

Scheme of Examination
For
Master of Business Administration
(Choice Based Credit System)
From The Academic Session 2021-23



Gurugram University, Gurugram (Haryana)

Program Specific Outcomes

The program specific outcomes of Two Year (Four Semester) MBA (General) program are as follows:

Programme Specific Outcomes

PSO1: To acquire hands on experience on the integrated technology practices to solve managerial issues.

PSO2: To develop excellent command over the life skills for a balanced EQ and IQ.

PSO3: To enhance the employability of students to lead a successful career in industry or pursue higher studies or become an entrepreneur.

PSO4: To develop capabilities in strong leadership skills, effective communication skills, professional etiquette and a desire to be a lifelong learner.

PSO5: To develop analytical skills to face the challenges in national and global business environment and adapt accordingly.

PSO6: To develop a mind set to offer commercially feasible and socially acceptable, managerial solutions to business problems.

PSO7: To inculcate life skills which helps in becoming ethical, conscious and socially responsible managers, having motivation of contributing to the development of the nation.

| Scheme of Examination | | | | |
|--|-----------------------|-----------------------|------------------|------------------------|
| Two Year MBA Programme From the | | | | |
| Session 2021-23 | | | | |
| First Year: First Semester | | | | |
| Core Courses | | | | |
| Title of the Course (s) | External Marks | Internal Marks | Practical | Credits (L-T-P) |
| Management Principles and Organizational Behaviour | 70 | 30 | -- | 3-1-0 |
| Managerial Economics | 70 | 30 | -- | 3-1-0 |
| Statistics for Managerial Decisions | 70 | 30 | -- | 3-1-0 |
| Business Excel | 50(Practical) | 50(Practical) | --- | 1-0-4** |
| Accounting for Managers | 70 | 30 | -- | 3-1-0 |
| Business Environment and Sustainability (Blended learning Mode***) | 70 | 30 | -- | 3-0-0 |
| Discipline Specific Courses (Life skill Courses) | | | | |
| PLP*-I-‘Communication Skills’ (Blended learning Mode***) | - | 50 | - | 2 |
| Management Lessons Through Bhagwad Gita I (Blended learning Mode***) | - | 50 | - | 2 |
| Total Subjects = 8 Total Credits = 26 | | | | |

Note: Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments.

* Personal Leadership Programme.

** The lab credits are taken as one half of total credits.

*** Any of the seven models proposed in the UGC concept note may be adopted as per the need of the subject.

The duration of all the end term theory examinations shall be 3 hours

Detailed Syllabus

Management Principles and Organizational Behaviour

L-T-P

3-1-0

External: 70

Internal: 30

Time Allowed: 3 hours

Employability-level: Professional Core

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | | ✓ | | |

Introduction to the Module:

Management Principles and Organizational Behaviour is a course which offers insights to understand personality characteristics, work and team structures, evolving workplace challenges, and interpersonal problems and to use apply such understanding to enhance the quality of human dynamics and performance in organizations.

Course Outcomes:

CO1: The objective of the course is to provide an understanding of the tasks and functions of management.

CO2: To familiarize the students with the behavioural patterns of human beings at individual & group levels in the context of an organization.

CO3: To enhance the ability of the students in predicting and control of human behaviour in an organization.

CO4: To enhance understanding of the dynamics of interaction and integration between the individual and the organization

Learning Outcomes:

At the end of the course it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas. On completion of the course students will be able to:

LO1: Use emotional intelligence and power to lead and influence others for mutual gains

LO2: Develop appropriate solutions to problems like conflict, stress and politics

LO3: Develop tasks, jobs, and teams for their effective performance

LO4: Identify personality traits to understand the differences across individuals

LO5: Understand the role of management in making decisions.

Detailed Syllabus

Unit 1-

Fundamentals of Management & Management Process: Evolution of Management thought, Meaning and Nature of Management, Management Approaches, Processes, Managerial functions & competencies, Tasks and Responsibilities of a Managers, Issues in Managing: Change, Technology, Diversity & Globalization, Fundamentals of social responsibility, areas of corporate social responsibility, Social responsiveness and decision making, Basic approaches to Ethics, Tools of Ethics: Values, rights, duties & moral rules, Creating an ethical workplace.

Unit 2

Foundations of Planning, Organizing, Controlling and Managerial Decision making: Importance of Planning, Types & elements of Planning, strategic Planning, and Strategy formulation tools: SWOT analysis, Porter's five forces model, Mc Kinsey's 7-S framework, Types & process of decision making, Decision making models, Decision making under risk, certainty & uncertainty, Organization Structure & Design, Elements of Structure, Organizational Design applications, Effective Delegation, Boundary less Organizations, Meaning, need & process of Control, Importance of Control, Types of Control, Designing an integrated control system, Ethical Issues of Control.

Unit 3

Introduction to Organizational Behaviour : Nature, importance and determinants of OB; Subsequent Phases of Hawthorne studies and Human Relations Approaches; Predecessors of OB; Relationship with other fields; Understanding, Attribution theories; Individual Learning: Nature and process, Application of learning principles in organizational context; Attitudes: Types & work related attitudes. Managing emotions in organizations – emotional intelligence and emotional labour, stress management; Motivation – concept and applications

Unit 4

Individual, Group and Organizational level Behaviour: Individual Determinants of Organization Behaviour - Person Perception, Perceptual Process, Importance and factors affecting perception, Individual Differences - Understanding Self , Nature Vs. Nurture, Johari Window; Personality Traits and Attributes of Personality - Self-Esteem, Type A & B, Locus of Control, Machiavellianism; Application of Personality theory in Organizations – MBTI instrument. Group Dynamics and Interpersonal, Relationships, Group processes and group decision making, Dysfunctions of groups, Team: Creating effective teams and turning individuals into team players, Contemporary issues in managing teams. Leadership theories and contemporary issues in leadership, Management of Organizational Conflicts and negotiations, Understanding Power and Politics.

Suggested Readings:

1. Organizational Behaviour by Robbins, P., Judge, and Sanghi (2009). Pearson Education.
2. Luthans, F., Organizational Behaviour, Tata McGraw Hill.
3. Essentials of Mgmt. by Harold Koontz & Heinz Weichrich (1st ed., Excel Books)
4. Management: Text & Cases by V S P Rao & V Hari Krishna (Excel Books)
5. Management by James A. F. Stoner, r Edward Freeman, Daniel R Gilbert (6th edition, Pearson Education)
6. Organizational Behaviour by Fred Luthans (Tata McGraw-Hill)

Teaching Pedagogy

The course contents will be delivered through lectures, presentations, case analysis, discussions, assignments, and audio-visual tools.

Note: Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments.

The duration of all the end term theory examinations shall be 3 hours

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

Section ‘A’ shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit).

The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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/ | 10 |

| | | |
|----------------------------|---|------------|
| | Simulation / Worksheet Assessment | |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|------------|--|-----------------------------|
| CO1 | To provide an understanding of the tasks and functions of management. | PSO1, PSO3 |
| CO2 | To familiarize the students with the behavioural patterns of human beings at individual & group levels in the context of an organization | PSO2, PSO5 |
| CO3 | To enhance the ability of the students in predicting and control of human behaviour in an organization. | PSO4 |
| CO4 | To enhance understanding of the dynamics of interaction and integration between the individual and the organization. | POS6, POS7 |

Managerial Economics

L-T-P
3-1-0

External: 70
Internal: 30
Time Allowed: 3 hours

Employability-level: Professional Core

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | | ✓ | | |

Introduction to the Module:

‘Managerial Economics’ is a core course to acquaint the students with concepts and techniques used in the field of economics and to enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Outcomes:

CO1. This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organization under different market conditions.

CO2. To introduce the economic concepts

CO3. To familiarize with the students the importance of economic approaches in managerial decision making

CO4. To understand the applications of economic theories in business decisions

CO5. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

Learning Outcomes:

At the end of the course it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas. On completion of the course students will be able to:

LO1: Estimate trends in demand through various forecasting techniques.

LO2: Analyse the cost behaviour for production decisions.

LO3: Understand types of market conditions and taking decisions accordingly.

LO4: Study the different business phases such as boom, depression, inflation, etc. for effective decision making.

Detailed Syllabus:

Unit 1

Introduction, Market forces of demand & supply Principles of economics: The scientific method; Role of assumptions; Economic models; The circular-flow diagram; Production possibilities frontier; Micro and macro-economic; Positive versus normative economics; Individual demand; Demand schedule and demand curve; Market demand versus individual demand; Shifts in the demand curve; Supply schedule, Supply and demand– equilibrium, The elasticity of demand; The elasticity of supply. Consumers, producers and the efficiency of markets: Consumer surplus; Producer surplus; Market efficiency, evaluating the market equilibrium; Demand Forecasting, Methods or Techniques of Demand Forecasting, Demand Forecasting for new Products.

Unit 2

Cost behaviour for production decisions: The costs of production: Costs – total revenue, total cost and profit, costs as opportunity costs, cost of capital as an opportunity cost, economic profit versus accounting profit; Production and costs – the production function, from production function to the total cost curve; various measures of cost – FC, VC, AC, MC, cost curves and their shapes and relationship; Costs in the short run and long run – relationship between SR and LR ATC, economies and diseconomies of scale.

Unit 3

Economic decisions in different Markets: firms in competitive markets: What is a competitive market; Profit maximization and the competitive firm's supply curve; The supply curve in a competitive market. Monopoly, Price discrimination – the analytics of price discrimination, Oligopoly, Markets with only a few sellers – duopoly, competition, monopolies and cartels, the equilibrium for an oligopoly, Public policy towards oligopolies – restraint of trade and the antitrust laws, controversies over antitrust policy, resale price maintenance, predatory pricing, tying. Monopolistic competition: Competition with differentiated products – firms in the short run, the long-run equilibrium, monopolistic versus perfect competition (excess capacity, mark up over marginal cost), monopolistic competition and the welfare of society; Advertising – the debate over advertising, advertising as a signal of quality, brand names.

Unit 4-

Economic Growth & Business Cycle: Economic growth: Economic growth around the world; The role and determinants of productivity; Economic growth and public policy; The importance of long-run growth. Stabilization Policies: Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions, Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation.

Suggested Readings:

1. Principles of Economics; 2nd edition; N Gregory Mankiw; Thomson South-Western; 2002 Indian reprint”.
2. Pindyck & Rubinfeld – Microeconomics 5th edition
3. Managerial Economics – Concepts and Applications. 8/e Christopher R. Thomas, S.
4. Charles Maurice, Tata McGraw Hill
1. Managerial Economics in a Global Economy, D Salvatore (Thomson SouthWestern)
2. Microeconomics for Management Students, Ravindra H. Dholakia and Ajay N. Oza,
5. Oxford University Press.
3. Managerial Economics, G. S. Gupta, Tata McGraw Hill.
4. Principles of Macroeconomics, C. Rangaragan and B. H. Dholakia, Tata McGraw Hill.
5. Macroeconomics – Theory and Applications, G. S. Gupta, 3/e, Tata McGraw Hill.
6. Economics, Samuelson and Nordhaus (Tata McGraw Hill)
7. Managerial Economics, Atmanand (Excel Books)
8. Essentials of Managerial Economics, I C Dhingra (SCS)
9. Microeconomics: Theory and Applications, D Salvatore 4th Edition (Indian Edition)
6. Oxford University Press.
10. Economics, Lipsey and Chrystal 11th Edition (Indian Edition) Oxford University Press.
11. Managerial Economics-Principles and Worldwide Applications D. Salvatore 6th Edition (Indian Edition) Oxford University Press.
12. H.L Ahuja Managerial economics (S Chand) 3rd edition

Teaching Pedagogy

The course contents will be delivered through lectures, presentations, case analysis, discussions, assignments, and audio-visual tools.

Note: *Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments.*

The duration of all the end term theory examinations shall be 3 hours

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

Section ‘A’ shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|------------|---|-----------------------------|
| CO1 | This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organization under different market conditions. | PSO1, PSO2 |
| CO2 | To introduce the economic concepts. | PSO3, PSO4 |
| CO3 | To familiarize with the students the importance of economic approaches in managerial decision making. | PSO5 |
| CO4 | To understand the applications of economic theories in business decisions | POS6 |
| CO5 | It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government. | POS7 |

Statistics for Managerial Decisions

L-T-P

3-1-0

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Employability-level :Foundation Skill

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | ✓ | | | |

Introduction to the Module:

This course is an introduction to the fundamentals of Mathematics, probability and statistics with an aim towards building foundation skills in modern data science. Aim of this course is to equip participants with a systematic and precise knowledge of data processing techniques that can be applied across various functions of an organization. The course also includes the Correlation and Regression Analysis for understanding and predicting the relation and behavior of dependent and independent variables. This course is recommended for students who will be peruse the various type of research analysis as it includes the inferential statistics to test the hypotheses. This course develops quantitative methods and skills to support management practice and decision making including: hypothesis testing, regression analysis, decision analysis, and optimization.

