure and dividend policy, Liquidity, Solvency, Profitability, and Growth ratios of a company's performance.
CO3: Analysis of risk in capital budgeting decisions and feasibility through the Net present value technique and to perform industry analysis.
CO4: Evaluation of cost of various sources of finance and working capital policy.

DETAILED SYLLABUS:

UNIT-I

Introduction to Python/Excel and Terminal for Working. Read and write Excel/ CSV file, Introduction to Different Libraries in Python/Excel. Introduction to Data Frames, Introduction to Various Loops in Python/Excel. Discounting Cash Flows in Python/Excel. Calculating Internal Rate of Return (IRR) in Python/Excel, Using the PMT Function to Create a Complete Loan Schedule. Building professional chart using Matplotlib in python/ Excel. Working with Pivot Table &Slicer in Python/Excel, Building a flexible model with multiple scenarios, Calculating Historical Percentage Ratios and Use INDEX and MATCH for Scenarios, Building a Flexible Model using For LOOP, While LOOP, If Else LOOP.

UNIT-II

Present value/future value/ net present value/ Terminal value, Annuities and perpetuities. Capital markets, Capital raising process/IPO, Capital structure – debt financing, equity financing, Bond financing, par value, coupon rate, yield to maturity. Precedents analysis, Discounted cash flow analysis. Weighted average Cost of capital, Enterprise value, equity value multiples, Free cash flow to the firm and free cash flow to equity, Net present value and internal rate of return.

UNIT-III

Building Balance sheets, income statements, cash flow statements from scratch , Understanding concept of Assets liabilities, shareholders' equity ,Understanding concept and implication of Pre payments accrued expenses and unearned revenue on balance sheet ,Operating cash flow, investing cash flow, financing cash flow, Depreciating methods.

UNIT-IV

Discounted Cash Flow Analysis, Monthly Cash Flow Forecasting, Scenario and Sensitivity Analysis, Dilution Analysis/Accretion, Leveraged Buy Out, Merger & Acquisition, Industry Specific Financial Modelling, Incremental, Activity Based, Value Proposition, Zero Based Budgeting, Break Even Analysis, Margin of Safety, Quantitative Forecasting – Moving Average, Simple/Multiple Linear Regression, Variance Analysis, Budgeting Tools Goal Seek, Solver, Consolidate, Pivot Table

SUGGESTED READINGS:

1. The Financial Analyst's Handbook Subsequent Edition by Sumner N. Levine
2. The Bank Analyst's Handbook Money, Risk and Conjuring Tricks Stephen M. Frost
3. Corporate Finance, The Ultimate Guide to Financial Reporting, Business Valuation, Risk Management, Financial Management, and Financial Statements, Greg Shields.
4. Best Practices for Equity Research Analysts: Essentials for Buy-Side and Sell-Side Analysts 1st Edition by James J. Valentine.

Mapping Matrix of Course: Financial Analytics

Table 1: CO-PO & CO-PSO Matrix for the Course: Financial Analytics

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	3	3	2	2	2	2
CO2	2	3	3	2	2	2	2	2	3	2
CO3	2	2	1	3	2	3	2	2	2	2
CO4	2	2	2	2	2	2	2	2	2	3
Average	2.25	2.25	1.75	2.25	2.25	2.5	2	2	2.25	2.25

Industrial Relations and Labor Laws

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Discipline Specific Elective Course **(Human Resource Management)**

Course Objectives:

This course is to sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on the different job situations.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Develop understanding of different laws applicable to a business.
CO2: Apply the knowledge of laws for solving industrial disputes while following ethical code of conduct.
CO3: Analyze legal case studies related to labor laws and develop critical thinking to formulate plans as per the regulatory framework.
CO4: Evaluate the existing business laws in India and analyze their relevance in today's globalized environment.

DETAILED SYLLABUS

UNIT I

Introduction: Concept, objectives, functions, significance & aspects of Industrial Relations Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, Trade Unionism: Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy & Participative Management

UNIT II

Collective Bargaining: Significance, types & Procedure of collective bargaining Discipline: The Industrial Employment (Standing Orders) Act 1946, Misconduct, Disciplinary Action, Types of punishments, Code of Discipline, Domestic Enquiry, Grievance Function in IR: Grievance Settlement Procedure, Industrial Disputes: Preventive & Settlement Machinery in India

UNIT III

The Factories Act, 1948 & The shop & Establishment Act 1948 The Payment of Wages Act, 1936 ,The Workmen's compensation Act, 1923 ,The Industrial Disputes Act, 1947

UNIT IV

The Payment of Minimum wages act 1948 ,The Contract Labor (Abolition & regulative) act ,The ESI Act, 1948 ,The Trade unions act, 1926 , The payment of Bonus Act, 1965 The payment of Gratuity Act, 1972 The Maternity Benefit Act, 1961 ,Employee's Provident fund & Miscellaneous Provisions Act, 1952

SUGGESETD READINGS:

1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
2. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed)
3. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
4. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.)
5. Venkataratnam, C.S. and Sinha, Pravin, Trade Union Challenges at the Designingof 21st Centry, IIRA -Excel Books, New Delhi.
6. Monappa, A . Industrial Relations, Tata McGraw Hill, New Delhi.

Mapping Matrix of Course: Industrial Relations and Labor Laws

Table 1: CO-PO Matrix for the Course: Industrial Relations and Labor Laws

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	2	2	2	3	2	3	2	2	3
CO3	2	3	1	2	2	3	2	2	2	2
CO4	2	2	2	2	2	2	2	2	3	2
Average	2.5	2.25	1.5	2	2.25	2.5	2.25	2	2.25	2.25

Total Quality Management

Course Code:

Credits: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Discipline Specific Elective Course (Operations and Supply Chain Management)

Course Objectives:

Currently, companies must compete on the global market for customers who expect nothing less than perfection. A modern management concept such as Total Quality Management (TQM) helps the students to improve the quality of products and services to achieve maximum customer satisfaction. The concept of TQM is most applicable to companies and organizations that are heavily department- focused. In such organizations, the left hand often doesn't know what the right hand is doing, as the saying goes, and inter-department struggles negatively affect how customers' needs and wants are met.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Memorize and understand the tools and techniques of Total Quality Management.

CO2: Apply the philosophy and techniques of TQM in organizations' endeavor for continuous improvement.

CO3: Analyze the importance of continuous improvement in process for maximizing customer's satisfaction and employee involvement.

CO4: Evaluate the effectiveness of TQM practices for optimum performance and benchmarking.

Detailed Syllabus

UNIT-I

Basics Concepts of Quality: Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs -Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership - Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

UNIT-II

TQM Principles: Customer satisfaction - Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement - Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement - Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership - Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures - Basic Concepts, Strategy, Performance Measure.

UNIT-III

Statistical Process Control: The seven tools of quality, Statistical Fundamentals - Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.

UNIT-IV

TQM Tools: Benchmarking - Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) - Concept, Improvement Needs. Quality System: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 - Concept, Requirements and Benefits.

RECOMMENDED READINGS:

1. Besterfield Dale H, Quality Control, Pearson Education.
2. Charantimath, P., Total Quality Management, Pearson Education.
3. Bedi, Quality Management, Oxford University Press.
4. Juran J. M. and Gryna, Jr. F.M., Quality Planning and Analysis, TMH, New Delhi
5. Ronald G Day, Quality Function Deployment, TMH, New Delhi..
6. Evan J.R., Total Quality Management, Excel Book, New Delhi.
7. Hansan B.L. andGhare, P.M. Quality Control and Application, PHI.
8. Hagan, Management of Quality, Oxford University Press.
9. Juran J M and Frank M Gryna, Quality Planning andAnalysing, TMH, New Delhi.

Mapping Matrix of Course: 243MGDSE4

Table 1: CO-PO & CO-PSO Matrix for the Course 243MGDSE4: Total Quality Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	2	3	2
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	3	2	3	2	3
Average	2.5	2.25	1.5	2.25	2.25	2.5	1.75	2.25	2.25	2.25

Customer Relationship Management

Course Code:

Credits: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Marketing)**

Course Objectives:

This course aims to enable the students to apply the idea of customer relationship management for customer benefits and the growth of businesses. It emphasizes the critical role played by information technology in identifying, acquiring, and retaining the customers, and thereby managing a healthy relationship with them.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Understand the concept of customer relationship management and its significance in a globalized environment.
CO2: Apply theoretical knowledge for effective implementation of CRM processes at organizational level.
CO3: Analyze and evaluate the effectiveness of CRM practices for managing customer relationships within the boundaries of ethical conduct.
CO4: Evaluate the CRM plans on various qualitative and quantitative parameters.

DETAILED SYLLABUS:

UNIT-I

Introduction – Origin, evolution and concept of CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture

UNIT-II

Operational CRM – Sales force automation: lead management, contact management, field force automation, enterprise marketing automation: market segmentation, campaign management, customer service and support, contact and call centre operations

UNIT-III

Analytical CRM – Managing and sharing customer data: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence collaborative CRM

UNIT-IV

CRM Implementation – Establishing CRM performance monitoring, CRM readiness assessment, system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment.

SUGGESTED READINGS:

1. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
2. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK

3. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
4. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK

Mapping Matrix of Course: Customer Relationship Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Customer Relationship Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	3	3	3	3	2	3	2	3	3
CO3	2	2	2	3	3	2	2	3	3	2
CO4	3	3	2	2	2	3	3	2	2	3
Average	2.75	2.5	2	2.5	2.5	2.5	2.5	2.25	2.5	2.5

CONSUMER BEHAVIOUR MANAGEMENT

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Marketing)**

Course Objectives:

The goal of this course is to enable the students to improve customer service, customer retention and to drive sales growth through deeper understanding of the process behind consumer buying behavior. It enables the students to analyze customer data collected through different channels, or points of contact, between the customer and the company, which could include the company's website, telephone, live chat, direct mail, marketing materials and social networks.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Understand the concept and components of consumer behavior and its relevance in competitive markets.
CO2: Apply theoretical knowledge for strategic decision making for global market leadership.
CO3: Analyze the individual, group and social aspects of consumer behavior for devising strategies to attain customer delight.
CO4: Evaluate consumer behavior under different scenarios for designing a comprehensive marketing strategy.

DETAILED SYLLABUS:

UNIT-I

Significance and underlying principles of consumer behavior; the basic consumer decision process; methods of studying consumer behavior; using consumer analysis to build consumer relationships and loyalty

UNIT-II

Pre-purchases processes; consumer resources and purchase decision process; post-purchase behaviour; consumer demographics and psychographics; personality factors in consumer behaviour; consumer motivation and its challenges; managing consumer knowledge; consumer behaviour towards new and innovative products

UNIT-III

Impact of culture, ethnicity, and social classification on consumer behaviour; family influences; household consumer behaviour; group influences; influence through dyadic exchanges

UNIT-IV

Approaches to attracting consumer attention; managing consumer exposure; process of customer opinion formation; approaches to changing consumer opinion; improving consumer memory though cognitive learning and retrieval; brand recognition and recall measures.