Course Outcomes:

The Objective of this course is to provide students with a conceptual understanding of quantitative techniques and the skills required in applying knowledge for decision making. Following are course objectives:

CO1: Demonstrate the wide range of situations in which quantitative analysis improves decision making and creates competitive advantages;

CO2: Develop students' analytical thinking skills.

CO3: Develop mastery of analysis using statistical methods, and effective communication of results.

CO4: Emphasis will be placed on developing sound statistical reasoning and real-world applications and case studies.

CO5: Sharpen participant's ability to understand and analyze different aspects of problems by Mathematical Skills.

CO6: Provide students with a conceptual understanding of inferential statistical applications in Managerial Decisions Making.

CO7: Understand the need & relevance of application of forecasting through various techniques.

Learning Outcomes:

At the end of the course it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas. Upon completing the course, the student should be able to:

- LO1. Describe a set of data using histograms, scatter diagrams and summary statistics.
- LO2. Compute statistics from sample data to support hypothesis testing and regression analysis.
- LO3. Infer the statistical precision of insights derived from estimation, hypothesis testing and regression analysis.
- LO4. Describe. Normality and its distribution concepts
- LO5. Compute optimal solutions to decision making models for the management of a wide range of situations in which quantitative analysis improves decision making.
- LO6. Analyze information for decision making

- LO7: Enhance knowledge in probability theory
- LO8: Measure the trend setting factors for projection of sales and demand curves.

Detailed syllabus:

Unit-I

Matrices and Determinants, Input-Output Analysis. Simple and Compound Interest, Annuities, Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits, limitations and Characteristics; Skewness: Meaning and co-efficient of Skewness.

Unit-II

Correlation Analysis - Meaning & Types of Correlation, Karl Pearson's Coefficient of Correlation And Spearman's Rank Correlation; Regression Analysis -meaning and Two Lines of Regression; Relationship between Correlation and Regression Coefficients. Time Series Analysis - Measurement of Trend and Seasonal Variations; Time Series and Forecasting. Index Number

Unit-III

Probability: Basic Concepts and Approaches, Addition, Multiplication and Bayes' theorem. Probability Distributions - Meaning, Types and Applications, Binomial, Poisson and Normal Distributions.

Unit-IV

Hypothesis Testing; Large samples & Small samples Tests (Z, t, F Test), Chi-square Test, Analysis of Variance. Non Parametric Tests: 1-sample sign test, 1-sample Wilcoxon signed rank test, Friedman test, Goodman Kruska's Gamma: a test of association for ranked variables. Kruskal-Wallis test, Mann-Whitney test.

Suggested Readings:

1. Levin & Rubin, Statistics for Business , Prentice Hall of India,N.Delhi.
2. Gupta S.P. & Gupta M.P. Business Statistics , Sultan Chand & Sons,Delhi.
3. Anderson, Quantitative Methods in Business , Thomson Learning,Bombay.
4. Anderson, Statistics for Business & Economics , Thomson Learning,Bombay.
5. Chandan, J.S. An Introduction to Statistical Methods , Vikas Publishing House, NewDelhi.
6. Bhardwaj, R.S, Business Statistics , Excel Books,2000
7. Gupta C.B. & Gupta, Vijay-Business Statistics , S.Chand & Co.Delhi.
8. Kothari C.R., Quantitative Techniques, Vikas Publishing House, NewDelhi
9. Hooda.R.P., Statistics for Business & Economics, McMillan IndiaLtd.
10. Bhargava., Elements of Business Mathematics, Jeevansons Publications, New Delhi

Note: Use of simple calculator is allowed. The students can use statistical tables and log tables in the examination.

Teaching Pedagogy

The course contents will be delivered through lectures, presentations, case analysis, discussions, assignments, and audio-visual tools.

Note: Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments.

The duration of all the end term theory examinations shall be 3 hours

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

Section 'A' shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit).

The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|--|-----------------------------|
| CO1 | Demonstrate the wide range of situations in which quantitative analysis improves decision making and creates competitive advantages; | PSO1, PSO4 |
| CO2 | Develop students' analytical thinking skills. | PSO5, PSO4 |
| CO3 | Develop mastery of analysis using statistical methods, and effective communication of results. | PSO3 |
| CO4 | Emphasis will be placed on developing sound statistical reasoning and real-world applications and case studies. | POS2,PO5 |
| CO5 | Sharpen participant's ability to understand and analyze different aspects of problems by Mathematical Skills. | POS6 |
| CO6 | Provide students with a conceptual understanding of inferential statistical applications in Managerial Decisions Making. | POS5,PO7 |
| CO7 | Understand the need & relevance of application of forecasting through various techniques. | PSO5, PSO4 |

Business Excel

L-T-P

1-0-4

External Marks: 50(P)

Internal Marks: 50(P)

Time Allowed: 3 Hours

Employability-level :Professional Skill

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | | | ✓ | |

Introduction to the Module:

This course is advanced use of excel on large data aim to enhance the professional skills of the students which is used in contemporary requirement industrial and corporate sector. Aim of this course is to equip participants with a systematic and precise knowledge of advance ms excel techniques that can be applied across various functions of an organization like finance, marketing and payroll development. The course also includes the basic functions and advanced formulas of MS Excel. This course is recommended for those students who will be peruse the various type of research analysis as it includes the statistical tool pack and mega stat to test the hypotheses. This course develops presentation skills to present the data in tables, graph and its support management practice and decision.

Course Outcomes:

The Objective of this course is to provide students with an advanced knowledge of MS Excel based on industrial requirements and the develop the skills which required in applying knowledge for decision making. Following learning objectives will be emphasized: The course goals are:

CO1: Demonstrate the wide range of data presentation in various forms like graphs and charts.

CO2: Develop students' analytical thinking skills.

CO3: Develop the advanced skills to analysis using various statistical and mathematical functions.

CO4: Emphasis will be placed on developing real-world applications and real data analysis.

CO5: Sharpen participant's ability to understand and Process the database

CO6: Understand the need & relevance of add-ins for Statistical Analysis.

Learning Outcomes:

At the end of the course it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding

and skills in the following areas. Upon completing the course, the student should be able to:

Detailed syllabus:

Unit-I

Spreadsheet; Introduction to MS Excel, Features, Advantages of MS Excel, Components of Worksheet. Working with worksheet; Cell, Entry, Editing, Moving, Copying, pasting, deleting cell row and column, Insert Command, Formatting a Worksheet, Formatting a textual data, Cell Formatting and Number Formatting. Conditional Formatting, Data Management. Saving a workbook, Sharing and Protecting, Freezing Panes and View Options, Understanding the Quick Analysis, Quick formatting, Quick Chartings, Quick Tables.

Unit-II

Data Validation, Working with Charts; Creating and editing Charts, Types of Chart, Chart Layout and style, Pivot Table and Pivot Chart, Sorting and Filtering, Page setup, Page Setup - margins, orientation, scaling-to-fit a page; printing very large sheets of data; repeating titles on each page, Table Creating and Printing Graphs, Macros, Uses of built-in functions.

Excel's modeling tool, optimization of outcome via Goal Seek, scenario modeling and optimisation; prioritisation (RANK), Conditional Functions; if formula, Sumif, Countif.

Unit-III

Functions of MS Excel: The Function Library: Mathematical & Trigonometric Functions, Statistical Functions, Financial Functions, Logical Functions, Date & Time Functions, Text Functions, Linking Functions; Relative and Absolute Cell References, Lookup and Reference Functions; Vlookup, Hlookup, Xlookup, Hyperlink Functions

Unit-IV

Statistical use of Excel; Tools for Excel Add-ins like Data Analysis Tool Pack, Mega Stat, Descriptive Statistics using MS Excel, Data Processing, Hypothesis Testing (Z, t, F Test), Chi-square Test, Analysis of Variance. (Steps to Perform Hypotheses Testing and Interpretation of result by MS Excel output)

Suggested Readings:

1. Mansfield, Ron: The Compact Guide to Microsoft office; BPB publication, Delhi.
2. S.anthony raj, Computer applications in Business Himalaya Publishing House,
3. T.D.Malhotra, Computer applications in Business Kalyani Publishers
4. Gill, Nasib, Computer Fundamental and Internet
5. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
6. Rajaraman, V., Computer Fundamentals, PHI, New Delhi

7. Saxena and Pradeep Kumar, Computer Applications in Management, Anmol Publication
8. Goel and Kakhar, Computer, New Age Publication, New Delhi.
9. Satinder Bal Gupta & Monika, Statistical Analysis with M S Excel. A Mahavir Publication, New Delhi.
10. Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.

Note: Use of simple calculator is allowed. The students can use statistical tables and log tables in the examination.

Teaching Pedagogy

The course contents will be delivered through lectures, presentations, case analysis, discussions, assignments, and audio-visual tools.

Note: Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments.

Instructions for Internal Examiner: Practical exam of 50 marks must be conducted by internal examiner, which includes viva-voce and practical to be taken on computer.

| S. No. | Course Assessment Components | Marks/Weightage (%) |
|--------------------|------------------------------|---------------------|
| 1 | Practical | 25(50%) |
| 2 | Viva Voce | 25(50%) |
| Total Marks | | 50 |

Instructions for External Examiner: Practical exam of 50 marks must be conducted by inviting an external examiner, which includes viva-voce and practical to be taken on computer.

| S. No. | Course Assessment Components | Marks/Weightage (%) |
|--------------------|------------------------------|---------------------|
| 1 | Practical | 25(50%) |
| 2 | Viva Voce | 25(50%) |
| Total Marks | | 50 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|---|-----------------------------|
| CO1 | Demonstrate the wide range of data presentation in various forms like graphs and charts. | PSO1, PSO4 |
| CO2 | Develop students' analytical thinking skills. | PSO5, PSO4 |
| CO3 | Develop the advanced skills to analysis using various statistical and mathematical functions. | PSO3 |
| CO4 | Emphasis will be placed on developing real-world applications and real data analysis. | POS2,PO5 |
| CO5 | Sharpen participant's ability to understand and Process the database | POS6 |
| CO6 | Understand the need & relevance of add-ins for Statistical Analysis. | POS5,PO7 |

ACCOUNTING FOR MANAGERS

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

Employability-level :Professional Core

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | | ✓ | | |

Introduction to the Module:

This course emphasizes on the development and use of accounting information for internal decisions in business management. Aim of this course is to equip participants with a systematic and rigorous knowledge of management accounting practices that can be strategically applied across various functions of an organization to improve its' performance. The course also reviews contemporary developments in cost &management accounting for strategic decision-making. This course is recommended for students who will be using accounting information for managing- manufacturing &service operations; controlling costs &making strategic decisions; as well as those going into general consulting or thinking of starting their own businesses. A variety of case studies in different industries and decision contexts are used to examine the application of Managerial accounting concepts.

Course Outcomes:

The Objective of this course is to provide students with a conceptual understanding of cost and managerial accounting and the skills required in applying knowledge for decision making. Following learning objectives will be emphasized. This course attempts to:

- CO1: Sharpen participant's ability to understand and analyse accounting information.
- CO2: Provide students with a conceptual understanding of managerial accounting.
- CO3: Understand the need &relevance of application of knowledge in managerial decision making.
- CO4: Emphasize on the interpretation and use of accounting information for decision making rather than its creation and accumulation.

Learning Outcomes:

At the end of the course it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas. On completion of the course students will be able to:

- LO1: Understand the role of managerial accounting in decision making
- LO2: Understand the information required for cost accumulation and assignment
- LO3: Appreciate the role of planning and control purposes for managerial decisions
- LO4: Appreciate the role of strategic cost and performance management.
- LO5: Analyze information for decision making.
- LO6: Employ cost concepts in decision taking.

Detailed syllabus:

Unit -I

Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methods), preparation of final accounts (in vertical format only) with adjustments.

Unit -II

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis; trend analysis; Altzman’s Z Model for analyzing financial health, cash flow analysis (AS-3)

Unit -III

Cost accounting-meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing

Unit -IV

Management accounting- concept, need, importance and scope; Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making.