SUGGESTED READINGS:

1. Blackwell, R E et. al, Consumer Behaviour, Thomson, South-Western, New Delhi
2. Kardes K, Consumer Behaviour and Managerial Decision Making, Pearson Education, New Delhi
3. Schiffman, L G and Kanuk, L L, Consumer Behaviour, Pearson Education, New Delhi
4. Ward, Scott and Robertson, T S (eds.), Consumer Behaviour; Theoretical Sources, Prentice-Hall, Englewood Cliffs, N J

Mapping Matrix of Course: Consumer Behaviour Analysis

Table 1: CO-PO & CO-PSO Matrix for the Course: Consumer Behaviour Analysis

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	3	3	3	3	2	3	2	3	3
CO3	2	2	2	3	3	2	2	3	3	2
CO4	3	3	2	2	2	3	3	2	2	3
Average	2.75	2.5	2	2.5	2.5	2.5	2.5	2.25	2.5	2.5

Security Analysis and Portfolio Management

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Discipline Specific Elective Course (Finance)

Course Objectives: This course enables the students to carry out the analysis of various tradable financial instruments, to help a financial expert or a security analyst to determine the value of assets in a portfolio. Security analysis is a method which helps to calculate the value of various assets and also find out the effect of various market fluctuations on the value of tradable financial instruments (also called securities).

Course Outcomes: On the completion of this course the student will be able to:

CO1: Develop understanding of working of the financial markets for preparing financial plans at individual and organizational level.

CO2: Apply theoretical knowledge for computation of risk and return on securities for sound financial decisions.

CO3: Analyze and evaluate the profitability of the portfolio through fundamental and technical analysis for measuring trends of the market.

CO4: Create an optimum portfolio using ethical practices and to revise as per the market situation.

Detailed Syllabus:

UNIT I

Introduction: Basic concepts, Investment Objectives, Investment Process; Investment Styles: Contrarian and Momentum Styles; Investment Opportunities; Types of Securities; Real Assets and Mutual Funds; Risk and Return Analysis: Systematic and Unsystematic Risks, Risk Measurement, Minimizing Risk Exposures; Investment vs. Gambling and Specialization.

UNIT II

Theories of portfolio selection and management- Markowitz portfolio theory: optimal portfolio, meaning and construction of efficient frontier, investors' utility; CAPM: capital asset pricing model, risk-free and risky lending and borrowing, market portfolio; capital market theory: CML, SML and Sharpe Single Index Model; Arbitrage Pricing Theory (APT).

UNIT III

Bond portfolio management strategies –bond characteristics, fundamentals of bond valuation, bond & equity portfolio management strategies: passive portfolio strategies & active portfolio strategies.

UNIT IV

Portfolio Revision: Need and Constraints, Portfolio Revision Strategies and Formula Plans Portfolio Performance Evaluation: Risk adjusted methods - Sharpe, Treynor's and Jenson's Performance Index; Components of Portfolio Performance: Market Timings, Stock selectivity and Diversification, Benchmark Portfolio.

SUGGESTED READINGS:

- Bhalla, V. K., Investment Management: Security Analysis and Portfolio Analysis, S. Chand, New Delhi.
- Chandra, Prasanna, Investment Analysis and Portfolio Management, McGraw Hill Education, New Delhi.
- Fischer, Donald E. and Jordon Ronald J., Security Analysis and Portfolio Management, PHI, New Delhi.
- Ranganatham, M. &Madhumathi, R., Investment Analysis and Portfolio Management, Pearson

Mapping Matrix of Course: Security Analysis and Portfolio Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Security Analysis and Portfolio Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	3	1	2	2	3	2	2	2	2
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	2	1	2	2	2	2	3	3	2
CO4	2	3	2	2	2	2	2	3	3	2
Average	2.5	2.5	1.5	2.25	2	2.25	2	2.5	2.5	2

Management of Financial Markets and Institutions

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Finance)**

Course Objectives: Financial markets have been increasingly influenced in recent times by financial innovations in terms of products and instruments, adoption of modern technologies, opening up of the market to the global economy, streaming of the regulatory framework and so on. Many innovative financial products are introduced to cater to the varied requirements of both corporate and individual customers. In this changing financial scenario, this course will equip the students with the understanding and application of the broad framework of the financial system, its constituents, their linkages and the regulatory mechanism under which it operates. The course content includes a study of the financial markets, financial intermediation and different financial services.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Understand the structure of the Indian Financial System and regulatory framework.
CO2: Apply knowledge to interpret the role of financial institutions for inclusive economic development.
CO3: Analyze the role of regulatory bodies in protecting the financial interest of the public within the boundaries of ethical conduct.
CO4: Evaluate the functioning of financial institutions and frame strategies for increasing their global competitiveness.

DETAILED SYLLABUS:

UNIT-I

Financial Services: salient features, scope and problems; mutual funds; venture capital financing; regulatory and theoretical framework of leasing; issue management activities/procedures of merchant banking.

Unit-II

Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

UNIT-III

Development Banks - operational policies and practices of IDBI, ICICI, IFCI, SIDBI; EXIM BANK; UTI; LICI; segments/instruments of money market.

UNIT-IV

Mechanism of security trading, NSE, OTCEI, scripless trading, depository system and custodial services; SEBI– its objectives, functions and powers. mechanism of Commodities trading.

SUGGESTED READING:

1. Bhole, L. M., Financial Institutions and Markets , Tata McGraw Hills, New Delhi
2. Khan, M. Y., Financial Services, Tata McGraw Hill, New Delhi
3. Pathak, Indian Financial System, Pearson Education
4. Khan, M.Y., Indian Financial System, Tata McGraw Hill, New Delhi
5. Machiraju, H.R., Indian Financial System, Vikas Publishing House

Mapping Matrix of Course: Management of Financial Services and Institutions

Table 1: CO-PO & CO-PSO Matrix for the Course: Management of Financial Services and Institutions

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	3	2	3	1	2	2	2
CO2	3	2	1	2	2	2	1	2	2	3
CO3	1	2	2	3	2	2	2	2	2	3
CO4	2	3	2	2	2	3	2	3	3	2
Average	2.25	2.25	1.5	2.5	2	2.5	1.5	2.25	2.25	2.5

Compensation and Benefits Management
Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Human Resource Management) Course**

Objectives:

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

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Explain the fundamental components, tools, and techniques of compensation systems.

CO2: Apply compensation concepts to address and solve real-world organizational challenges.

CO3:Analyze and evaluate organizational compensation structures using relevant industry cases and benchmarks.

CO4: Design equitable and strategic compensation systems that balance organizational goals with employee expectations.

DETAILED SYLLABUS:

UNIT -I: Introduction to Compensation and Job Analysis
Concept and objectives of compensation management. Components of total rewards: monetary and non-monetary. Strategic role of compensation. Job analysis: process, methods of data collection, preparation of job descriptions and job specifications. Designing job analysis questionnaires. Guidelines for conducting job analysis interviews. Role of job analysis in compensation decisions.

UNIT-II: Job Evaluation and Pay Structure Design
Job evaluation: objectives, methods (ranking, classification, point factor, factor comparison, Development and application of compensable factors. Designing base pay structure: internal equity and external competitiveness, establishing pay grades, pay ranges, single and multi-tier pay structures. Broad banding and pay compression. Pay policy line and market pricing. Factors affecting pay structure decisions.

UNIT-III: Performance-Based Pay and Incentive Systems
Linking pay to performance. Designing performance appraisal systems for compensation purposes. Types of performance-based pay: merit pay, individual and team incentives, sales incentives. Short-term incentive plans: bonuses, piece-rate systems, profit-sharing, Scanlon and Gainsharing plans. Long-term

incentives: deferred compensation, stock options, ESOPs, retention bonuses. Legal and ethical issues in performance-linked pay.

UNIT-IV: Benefits and Social Security

Statutory benefits: provident fund, gratuity, employee state insurance, maternity benefits, leave policies. Voluntary benefits: health insurance, wellness programs, flexible benefit plans. Designing and managing employee benefits plans. Retirement and pension plans: defined benefit vs. defined contribution, superannuation, NPS. International perspectives on compensation and benefits. Emerging trends in compensation management.

SUGGESTED READINGS:

1. Compensation Management in a knowledge- based world, Richard I. Henderson, Pearson Education
2. Compensation planning, George T Mulkovich & Jerry Newmann, McGraw Hill Publication
3. Compensation and reward management, B. D. Singh, Excel Publication
4. Aswathappa, K. (2001). Human resource & personal management (text & cases). New Delhi: Tata McGraw-Hill.
5. Mamoria, C. B., & Gankar, S.V. (2002). Personal management (text & cases). New Delhi: Tata McGraw-Hill.
6. Rao, T. V. (2015). Performance Management: Toward organizational excellence. Sage Publication.

Mapping Matrix of Course: Compensation and Benefits Administration

Table 1: CO-PO Matrix for the Course: Compensation and Benefits Administration

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	2	2	2	3	2	3	3	3	3
CO3	2	3	2	3	2	2	2	2	3	2
CO4	2	3	2	2	3	3	2	3	2	3
Average	2.5	2.5	1.75	2.25	2.25	2.5	2.25	2.5	2.5	2.5

Learning and Development
Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Human Resource Management)**

Course Objectives:

Learning and development is a systematic process to enhance an employee's skills, knowledge, and competency, resulting in better performance in a work setting. Specifically, learning is concerned with the acquisition of knowledge, skills, and attitudes. Development is the broadening and deepening of knowledge in line with one's development goals.The goal of learning and development is to develop or change the behavior of individuals or groups for the better, sharing knowledge and insights that enable them to do their work better, or cultivate attitudes that help them perform better.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Develop an understanding of training and development methods and their suitability in learning organizations.
CO2: Apply knowledge to convert a mechanistic organization into a learning organization for its environmental adaptability.
CO3: Analyze the significance of on job and off job training methods under different scenarios for value based learning.
CO4: Evaluate the various training models and design sound training plans for global leadership.

UNIT – I

Introduction to Employee learning and Development, learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories-Reinforcement Theory, Social Learning Theory, Goal Theories, Expectancy Theory, Adult Learning Theory, pedagogy and andragogy; The basic principles of learning, The Learning Process , Mental and Physical Processes, The Learning Cycle, Instructional Emphasis for Learning Outcomes.

UNIT – II

Training and Learning: Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Strategic Training, Work Environment, Characteristics influencing transfer of training, organizational environments encouraging transfer.

Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation. Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities,

UNIT – III

Training implementation & Methods: Meaning and significance of implementation, making or buying decision, implementation process for making and buying decisions, skills of effective trainer.Training Methods: Presentation Methods, Hands-on Methods, Group Building Methods. Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning,

Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration, Choosing New Technology Training Methods. Outward bound methods: Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Training aids.

UNIT – IV

Training Evaluation: Meaning, Reasons for Evaluating Training and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, data collection for training evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity

Recommended Readings:

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education
2. Hellreigel, Management, Thomson Learning, Bombay
3. Koontz, H and Wechrich, H; Management, Tata McGraw Hill
4. Stoner, J et. al, Management, Pearson Education
5. Robbins and Coulter, Management, Pearson Education
6. Pravin Durai, Principles of Management, Pearson Education.
7. Satya Raju, Management – Text and Cases, PHI, New Delhi
8. Richard L. Daft, Management, Thomson South-Western
9. Nelson, Debra L and James C Quick, Organizational Behavior, Thomson Learning
10. Hellgiegel, D and J.W. Slocum, Organizational Behavior, Thomson Learning
11. Luthans, Fred, Organizational Behavior, McGraw Hill, New York
12. New Storm and Keith Davis, Organization Behavior, TMH, New Delhi

Mapping Matrix of Course: Learning and Development

Table 1: CO-PO & CO-PSO Matrix for the Course: Learning and Development

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	2	2	2	3	2	3	3	3	3
CO3	2	3	3	3	2	2	2	2	3	2
CO4	2	3	2	2	3	3	2	3	2	3
Average	2.5	2.5	2	2.25	2.5	2.5	2.25	2.5	2.5	2.5

Procurement and Logistics Management
Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Operations and Supply Chain Management)**

Course Objectives:

Procurement and Logistics Management includes a broad area that covers both manufacturing and service industries, involving the functions of sourcing, materials management, operations planning, distribution, logistics, retail, demand forecasting, order fulfillment, and more.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Acquire knowledge on Procurement and Logistics Management for managing the supply chain.
CO2: Apply the tools and techniques of procurement and logistics for smooth functioning of value based supply chain.
CO3: Analyze the role of various logistics strategies for relationship development in Supply Chain Management.
CO4: Evaluate the dynamics of physical procurement and distribution functions.

Detailed Syllabus:
Unit -I
Introduction to Procurement and Logistics Management; Factors affecting Procurement and Logistics Management, Decision making in Procurement and Logistics Management; P & L strategies; Demand Forecasting, Qualitative & Quantitative Forecasting methods; Designing of processes and types of Process.
Unit-II
Facility Capacity ; Capacity Strategies; evaluation of capacity alternatives; analyzing capacity planning decisions; facility location; Factors, types and location planning methods, facility layout; Operation facility layout; types and layout decision models, Material Handling and packaging and Managing Quality, JIT and Lean production in operations management.
Unit-III
Introduction to supply chain management; global optimization; future trends in supply chain management; increasing supply chain responsiveness, Logistics; logistical operation in supply chain management, Supply chain synchronization, model and data validation, Logistic renaissance and logistics strategy & Decision Models, Logistic design and operational planning, network integration, managing operation across the supply chain.
Unit-IV
Procurement Process and sourcing decision; procurement process perspective, strategies & trends in procurement, The sourcing decision and strategies, E- Procurement, risk and benefits of outsourcing. Inventory, role and importance of inventory in supply chain Management. Customer value and supply chain Management, performance measure measurement along supply chain, Social issues & Relationship

development in S.C.M.

SUGGESTED READINGS:

1. Bozarth, Cecil C. & Handfield, Robert B.; Introduction to Operations and Supply Chain Management; Pearson Education; New Delhi
2. Wisner, Joel D., Leong, G. Keong & Tan, Keah- Choon; Principles of Supply Chain Management – A balanced approach; Thomson Learning; New Delhi
3. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi
4. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi
5. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi

Mapping Matrix of Course: : Procurement and Logistics Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Procurement and Logistics Management

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	2	3	2
CO2	2	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	2	2	3	2	3
Average	2.25	2.25	1.5	2.25	2.25	2.25	2.25	2.25	2.25	2.25

Supply Chain Performance Management

243MGOSCM2

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Operations and Supply Chain Management)**

Course Objectives: Supply chain Performance management is a vital part of a company's efficiency. A reliable supply chain strategy prevents downtime and helps to forecast future success. As we consider how raw materials and the product lifecycle affect areas like the environment, population growth, and the future of a company, we must consider how components of supply chain network are performing by bringing all the work together to produce sustainability.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Understand the key concepts and models of supply chain performance management and functions of elements of the supply chain.

CO2: Apply the techniques of demand planning and forecasting, inventory management, and transportation for smooth functioning of the supply chain.

CO3: Analyze the role of technology in supply chain performance management.

CO4: Evaluate the effectiveness of design performance metrics.

DETAILED SYLLABUS:

UNIT-I

This includes the definition of supply chain management, its evolution, and key components like sourcing, manufacturing, logistics, and customer service, strategic alignment, competitive cost analysis, capacity sizing, and the strategic role of different supply chain decisions. Understanding demand patterns, forecasting techniques, and managing demand variability in a supply chain

UNIT-II

Inventory models (Newsboy, Base-stock, (Q,r)), multi-echelon inventory, and the bullwhip effect. Transportation, warehousing, order processing, and the role of information technology in logistics. Supplier selection, contract negotiation, and managing relationships with supplier. Production planning, capacity management, and the different types of manufacturing processes.

UNIT-III

Identifying key performance indicators (KPIs), using tools like the balanced scorecard, and measuring performance in different functional areas. Supply Chain metrics related to cost, delivery, quality, and customer service.

UNIT-IV

Identifying best practices, using benchmarking techniques, and implementing continuous improvement initiatives. Identifying, assessing, and mitigating potential risks in the supply chain. use of ERP systems.

warehouse management systems, and other technologies to improve efficiency and visibility application of lean principles and six sigma methodologies to improve efficiency and reduce waste.

SUGGESTED READINGS:

1. Arntzen, B. (2013) MIT Center for Transportation & Logistics, Hi-Viz Research Project.
2. Fisher, M. (1997) "What Is the Right Supply Chain for Your Product?" Harvard Business Review.
3. Olavsun, Lee, &DeNyse (2010) "A Portfolio Approach to Supply Chain Design,"
4. Supply Chain Management Review. Adapted from Sheffi (2010) ESD.260 Course Notes

Mapping Matrix of Course: Supply Chain Design and Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Supply Chain Design and Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	2	3	2
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	3	2	3	2	3
Average	2.5	2.25	1.5	2.25	2.25	2.5	1.75	2.25	2.25	2.25

Fourth Semester

Entrepreneurship and Innovation

Course code:

Credit: 4

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hrs.

Type of Course: Core Course

Course Objectives:

The course provides a framework for comprehending the process of forming and leading creative businesses. This will prepare students to deal effectively with changing market and client needs as they become more sophisticated and knowledgeable. Entrepreneurship has a significant impact on the country's economic growth and development. The dynamic of the corporate world is shifting in tandem with the global economy. The goal of this course is to instill and ignite an entrepreneurial spirit in pupils.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Identify and understand various constituents and environmental factors for innovation and entrepreneurship development.
CO2: Apply SWOT analysis for internal and external environmental assessment for devising a creative strategy for feasible business plans, within ethical boundaries.
CO3: Analyze feasibility of businesses under the constantly changing global environment for sustainable global competitiveness.
CO4: Evaluate the alternatives in order to be able to create successful business plans.

DETAILED SYLLABUS:

UNIT-I

Entrepreneurship: India's startup evolution, Concept, trends, benefits; Rural entrepreneurship, social entrepreneurship, women entrepreneurship; role of entrepreneurship in economic development; Entrepreneur: characteristics, Entrepreneurial decision process, functions, need for an entrepreneur, types of entrepreneurs.

UNIT-II

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; Business plan- How to develop it, what all should it have, what it shouldn't have presenting business plan to investors

UNIT-III

Need for finance, sources of finance, Venture capital, Nature and Overview, Venture capital process, locating venture capitalists; Functional Plans: Marketing Plan- Market Segmentation, Market sizing, pricing strategy; Organizational Plan- form of ownership, designing organization structure, job design, manpower planning and Financial Plan.

UNIT-IV

Project Planning & Project appraisal; legal issues – intellectual property rights patents, trademarks, copyrights, trade secrets, licensing and franchising; Team Formation, Team Work Planning; Role of Government in Promoting Entrepreneurship; Entrepreneurial environment: factors affecting entrepreneurship growth, entrepreneurial motivation; Digital haves and Have-nots, Digital economy as a resource.

DETAILED SYLLABUS:

1. Holt, David H. Entrepreneurship: New venture creation. prentice hall, 1992.
2. Entrepreneurship in Action, PHI B.K. Mohanty, Sangram Publication, 2005
3. Jayshree Suresh, Entrepreneurial Development, Margham Publications, 2015
4. Poornima M Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education, 2006.
5. Mohanty, Sangram Keshari. Fundamentals of entrepreneurship. PHI Learning Pvt. Ltd., 2005.

Mapping Matrix of Course: Entrepreneurship and Innovation

Table 1: CO-PO & CO-PSO Matrix for the Course: Entrepreneurship and Innovation

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	2	2	2	3	2	2	2	2
CO2	3	3	3	3	3	3	3	2	2	3
CO3	2	2	2	3	3	2	3	2	3	2
CO4	2	2	2	2	2	2	2	3	2	2
Average	2.5	2.25	2.25	2.5	2.5	2.5	2.5	2.25	2.25	2.25

Business Environment and Sustainability
Course Code:

Credits:4

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hrs.

Type of Course: Core Course

Course Objectives:

With sustainability :ncreasingly becoming a part of corporate strategy and operations in today's business world, this course aims to instill the core concepts of sustainable management in its students and to enable them to spread sustainability through the development of innovative products, solutions, and business models alongside learning about the core business environment.
The course focuses on skill development and a thorough understanding of topics that will aid in the implementation of future sustainable company development methods.

Course Outcome:

CO1: Understand the internal and external components of the business environment for global sustainable development.
CO2: Apply the knowledge of the business environment for creating sustainable ecosystems and application of sustainable practices at both individual and organizational levels.
CO3: Analyze the risks and opportunities that globalization brings to company, as well as the push towards more sustainable corporate practices.
CO4: Evaluate how to put essential sustainable business ideas and practices by profiling business instances in various areas.

Detailed syllabus:

UNIT- I

Nature and structure of business environment; macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors and sustainability.

UNIT-II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and
present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices; sustainable consumer
and investor protection.

UNIT-III

Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public -private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector with sustainability goal.

UNIT-IV

Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's sustainable business environment.

SUGGESTED READINGS:

1. Pritwani, K. (2019). Sustainability of Business in the context of environmental management. CRC Press.
2. Molthan-Hill, P. (2017). 2nd Edition. The business student's guide to sustainable management: Principles and practice. Routledge. Green Leaf Publishing.
3. Cherunilam, F. (2021). *Business environment*. Himalaya Publishing House Pvt. Ltd.
4. Weybrecht, G. (2010). The Sustainable MBA: The manager's guide to green business. John Wiley & Sons.
5. Starik, M., Kanashiro, P., & Collins, E. (2017). Sustainability management textbooks: Potentially necessary, but probably not sufficient.

Mapping Matrix of Course: Business Environment and Sustainability

Table 1: CO-PO & CO-PSO Matrix for the Course: Business Environment and Sustainability

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	3	2
CO2	3	3	3	3	3	3	3	2	2	3
CO3	2	3	3	3	2	2	3	2	3	2
CO4	2	2	3	2	2	2	3	2	2	3
Average	2.5	2.5	2.5	2.5	2.25	2.5	2.75	2	2.5	2.5

Global Marketing
Course code:

Credits: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Discipline Specific Elective Course (Marketing)

Course Objectives:
The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of global marketing.

Course Outcomes:
On the completion of this course the student will be able to:
CO1: Understand and describe the concept & need of global marketing and basic global market entry strategies. CO2: Apply their knowledge to identify the emerging issues and developments in global marketing.
CO3: Analyze and differentiate the marketing practices at domestic and global level. CO4: Evaluate the marketing mix strategy of a company competing at global level.

DETAILED SYLLABUS:

UNIT-I
Global Marketing- Introduction, Drivers towards globalization, Global marketing objectives; Initial modes of entry; Process of international marketing Culture and Global Marketing- Cultures across countries, Culture and negotiations.
UNIT –II
Country Attractiveness- Environmental research, Entry evaluation procedure, Country data sources, Forecasting country sales and market share. Local Marketing- Understanding local customers, Local marketing in mature markets and growth markets.
UNIT-III
Global Segmentation and Positioning- Global market segment, Targeting segments, Global product positioning. Global products- Standardization versus Adaptation, Developing new global products, Global brand management.
UNIT-IV
Global Pricing- Pricing policy and strategy, Transfer pricing, Counter trade. Global Distribution Local channels, Wholesaling and retailing, Global logistics, Effects of parallel distribution. Global Advertising and Promotion- Global advertising decision, Elements of global advertising, Global sales promotion; E-commerce as a tool of global marketing.