Suggested Readings:

1. Malhotra A K, Accounting for Managers, Arya Publication, Rohtak, Haryana
2. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, New Delhi.
3. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
4. Horngren, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
5. Hansen & Mowen, Cost Management, Thomson Learning

6. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, NewDelhi.

Note: Spreadsheet is the recommended software for doing basic calculations in accounting, hence shall be used for teaching, practice, problem solving and assignments.

Note: Use of simple calculator is allowed. The students can use statistical tables and log tables in the examination.

The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|--|-----------------------------|
| CO1 | Sharpen participant's ability to understand and analyse accounting information. | PSO1, PSO5 |
| CO2 | Provide students with a conceptual understanding of managerial accounting. | PSO6, PSO4 |
| CO3 | Understand the need & relevance of application of knowledge in managerial decision making. | PSO3, PSO4 |
| CO4 | Emphasize on the interpretation and use of accounting information for decision making rather than its creation and accumulation. | POS2, POS7 |

Business Environment and Sustainability (Blended learning Mode*)**

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time Allowed: 3 Hours

*** Any of the seven models proposed in the UGC concept note may be adopted as per the need of the subject.

Employability-level: Professional Core

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|------------------------|-------------------------|--------------------------|---------------------------|----------------------|
| | | ✓ | | |

Introduction to the Module:

With sustainability increasingly becoming a part of corporate strategy and operations in today's business world, this course has been created specifically to instil 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.

Course Outcomes:

The course focuses on skill development and a thorough understanding of topics that will aid in the implementation of future sustainable company development methods. The course aims to achieve following objectives:

C01: Be able to rationally debate alternative perspectives on the role of business in sustainability and address the main subjects of sustainable business operations.

C02: Recognize the risks and opportunities that globalization brings to company, as well as the push toward more sustainable corporate practices.

C03: Understand how to put essential sustainable business ideas and practices including ecological foot printing, eco-efficiency, life cycle analysis, and industrial ecology into action.

C04: By profiling business instances in various areas, you can have a better grasp of the innovative business practices and entrepreneurial prospects created by the "sustainability" movement.

Learning Outcomes: At the end of the course it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas:

L01: Comprehend the fundamentals of business environment and sustainability;

L02: Examine the concepts of business Environment and sustainability and the fundamentals of sustainable management;

L03: Develop the ability to read and apply to spread sustainability through the development of innovative goods, solutions, and business models;

L04: Conduct in-depth, impartial investigation on company operations and be able to assess their long-term viability;

L05: Use real-world examples and scenarios to demonstrate the need of long-term company plans;

Detailed syllabus:

Unit 1

Meaning, scope and objective of Business Environment and sustainability; Significance and Nature of B. Environment; Economic perspectives on Sustainability and Business practices; Challenges of BES; Pillars of Sustainability in business; Market Failure and Sustainable Entrepreneurship-Environmental and social entrepreneurship.

Unit 2

Types of B. Environment; Principles of Sustainable Management; Sustainable Management Communication; Triple Bottom Line; Lifecycle Management; Sustainable Supply Chain Management; Techniques of B. Environment Analysis; Communication for Sustainable Management; Green Marketing: Taking Advantage of the Benefits of Sustainable Business,

Unit 3

Economic Systems and their Impact on Business; Sustainable Marketing Concepts; Financial Decision Making for Sustainable Management; Designing (Sustainable) Organizations; Sustainable Business Strategy; Product Design and Market Research for a Sustainable Future; Brief discussion of CSR's core business drivers and strategies; Sustainability and ethics.

Unit 4

Sustainable Business Strategy, Human Resources & Leadership; Principles, concepts and accountability for Sustainability; Factors Determining Global B. Environment; Adding and protecting profit margin from sustainability; The Foundations of Sustainability global perspectives and initiatives towards societal sustainability.

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.

Teaching Pedagogy

The course contents will be delivered through lectures, presentations, case analysis, discussions, assignments, and audio-visual tools.

Note: *Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments.*

The duration of all the end term theory examinations shall be 3 hours

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

Section ‘A’ shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|--|-----------------------------|
| CO1 | Be able to rationally debate alternative perspectives on the role of business in sustainability and address the main subjects of sustainable business operations. | PSO1, PSO3 |
| CO2 | Recognize the risks and opportunities that globalization brings to company, as well as the push toward more sustainable corporate practices. | PSO6, PSO5 |
| CO3 | Understand how to put essential sustainable business ideas and practices including ecological foot printing, eco-efficiency, life cycle analysis, and industrial ecology into action. | PSO2,PSO4 |
| CO4 | By profiling business instances in various areas, you can have a better grasp of the innovative business practices and entrepreneurial prospects created by the "sustainability" movement. | POS2,POS7 |

PLP-I-‘Communication Skills’ (Blended Learning Mode***)

L-T-P

2-0-0

Internal Marks: 50

*** Any of the seven models proposed in the UGC concept note may be adopted as per the need of the subject.

Employability-level: Life Skills

| Foundation Skill | Professional Core | Professional Skill | Premier Skill | Life Skills |
|------------------|-------------------|--------------------|---------------|-------------|
| | | | | ✓ |

Introduction to the Module:

The course is aimed at equipping the student with the knowledge and technique of communicating effectively for a successful professional and personal life. Business Communication is an applied course, that provides students a platform to enhance their skills, honing these through skill acquisition, practice followed by feedback in an interactive mode. The business communication course will help students to communicate accurately using different contemporary modes. As the course will be common to students of other schools, the focus will be to attempt reading and reference from their domain for ease of understanding and assimilation.

Course Outcomes: The objectives of this course are:

CO1: To provide an overview of Prerequisites to Business Communication.

CO2: To put in use the basic mechanics of Group & individual presentation.

CO3: To provide an outline to effective Organizational Communication.

CO4: To underline the nuances of Business communication.

CO5: To impart the correct practices of the strategies of Effective Business writing.

Learning Outcomes:

At the end of the course it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas:

LO1: To participate in an online learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting guidelines, discussion boards & Referencing Styles.

LO2: To demonstrate his/her ability to write error free while making an optimum use of correct Business Vocabulary & Grammar.

LO3: To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization.

LO4: To draft effective business correspondence with brevity and clarity.

LO5: To stimulate their Critical thinking by designing and developing clean and lucid writing skills.

LO6.To demonstrates his verbal and non-verbal communication ability through presentations.

Detailed syllabus:

Unit 1:

Communication – An overview: Origin, meaning and process of Communication, Goals of Communication Organizational Communication Directions/Flow of Communication, Barriers to Communication Cross-cultural/Intercultural communication. Principles of Effective Business Communication.

Unit 2:

Introduction to forms of communication- Non Verbal, Verbal and Written communication. Active Listening – The secret of great communicators. Organizing thoughts for communication, persuasive speaking, body language, gestures. Elevator Pitch, Art of Storytelling.

Unit 3:

Meaning of Group Discussion, Difference between Group Discussion and Debate, Objective of GD, Four major areas of evaluation in GD (subject knowledge, oral communication skills, leadership skills and team management) .Networking Skills.

Unit 4:

Introduction to Power point Presentations , Applying Themes and Layouts to Slides , Working with Objects , Entering, Editing, and Formatting Text , Outline View and Proofing Presentations, Adding and Reading Notes, Inserting Pictures, Graphics, Shapes, and Other Things , Inserting Tables into Presentations , Charts , Adding Sound and Video , Adding Transitions and Animation , Working with Master Slides

Suggested Readings:

1. Mishra. B, Sharma. S (2011) Communication Skills for Engineers and Scientists. PHI Learning Pvt. Ltd. ISBN: 8120337190.
2. Chaturvedi P. D, Chaturvedi M. (2011) Business Communication: Concepts, Cases and Applications. Pearson Education India. ISBN: 8131718727.
3. Greenbaum. Sidney. College Grammar of English. Longman Publishers. ISBN:

9780582285972.

4. Pal, Rajendra and Korlahalli, J.S. (2011) Essentials of Business Communication.
5. Sultan Chand & Sons. ISBN: 9788180547294.
6. Kaul, Asha. (2014) Effective Business Communication. PHI Learning Pvt. Ltd. ISBN: 9788120338487.
7. Murphy, R. (2007) Essential English Grammar, CUP. ISBN: 8175960299.
8. C. Muralikrishna and S. Mishra (2011) Communication Skills for Engineers, Pearson education. ISBN: 9788131733844.

Details of Assessment:

A. Continuous Assessment:

- The students will be assessed continuously in between the sessions through class participation. Skill learning is through activities and drills.
- The students will be assessed on Group Discussion and Elevator Speech.
- The students will be assessed through a written class test on topics covered
- The students will be assessed on the Presentation skills.

B Assessment Plan

| S. No. | Assessment | Weightage |
|---------------|---------------------------|------------------|
| 1 | Class Participation | 10 |
| 2 | Presentation Skills | 20 |
| 3 | Written Skills Evaluation | 20 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|---|------------------------------------|
| CO1 | To provide an overview of Prerequisites to Business Communication. | PSO1, PSO3 |
| CO2 | To put in use the basic mechanics of Group & individual presentation. | PSO6, PSO5 |
| CO3 | To provide an outline to effective Organizational Communication. | PSO2, PSO4 |
| CO4 | To underline the nuances of Business communication. | POS2, POS7 |
| CO5 | To impart the correct practices of the strategies of Effective Business writing | PSO3, PSO7 |

Management Lessons Through Bhagwad Gita I (Blended learning Mode***)

L-T-P

2-0-0

Internal Marks: 50

*** Any of the seven models proposed in the UGC concept note may be adopted as per the need of the subject.

Employability-level: Life Skills

| Foundation Skill | Professional Core | Professional Skill | Premier Skill | Life Skills |
|------------------|-------------------|--------------------|---------------|-------------|
| | | | | ✓ |

Introduction to the Module:

Business Management curriculum provides a variety of theoretical inputs that enables an individual to take decisions for effective running of an organization. In the current state of affairs these inputs are characterized by two peculiar aspects. Firstly, these are based mainly on the western paradigm of the “world view”. While this is one aspect of the knowledge, it is worthwhile to understand alternative “world views”. Secondly, the current management theories are by and large prescriptions for the business organizations. Even when issues pertaining to individuals are addressed they are in the context of organizational performance. For instance, theories on motivation are developed to improve the organizational performance. This overwhelming focus on organizations has over time pushed the “individuals” to the residual in the equations. It is increasingly felt that the current ideas do not adequately cover all the issues of major concern to individuals and organizations. Many feel the need for alternative perspectives on the problems and possible solutions. Ancient Indian wisdom has a set of ideas that present a different perspective of the problems that individuals and organizations face and proposes alternative ways of understanding several aspects pertaining to the domain of management. This course is an attempt to bring these perspectives using Bhagavad Gita as the main reference frame for culling out ideas from Ancient Indian wisdom. Bhagavad Gita is adopted only to take guidance not for religious promotion.

Course Outcomes: The objectives of this course are:

CO1: To identify some of the commonly felt problems that individuals, organizations and the society faces.

CO2: To illustrate the usefulness of Gita in addressing some of these problems.

CO3: To demonstrate how alternative world views and paradigms of management could be developed with knowledge of Ancient Indian wisdom such as Gita.

CO4: To provide a good introduction to Ancient Indian wisdom using Gita as a vehicle

Pre-requisites:

This course is a little different from the current crop of MBA courses offered. Therefore, students must be ready for a slightly different approach to learn. There are four pre- requisites for attending this course:

- This course critically depends on the self-interest and self-regulation of the course participants. This is a major pre-requisite for the course.
- This course will heavily draw from the original sources of Gita, Upanishads and other such Ancient Indian wisdom. Therefore many may think that good knowledge of Sanskrit is required. While it may be an added advantage, it is not required. Familiarity with the Devanagari script (Hindi Script) may be useful at times.
- Another major pre-requisite is a sense of openness with which the ideas need to be received. A “reflective and intuitive mind” is more likely to benefit greatly than a pure “logical or analytical mind”.
- The other major pre-requisite is a sense of deep commitment to the basic idea of exploring alternate perspectives present in Ancient Indian wisdom. Without this basic commitment students may find it difficult to maintain the motivation level as the course proceeds.

Detailed syllabus:

Unit 1:

Current Challenges in Business Management & Society. Problem in individual and organizational business goal congruence: Issues in achieving organizational goal and personal satisfaction, motivation & inspiration, societal challenges. Discovering the Joy of Work, The Notion of Meaningful Work.