RECOMMENDED READINGS:
1. Warren, J. Keegan, *Global Marketing Management*, Pearson Edu/PHI, New Delhi
2. Johansson Johny, *Global Marketing: Foreign Entry, Local Marketing and Global Management*, McGraw Hill.
3. Sak Onkvisit and John Shaw, *International Marketing (analysis and Strategy)*, PHI.
4. Phillip R. Cateora, *International Marketing*, Tata McGraw Hill.

5. Vern Terpestra and Ravi Sarathy, *International Marketing*, Thomson
6. R. L. Varshney and B. Bhattacharya, *International Marketing*, Sultan Chand Publications.

Mapping Matrix of Course: Global Marketing

Table 1: CO-PO & CO-PSO Matrix for the Course: Global Marketing

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	2	2	2	2	2	2	3	2	2	2
CO3	2	3	2	3	2	2	3	3	3	3
CO4	3	2	2	2	2	3	2	2	2	3
Average	2. 5	2.25	1.75	2.25	2	2.5	2.5	2.25	2.25	2.5

Financial Technology

Course code

Credits: 3

External Marks: 50

Internal Marks: 25

Time Allowed: 2 hours

Type of Course: Discipline Specific Elective Course **(Financial Management)**

Course Objectives:

Course is designed to provide the students with a thorough knowledge of various methods and practices of Financial Technology. It enables students to understand and use financial technologies for solving financial problems. It also serves t develop and strengthen the overall analytical skills of students global fintech sector problems.

Course Outcomes

On completion of this course, the student will be able to:

CO1: Understand fundamental concepts in financial technology and its ecosystem.

CO2: Apply core fintech technologies in solving financial problems and designing digital solutions.

CO3: Analyze various fintech domains, emerging business models, and regulatory frameworks.

CO4: Evaluate strategic challenges, risks, and trends impacting the global fintech sector.

Unit 1: Introduction to Fintech and Digital Transformation

Foundations of fintech, Fintech ecosystem and stakeholders, Regulatory frameworks and compliance basics

Digital financia. infrastructure (open banking, APIs, payment systems)

Unit 2: Core Fintech Technologies and Applications

Data analytics in finance, Programming basics for finance (Python/R), Financial information systems

Blockchain, cryptocurrencies, DeFi, and tokenization, Cybersecurity in fintech

Unit 3: Fintech Domains and Emerging Business Models

Digital banking and payments, Lending and credit innovation, WealthTech and InsurTech, Regulatory technology (RegTec), KYC/AML automation

Unit 4: Strategic Challenges and Future Trends

AI and machine learning in finance, Fintech product management and design, Risk management and legal aspects, Global trends, CBDCs, sustainable and ethical fintech

Suggested Readings

1. Arner, Douglas W., Barberis, Janos, & Buckley, Ross P., The RegTech Book
2. Schueffel, Patrick, Encyclopedia of Financial Technology and FinTech
3. Chishti, Susanne, & Barberis, Janos, The FINTECH Book
4. Iman, Nick, Introduction to FinTech: Transforming Technology, Transforming Finance
5. Tapscott, Don & Alex, Blockchain Revolution
6. Hull, John C., Risk Management and Financial Institutions
7. Narayanan, Arvind et al., Bitcoin and Cryptocurrency Technologies

Mapping Matrix of Course :242.....

Table 1: CO-PO & CO-PSO Matrix for the Course 242.....: Financial Technology

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	3	1	2
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	3	2	3	2	3
Average	2.5	2.25	1.5	2.25	2.25	2.5	1.75	2.5	1.75	2.25

HR-TECH
Course Code:

Credits: 3
Maximum Theory Marks: 75

External Marks: 50 marks
Internal Marks: 25 Marks
Time Allowed: 2 Hrs

Course Type: Discipline Specific Course

Course Description:
This course explores the integration of technology in Human Resource Management, with an emphasis on digital transformation, automation, analytics, and legal frameworks. It equips students with both conceptual clarity and practical skills to manage and lead HR tech implementations across diverse organizational setups. The course also critically examines emerging platforms and their impact on workforce engagement, recruitment, development, and compliance in the digital age.

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit) 10** marks each. **All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course, students will be able to:
CO1: Explain the evolution, components, and scope of HR Tech in digital HR management.
CO2: Analyze and compare the functionality of major HR Tech tools (HRIS, ATS, LMS, etc.)
CO3: Apply data analytics and HR dashboards for decision-making across employee lifecycle.
CO4: Evaluate the ethical, strategic, and legal aspects of AI and automation in HR practices.

COURSE CONTENTS:

Unit 1: Foundations of HR Technology and Digital HR

HR 4.0 and the Digital Shift in People Management, HR Tech Ecosystem- Startups, SaaS, and Enterprise Solutions, HRIS (Human Resource Information Systems)- Features & Implementation, Cloud-based HR Platforms- Workday, Oracle, Darwin and SAP SuccessFactors, Digital Employee Experience (DEX) Design.

Unit 2: Talent Acquisition, Performance & Engagement Tech

AI in Recruitment- Chatbots, Resume Parsers, and Video Interviews, Applicant Tracking Systems (ATS)- Freshteam. Lever Recruitee, Gamification & Real-Time Feedback Tools (Empuls, OfficeVibe, Glint), OKRs, Continuous Feedback Systems. Tech-based Appraisals, Virtual Onboarding and Engagement Analytics.

Unit 3: HR Analytics, Learning Platforms & Future Work Tools

HR Data- Collection, Analysis, and Visualization, People Analytics: Attrition prediction, Sentiment analysis, Power BI / Excel HR Dashboards: Hands-on intro, Learning Management Systems (LMS): Moodle, Coursera for Business, Adaptive learning, AI-based L&D planning, HR Tech in Metaverse and Blockchain in Credentialing.

Unit 4: Strategic, Ethical & Legal Aspects of HR Tech

Role of HR in Tech Strategy- HRBP 2.0 Tech-led Organizational Culture & Change, Responsible AI and Algorithmic Bias in HR, Data Protection Laws- GDPR, India DPDP Act, Workplace Surveillance, Vendor Selection & ROI Evaluation of HR Tech.

Suggested Reading:

1. Stone, Raymond A., Human Resource Management, Wiley.
2. Bisen, V.K. and Srivastava, R., "HRD: A Strategic Approach to Human Resource Management", Excel Books.
3. Fitz-Enz, Jac (2010), The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM.
4. Dessler, G. (2020), Human Resource Management, Pearson Education.
5. Marr, Bernard (2018), Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page.
6. Digital HR: A Guide to Technology-Enabled Human Resources by Deborah D. Waddill (2018), CRC Press.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 30 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
	Assessment 1: Class Participation(**CP**) And Individual Assessment	10
	Assessment 2: Mid-Term Exam (MTE)	10
	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	5
	Internal Assessment **(IA) (1+2+3)**	33%
	End-Term Examination (**EE**)	67%
	Total Marks (IA+EE)	**100%**

Mapping Matrix of Course:

Table 1: CO-PO & CO-PSO Matrix for the Course:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	2	3	2	1	2	2
CO2	2	3	2	2	3	2	2	3	3
CO3	2	2	3	2	3	2	2	2	3
CO4	1	2	2	5	2	3	2	2	2

Average	2.0	2.25	2.0	2.75	2.75	2.25	1.75	2.25	2.5

Technology and Supply Chain Management

Course Code:

Credits: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Discipline Specific Elective Course (Operations and Supply Chain Management)

Course Objectives:

This course will equip MBA students with a comprehensive understanding of the role and integration of emerging technologies in supply chain management, enabling them to analyze, design, and manage supply chains for enhanced efficiency, transparency, and competitiveness in a dynamic global business environment.

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit) of 10 marks. All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: On the completion of this course the student will be able to:

CO1: Understand the fundamental concepts and components of supply chain management.
CO2: Analyze the impact of technology on various supply chain functions and processes.
CO3: Evaluate different digital tools and technologies used in supply chain operations.
CO4: Design a technology-enabled supply chain strategy for improved performance.

Course Contents:

UNIT I

Supply Chain Management: Concept, objectives of SCM, Key components and processes in a supply chain; Supply chain vs. value chain; Drivers of supply chain performance; Global trends in SCM; Introduction to Technology in SCM

UNIT II

Technology and Information Systems in SCM: Role of IT in supply chain integration; Enterprise Resource Planning (ERP); Supply Chain Information Systems (SCIS); Electronic Data Interchange (EDI); Warehouse Management Systems (WMS) and Transportation Management Systems (TMS); Applications of technologies in SCM

UNIT III

Emerging Technologies in Supply Chain: Internet of Things (IoT), Artificial Intelligence (AI) and Machine Learning in SCM, Blockchain technology for transparency and traceability, Big Data analytics in forecasting and demand planning, Robotics and automation in warehousing and logistics, Cloud computing and SaaS platforms in SCM

UNIT IV

Strategic and Sustainable SCM: Technology-driven SCM strategies, Supply chain network design and optimization using digital tools, Risk management and cyber security in tech-enabled supply chains; Sustainability and green supply chains using technology; Ethical and societal implications of technology in SCM; Future trends: Digital twins, autonomous vehicles, drones; Capstone: Designing a tech-enabled SCM model for a business.

SUGGESTED READINGS:

1. Chopra, S., & Meindl, P. (2021). *Supply chain management: Strategy, planning, and operation* (7th ed.). Pearson.
2. Pagano, A. M., & Liotine, M. (2019). *Technology in supply chain management and logistics: Current practice and future applications* (1st ed.) [Kindle edition]. Elsevier. ISBN 978-0128159569.
3. Hugos, M. H. (2018). *Essentials of supply chain management* (4th ed.). Wiley.
4. Stadtler, H., Kilger, C., & Meyr, H. (Eds.). (2015). *Supply chain management and advanced planning: Concepts, models, software, and case studies* (5th ed.). Springer.
5. Raman, A. (Ed.). (2020). *Technology in supply chain management and logistics: Current practice and future applications*. Elsevier.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 25 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation **(CP)** And Individual Assessment	10 (40% of IA)
2	Assessment 2: Mid-Term Exam (MTE)	10 (40% of IA)
3	Assessment 3: Case Analysis / Presentation **(CAP)**/ Group Project **(GP)** / Role Play / Live Projects/ Simulation / Worksheet Assessment	5 (20% of IA)
	Internal Assessment **(IA) (1+2+3)**	33%
	End-Term Examination **(EE)**	67%
	Total Marks (IA+EE)	**100%**

Mapping Matrix of Course: Technology & SCM

Table 1: CO-PO & CO-PSO Matrix for the Couse: Technology & SCM

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	3	3	2	2	2	2
CO2	2	2	2	2	2	2	2	2	3	2
CO3	2	2	2	3	2	2	2	2	2	2
CO4	2	3	2	3	2	2	2	3	2	2
Average	2.25	2.25	1.75	2.5	2.25	2.25	2	2.25	2.25	2

Marketing Analytics

Course code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course (Marketing)

Course Objectives:

Organizations large and small are inundated with data about consumer choices. But that wealth of information does not always translate into better decisions. Knowing how to interpret data is the challenge -- and marketers in particular are increasingly expected to use analytics to inform and justify their decisions. Marketing analytics enables marketers to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI). Beyond the obvious sales and lead generation applications, marketing analytics can offer profound insights into customer preferences and trends, which can be further utilized for future marketing and business decisions.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Understand and build a brand architecture and how to measure the impact of marketing efforts on brand value over time, for attaining market leadership.

CO2: Apply the concepts of marketing analytics to measure customer lifetime value and use that information for decision making.

CO3: Design and analyze basic experiments to assess the marketing efforts, interpret outputs, confounding effects and biases.

CO4: Evaluate the economic and statistical significance of strategic marketing alternatives.

DETAILED SYLLABUS:

UNIT I

Marketing Analytics, Introduction to the Marketing Process, Airbnb Marketing Process, Airbnb's Strategic Challenge, Airbnb's Marketing Strategy with Data, Using Text Analytics, Utilizing Data to Improve Marketing Strategy, Improving the Marketing Process with Analytics.

UNIT II

Intro to Metrics for Measuring Brand Assets, Snapple and Brand Value, Developing Brand Personality, Developing Brand Architecture, Measuring Brand Value, Revenue Premium as a Measure of Brand Equity, Calculating Brand Value.

UNIT III

Customer Lifetime Value (CLV), Calculating CLV, Understanding the CLV Formula, Applying the CLV Formula, Extending the CLV Formula, CLV to Make Decisions.

UNIT IV

Determining Cause and Effect through Experiments, Designing Basic Experiments, Designing Before - After Experiments, Designing Full Factorial Web Experiments, Calculating Projected Lift, Pitfalls of Marketing Experiments.

Regression Analysis, Interpreting Regression Outputs, Multivariable Regressions, Omitted Variable Bias, Using Price Elasticity to Evaluate Marketing, Understanding Log-Log Models, Marketing Mix Models.

Mapping Matrix of Course: Marketing Analytics

Table 1: CO-PO & CO-PSO Matrix for the Course: Marketing Analytics

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	3	3	2	2	2	2
CO2	2	3	3	2	2	2	2	2	3	2
CO3	2	2	2	3	2	3	2	2	2	2
CO4	2	2	2	2	2	2	2	2	2	3
Average	2.25	2.25	2	2.25	2.25	2.5	2	2	2.25	2.25

Sales & Distribution Management

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Marketing Management)**

Course Objectives:

Sales and Distribution Management is a course which offers insights to understand Marketing and sales distribution characteristics, work for develop a business structure, use Sales and Distribution Management study for multiple goals within a larger marketing strategy, such understanding to enhance the quality of marketing and distribution channel work culture and performance in marketing and distribution channel at different level.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Understand and define the concepts of sales and distribution management, to explain the role, functions, and methods of the selling and distribution process.
CO2: Apply the concepts to solve practical sales and distribution problems.
CO3: Analyze different methods used for sales and distribution related decision making and implement decisions for sales and distribution management.
CO4: Develop and evaluate strategies that help in taking strategic decisions.

DETAILED SYLLABUS:

UNIT-I

Sales Management: Role of Sales Management in Marketing, Nature and Responsibilities of Sales Management, Modern Roles and Required Skills for Sales Managers. Theories of Selling. Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting. Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Field sales organization; determining size of salesforce.

UNIT-II

Territory Management: Need, procedure for setting up sales territories; Time management; Routing. Sales Quotas: Purpose, types of quotas, administration of sales quotas. Managing the Salesforce: Recruitment, selection, training, compensation, motivating and leading the salesforce; Sales meetings and contests.

UNIT-III

Control Process: Analysis of sales, costs and profitability; Management of sales expenses; evaluating sales force performance; Ethical issues in sales management.

UNIT-IV

Distribution Channels: Role of Distribution Channels, Number of Channels, Factors Affecting Choice of Distribution Channel, Channel Behaviour and Organization, Channel Design Decision; Channel Management Decisions; Distribution Intensity; Partnering Channel Relationship.

SUGGESETD READINGS:

1. Still, Cundiff, Govoni and Sandeep Puri, Sales and Distribution Management, Pearson Education.
2. Anderson R, Professional Sales Management, Englewood Cliff, New Jersey, Prentice Hall, India.
3. Dalrymple, Douglas J., and William L., Sales Management: Concepts and Cases, New York, NY: Wiley
4. Panda, T. K., Sahadev, S., Sales And Distribution Management, Oxford Publishing, India
5. Hughes, G. David, Daryl McKee, Charles H. Singler, Sales Management: A Career Path Approach, Cincinnati, OH: South-Western College Publishing
6. Peppers, D. and Rogers, M., 'The short way to long-term relationships', Sales and Marketing Management

Mapping Matrix of Course: Sales & Distribution Management

Table 1: CO-PO Matrix for the Course: Sales & Distribution Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	3	3	3	3	2	3	2	3	3
CO3	2	2	2	3	3	2	2	3	3	2
CO4	3	3	2	2	2	3	3	2	2	3
Average	2. 25	2.5	2	2.5	2.5	2.5	2.5	2.25	2.5	2.5

Brand Management

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Marketing Management)**

Course Objectives:

SThe objective of this course is to impart in depth knowledge to the students regarding the theory and practices of brand management.

Course Outcomes:

On the completion of this course the student will be able to:

CO1: Understand basic branding concepts, outline major branding issues and identify branding challenges and opportunities.
CO2: Apply marketing programme to build brand equity.
CO3: Analyze and implement different branding programmes.
CO4: Evaluate brand performance and evaluating brand extension opportunities.

DETAILED SYLLABUS:

UNIT-I

Branding terminology, basic branding concepts- brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity, major branding decisions: selecting a brand name, brand extension decision, family versus individual brand names, multiple branding, private versus national branding, importance of branding

UNIT II

Branding challenges and opportunities, concept of brand equity, sources and benefits of brand equity, Customer based Brand equity, designing marketing programme to build brand equity, measurement of brand equity, Strategic brand management process, concept of Brand positioning and repositioning, Identifying and establishing brand positioning and values.

UNIT III

Planning and implementing brand marketing programmes, designing marketing programmes, measuring and interpreting brand performance, Legal aspects of Branding, Copyright, Trademarks and IPR, designing and implementing branding strategies; Brand building and communication, E Branding, handling brand name changes.

UNIT IV

New products and brand extension, evaluating brand extension opportunities, reinforcing brands, revitalising brands, managing brands over geographic boundaries and market segments, rationale for going international, global marketing programmes- advantage and disadvantage, standardisation versus customisation, global brand strategy. Branding in rural marketing, branding in specific sectors: retail, industrial, service brands

SUGGESETD READINGS:

1. Kavin lane Keller, *Strategic Brand Management*, Pearson Education.
2. David A Aaker, *Managing Brand Equity*, New York, Free Press.
3. Don Cowley, *Understanding brands*, Kogan page

4. J.N. Kapferer, *Strategic Brand Management*, Free Press.

Mapping Matrix of Course: Brand Management

Table 1: CO-PO Matrix for the Course: Brand Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	3	3	3	3	2	3	2	3	3
CO3	2	2	2	3	3	2	2	3	3	2
CO4	3	3	2	2	2	3	3	2	2	3
Average	2. 25	2.5	2	2.5	2.5	2.5	2.5	2.25	2.5	2.5

Name of Subject: **Neuro Marketing**	Maximum Marks: 75
External Marks: 50	Internal Marks: 25
Course Code: 244MGMM4	Time Allowed: 2 Hours
Credits: 3	Discipline Specific Course

Course Objectives:

Neuromarketing course introduces students to the fundamentals of neuromarketing, exploring the neuroscience behind consumer behaviour and decision-making. It equips students with tools, technologies, and insights to apply neuromarketing strategies in real-world marketing contexts.

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit) 10 marks each. All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: On the completion of this course the student will be able to:

CO1: Understand basic concepts and ethical aspects of neuromarketing.
CO2: Analyze consumer behavior through the lens of neuroscience.
CO3: Apply neuromarketing tools and interpret insights from data.
CO4: Evaluate and design neuromarketing strategies for branding and promotional effectiveness.

Course Contents:

UNIT I

Neuromarketing: Introduction, definition, origin and scope of neuromarketing; Interdisciplinary nature: marketing, neuroscience, and psychology; Brain anatomy and its relevance to marketing; Cognitive vs emotional processing in consumers; Ethical concerns and criticisms

UNIT II

Neuroscience of consumer behavior: Decision-making processes in the brain, Role of emotions, memory, attention, and perception, Neurological triggers of buying behavior, Implicit vs explicit responses; Case studies on consumer behavior

UNIT III

Neuromarketing Tools and Research Methods: Tools used: EEG, fMRI, Eye-tracking, Biometrics, Facial coding, etc., comparative analysis of tools (cost, usability, application); Designing neuromarketing experiments; Interpreting neuromarketing data; Limitations of neuro research labour, stress management; Motivation concept and applications.

UNIT IV

Application of neuromarketing: Product design, Pricing, Marketing communications and Retail; Sensory marketing and engagement; Digital and social media marketing implications of neuromarketing; Case studies and real-world campaigns

SUGGESTED READINGS:

6. Dutta, T., & Mandal, M. K. (2022). Neuromarketing in India: Understanding the Indian consumer (1st ed.). Routledge.
7. Singh, D., Sharma, J. K., Deepak, K. K., & Agarwal, D. P. (n.d.). Neuromarketing: A peep into customers. PHI Learning
8. Genco, S., Pohlmann, A., & Steidl, P. (2023). Neuromarketing for dummies (2nd ed.). Wiley Publications
9. Ramsøy, T. Z. (2015). Introduction to neuromarketing & consumer neuroscience. Neurons Inc.
10. Bridger, D. (2017). Neuro design: Neuromarketing insights to boost engagement and profitability. Kogan Page.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 25 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation **(CP)** And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation **(CAP)**/ Group Project **(GP)** / Role Play / Live Projects/ Simulation / Worksheet Assessment	5
	Internal Assessment **(IA) (1+2+3)**	33%
	End-Term Examination **(EE)**	67%
	Total Marks (IA+EE)	**100%**

Mapping Matrix of Course

Table 1: CO-PO & CO-PSO Matrix for the Course: Neuromarketing

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	2	1	2	2	2	2	2	3	2
CO3	2	3	2	3	2	2	2	2	2	2
CO4	2	3	2	3	2	2	2	3	2	2
Average	2.5	2.5	1.5	2.5	2	2.25	2	2.25	2.25	2

Forex & Derivatives Management

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialisation Specific Elective Course **(Finance)**

Course Objectives: This subject will enrich students with the mechanism of the foreign exchange markets, measurement of exposure and hedging against risk through derivative management.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Describe and understand the concepts and terminologies of financial and commodity derivatives, valuation, explanation of models used for pricing/valuation of derivatives.

CO2: Apply innovations in financial and commodity markets for valuation, analysis and application for hedging, speculation and arbitrage for Financial Derivatives.

CO3: Evaluate derivative pricing and hedging practices, mechanics, concepts of valuation, and trading strategies of the derivative market.

CO4: Develop basic risk management and trading strategies using derivatives in a volatile market.

UNIT-I

Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free market rates. Direct, Indirect and Cross Rates, Forward Rates: Quoting and Structure, Forward Exchange Rates versus Expected Future Spot Rate, Outright Forwards versus Swaps, Currency Futures, Marking to Market, Futures Contract Versus Forward Contract, the link between the Future and the Forward Contract Currency Options, Exchange Traded Options, Quotation Conventions and market organization, determining market value of Options, Over the Counter (OTC) Options.

UNIT-II

The Balance of Payment Accounts, The net International Investment Position, Supply and demand View of Exchange Rates, Modern Theories of Exchange Rates, Alternative Systems of Exchange Rate, Hybrid System and Target Zone Arrangement, The nature of Exchange Rate Risk and Exposure, Types of Foreign Exchange Exposure, Alternative Strategies for Exposure Management. Exposure Management Techniques. Hedging Risk and Exposure.

UNIT-III

Different Forms of Taxes, Import Duties. Withholding Taxes and Branch vs Subsidiary Taxes. Organizational structures for reducing taxes. Tax Reliefs. Tax Treatment of Foreign Exchange Gains and Losses. Foreign Exchange Market in India. Carbon Credits.