Unit 2:

Perspectives on Individuals: Mind as a key player in an individual, the problem of mental stress, Understanding the mind & its ways, diagnosing some of the personal problems through Bhagwad Gita

Unit 3

Group Skills: Concept and dilemma of empowerment, fostering empowerment and delegation, building effective teams and promoting teamwork, leading positive change through Bhagwad

Gita.

Unit 4

Notion of building stronger inner-self. Meditation & Yoga as tools for self-management: Role of Meditation in winning over the mind, Role of Yoga in improving managerial performance.

Suggested Readings:

1. Geus, A. (1997), "The Life Span of a Company: Chapter 1 in The Living Company", Nicholas Brealey Publishing, London, pp. 7 – 19.
2. Beer, S. (1994). "May the Whole Earth be Happy: Loka Samastat Sukhino Bhavantu", *Interfaces*, 24 (4), 83 – 93.
3. Mahadevan, B. (2013). "Spirituality in Management: Sparks from the Anvil", *IIMB Management Review*, 25 (2)
4. Reconciling the "world outside" with the "world within" The conceptualization of God – Universe – Living Beings.
5. Houston, D.J. and Cartwright K.E. (2007), "Spirituality and Public Service". *Public Administration Review*, Jan. – Feb., 2007, 88 – 102.
6. Payne, S.G. (2010). "Leadership and spirituality: Business in the USA", *The International Journal of Leadership in Public Services*, 6 (2), 68 – 72.
7. Poole, E. (2007). "Organizational Spirituality – A literature review", *Journal of Business Ethics*, 84, pp. 577 – 588.
8. Bhattathiri, M.P. "Bhagavad Gita and Management"
9. Mahadevan, B. (2009). "Shrimad Bhagavad Gita – Ideas for Modern Management", One day Seminar on "Towards a New Paradigm of Business management: Alternative Perspectives from Ancient Indian Wisdom", IIM Bangalore, December 12, 2009.
10. (2012). "Bhagavad Gita and Management", *Arsha Vidya News Letter*, April 2012, 23 – 30.
11. Mahadevan, B., (2013). "Inspirational Leadership: Perspectives from Gītā", Chapter 13 in *Sanskrit and Development of World Thought*, Kutumba Sastry V. (Ed.), D K Print World, New Delhi, pp 199 - 210.
12. Mehrotra, R. (2010). "Work Builds, Charity Destroys", Chapter 8 in *Ennoble*, English course book, Second Year Pre-University, The Karnataka Text Book Society, pp. 63 – 70.
13. Michaelson, C. (2009). "Teaching Meaningful Work: Philosophical Discussions on the Ethics of Career Choice", *Journal of Business Ethics Education*, 6, pp. 43 – 68.

Details of Assessment:

A. Continuous Assessment:

- The students will be assessed continuously in between the sessions through class participation. Skill learning is through activities and drills.

- The students will be assessed on the Final Presentation. They will be assessed on their presentation skills, their ability to collate and present information, clarity of thought, confidence, professional attire and appearance and the ability to answer questions on the topic.

B Assessment Plan

| S. No. | Assessment | Weightage |
|---------------|--|------------------|
| 1 | Class Participation | 10 |
| 2 | Report writing (Review of Research Paper & submission of report) | 20 |
| 3 | Presentation on Assigned topics. | 20 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes | Programme Specific Outcomes |
|-----|---|-----------------------------|
| CO1 | To identify some of the commonly felt problems that individuals, organizations and the society faces. | PSO1, PSO3 |
| CO2 | To illustrate the usefulness of Gita in addressing some of these problems. | PSO6, PSO5 |
| CO3 | To demonstrate how alternative world views and paradigms of management could be developed with knowledge of Ancient Indian wisdom such as Gita. | PSO2, PSO4 |
| CO4 | To provide a good introduction to Ancient Indian wisdom using Gita as a vehicle | POS2, POS7 |

| Scheme of Examination | | | | |
|--|----------------|----------------|-----------------|-----------------|
| Two Year MBA Programme From the Session 2021-23 | | | | |
| First Year Second Semester | | | | |
| Core Courses | | | | |
| Title of the Course (s) | External Marks | Internal Marks | Practical Marks | Credits (L-T-P) |
| Financial Management | 70 | 30 | -- | 3-1-0 |
| Marketing Management | 70 | 30 | -- | 3-1-0 |
| Human Resource Management (Blended learning Mode****) | 70 | 30 | -- | 3-1-0 |
| Business Research Methods | 70 | 30 | -- | 3-1-0 |
| Foundation of Business Analytics | 50 | -- | 50 | 2-0-2* |
| Production & Operations Management | 70 | 30 | -- | 3-1-0 |
| Open Elective Course | | | | |
| Each student will opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses offered by Department of Management. | | | | 3 |
| Life skill Courses | | | | |
| PLP II--'Corporate Working Skills' (Blended learning Mode****) | -- | 50 | -- | 2 |
| Management Lessons Through Bhagwad Gita II (Blended learning Mode****) | -- | 50 | -- | 2 |
| Total Subjects = 9 Total Credits= 30 | | | | |

*** Any of the seven models proposed in the UGC concept note may be adopted as per the need of the subject.

Financial Management

L-T-P
3-1-0

External: 70
Internal: 30
Time Allowed: 3 hours

Employability-level :Professional Core

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | | ✓ | | |

Introduction to the Module:

‘Financial Management’ is a core course by the virtue of that it lays the foundation for other subjects and thereby contributes directly and indirectly to employment by developing the ability to analyses, evaluate and interpret the financial information provided in the financial statements. It also serves as a fundamental tool for financial analysis and helps in successful decision making and forward planning through enhancing various skills of the students.

Course Outcomes:

The major objective of this course is the development of analytical and decision making skills in finance through the usage of theoretical underpinnings and practical knowledge. The course aims to achieve following objectives:

CO1: Develop comprehension of fundamental concepts in financial management;

CO2: Relate the financial theories with the decision making process

CO3: Apply financial management tools and techniques;

CO4: Analyse information relating to sources and uses of capital from financial manager’s perspective.

Learning Outcomes: Students, who successfully complete this course, should be able to

- LO1: Comprehend the fundamentals of financial decision making process;
- LO2: Examine the concepts of corporate finance and their application in business;
- LO3: Develop the ability to read, apply and interpret the financial information and thereby take informed financial decisions.
- LO4: Assist in examining the various financial issues faced by financial managers
- LO5: Evaluate financial policies of listed firms.

Detailed syllabus:

Unit-I

Financial management-scope finance functions and its organization, objectives of financial management; time value of money; sources of long term finance.

Unit-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

Unit-III

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models -Walter, Gordon & M.M. models.

Unit-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

Note: The topic of capital budgeting, management of cash, inventory management, and receivable management will cover theoretical concepts and simple numerical questions.

Suggested Readings:

1. Pandy, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

8. Ross, Stephen. A; Westfield, Randolph W; Jafee, Jeffery & Kakani, Kumar, Ram,(2014) Corporate Finance, Special Indian Edition, 10th edition, Tata McGraw Hill Publication, New Delhi
9. Brealey, Richard; Myers, Stewart; Franklin Allen; Mohanty, Pitabas (2012). Principles of Corporate Finance, Tata McGraw Hill Publication, New Delhi.

Note: Spreadsheet is the recommended software for doing basic calculations in finance and hence can be used for giving students subject related assignments for their internal assessment purposes.

The duration of all the end term theory examinations shall be 3 hours

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

Section ‘A’ shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|---|-----------------------------|
| CO1 | Develop comprehension of fundamental concepts in financial management; | PSO1, PSO2 |
| CO2 | Relate the financial theories with the decision making process | PSO2, PSO4, PSO7 |
| CO3 | Apply financial management tools and techniques; | PSO3, PSO4 |
| CO4 | Analyse information relating to sources and uses of capital from financial manager's perspective. | POS5, POS6, POS7 |

Marketing Management

L-T-P

3-1-1

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Employability-level: Professional Core

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | | ✓ | | |

Introduction to the Module

Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the ‘Marketing mix’ elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their written exams, case studies discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for themselves the role of a marketing manager and the boundaries of marketing.

Course Outcomes:

CO1: To learn and understand the concepts of marketing and marketing environment

CO2: To learn about marketing process and tools used for marketing decisions.

CO3: To learn about marketing process for different types of products and services

CO4: To understand the tools used by marketing managers in decision situations

Learning Outcomes: Students, who successfully complete this course, should be able to

LO1: Understand fundamental marketing concepts, theories, and principles in areas of marketing.

LO2: Apply the knowledge, concepts, tools necessary to overcome challenges, and issues of marketing in a changing technological landscape.

LO3: Develop creative solutions to marketing problems.

LO4: Demonstrate strong conceptual knowledge in the functional area of marketing and marketing environment

LO5: Demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.

Detailed Syllabus:

Unit I:

Meaning, Scope, Nature, Importance, Recent Trends and application ; Challenges in Marketing, Core concepts of Marketing, Marketing Myopia, elements of marketing environment, creation of value chain

Unit II:

Marketing Plan and Strategy; Market Segmentation, Bases for Segmentation, Market Targeting, Developing and Communicating Positioning Strategy, identification and managing competition, new product development

Unit III:

Consumer and Business Markets; Product Classification, Product life cycle – stages and strategies, managing product and services along PLC and Product Differentiation, Developing Pricing Strategies and Programs, Responding to Price Changes, Role of Marketing Channels, Channel Design Decision and Managing Channel Conflict.

Unit IV:

Marketing communication framework and personal selling; Communication (viral marketing, experiential marketing), Marketing Control, Emerging trends of digital marketing , role of social media in marketing, understanding the challenges of global marketing

Suggested Readings:

1. Kotler Philip and Keller; Marketing Management; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi

Teaching Pedagogy

The course contents will be delivered through lectures, presentations, case analysis, discussions, assignments, and audio-visual tools.

Note: Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments.

The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|---|-----------------------------|
| CO1 | To learn and understand the concepts of marketing and marketing environment | PSO1, PSO2 |
| CO2 | To learn about marketing process and tools used for marketing decisions. | PSO2, PSO5, PSO7 |
| CO3 | To learn about marketing process for different types of products and services | PSO3, PSO4 |
| CO4 | To understand the tools used by marketing managers in decision situations | POS5, POS6, POS7 |

Human Resource Management (Blended Learning Mode***)

L-T-P

External Marks: 70

3-1-2

Internal Marks: 30

*** Any of the seven models proposed in the UGC concept note may be adopted as per the need of the subject.

Time Allowed: 3 Hours

Employability-level: Professional Core

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | | ✓ | | |

Introduction to the Module

This Course will develop students' knowledge and skills in the HR arena, for creating future thought leaders for transformational changes in the global context. The aim of this course is to enhance student's capabilities by inculcating a spirit of innovation in the dynamic business world. This course is recommended for students who would be using the HR concepts to solve real world problems and transform organizations.

Course Outcomes:

The Objective of this course is to provide students with a conceptual understanding of HR Concepts and its usage in organizations. This will also impart the skills required in applying theory to practice for effective decision making. Following learning objectives will be emphasized. This course attempts to:

- CO1: Contribute towards students Holistic development to work collaboratively in a team an efficiently manage teams
- CO2: Have an integrated knowledge of the various areas of importance in HR discipline
- CO3: Acquire the conceptual understanding and be equipped with skills required in HR decision making.
- CO4: Provide students with the knowledge of new HR trends.

Learning Outcomes: After completing the course students would be able to:

- LO1: Understand the History and evolution of HRM.
- LO2: Understand the importance of HRM in the organizations through their Roles and responsibilities, challenges etc.
- LO3: Assess the major HRM functions and processes of HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal

LO4: Identify strategic HR planning and the HRM process to the organization's strategic management and decision making process.

LO5: Analyze the need for training and its implications to improve the employee performance.

Unit-I:

Strategic importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning – objectives and process; human resource information system; Linkage between HRM and Strategic Management; Introduction to Strategic Human Resource Management and HRD

Unit-II

Talent acquisition: Job Analysis, recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T & D programme

Unit-III

Performance Appraisal: Conceptual Understanding: developing and instituting performance appraisal system, Methods of Performance Appraisal, Performance Management, linking rewards to organizational objectives, Job Evaluation, Compensation Management and incentive plans, Executive Compensation, designing and administering benefits and services

Unit-IV

HR in knowledge era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM , Theories of Cultural Analysis, Managing Cross Cultural Teams, Cultural Intelligence and Impact on Work.

Suggested Readings:

1. Ivancevich, John M., Human Resource Management, Tata McGraw Hill, New Delhi
2. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, Managing Human Resources, Pearson Education
3. Dessler, G., & Biju, V, Human Resource Management. Pearson Education., New Delhi
4. Mathis, Robert, and John Jackson, Human Resource Management, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, Human Resource Management, Thomson Learning Inc.
6. Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi
7. Jyothi P., and D.N.Venkatesh, Human Resource Management, Oxford University Press, New Delhi

8. Hodegetts, R.M., Luthans, F., Doh, J., International Management: Culture, Strategy and Behaviour, Tata McGraw Hill, New York.

Teaching Pedagogy

The course contents will be delivered through lectures, presentations, case analysis, discussions, assignments, and audio-visual tools.

Note: Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments.

The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|---|-----------------------------|
| CO1 | Contribute towards students Holistic development to work collaboratively in a team an efficiently manage teams. | PSO1, PSO2 |
| CO2 | Have an integrated knowledge of the various areas of importance in HR discipline. | PSO2, PSO5 |
| CO3 | Acquire the conceptual understanding and be equipped with skills required in HR decision making. | PSO3,PSO4 |
| CO4 | Provide students with the knowledge of new HR trends. | POS5,POS6, POS7 |

Business Research Methods

L-T-P

3-1-3

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Employability-level :Professional Core

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | | ✓ | | |

Introduction to Module:

The overarching aim of this course is to acquire a basic knowledge of scientific paradigms and research methods. Further, the aim is to develop the student's ability to first, plan and in written form report a scientific study, and second, to evaluate and use scientific as well as other reports.

Course Outcomes:

CO1. To familiarize students with the types of business problems often faced by corporate entities.

CO2. To familiarize students with basic of research and the research process.

CO3. To help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

CO4. To familiarize students with basic of research and the research process.

CO5. To help students in conducting research work and making research reports.

CO6. To familiarize students with Statistical packages.

Learning Outcomes:

Students, who successfully complete this course, should be able to

LO1. Have an understanding of various kinds of research, objectives of doing research, research process research designs and sampling.

LO2. Formulate research problem and develop a sufficiently coherent research design.

LO3. Have basic knowledge on qualitative, quantitative as well as measurement & scaling techniques.

LO4. Have a basic awareness of data analysis, including descriptive & inferential measures.

LO5. Write & develop independent thinking for critically analyzing research reports.

Detailed Syllabus:

Unit 1

Introduction to Business Research and Research Design: Introduction to Research: Meaning of research; Types of research, the research process, Research applications, Features of a Good research study, Research Problem and Formulation of Research Hypotheses, Research hypothesis, Types of Research hypothesis, writing a research proposal, Research Design, Meaning of Research Designs, Nature and Classification of Research Designs, Errors affecting Research Design.

Unit 2

Data Source and Data Collection and Sampling: Primary and Secondary Data: Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method, Data Processing, Data Editing, Coding, Classification and Tabulation of Data Sampling Design: Census v/s Sampling, Sampling Methods, Errors in sampling. Determination of Sample Size.

Unit 3:

Hypothesis Formulation, Measurement and Scaling and Questionnaire designing, Hypothesis: Types, characteristics, sources and formulation of hypotheses, errors in hypotheses. Attitude Measurement and Scaling, Measurement Error, Criteria for Good Measurement. Questionnaire Designing, Types of Questionnaires, Process of Questionnaire Designing, Advantages and Disadvantages of Questionnaire Method, Concepts of Reliability and Validity.

Unit 4:

Data Analysis and Report Writing: Editing and coding of data, tabulation, graphic presentation of data, cross tabulation. Test of hypothesis. Type I and II errors, one tailed and two tailed tests of significance. Parametric and nonparametric tests for univariate and bivariate data. Tests of association. Chi-square Analysis: Chi square test for the Goodness of Fit. Analysis of Variance: Completely randomized design in a one-way ANOV. Research Report Writing: Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations. Ethics in Research: Responsibility of ethics in research.

Course References:

1. Copper, D. R., Schindler P. S. & Sharma, J. K. Business Research Methods, McGraw Hill Education.
2. Zikmund, W. G. Business Research Methods. Thomson.
3. Burns, R. B. & Burns, R. A. Business Research Methods and Statistics using SPSS, SAGE Publications Ltd.
4. Bajpai, N, Business Research Methods, Pearson.

5. Chawla, D. & Sondhi N., Research Methodology: Concepts and Cases, Vikas Publishing House.
6. Panneerselvam, R, Research Methodology, Prentice Hall India.
7. Kothari, C.R. Research Methodology & Technique, New Age International Publishers.

Teaching Pedagogy

The course contents will be delivered through lectures, presentations, case analysis, discussions, assignments, and audio-visual tools.

Note: Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments.

The duration of all the end term theory examinations shall be 3 hours

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

Section ‘A’ shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally.

Section ‘B’ shall comprise 8 questions (2 questions from each unit).

The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|--|-----------------------------|
| CO1 | To familiarize students with the types of business problems often faced by corporate entities. | PSO1, PSO2 |
| CO2 | To familiarize students with basic of research and the research process. | PSO2, PSO5 |
| CO3 | To help them develop insights about basic concepts of research designs and methodology aimed at solving business problems. | PSO3, PSO4 |
| CO4 | To familiarize students with basic of research and the research process. | POS4, POS7, POS6 |
| CO5 | To help students in conducting research work and making research reports. | PSO3, PSO4 |
| CO6 | To familiarize students with Statistical packages. | POS4, POS7, POS6 |

Business Analytics

L-T-P

2-0-2

External Marks: 50

Internal Marks: 50

Time Allowed: 3 Hours

Employability-level :Professional Core

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | | ✓ | | |

Introduction to the Module:

This course presents a gentle introduction into the concepts of business analysis, the role of a business Analyst, and the tools that are used to perform daily functions. The participants will gain an understanding of the data ecosystem and the fundamentals of data analysis through R and Python, such as data gathering or data mining. The participants will then learn the soft skills that are required to effectively communicate the data to stakeholders, and how mastering these skills can give them the option to become a data driven decision maker.

Course Outcomes:

The Objective of this course is to provide students with a conceptual understanding of business analysis, R and Python and the skills required in applying knowledge for decision making. Following learning objectives will be emphasized. This course attempts to:

CO1: Sharpen participant's ability to understand and analyze data.

CO2: Provide students with a conceptual understanding of R and Python.

CO3: Understand the need & relevance of application of R and Python knowledge in managerial decision making.

CO4: Emphasize on the interpretation and use of R and Python for decision making rather than its creation and accumulation.

Learning Outcomes:

At the end of the course it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas. On completion of the course students will be able to:

LO1: understand the role of data analysis in decision making

LO2: Understand the basic of python programming, including data types.

LO3: Understand the basic of R, including data types.

LO4: Data Visualization using R and Python.

LO5: Descriptive Analysis in R & Python

Unit I

Understanding data: Importing, plotting, understanding and cleaning the data. Understand Univariate and multivariate, categorical and quantitative data, visual presentations of data, descriptive statistics, data tables, interpretation from graphical charts-bar plots, box plots, scatter diagrams. Hands on case study using software.

Unit II

Introduction to R: R Data Types (Character , Numeric ,Integer ,Logical Complex) , Different Data Structures in R, Basics of R Syntax, install R / RStudio, RStudio interface ,import, export, and view files, save files.

Introduction to Python: Python Data Types: Functions, String and List, Python Data Types: Tuples and Dictionaries, Files and Exceptions, Logical Operators , Classes and Objects Logical Operators , Classes and Objects.

Unit III

Data Visualization using R: Introduction to ggplot,Univariate Graph, Bivariate Graph, Multivariate Graph,Maps,Time Dependent Graphs, Customizing Graphs, Saving Graphs. Descriptive Analysis in R: Using Summary Command, Using Name Command, Summary command: Single value result, Summary command: Multiple Result cumulative commands, Descriptive Statics for R Data Frames, Descriptive statistics in R for Matrix Objects.

Unit IV

Data Visualization using Python: Matplotlib, Pandas Visualization, Seaborn, ggplot, Plotly, Descriptive Analysis in Python: Mean Median, Mode, Standard Deviation, Variance, Interquartile Range, and Skewness.

Suggested Readings:

1. Levin & Rubin, Statistics for Business, Prentice Hall of India, Delhi.
2. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
3. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
4. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
5. Andy Field, Discovering Statistics Using SPSS, Pearson Press.
6. Damodar Gujarati, Basic Econometrics, McGraw Hill Education, 5th Edition
7. Joseph F. Hair Jr, William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, Pearson Press.

Teaching Pedagogy

The course contents will be delivered through lectures, presentations, case analysis, discussions, assignments, and audio-visual tools.

Note: Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments. R and Python will be used.

The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The question paper shall be divided in two sections. **Section ‘A’** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 10 marks from each unit. All questions will carry equal marks.

Instructions for Internal Examiner: Practical exam of 50 marks must be conducted by inviting an external examiner, which includes viva-voce and practical to be taken on computer.

| S. No. | Course Assessment Components | Marks/Weightage (%) |
|----------------------------|------------------------------|---------------------|
| 1 | Practical + Viva Voce | 50 (50%) |
| 2 | End-Term Examination (EE) | 50 (50%) |
| Total Marks (IA+EE) | | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|--|-----------------------------|
| CO1 | Sharpen participant’s ability to understand and analyze data. | PSO1, PSO3 |
| CO2 | Provide students with a conceptual understanding of R and Python. | PSO2, PSO3 |
| CO3 | Understand the need & relevance of application of R and Python knowledge in managerial decision making. | PSO4, PSO5 |
| CO4 | Emphasize on the interpretation and use of R and Python for decision making rather than its creation and accumulation. | POS3, POS7, POS6 |

Production and Operations Management

L-T-P

3-1-4

External Marks: 70

Internal Marks: 30

Time Allowed: 3 Hours

Employability-level: Professional Core

| Foundation Core | Foundation Skill | Professional Core | Professional Skill | Premier Skill |
|-----------------|------------------|-------------------|--------------------|---------------|
| | | ✓ | | |

Introduction to Module:

This course enables students with the basic aspect of production management through various operational aspects of production management. Various important production management techniques will be covered with different problem solving methodologies. The aim of this course is to develop the understanding of the strategic and operational issues in the operational/ manufacturing environment of any organization and the various decisions involved the operational activities and the methods by which best possible alternative decision can be taken.

Course Outcomes:

CO1: To expand individual knowledge of operations management principles and practices.

CO2: To understand the production process and planning.

CO3: To develop the understanding of the strategic and operational issues in the organization

CO4: To develop the understanding to closely interlink management of quality, reliability and maintainability for total quality assurance

CO5: To understand the operations management concepts and their influence on business decisions.

Learning Outcomes

LO1: Acquire the necessary knowledge and experience in order to recognize the production management and planning problems.

LO2: Ability to analyze and select the most appropriate methods and tools for the solution of problems related to production planning, shop floor scheduling and inventory control.

LO3: Demonstrate awareness and an appreciation of the importance of the Production and operation management to the sustainability of an enterprise.

LO4: Students will be able to recognize situations in a production system environment that suggests the use of certain quantitative methods to assist in decision making on operations management and

strategy.

LO5: Ability to analyze the core features of the operations and production management functions at- the operational and strategic levels, specifically the relationships between people process, technology, productivity and quality and how it contributes to the competitiveness of firms.

Detailed Syllabus:

Unit 1:

Introduction of Production & Operation Management: System and function view of organizations, scope, Evolution and future of production and operation management. Process design-different types of process with its. merits and demerits, process classification based on order, process selection, different type of manufacturing process, process performance and evaluation etc. Product design; types of products and designing, evaluation of design

Unit 2

Facility location: Location Strategy and its Importance; Factors influencing Plant Location; Globalization; Location Selection Models. Plant Layout: Different types of layout, Aggregate Production Planning (APP): Objective, strategies and cost of APP, master production schedule, Rough cut capacity planning, Material Requirement Planning (MRP), Inventory Management (Theory and numerical)

Unit 3

Operations scheduling: Definition, Objectives, Types, Sequencing (n-jobs on m machine), Queuing systems (Waiting Line Analysis) (theory and numerical), Line Balancing (theoretical concept only), Project management; Project scheduling by using network PERT/CPM, (Theory and numerical)

Unit 4

Quality management: Definition, experts' views on quality, Dimensions of quality, Cost of quality and quality cost audit, Statistical process control, control charts, Total quality management (TQM), Six sigma, ISO 9000 and other ISO series, Lean and Just in Time production system , Industrial safety, Quality Circle (theory and numerical)

Course References:

1. Production and Operation Management by Kanishka Bedi (Oxford Publication)
2. Production and Operations Management by S. A. Chunawala Dr. R. Patel (Himalaya Publication)
3. Modern Production and Operations Management by Elwood S. Buffa and Rakesh K. Sarin (Wiley Publication)
4. Operations Management by Heizer, Jay and Render, Barry (Pearson Publication)

Teaching Pedagogy

The course contents will be delivered through lectures, presentations, case analysis, discussions, assignments, and audio-visual tools.