UNIT IV

Interest rate Forwards & Futures: FRA – Introduction, settlement, Pricing, Hedging, Speculation & Arbitrage with FRA and T-Bills, Euro dollars, Treasury bond futures, Pricing T-Bonds, Duration & Modification, Interest rate futures in India. Interest rate & currency swaps: Features of Swap, Need, swap dealer, Applications, Rationale, Types, hedging, Features, Valuing Interest rate and currency swap,

Commodity swaps, equity swaps.

Options –Basic: Terminology, call, Put, Quotations, Trading & settlement, Margins, Adjustment for corporate actions, Options other than stocks/indices, Difference options & futures/ forwards. Option Pricing: Intrinsic value & time value, Boundary conditions for option pricing, arbitrage-based relationship of option pricing, Put call parity.

SUGGESTED READINGS:

1. Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House
2. Futures and Option Markets, John C. Hull, Pearson Education
3. Risk Management & Derivative, Rene M. Stulz, Cengage

Mapping Matrix of Course: Forex & Derivatives Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Forex & Derivatives Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	2	1	1	2	2	1	1	2	2
CO2	2	3	1	2	2	3	1	2	2	2
CO3	1	2	2	2	2	2	2	2	2	2
CO4	2	2	2	2	2	2	2	2	2	2
Average	1.75	2.25	1.5	1.75	2	2.25	1.5	1.75	2	2

Corporate Tax Planning

Course code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialisation Specific Elective Course **(Finance)**

Course Objectives: This course aims at making students conversant with the concept of the corporate tax planning and Indian tax laws, as also their implications for corporate management.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Memorize theoretical knowledge in the field of tax planning and understanding the meaning and scope of taxation policy and basic concepts of taxation.
CO2: Apply, master and reinforce skills in calculating tax savings and in applying methods of tax planning in companies and financial institutions.
CO3: Analyze the rationale, benefits and costs of various tax incentives offered by the government.
CO4: Evaluate tax implications while taking business decisions.

DETAILED SYLLABUS:

UNIT 1:

INTRODUCTION TO CORPORATE TAX PLANNING: -

Corporate Tax Planning: Meaning, objectives and types of tax planning and tax management, tax evasion and tax avoidance; Factors on the Basis of which Tax Planning is done, Methods used by Companies to Minimise Tax Liability, Definition of Company. Types of Companies, Residence of a Company [Section 6(3)]. Computation of Total Income of a Company. Computation of Tax Liability of a Company. Tax on the Income Received from Venture Capital Companies/Venture Capital Funds [Section 115U and Rule 12C]. Carry Forward and Set Off of Losses in Case of Certain Companies [Section 79]

UNIT II:

TAX PLANNING AND DECISION MAKING

Tax Planning for New Business: Location, Nature, and Size of Business, Form of Business Organisation; Tax Planning and Financial Management Decisions;

Tax Planning Relating to Capital Structure Decision: Dividend Policy, Inter-Corporate Dividends and Bonus Shares; Tax Planning and Managerial Decisions: Tax Planning with respect to own or Lease, Sale of Assets used for Scientific Research, Make or Buy Decisions, Repair, Replace, Renewal or Renovation of an Asset, Shut-down or Continue Decision.

Unit III

Special Tax Provisions:

Tax Provisions in respect of Free Trade Zone, Tax Provisions in respect of Infrastructure Development, Tax Provisions in respect of Backward Areas, Tax Provisions in respect of Tax Incentives to Exporters, Purchase by Instalment or Hire, Amalgamation and Demerger. Tax Payment: Tax Deduction at Source, Tax Collection at Source, Advance Payment of Tax, Tax Planning in respect of Managerial Remuneration, Tax Planning in respect of Foreign Income: Selling in Domestic or Foreign Market, Avoidance of Double Taxation Agreements, Foreign Collaborations and Joint Ventures.

UNIT IV

TAX PLANNING WITH REFERENCE TO BUSINESS RESTRUCTURING

Advance Rulings, Some other aspects of Tax Planning: Receipt of Insurance Compensation, Distribution of Assets at the Time of Liquidation of Company, Slump Sale ,Conversion of Sole Proprietary Concern/Partnership Firm into Company, Conversion of A Private Company, Transfer of Assets Between Holding and Subsidiary Companies.

SUGGESTED READINGS:

1. E.A. Srinivas, Corporate Tax Planning, Tata McGraw Hill.
2. Vinod K. Singhania, Taxmann's Direct Taxes Planning and Management.
3. V.S. Sundaram, Commentaries on the Law of Income- Tax in India, Law Publishers, Allahabad.
4. A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
5. Taxman, The Tax and Corporate Law Weekly.
6. Bhagwati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan

Mapping Matrix of Course: Corporate Tax Planning

Table 1: CO-PO & CO-PSO Matrix for the Course: Corporate Tax Planning

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	2	1	1	2	2	1	1	2	2
CO2	2	3	1	2	2	3	1	2	2	2
CO3	1	2	2	2	2	2	2	2	2	2
CO4	2	2	2	2	2	2	2	2	2	2
Average	1.75	2.25	1.5	1.75	2	2.25	1.5	1.75	2	2

Project Management

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialisation Specific Elective Course **(Finance)**

Course Objectives: The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning, finance, appraisal and management in the review of the projects undertaken.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Understand the importance, scope, functions and Life Cycle of any given project.
CO2: Apply the techniques of estimation for Time, Costs and Resources required for Project Management by applying different methods.
CO3: Analyze the Scheduling Resources and Reducing Project Duration.
CO4: Evaluate Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager.

Detailed Syllabus:

UNIT-I
Project Analysis: Meaning, Overview, Capital Budgeting and Strategic Issues, Generation and Screening of Project Ideas.
UNIT-II
Feasibility Reports: Market and Demand Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Risk specific to individual firm and Market Risk; Decision under risk and Risk Analysis in Practice.
UNIT-III
Social Cost and Benefit Analysis: UNIDO approach and L-M Approach; Multiple Projects and Constraints, Financing of Projects, Sources of Risk capital, Recent development in India.
UNIT-IV
Project Management: Project Planning and Control, Human aspects of Project Management; Project Review and Administrative Aspects; Problem of Time and Cost Overrun.

SUGGESTED READINGS:

1. Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, Tata McGraw Hill.
2. Dhankar, Raj S., Financial Management of Public Sector Undertakings, Westville.
3. Little I.M.D. and J.A. Mirrlees, Project Appraisal and Planning for Developing Countries, Hienemann Educational Book.
4. OCED Manual of Industrial Project Analysis in Developing Countries- Methodology and Case Studies, OCED, Paris.
5. Planning Commission, Guidelines for Preparation of Feasibility reports of Industrial Projects, Controller of Publication.

Mapping Matrix of Course: Project Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Project Management

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	2	2	1	1	2	2	1	1	2	2
CO2	2	3	1	2	2	3	1	2	2	2
CO3	1	2	2	2	2	2	2	2	2	2
CO4	2	2	2	2	2	2	2	2	2	2
Average	1.75	2.25	1.5	1.75	2	2.25	1.5	1.75	2	2

Name of Subject: **Neuro-Finance**	Maximum Theory Marks: 75 (50+ 25)
Course Code:244MGFM4	Time Allowed: 3 Hrs
Credits: 3	Discipline Specific Course

Description of Course: Neuro Finance is an interdisciplinary course that explores how neuroscience and behavioral economics inform financial decision-making, focusing on the neural mechanisms underlying risk, reward, and uncertainty. Students learn to apply neuroscience methodologies such as fMRI and EEG to analyze financial behaviors, while also examining how emotions and cognitive biases shape saving, investing, and trading decisions. The curriculum covers key phenomena like the disposition effect, home bias, and financial bubbles, providing insights into their neural and psychological roots. Through case studies and practical exercises, students develop the ability to design and interpret neuro-finance experiments. The course prepares participants to apply neuroscientific perspectives to real-world financial challenges.

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit) 10 marks each. All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course, students will be able to:
CO1: Recall the foundational concepts, methods, and significance of neuro-finance.
CO2: Understand the neural and emotional mechanisms underlying risk, uncertainty, and inter-temporal choices in financial decision-making.
CO3: Apply knowledge of neural and behavioral biases to analyze real-world financial phenomena.
CO4: Evaluate the impact of social, emotional, and cognitive processes on individual and market-level financial behavior.

COURSE CONTENTS:

Unit 1: Introduction to neuro-finance and neuro-economics: history, scope, and significance; Key brain regions and neural circuits involved in financial decisions; Neuroscience methodologies: fMRI, EEG, eye-tracking, and experimental paradigms; Critical evaluation of neuro-finance research: methodological standards and limitations	10 Lectures
Unit 2: Neural basis of choice under risk and uncertainty: reward processing, loss aversion, and neural valuation; Asset pricing from a neural perspective: how brain activity relates to market prices; Inter-temporal choices: neural mechanisms of discounting and patience; The role of emotion in financial decision-making: fear, greed, and emotional regulation; Social and contextual influences on financial choices	10 Lectures
Unit 3: The disposition effect: neural underpinnings and behavioral evidence; The repurchase effect: psychological and neural mechanisms; Experimental game theory and strategic choice in financial contexts; Social preferences and their neural basis: trust, fairness, and reciprocity	10 Lectures

Unit 4: Home bias in investment: neural and psychological explanations; Financial bubbles: neural mechanisms of herding and speculative behavior; Reinforcement learning and adaptive behavior in markets; Practical applications: neuro-finance in trading, portfolio management, and financial regulation	10 Lectures

Suggested Reading:

1. Neuroeconomics, Decision Making and the Brain, 2nd Edition (Glimcher & Fehr, 2014)
2. Neurofinance: How Brain Research Influences Investors and Financial Markets (Jason Zweig)
3. The Brain and the Market: Neural Foundations of Economic and Financial Behavior (John R. Nofsinger)
4. Advances in Behavioral Finance, Volume II (Richard H. Thaler)

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 25 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	5
	Internal Assessment **(IA) (1+2+3)**	33%
	End-Term Examination (**EE**)	67%
	Total Marks (IA+EE)	**100%**

Mapping Matrix of Course:

Table 1: CO-PO & CO-PSO Matrix for the Course:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	3	1	1	3	1	1	3	1	1
CO2	3	3	1	1	1	1	2	1	2	3
CO3	3	2	2	2	1	1	1	1	2	3
CO4	2	2	2	2	1	1	1	1	2	1
Average	2.25	2.5	1.5	1.5	1.5	1	1.25	1.5	1.75	2

HR Analytics

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Human Resource Management)**

Course Objectives:

HR Analytics is a rapidly moving and an advanced field. Effective managers must understand how data can be used to leverage people's skills, talents and insights. They use data to make better decisions about how to manage and develop people. This course equips students with requisite knowledge and brings new perspectives and practical ideas for HR and Analytics professionals. As part of the evolution of the function towards being more strategic, there is emphasis on scorecards, engagement surveys and strategic workforce planning. Today, all these activities are grouped under the umbrella of HR Analytics.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Understand the concept and importance of HR Analytics in the current context.
CO2: Apply the competitive role of digital HR techniques and their impact on workforce analysis.
CO3: Analyze the role of workforce analytics and the matrices used for strategic alignment of HR with business.
CO4: Evaluation of various techniques and statistical methods of HR data analysis for strategic decision making.