Note: Spreadsheet is the recommended software for doing basic calculations in subjects applicable, hence shall be used for teaching, practice, problem solving and assignments.

The duration of all the end term theory examinations shall be 3 hours

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

Section ‘A’ shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit).

The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|---|-----------------------------|
| CO1 | To expand individual knowledge of operations management principles and practices. | PSO1, PSO3 |
| CO2 | To understand the production process and planning. | PSO2, PSO5 |
| CO3 | To develop the understanding of the strategic and operational issues in the organization | PSO4, PSO5 |
| CO4 | To develop the understanding to closely interlink management of quality, reliability and maintainability for total quality assurance. | POS3, POS7, POS6 |
| CO5 | To understand the operations management concepts and their influence on business decisions. | PSO4, PSO5 |

PLP-II-‘Corporate Working Skills’ (Blended learning Mode***)

L-T-P

Internal Marks: 50

2-0-0

*** Any of the seven models proposed in the UGC concept note may be adopted as per the need of the subject.

Employability-level: Life Skills

| Foundation Skill | Professional Core | Professional Skill | Premier Skill | Life Skills |
|------------------|-------------------|--------------------|---------------|-------------|
| | | | | ✓ |

Introduction to the Module:

This is a course allows you to explore what kind of leader you want to be, what kind of leader you are and how to align your leadership behaviour with your goals. In this course, you will get number of opportunities to experience leadership in action and allow you to reflect on the nature of leadership and discover your strength and weaknesses as a leader. You will have an opportunity to lead a team as well as to be a member of a team led by others. This course is different from conventional courses since you learn-by-doing, by learning from experiences. Rather than just reading about other leaders, you will find yourself in situations in which you must play the role of a leader. For experiential learning to work you must engage in the activities fully, reflect upon your own and others behavior. Put in effort to try new behaviour, receive and give constructive feedback. The more students will engage in this, the greater will be the learning and development of capacity to learn from any experience.

Course Outcomes: The objectives of this course are:

CO1 - Students will learn to identify Email Writing styles.

CO2 - Through projects and assignments, they will get the opportunity to explore their Writing skills and manage teams.

CO3 - They will learn to accept peer feedback and improve themselves.

Learning Outcomes:

At the end of the course it is expected that the following learning outcomes will be achieved. The class provides opportunities for students to develop and demonstrate knowledge, understanding and skills in the following areas:

LO1: Enable an understanding and appreciation of the importance of effective continuous learning in realizing potential.

LO2: Develop an understanding of key competencies and attributes relating to Personal Branding development.

LO3: Develop the ability to use reflective practice to improve individual performance and continuous development.

LO4: Enable an understanding of how to identify ongoing personal development needs for continuous career management.

Detailed syllabus:

Unit 1:

Business communication at workplace: bad news messages, persuasive written communication, memos, notice, agenda and minutes of meeting.

Report Writing: Types of business reports, structure of reports, short reports, long reports, abstracts and summaries, proposals

Unit 2: Email & letters

Email Writing: Email Etiquette, Tips to Writing Effective Emails, Common Grammar Errors, Letters Template, Writing Results Oriented Letters (Sales and Marketing and other Media Relations), Writing Results-Oriented Job Search Emails, Writing Results Oriented Letters: Customer Relations, Writing Results Oriented Letters: Placing and Acknowledging Orders, Writing The Extended Email (Reports and Proposals), Writing a Short Report (Making and Supporting Your Idea)

Unit 3:

Introduction to personal branding: Business Cards, Resume writing, LinkedIn, Crafting your personal brand, Knowing your brand (Personal SWOT), Writing a brand story (yours). Controlling your brand (Protocol-poise, business etiquette, Personal-image, dressing your brand, Professional-presentations, Communicating your brand (social media-LinkedIn, create your ad). Demonstrate and build your brand (business cards), Building a personal network, Personal branding in the work place.

Unit 4:

Conflict Resolution and Negotiation Skills, Creating a Powerful First Impression and Social Skills - Office Etiquettes, Time Management.

Suggested Readings:

- Murphy, Herta A., Herbert W. Hildebrandt & Jane P Thomas, Effective Business Communication, Tata McGraw Hill, New Delhi
- Konera, Arun, Professional Communication, Tata McGraw Hill, New Delhi
- McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi

- Meenakshi Raman & Prakash Singh, Business Communication, Oxford University Press, New Delhi

Details of Assessment:

A. Continuous Assessment:

- The students will be assessed continuously in between the sessions through class participation. Skill learning is through activities and drills.
- The students will be assessed on Elevator Speech.
- The students will be assessed through a written class test on topics covered
- The students will be assessed on the Presentation skills.

B Assessment Plan

| S. No. | Assessment | Weightage |
|--------|---------------------------|-----------|
| 1 | Class Participation | 10 |
| 2 | Presentation Skills | 20 |
| 3 | Written Skills Evaluation | 20 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|---|-----------------------------|
| CO1 | Students will learn to identify Email Writing styles. | PSO1, PSO2, PSO3 |
| CO2 | Through projects and assignments, they will get the opportunity to explore their writing skills and manage teams. | PSO2, PSO5, PSO6 |
| CO3 | They will learn to accept peer feedback and improve themselves. | PSO2, PSO4, PSO7 |

Management Lessons Through Bhagwad Gita II (Blended learning Mode***)

L-T-P
2-0-0

Internal Marks: 50

*** Any of the seven models proposed in the UGC concept note may be adopted as per the need of the subject.

Employability-level: Life Skills

| Foundation Skill | Professional Core | Professional Skill | Premier Skill | Life Skills |
|------------------|-------------------|--------------------|---------------|-------------|
| | | | | ✓ |

Introduction to the Module:

Business Management curriculum provides a variety of theoretical inputs that enables an individual to take decisions for effective running of an organization. In the current state of affairs these inputs are characterized by two peculiar aspects. Firstly, these are based mainly on the western paradigm of the “world view”. While this is one aspect of the knowledge, it is worthwhile to understand alternative “world views”. Secondly, the current management theories are by and large prescriptions for the business organizations. Even when issues pertaining to individuals are addressed they are in the context of organizational performance. For instance, theories on motivation are developed to improve the organizational performance. This overwhelming focus on organizations has over time pushed the “individuals” to the residual in the equations. It is increasingly felt that the current ideas do not adequately cover all the issues of major concern to individuals and organizations. Many feel the need for alternative perspectives on the problems and possible solutions. Ancient Indian wisdom has a set of ideas that present a different perspective of the problems that individuals and organizations face and proposes alternative ways of understanding several aspects pertaining to the domain of management. This course is an attempt to bring these perspectives using Bhagavad Gita as the main reference frame for culling out ideas from Ancient Indian wisdom. Bhagavad Gita is adopted only to take guidance not for religious promotion.

Course Outcomes: The objectives of this course are:

CO1: To identify some of the commonly felt problems that individuals, organizations and the society faces.

CO2: To illustrate the usefulness of Gita in addressing some of these problems.

CO3: To demonstrate how alternative world views and paradigms of management could be developed with knowledge of Ancient Indian wisdom such as Gita.

CO4: To provide a good introduction to Ancient Indian wisdom using Gita as a vehicle

Pre-requisites:

This course is a little different from the era of courses offered in MBA. Therefore, students must be ready for a slightly different approach to learn. There are four pre- requisites for attending this course:

- This course critically depends on the self-interest and self-regulation of the course participants. This is a major pre-requisite for the course.
- This course will heavily draw from the original sources of Gita, familiarity with the Devanagari script (Hindi Script) may be useful at times.
- Another major pre-requisite is a sense of openness with which the ideas need to be received. A “reflective and intuitive mind” is more likely to benefit greatly than a pure “logical or analytical mind”.
- The other major pre-requisite is a sense of deep commitment to the basic idea of exploring alternate perspectives present in Ancient Indian wisdom. Without this basic commitment students may find it difficult to maintain the motivation level as the course proceeds.

Detailed syllabus:

Unit 1

Sense of well-being, physical fitness, Effectiveness and Efficiency , Establishing institutional excellence, Building an innovative organization ,Developing human resources ,Building teams and teamwork , Delegation, motivation, and communication.

Unit 2:

Management of Anger: Causes & solution through Gita, Work Culture: Daivi Sampat & Asuri Sampat, Utilization of Accessible Resources, Commitment to work, Power of wisdom and science.

Unit 3

Motivation, Decision making, Team Spirit, Work commitment, Time management, Strategy, perception of life.

Unit 4

Clarity of thought, positive attitude, Problem solving and satisfaction.

Leadership Perspectives in the Gita: Issues & implications for Leadership, leadership, Inspirational Leadership ideas in Gita.

Pedagogy

The ideas are largely from Bhagavad Gita. Therefore, the sessions will be mainly lecture oriented. However, the lectures will be classroom and discussion oriented. The usual audio visual aids will be made use of during the sessions.

Suggested Readings:

1. Corner, P.D. (2008). "Workplace Spirituality and Business Ethics: Insights from an Eastern Spiritual Tradition", *Journal of Business Ethics*, 85, pp. 377 – 389.
2. Adhia, H., Nagendra, H.R. and Mahadevan, B. (2010). "Impact of Adoption of Yoga Way of Life on the Emotional Intelligence of Managers". *IIMB Management Review*. Vol. 22 (1&2), pp. 32 – 41
3. Swami Dayananda Saraswati. (2007). "The value of values", Arsha Vidya Research & Publication Trust, Chennai, pp. 1 – 54.
4. Biswas, M. (2010). "In search of personality inventory for Indian managers: an application of structural equation modelling", *Journal of Services Research*. 10 (1), pp 101 – 123.
5. Capra, F. (2004), "Life and Leadership in Organizations: Chapter 4 in Hidden Connections", Anchor Books, New York, pp. 97 – 128.
6. Amory B. Lovins, A.B., Lovins, L.H. and Hawken, P. (2007). "A Road Map for Natural Capitalism", *Harvard Business Review*, 85 (4), 172 – 183.
7. Ehrenfeld, J. R. (2005). "The Roots of Sustainability", *MIT Sloan Management Review*, 46 (2), pp. 23-25.
8. David Elrod II, P. and Tippett, D.D. (2002). "The "death valley" of change", *Journal of Organizational Change Management*, 15(3), pp. 273 – 291.

Details of Assessment:

A. Continuous Assessment:

- The students will be assessed continuously in between the sessions through class participation. Skill learning is through activities and drills.
- The students will be assessed on the Final Presentation. They will be assessed on their presentation skills, their ability to collate and present information, clarity of thought, confidence, professional attire and appearance and the ability to answer questions on the topic.

B Assessment Plan

| S. No. | Assessment | Weightage |
|--------|--|-----------|
| 1 | Class Participation | 10 |
| 2 | Report writing (Review of Research Paper & submission of report) | 20 |
| 3 | Presentation on Assigned topics. | 20 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|---|-----------------------------|
| CO1 | To identify some of the commonly felt problems that individuals, organizations and the society faces. | PSO1, PSO2 |
| CO2 | To illustrate the usefulness of Gita in addressing some of these problems. | PSO2, PSO5 |
| CO3 | To demonstrate how alternative world views and paradigms of management could be developed with knowledge of Ancient Indian wisdom such as Gita. | PSO2, PSO4 |
| CO4 | To provide a good introduction to Ancient Indian wisdom using Gita as a vehicle. | POS2, POS7, POS6 |

Notes:

1. PLP Stand for Personal Leadership Programme.
2. It is mandatory to teach at least two cases per subject per semester.
3. 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.
4. The duration of all the end term theory examinations shall be 3 hours

Summer Training: At the end of second semester, all the students will have to undergo summer training of 8 weeks with an industrial, business or service organization. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of faculty from the department. Each student will be required to submit a summer training report to the department for the work undertaken for evaluation in the third semester. Internal evaluation of 30 marks will be done by Internal Guide /Mentor and 70 marks will be based on External viva before the committee of three members constituted by Dean/Chairperson of the Department.

Exit Policy: For MBA programme, there shall only be one exit point that is, at the end of the first year of the MBA programme after successful earning of 53 credits of First and Second semesters. Students who exit after the first year shall be awarded the Post-Graduate Diploma in Management.

MBA 2 Year: 3rd Semester (Total Credits: 26, Marks - 800)

After completing 1st and 2nd Semester, students are required to choose any two specialization areas offered under dual specialization scheme. The specialization area opted in Third Semester would remain same in Fourth semester also. *For introducing a particular specialization in third semester, there must be at least 10 students having opted that specialization.*

| Course Code | Course Title | External Marks | Internal Assessment Marks/ Workshop/Practical | External/ | Total Marks | Credit (L-T-P) |
|---------------------|--|----------------|---|-----------------|-------------|----------------|
| | | (Theory) | | Practical Marks | | |
| Core Courses | | | | | | |
| 223MGCC1 | Strategic Management (Blended Learning Mode**) OR Equivalent MOOC Course** | 70 | 30 | - | 100 | 3-0-0 |
| 223MGCC2 | Business Law (Blended Learning Mode) | 70 | 30 | - | 100 | 3-0-0 |

| Ability Enhancement Course | | | | | | |
|---|--|----|----|----|-----|-------|
| 223MGAEC1 | PLP* Module-III- 'Networking Skills' (Blended Learning Mode) OR Equivalent MOOC Course** | - | 50 | - | 50 | 2-0-0 |
| **Each student is required to opt one course from MOOC for 2 credits. The student is required to submit the passing certificate of the same to the department. | | | | | | |
| Skill Enhancement Course | | | | | | |
| 223MGSEC1 | Summer Training Report | - | 30 | 70 | 100 | 4-0-0 |
| General Elective Course | | | | | | |
| 223MGGEC1 | General Elective /Open Elective *** | 35 | 15 | - | 50 | 2-0-0 |
| ***Each student is required to opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses offered by Department of Management. The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External viva. | | | | | | |
| Discipline Specific Electives Courses (specialization areas offered under dual specialization scheme) | | | | | | |
| Specialization: Marketing Management (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 223MGDSEMM1 | Digital Marketing | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEMM2 | Customer Relationship Management | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEMM3 | Consumer Behaviour Analysis | 70 | 30 | - | 100 | 3-0-0 |
| Specialization: Finance Management (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 223MGDSEFM1 | Security Analysis and Portfolio Management | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEFM2 | Management of Financial Markets and Institutions | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEFM3 | Corporate Restructuring and Business Valuation | 70 | 30 | - | 100 | 3-0-0 |
| Specialization: Human Resource Management (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 223MGDSEHRM1 | Compensation and Benefits Administration | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEHRM2 | Industrial Relations and Labor Laws | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEHRM3 | Learning and Development | 70 | 30 | - | 100 | 3-0-0 |
| Specialization: Operations and Supply Chain Management (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 223MGDSESCOM1 | Operations and Supply Chain Management | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSESCOM2 | Procurement and Logistics Management | 70 | 30 | - | 100 | 3-0-0 |

| | | | | | | |
|---|---|----|----|---|------------|-----------|
| 223MGDSESCOM3 | Total Quality Management | 70 | 30 | - | 100 | 3-0-0 |
| Specialization: Business Analytics (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 223MGDSEBA1 | Basic Data Analytics using R and Python | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEBA2 | Predictive Modeling | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEBA3 | Statistics with R | 70 | 30 | - | 100 | 3-0-0 |
| Specialization: Health Care Management (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 223MGDSEHCM1 | Essentials Of Healthcare System | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEHCM2 | Hospital Management | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEHCM3 | Health Care Economics | 70 | 30 | - | 100 | 3-0-0 |
| Total | | | | | 800 | 26 |

Notes:

1. PLP Stand for Personal Leadership Programme
2. It is mandatory to teach at least two cases per subject per semester.
3. 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.
4. The duration of all the end term theory examinations shall be 3 hours.

MBA 2 Year: 4th Semester (Total Credits: 23, Marks - 750)

Under dual specialization scheme, the area opted in third Semester would remain same in fourth semester also. *(For running the specialization in fourth semester, there must be at least 10 students having opted that specialization).*

| Course Code | Course Title | External Marks | Internal Assessment Marks/ Workshop/ Practical | External/ Practical Marks | Total Marks | Credit (L-T-P) |
|-----------------------------------|--|----------------|--|---------------------------|-------------|----------------|
| | | (Theory) | | | | |
| Core Courses | | | | | | |
| 224MGCC1 | Entrepreneurship and Innovation (Blended Learning Mode**) OR Equivalent MOOC Course** | 70 | 30 | - | 100 | 3-0-0 |
| Ability Enhancement Course | | | | | | |
| 224MGAEC1 | PLP* Module-IV- 'Design Thinking' (Blended Learning Mode) OR Equivalent MOOC Course** | - | 50 | - | 50 | 2-0-0 |

** Each student is required to opt one course from MOOC for 2 credits. The student is required to submit the passing certificate of the same to the department. **The Evaluation of MOOC Courses will be 50% certificate earned and 50% for External viva.**

| Skill Enhancement Course | | | | | | |
|---|--|----|----|-----|-----|-------|
| 224MGSEC1 | Comprehensive Viva-voce | - | - | 200 | 200 | 0-6-0 |
| Discipline Specific Electives Courses (specialization areas offered under dual specialization scheme) | | | | | | |
| Specialization: Marketing Management (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 224MGDSEMM1 | Marketing Analytics | 70 | 30 | - | 100 | 3-0-0 |
| 224MGDSEMM2 | Sales & Distribution Management | 70 | 30 | - | 100 | 3-0-0 |
| 223MGDSEHCM3 | Integrated Marketing Communications | 70 | 30 | - | 100 | 3-0-0 |
| Specialization: Finance Management (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 224MGDSEFM1 | Financial Analytics | 70 | 30 | - | 100 | 3-0-0 |
| 224MGDSEFM2 | Forex & Derivatives Management | 70 | 30 | - | 100 | 3-0-0 |
| 224MGDSEFM3 | Corporate Tax Planning | 70 | 30 | - | 100 | 3-0-0 |
| Specialization: Human Resource Management (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 224MGDSEHRM1 | HR Analytics | 70 | 30 | - | 100 | 3-0-0 |
| 224MGDSEHRM2 | Performance Management | 70 | 30 | - | 100 | 3-0-0 |
| 224MGDSEHRM3 | Employee Relations & Compliance | 70 | 30 | - | 100 | 3-0-0 |
| Specialization: Supply Chain and Operations Management (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 224MGDSESCOM1 | Logistics Management and Warehousing | 70 | 30 | - | 100 | 3-0-0 |
| 224MGDSESCOM2 | Supply Chain Design and Management | 70 | 30 | - | 100 | 3-0-0 |
| 224MGDSESCOM3 | Service Operations Management | 70 | 30 | - | 100 | 3-0-0 |
| Specialization: Business Analytics (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 224MGDSEBA1 | Relational Database Management and SQL | 70 | 30 | - | 100 | 3-0-0 |

| | | | | | | |
|---|--|----|----|-------|-----|-------|
| 224MGDSEBA2 | Text Mining using NLP and Machine Learning | 70 | 30 | - | 100 | 3-0-0 |
| 224MGDSEBA3 | Big Data Analysis | 70 | 30 | - | 100 | 3-0-0 |
| Specialization: Health Care Management (Two Electives from Specialization offered by Department in the semester) | | | | | | |
| 224MGDSEHCM1 | Insurance Claim Settlement | 70 | 30 | - | 100 | 3-0-0 |
| 224MGDSEHCM2 | Patient Care Management | 70 | 30 | - | 100 | 3-0-0 |
| 224MGDSEHCM3 | Hospital Costing Techniques | 70 | 30 | - | 100 | 3-0-0 |
| | | | | Total | 750 | 23 |

Notes:

1. PLP Stand for Personal Leadership Programme
2. It is mandatory to teach at least two cases per subject per semester.
3. 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.
4. The duration of all the end term theory examinations shall be 3 hours

Instructions for External Examiner: The theory question paper shall be divided in two sections.

Section ‘A’ shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section ‘B’** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. All questions will carry equal 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
|----------|--|-----------|

| | | |
|----------------------------|---|-----------------|
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

****Massive Open Online Courses (MOOCs)**

Study Webs of Active Learning for Young Aspiring Minds (SWAYAM: www.swayam.gov.in) is India's national Massive Open Online Course (MOOC) platform, designed to achieve the three cardinal principles of India's Education Policy: access, equity, and quality. The University Grants Commission (Credit Framework for Online Learning Courses through Study Webs of Active Learning for Young Aspiring Minds) Regulations, 2021 have been notified in the Gazette of India, which now facilitates an institution to allow up to 40 per cent of the total courses being offered in a particular programme in a semester through the online learning courses offered through the SWAYAM platform. The department of Management, Gurugram University has adopted SWAYAM Courses for the benefit of the students. A student will have the option to earn credit by completing quality-assured MOOC programmes offered on the SWAYAM portal or any other online educational platform of repute, after seeking approval from the department.

Summary of Credits

| Semester | Credits |
|------------------------|----------------|
| First Semester | 27 |
| Second Semester | 26 |
| Third Semester | 26 |
| Fourth Semester | 23 |
| Total Credits | 102 |

Note: A student will earn Master of Business Administration, a post graduate degree after successfully completing 102 credits.

Core Courses
Third Semester

Strategic Management (Blended Learning Mode)
223MGCC1

L-T-P
3-0-0

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

Type of Course: Core Course

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Value Addition Course |
|--------------|-------------------------|-----------------------------|--------------------------|-----------------------|
| ✓ | | | | |

Introduction to the Course:

The course aims at imparting knowledge of formulation, implementation and evaluation of business strategies.

Course Outcomes:

After completing the course, students would be able to:

CO1: Outline the type of decisions taken at different levels of organization.

CO2: Explain the process of strategic decision making in an organization.

CO3: Apply various tools to assess business environment.

CO4: Evaluate the strategy which best fits in achieving the organizational goals.

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.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 223MGCC1

Table 1: CO-PO Matrix for the Course221MGCC1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|------|-----|------|-----|-----|-----|
| CO1 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 |
| CO3 | 2 | 2 | 3 | 3 | 3 | 3 | 2 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| Average | 2.75 | 2.75 | 2.75 | 2.5 | 2.75 | 3 | 2.5 | 2.5 |

Table 2: CO-PSO Matrix for the Course223MGCC1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO2 | 2 | 3 | 2 | 3 | 3 | 3 |
| CO3 | 2 | 2 | 3 | 3 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.5 | 2.75 | 2.75 | 2.75 | 3 | 3 |

**Business Law (Blended Learning Mode)
223MGCC2**

**L-T-P
3-0-0**

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

Type of Course: Core Course

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Value Addition Course |
|--------------|-------------------------|-----------------------------|--------------------------|-----------------------|
| ✓ | | | | |

Introduction to the Course: This course gives an exposure to the students of some of the major commercial laws affecting business.

Course Outcomes:

After completing the course, students would be able to:

CO1: Define laws applicable to a business.

CO2: Classify different laws and explain their specific purpose.

CO3: Illustrate cases of law and interpret own manner to solve the problems of business class

CO4: Examine company laws and compare it with previous laws before amendment of 2013.

condition and warranties, rights of unpaid seller along with contract of sale

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.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 223MGCC2

Table 1: CO-PO Matrix for the Course 223MGCC2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|------|-----|------|-----|-----|-----|
| CO1 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | 3 |
| CO2 | 3 | 3 | 2 | 2 | 2 | 3 | 3 | 3 |
| CO3 | 2 | 2 | 3 | 3 | 3 | 3 | 2 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| Average | 2.75 | 2.75 | 2.75 | 2.5 | 2.75 | 3 | 2.5 | 2.5 |

Table 2: CO-PSO Matrix for the Course 223MGCC2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----|------|------|------|------|------|------|
|----|------|------|------|------|------|------|

| | | | | | | |
|---------|-----|------|------|------|---|---|
| CO1 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO2 | 2 | 3 | 2 | 3 | 3 | 3 |
| CO3 | 2 | 2 | 3 | 3 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.5 | 2.75 | 2.75 | 2.75 | 3 | 3 |

Ability Enhancement Course

PLP* Module-III- 'Networking Skills' (Blended Learning Mode)

223MGAEC1

L-T-P

0-0-2

Internal Marks: 50

Type of Course: Ability Enhancement Course

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Value Addition Course |
|--------------|-------------------------|-----------------------------|--------------------------|-----------------------|
| | | ✓ | | |

Introduction to the Course:

The course is aimed at equipping the student with the technique of networking effectively for a successful professional and personal life. It is an applied course, that provides students a platform to enhance their skills, honing these through skill acquisition, practice followed by feedback in an interactive mode. This course will help students to frame a network accurately using different modes.