DETAILED SYLLABUS:

UNIT-I

Future of work, HR becomes digital, The Why, What and How of measuring HR Data, Understanding HR/People Analytics: Setting the Context, HR Metrics

UNIT –II

Data Discovery, Collection and Preparation of Data, Analyzing HR Data: Analysis Strategies, Descriptive statistics/Statistics in HR, Predictive Analytics, Workforce Planning & Recruitment, Workforce issues: Predicting Employee Turnover

UNIT-III

Workforce Planning & Recruitment, Workforce issues: Predicting Employee Turnover , Retention Analysis, Measuring effectiveness of recruitment Diversity Analytics, On boarding and Culture Fit

UNIT-IV

Motivation & Engagement, Training & Development, Analytical Performance Management, Compensation & Benefits, Linking Human Resources to ROI, Future of HR/People Analytics

SUGGESTED READINGS:

1. Edwards, Martin & Edwards, Kirsten :Predictive HR Analytics: Mastering the HR Metric Paperback, Kogan Page, 2019
2. Diez, Bussin & Lee, Fundamentals of HR Analytics: A Manual on Becoming HR Analytical,

Emerald Publishing, 2020
3. Bhattacharya, HR Analytics: Understanding Theories and Applications, Sage Publications, Sage Publication, 2017
4. Soundararajan & Singh, Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage

Mapping Matrix of Course: HR Analytics

Table 1: CO-PO & CO-PSO Matrix for the Course: HR Analytics

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	3	3	2	2	2	2
CO2	2	3	3	2	2	2	2	2	3	2
CO3	2	2	2	3	2	3	2	2	2	2
CO4	2	2	2	2	2	2	2	2	2	3
Average	2. 25	2.25	2	2.25	2.25	2.5	2	2	2.25	2.25

Employee Relations & Compliance Management

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Human Resource Management)**

Course Objectives: This course is designed to provide the student with a thorough knowledge of various methods and practices of Employee relation and compliance. It enables students to understand and perform jobs for various positions while maintaining healthy relationships at different areas of the organization. It also serves to develop and strengthen the overall analytical and interpersonal skills of students Related to various HR Functions.

Course outcomes:
On the completion of this course the student will be able to:

CO1: Understand and describe the concept of employee engagement and standards of compliance.

CO2: Apply the techniques of employee engagement for identifying and addressing problems associated with both over-engagement and disengagement.

CO3: Analyze the extent to which emotional and aesthetic labor are positioned in some contemporary organizations.

CO4: Evaluate the effectiveness of various employee engagement methods in times of organizational change, including the role of effective communications during organizational change.

DETAILED SYLLABUS:

UNIT – I

Employee Relations: Meaning and scope, Theoretical Background of ER, Parties to ER, Industrialization Strategy and ER. ER in India: Labour Policy in Five Year Plans, Bipartism, Tripartism; Role of government and State; Role of management; Role of Trade Unions. Industrial Disputes: Causes, Types, Trends. Labour Welfare and ER: Concept, Purpose, Statutory and Non-statutory provisions, ILO Conventions.

UNIT – II

Globalisation and ER. Background: Industrial Relations vs Employee Relations, Assumption - Traditional vs New. Organizational and Behavioural Aspects of Employee Relations Nature and Type of Employees (needs, desires, aspirations, drive, motivation), Managerial Assumptions about Employees. Management of Employee Relations Practices in Industry, Power & Authority Structure, Organizational Politics, Conflict Handling, Consultation, Counselling, Mentoring, Building Positive Employee Relations, and Work Culture.

UNIT – III

Changing Concept of meaning of discipline from ancient period to Modern era (Oriental and Occidental) with reference to Social, Economic, Political and Psychological Perspective. Discipline as a process of

learned behaviour - Socialization - Role of institutions - family, educational institutions, society, organization. Reward and punishment as reinforce. Employee **Involvement**: Meaning, Methods, forms of involvement and participation, Planning for involvement and participation, etc.

UNIT – IV

Understanding of Employment Practices: Terms and references of employment in terms of employment contracts, Transfer policy and procedure affecting attitude of the employees, Promotion procedure, Managing workforce diversity, Biographical characteristics, and employment.

Disciplining and Communication - Interpersonal, communication - Barriers Organizational Culture and discipline Managerial and Leadership practices and discipline Self-discipline reference to our bodily system, Techniques of modifying behaviour

SUGGESTED READINGS:

1. C.V.Venkata Ratnam: Industrial Relations,
2. E.A.Ramaswamy & Uma Ramaswamy: Industry and Labour,
3. A. Monappa: Industrial Relations, Tata McGraw Hill
4. ILO: Collective Bargaining
5. B D Singh: Industrial Relations, Excel Books
6. Govt. of India: The National Commission on Labour (1969)
7. A Handbook of Personnel Management Practices - M. Armstrong

Mapping Matrix of Course: Employee Relations & Compliance

Table 1: CO-PO & CO-PSO Matrix for the Course: Employee Relations & Compliance

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	2	2	2	3	2	3	2	2	3
CO3	2	3	1	2	2	3	2	2	2	2
CO4	2	2	2	2	2	2	2	2	3	2
Average	2.5	2.25	1.5	2	2.25	2.5	2.25	2	2.25	2.25

Cross Cultural Management

Course code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Human Resource Management)**

Course Objectives: The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations

Course outcomes:

On the completion of this course the student will be able to:

CO1: Understand and memmorize different terms used in cross-cultural management.
CO2: Apply conceptual framework of cross-cultural management in line with the process of global management.
CO3: Analyze the cultural aspects in global management.
CO4: Evaluate practical solutions of problems in cross-cultural management.

DETAILED SYLLABUS:

UNIT – I

Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications, Complexities of international firms, staffing policy, Process of recruitment and training.

UNIT – II

Cross Cultural Research Methodologies and Hofstede's Study, Structural evolution of Global Organizations; Cross Cultural Leadership and Decision Making.

UNIT – III

Cross Cultural Communication and Negotiation, Human Resource Management in Global Organizations, Management of industrial relations.

UNIT – IV

Ethics and social responsibility in international business, Western and Eastern Management thoughts in the Indian Context, Management of cultural diversity

SUGGESTED READINGS:

1. Adler, N J., *International Dimensions of Organizational Behaviour*, Kent Publishing.
2. Bartlett, C and Ghoshal, S., *Transnational Management: Text, Cases and Readings ir Cross Border Management*, Irwin.
3. Dowling. P J., *International Dimensions of Human Resource Management*, Wadsworth.
4. Hofstede, G., *Cultures Consequence: International Differences in Work Related Values*, Sage.

Mapping Matrix of Course: Cross Cultural Management

Table 1: CO-PO & CO-PSO Matrix for the Course: Cross Cultural Management

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2	2
CO2	3	2	2	2	3	2	3	2	2	3
CO3	2	3	1	2	2	3	2	2	2	2
CO4	2	2	2	2	2	2	2	2	3	2
Average	2.5	2.25	1.5	2	2.25	2.5	2.25	2	2.25	2.25

Name of Subject: **Neuro-HRM**	Maximum Theory Marks: 75 (50+ 25)
Course Code: 244MGHRM4	Time Allowed: 3 Hrs
Credits: 3	Discipline Specific Course

Course Description: The Neuro HRM course introduces students to the application of neuroscience principles in understanding employee behavior, enhancing leadership, improving decision-making, and designing brain-friendly HR practices. It equips students with relevant tools, models, and practical insights to apply neuroscience for developing effective HR interventions and workplace well-being initiatives.

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course, students will be able to:
CO1: Understand the fundamental concepts of neuroscience relevant to human behavior and HR practices.
CO2: Analyze employee motivation, decision-making, and behavior through the lens of neuroscience.
CO3: Apply neuroscience principles for leadership development, team building, and workplace well-being.
CO4: Evaluate and design HR interventions and policies using neuroscience insights for organizational effectiveness.

COURSE CONTENTS:

Unit 1: Introduction to Neuro HRM: Definition, origin, and scope of Neuro HRM; Interdisciplinary nature: HRM, neuroscience, and psychology; Basic brain anatomy and its relevance to human behavior; Cognitive and emotional processing in the workplace; Ethical considerations in applying neuroscience to HR.	10 Lectures
Unit 2: Neuroscience of Employee Behavior: Decision-making processes in the brain; Role of emotions, memory, attention, and perception at work; Neurological foundations of motivation and engagement; Implicit vs explicit responses in employee interactions; Case studies on workplace behavior and neuroscience.	10 Lectures
Unit 3: Neuroscience Tools and Practical Insights for HR: Overview of tools like EEG, fMRI, Eye-tracking, Biometrics, etc., for understanding human behavior; Applications in recruitment, training, and performance management; Brain-friendly learning and development design; Neuroscience of stress management and emotional regulation.	10 Lectures
Unit 4: Applications of Neuro HRM in Organizations: Neuroscience in leadership development (Neuroleadership); Enhancing teamwork, empathy, and communication using neuroscience; Change management through brain-based approaches; Workplace well-being programs based on neuroscience; Case studies and real-world HR interventions.	10 Lectures

Suggested Reading:

1. Rock, D. (2020). Your Brain at Work. Harper Business.
2. Zak, P. J. (2012). The Moral Molecule: How Trust Works. Penguin.
3. Ringleb, A., & Rock, D. (Various editions). NeuroLeadership Journal, NeuroLeadership Institute.
4. Goleman, D. (2011). Emotional Intelligence. Bantam.
5. Hawkins, P. (2021). Leadership Team Coaching: Developing Collective Transformational Leadership. Kogan Page.

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 25 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10
3	Assessment 3: Case Analysis / Presentation (**CAP**)/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	5
	Internal Assessment (**IA**) (1+2+3)	33%
	End-Term Examination (**EE**)	67%
	Total Marks (IA+EE)	**100%**

Mapping Matrix of Course:

Table 1: CO-PO & CO-PSO Matrix for the Course:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO1	3	2	1	2	2	3	2	2	2
CO2	3	2	1	2	2	2	2	3	2
CO3	2	3	2	3	2	2	2	2	2
CO4	2	3	2	3	2	2	2	2	2
Average	2.25	2.5	1.5	1.5	1.5	1	1.25	1.5	1.75

Logistics Management and Warehousing

Course code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Operations and Supply Chain Management)**

Course Objectives: The aim of this course is to know how a logistic strategy fits into an organization's broader decisions, understand the role of logistic providers, and realize the meaning of customer service and understand its importance to logistics management.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Memorize and understand the concepts and importance of logistics and warehousing for managing the supply chain.
CO2: Apply the concepts of logistics for supply chain management.
CO3: Analyze the role of various logistics strategies for an uninterrupted supply chain.
CO4: Evaluate the dynamics of physical distribution functions.

DETAILED SYLLABUS:

UNIT I

Logistics Management-Definition-Achievement of competitive advantage through logistics Framework -Role of Logistics Management-Integrated Logistics Management- Evolution of the concept- model - process-activities (in brief). Outsourcing Logistics-Reasons-Third party logistics Provider-Fourth party Logistics providers (4 pl)-Stages-Role of logistics providers.

UNIT II

Logistics Strategy-Strategic role of Logistics-Definition-role of logistics managers in strategic decisions-Strategy options, lean strategy, Agile Strategies & Other strategies- Designing & implementing logistical strategy. Quality customer service & integrated logistics-customer service-importance elements- the order cycle system-distribution Channels.

Unit III

Warehousing-Definition-nature and importance-role of warehousing in logistic system types-basic components-functions-warehousing layout and design-warehousing decisions & operations-warehouse productivity. Packaging-importance-advantages-objectives and principles-types of packaging materials Used-Bar coding.

Unit IV

Warehouse and its Operations: Introduction, Objectives, Warehouse Structure, Warehouse Operations, Receiving inventory, Picking inventory, Locating inventory, Organising inventory, Despatching inventory, Equipment Used for a Warehouse.

SUGGESTED READINGS:

1. David J. Bloomberg, Stephen LeMay &: Logistics, Prentice-Hall of India Pvt Joe B. Hanna Ltd. New Delhi, 2003.
2. Donald J. Bowersox & David J. Closs: Logistical Management, Tata McGraw Hill Publishing Co. Ltd, New Delhi, 2004
3. Satish C. Ailawadi & Rakesh Singh: Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
4. Donald Waters: Logistics. Palgrave Macmillan, New York, 2004
5. Krishnaveni Muthiah : Logistics Management & World Sea borne Trade, Himalaya Publishing House, Mumbai, 1999
6. Warehouse management– Student Study Guide – by Gwynne Richard
7. Essentials of inventory management by Max Muller—Publishers-HarperCollins
8. Warehouse distribution & operations handbook by DAVID E MULCAHY
9. Inventory strategy by Edward H Frazelle

Mapping Matrix of Course: Logistics Management and Warehousing

Table 1: CO-PO Matrix for the Course: Logistics Management and Warehousing

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	2	3	2
CO2	2	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	2	2	3	2	3
Average	2. 25	2.25	1.5	2.25	2.25	2.25	2.25	2.25	2.25	2.25

Operations Research
Course code:

Credit: 3

External Marks: 50
Internal Marks:25
Time Allowed: 2 Hrs.

Type of Course: Specialization Specific Elective Course **(Operations and Supply Chain Management)**

Course Objectives: The Course is designed to introduce the students to the principles of operations research techniques and their applications in decision making. Students will also be required to use computer packages for data processing purposes.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Memorize and understand the concepts and importance of operations research.
CO2: Apply the tools and techniques of operations research for solving the business problems related to allocation of the scare resources.
CO3: Analyze the problems of optimising the given objectives subject to constraints, in order to find the best alternative in a decision-making environment.
CO4: Evaluate the the models describing the industry related problems.

DETAILED SYLLABUS:

UNIT –I

Introduction to Operations Research and Modeling Linear Programming: Formulation, Solution Methodologies, Simplex Method, Two Phase Method, Dual Simplex Method and Modified Simplex Method. Duality Theory Post Optimal Analysis of LP models, Parametric Linear programming

UNIT –II

Transportation models, Transshipment models and Assignment Models; Integer Programming: formulations, Cutting Plane method, Branch and Bound Algorithm, Additive algorithm for Zero one programming.

UNIT –III

Dynamic Programming: Stages, states, Principle of Optimality, recursive relationship. Capital Allocation model, Knap sack Model, Traveling salesmen's model and other related model Decision Theory: Decision under Certainty, Risk and Uncertainty,

UNIT –IV

Game Theory: Two-Person Zero Sum Game, graphical method, Linear-programming formulation of Game Queuing theory: characteristics, Single server and multi-server models, Self-service system, Finite Population Network models: Minimum spanning tree, shortest path model, Maximal Flow Introduction to Goal Programming.

SUGGESTED READINGS:

1. Ahuja A K. et al., *Network Flows*, Englewood Cliffs, Prentice Hall Inc.

2. Gould, F J. et al., *Introduction to Management Science*, Englewood Cliffs, Prentice Hall Inc.
3. Gupta, M P. & Sharma J K., *Operations Research for Management*, National Publishing House
4. Taha Hamby A., *Operations Research: An Introduction,* Macmillian.
5. Mathur, K & Solcw D., *Management Science,* Englewood Cliffs,Prentice Hall Inc.
6. Sham1a, S. J K., *Operations Research: Theory and Applications*, Macmillian
7. Srinath, L S., *Operations Research for Executive*, East West Press.
6. Paneerselvan, R. Operations Research, , Prentice Hall of India.
7. Hamdy A. Taha, *Operations Research - an Introduction*, Prentice Hall of India.

Mapping Matrix of Course: Operations Research
Table 1: CO-PO Matrix for the Course: Operations Research

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	2	3	2
CO2	2	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	2	2	3	2	3
Average	2. 25	2.25	1.5	2.25	2.25	2.25	2.25	2.25	2.25	2.25

Service Operations Management

Course Code:

Credit: 3

External Marks: 50
Internal Marks: 25
Time Allowed: 2 Hrs.

Type of Course: Discipline Specific Elective Course **(Operations and Supply Chain Management)**

Course Objectives: Through this course the learner will understand the growing significance and impact of services on the growth and economy and the scientific ways to run the operations so as to optimize the business and brand returns.

Course Outcomes:
On the completion of this course the student will be able to:

CO1: Memorize and understand the nature and characteristics of services in the global digital scenario.
CO2: Apply the concept of service blueprinting for mapping a variety of real life service processes to achieve global competitive advantage.
CO3: Analyze the types of service operations and operational parameters that are imperative for organizational success.
CO4: Evaluate and compare strategies leading to improvement of service operations quality.

DETAILED SYLLABUS:

UNIT-I

Understanding Service Operations: Introduction; Nature & Role of Services in Economy; Service Operations and their Management Fundamentals; Service Strategy; Positioning of Services in the Organization Value Chain

UNIT-II

Service Operation Infrastructure: Service Facility Design, Layout & Location, Off-shoring & Outsourcing; Technology in Services, Front-office Back-office Interface; Human Factor in Services; External Associates in Service Processes

UNIT-III

Service Process Management: Service Encounter Design and Control; Managing Service Processes; Experience Management in Service Operations; Service Quality and Reliability Assurance; Service Process Improvement & the Associated Methodologies; Experience Innovation Paradigm; New Service Development

UNIT-IV

Improving Service Delivery Propositions: Service Growth and Globalization; Forecasting Demand for Services; Capacity and Demand Management; Customer Expectations and the Planned Provision in Service Delivery; Legal Aspects of Expectation-Delivery Gaps; Service Waiting Line and Customer Relationship Management; Inventory Management for Improved service Delivery

SUGGESTED READINGS:

1. Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico
2. Fitzsimmons & Fitzsimmons (2006), Service Management, Tata McGraw-Hill
3. Haksever, et al. (2006), Service Management and Operations, Pearson Education
4. Hollins (2007), Managing Service Operations, Sage Publications

5. Johnston & Clark (2009), Service Operations Management, Pearson Education
6. Metters, et al. (2006), Service Operations Management, Cengage Learning
7. Davis & Heineke (2003), Managing Services: People and Technology,Tata McGraw Hill.

Mapping Matrix of Course: Service Operations Management
Table 1: CO-PO Matrix for the Course: Service Operations Management

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1	3	2	1	2	2	3	1	2	3	2
CO2	3	2	2	3	2	2	2	2	2	2
CO3	2	3	1	2	3	2	2	2	2	2
CO4	2	2	2	2	2	3	2	3	2	3
Average	2. 5	2.25	1.5	2.25	2.25	2.5	1.75	2.25	2.25	2.25

Name of Subject: World Class Manufacturing	Maximum Theory Marks: 75 (50+ 25)
Course Code:	Time Allowed: 2 Hrs
Credits: 3	Specialization Specific Course

Description of Course: World Class Manufacturing (WCM) is a philosophy and methodology focused on achieving operational excellence in manufacturing by integrating principles like lean manufacturing, total productive maintenance, and total quality management to eliminate waste, improve efficiency, and enhance product quality. It's a journey of continuous improvement aimed at making a company a leader in its industry. Through case studies and practical exercises, students develop the ability to design and interpret best manufacturing practices. The course prepares participants to apply efforts to identify and eliminate losses, defects, and inefficiencies in all processes through case studies.

Instructions for Paper Setter: The question paper shall be divided into two sections. **Section 'A'** shall comprise five short answer type questions from the whole of the syllabus carrying two marks each, which shall be compulsory. The answer to each question should not exceed 100 words normally. **Section 'B' shall comprise 8 questions (2 questions from each unit). All the questions need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.** The students will be required to attempt four questions by selecting one question from each unit. All questions will carry equal marks.

Course Outcomes: - After completing the course, students will be able to:
CO1: Understand recent trends in manufacturing.
CO2: Demonstrate the relevance and basics of World Class Manufacturing.
CO3: Apply knowledge of world class manufacturing practices
CO4: Evaluate the impact of implementation of new WCM technologies.

COURSE CONTENTS:

Unit 1: Introduction to world class manufacturing: history, scope, and significance; Models for manufacturing excellence: Schonberger, Halls, Gunn and Maskell models, Business Excellence, Value Added Manufacturing, People involvement, Productivity Quality Delivery Safety Cost Morale (PQDSCM Approach).	10 Lectures
Unit 2: Six sigma concept- DMAIC Methodology Define phase- Project definition, project charter, Translating Customer Needs into Specific Requirements (CTQs) through QFD, SIPOC diagram, define phase review, case studies. Measure phase- Process Mapping, Data Attributes, Measurement System Analysis, Process Performance (Cp, Cpk, Pp, Ppk), Calculating Process Sigma Level, Measurement Phase Review, Case studies. Analyze phase- Cause & effect analysis, verification of root causes, Analyze phase review, case studies. Improve phase- Quality function deployment (House of quality), Failure mode and effect analysis (FMEA), Improve phase review, case studies. Control phase-	10 Lectures

Statistical process control (SPC), developing a process control plan, control phase review, case studies	
Unit 3: Lean Manufacturing or Lean Production-History of waste reduction thinking, Types of waste-3M, Toyota production system, Total Productive Maintenance, Lean tools-5S Kaizen, Kanban, Poka Yoke, just in time, Value stream mapping, Heijunka, SMED, Visual control.	10 Lectures
Unit 4: Total Quality Management origin, evaluation & key elements- Quality management definition, experts view on quality, Dimension of quality, Cost of quality and quality cost audit, The Deming cycle, Statistical Process Control (SPC), Statistical Quality Control, Control charts, TQM, Six sigma, ISO 9000 and other ISO series, Industrial safety, Quality circle	10 Lectures

Suggested Reading:

1. World Class Manufacturing Strategic Perspective Sahay B.S., Saxena KBC. and Ashish Kumar Mac Millan Publications New Delhi
2. Just In Time Manufacturing Korgaonkar M.G MacMilan Publications
3. World Class Manufacturing- The Lesson of Simplicity Schonberger R. J Free Press 1986
4. The Toycta Way – 14 Management Principles Jeffrey K.Liker Mc-Graw Hill 2003

Instructions for Internal Examiner: The internal assessment should be spread evenly throughout the semester and must include at least 3 independent components including a mid-term exam. Below are the suggested components for 25 marks. A teacher has a choice to change these components as per the need except for the mid-term exam. All the questions of mid-term Exams need to be mapped with Course Outcomes (COs) and need to be specified in the question paper against each question.

S. No.	Course Assessment Components	Marks/Weightage (%)
1	Assessment 1: Class Participation(**CP**) And Individual Assessment	10
2	Assessment 2: Mid-Term Exam (MTE)	10

3	Assessment 3: Case Analysis / Presentation **(CAP)**/ Group Project (**GP**) / Role Play / Live Projects/ Simulation / Worksheet Assessment	5
	Internal Assessment **(IA) (1+2+3)**	33%
	End-Term Examination (**EE**)	67%
	Total Marks (IA+EE)	**100%**

Mapping Matrix of Course:

Table 1: CO-PO & CO-PSO Matrix for the Course:

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	3	1	1	3	1	1	3	1	1
CO2	3	3	1	1	1	1	2	1	2	3
CO3	3	2	2	2	1	1	1	1	2	3
CO4	2	2	2	2	1	1	1	1	2	1
Average	2.25	2.5	1.5	1.5	1.5	1	1.25	1.5	1.75	2

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