Course Outcomes: The objectives of this course are:

CO1: To provide an overview of Prerequisites to Networking.

CO2: To put in use the basic mechanics of Group & individual networking.

CO3: To provide an outline to effective networking.

CO4: To impart the correct practices of the strategies of Effective Business networking.

Detailed syllabus:

Every week 2 lectures or workshops will be conducted by industry experts.

Details of Assessment:

A. Continuous Assessment:

- The students will be assessed continuously in between the sessions through class participation. Skill learning is through activities and drills.
- The students will be assessed on Group Discussion and Elevator Speech.
- The students will be assessed through a written class test on topics covered
- The students will be assessed on the Presentation skills.

B Assessment Plan

| S. No. | Assessment | Weightage |
|--------|---------------------------|-----------|
| 1 | Class Participation | 10 |
| 2 | Presentation Skills | 20 |
| 3 | Written Skills Evaluation | 20 |
| | TOTAL | 50 |

Mapping Matrix of Course :223MGAEC1

Table 1: CO-PO Matrix for the Course 223MGAEC1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|-----|-----|-----|-----|-----|-----|-----|-----|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGAEC1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|------|------|------|------|----------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 3 | 3 | 3 |

Digital Marketing 223MGDSEMM1

L-T-P
3-0-0

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

Type of Course: Discipline Specific Elective Course (Marketing)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course:

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

After completing the course students would be able to:

CO1: To understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy.

CO2: To understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.

CO3: To develop, evaluate, and execute a comprehensive digital marketing strategy and plan.

CO4: To measure digital marketing efforts and calculate ROI and Explore the latest digital ad 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
6. Miller, The Ultimate Web Marketing Guide, Pearson Education.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need

except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 223MGDSEMM1

Table 1: CO-PO Matrix for the Course 223MGDSEMM1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|------|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 2.75 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEMM1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|------|------|------|------|----------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

Customer Relationship Management 223MGDSEMM2

L-T-P
3-0-0

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: Business people started using the term Customer Relationship Management (CRM) since the early 1990s when the concept of business started to change from being transactional to relational. CRM directly contributes towards customer benefits and the growth of businesses. Information Technology plays a very critical role in identifying, acquiring, and retaining the customers, and thereby managing a healthy relationship with them.

Course Outcomes

CO1: Critically review and interpret the theoretical aspects of CRM across the main areas of sales, services and marketing.

CO2: Exhibit creative and technical practical professional skills and justify the strategy adopted with reference to specified briefs.

CO3: Investigate, analyze, demonstrate, and present the salient aspects of a CRM implementation

CO4: Learn about CRM innovation in a work-related environment.

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

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 223MGDSEMM2

Table 1: CO-PO Matrix for the Course 223MGDSEMM2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|------|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 2.75 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEMM2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

CONSUMER BEHAVIOUR ANALYSIS 223MGDSEMM3

L-T-P
3-0-0

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

Type of Course: Discipline Specific Elective Course (Marketing)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: Customer relationship management (CRM) is the combination of practices, strategies and technologies that companies use to manage and analyze customer interactions and data throughout the customer lifecycle. The goal is to improve customer service relationships and assist in customer retention and drive sales growth. CRM systems compile customer data across 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. CRM systems can also give customer-facing staff members detailed information on customers' personal information, purchase history,

buying preferences and concerns.

Course Outcomes

CO1: To understand the relationship between consumer behavior and customer value, satisfaction, trust and retention

CO2: To understand how new technologies are enabling marketers to better satisfy the needs and wants of the consumers

CO3: To understand how marketers are increasingly able to reach consumers wherever consumers wish to be reached.

CO4: To understand how the world's economic condition is leading to consumption instability.

DETAILED SYLLABUS:

UNIT-I

Significance and underlying principles of consumer behaviour; the basic consumer decision process; methods of studying consumer behaviour; 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 through 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

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|---|--------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, | 7*2=14 marks |
|------------------|---|--------------|

| | | |
|------------------|--|----------------|
| | This section will be compulsory | |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 223MGDSEMM3

Table 1: CO-PO Matrix for the Course 223MGDSEMM3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|------|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 2.75 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEMM3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|------|------|------|------|----------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

Security Analysis and Portfolio Management

223MGDSEFM1

L-T-P
3-0-0

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: The analysis of various tradable financial instruments is called security analysis. It helps 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:

After completing the course, students would be able to:

CO1: Describe the environment and working of capital markets.

CO2: Discuss and differentiate different financial assets and their holding motives

CO3: Define the concepts and terminologies of portfolio management.

CO4: Summarize the theories underlying portfolio management and able to apply the concepts of portfolio management and solve relevant numerical problems.

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 Jensen's Performance Index; Components of Portfolio Performance: Market Timings, Stock selectivity and Diversification, Benchmark Portfolio.

SUGGESTED READINGS:

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

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 223MGDSEFM1

Table 1: CO-PO Matrix for the Course 223MGDSEFM1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEFM1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 2.75 |

Management of Financial Services and Institutions**223MGDSEFM2****L-T-P****3-0-0****External Marks: 70****Internal Marks: 30****Time Allowed: 3 Hrs.****Type of Course:** Discipline Specific Elective Course (**Finance**)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: 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, students of management need to learn about broad framework of 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:

After completing the course students would be able to:

CO1: Prepare the concepts of financial services.

CO2: Apply different procedures as to merchant banking activities.

CO3: Utilize the guidelines provided by various legal and regulatory frameworks.

CO4: Analyze the different elements as to leasing and hire purchasing concepts.

CO5: Assess the different trends of the leasing industry.

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; LIC; 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

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 223MGDSEFM2**Table 1: CO-PO Matrix for the Course 223MGDSEFM2**

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEFM2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|------|------|------|------|----------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 2.75 |

Corporate Restructuring and Business Valuation
223MGDSEFM3

L-T-P
3-0-0

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: 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 Objectives:

At the end of the course, students should be able to:

CO1: Understand the role and strength of corporate restructuring for growth.

CO2: Facilitate the understanding of process and economic rationales of various corporate restructuring tools such as takeovers, acquisitions, joint ventures, disinvestments, amalgamations, buyback of shares, mergers, demergers, reverse mergers, etc.

CO3: Able to understand the anti-takeover strategies to avoid hostile acquisition.

CO4: Enable the student to acquire analytical skills in analyzing real-world cases in the need for corporate restructuring in a respective venture.

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, Poison 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

NOTE: The duration of all the end term theory examinations shall be 3 hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 223MGDSEFM3

Table 1: CO-PO Matrix for the Course 223MGDSEFM3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEFM3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 2.75 |

**Compensation and Benefits Administration
223MGDSEHRM1**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course:

Course is designed to provide the student 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 overall analytical skills of students Related to various HR Functions.

Course Outcomes:

On successful completion of the course students will be able to:

CO1: Recognize how pay decisions help the organization achieve a competitive advantage.

CO2: Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.

CO3: Demonstrate comprehension by constructing a compensation system encompassing; internal consistency, external competitiveness, employee contributions, organizational benefit systems, and administration issues.

CO4: Design rational and contemporary compensation systems in modern organizations

DETAILED SYLLABUS:

UNIT -I

The reward system: compensation & non compensation dimension, system for non-compensation

Job analysis-Planning a job analysis program, Collection and description of job data, designing of custom made job analysis questionnaire, Guidelines for conducting a job analysis interview.

Job Description-Broad , generic job (class descriptions versus Narrow, specific job (Position) descriptions, A job contract, Planning, operations and control, elements of the job description, Job summary ,other ways of describing job facts

UNIT-II

Job evaluation-Job requirements and pay, whole job ranking, position classification Predetermined grading Approach, a market pricing approach, a maturity curve method, Development and use of compensable factors, Weighting and rating of compensable factors. Designing a Base pay structure-Pay structure architecture, Determining a pay policy line, the need for more than one pay structure, displaying job data,

identifying lowest and highest rates of pay, developing pay grades, single rate pay grade, two tier wage plan, multiple point pay structure, range or spread dimension, pay grade width, determining pay grade minimum and minimum rates of pay, internal design consideration, spread of range and steps, pay grade overlap, broad banding

UNIT-III

Measuring and paying for performance -Merit pay, performance appraisal: cost- effectiveness analysis, designing a job content-based performance appraisal program, Rating scale design and development, performance standards, maintaining an employee documentation File. Point factor method of job evaluation -Combining point factor and factor comparison methods, job evaluation committee, Using FES to determine job worth, Factor evaluation system position evaluation statements

UNIT-IV

Short term incentives-Premium and differentials, pay for unit produced, individual based bonus and rewards, organization wide short-term incentives, Scanlon plan, Lincoln's incentive system. Long term incentives-Designing a long term incentive and deferred compensation plan, Qualified deferred compensation arrangement, Social security, retirement plan, pension plans, profit sharing plan, stock bonus plan, ESOP, employer benefits and employer costs for ESOP, Individual retirement account, Savings incentive match plan for employees.

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.

NOTE: The duration of all the end term theory examinations shall be 3 hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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/ | 10 |

| | | |
|----------------------------|-----------------------------------|------------|
| | Simulation / Worksheet Assessment | |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 223MGDSEHRM1

Table 1: CO-PO Matrix for the Course 223MGDSEHRM1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|-------------|-------------|----------|-------------|------------|----------|------------|----------|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 2.5 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEHRM1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|----------|-------------|-------------|-------------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

**Industrial Relations and Labor Laws
223MGDSEHRM2**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course:

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:

CO1: To Provide conceptual framework of Industrial Relation

CO2: To make students aware with the Indian Labour legislation

CO3: To make students aware with the basic requirements and mandate of labour legislations

CO4: Understand the terminology of Industrial Relations with context to India

CO5: Understand the implications of various labor Legislations on business organizations

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 1961, 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, 1923 ,The Workmen's compensation Act, 1972 ,The Industrial Disputes Act, 1947

UNIT IV

The Payment of Minimum wages act 1936 ,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 Cat, 1972 The Maternity Benefit Act, 1961 ,Employee's Provident fund & Miscellaneous Provisions Act, 1952

SUGGESTED 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 Designing of 21st Century, IIRA -Excel Books, New Delhi.
6. Monappa, A . Industrial Relations, Tata McGraw Hill, New Delhi.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 223MGDSEHRM2

Table 1: CO-PO Matrix for the Course 223MGDSEHRM2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 2.5 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEHRM2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

Learning and Development 223MGDSEHRM3

L-T-P
3-0-0

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: 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:

CO1: To understand the trend toward performance management and how this impacts today's training professional.

CO2: To be able to develop an appropriate training strategy for today's organization – using both classroom and distance learning technologies.

CO3: To be able to effectively evaluate a training program using appropriate statistical methods and be able to present this effectively to management.

CO4: To understand and be able to use appropriate training software packages.

CO5: To understand the appropriate distance learning technology and be able to apply this technology to achieve effective learning.

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

NOTE: The duration of all the end term theory examinations shall be 3 hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 223MGDSEHRM3

Table 1: CO-PO Matrix for the Course 223MGDSEHRM3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|-------------|-------------|----------|-------------|------------|----------|------------|----------|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 2.5 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEHRM3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|----------|-------------|-------------|-------------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

**Operations and Supply Chain Management
223MGDSESCOM1**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course:

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 to the students to learn about logistics , transportation, warehousing and outsourcing decisions.

Course Outcomes:

- CO1 Learning supply chain concepts and strategies.
- CO2 Recognizing supply chain integration to support products in the various product lifecycle.
- CO3 Balancing logistics, manufacturing, and inventory policies with demand and customer satisfaction.
- CO4 Designing lean but agile supply chains that integrate green initiatives.
- CO5 Implementing e-supply chain management systems.

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 advantaged 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, Scorer 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 Managing
4. Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|---|-----------------------------|
| CO1 | Learning supply chain concepts and strategies. | PSO1, PSO5 |
| CO2 | Recognizing supply chain integration to support products in the various product lifecycle. | PSO6, PSO4 |
| CO3 | Balancing logistics, manufacturing, and inventory policies with demand and customer satisfaction. | PSO3,PSO4 |
| CO4 | Designing lean but agile supply chains that integrate green initiatives. | POS2,POS7 |
| CO5 | Implementing e-supply chain management systems. | PSO6, PSO5 |

**Procurement and Logistics Management
223MGDSESCOM2**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course:

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: - After completing the course students would be able to:

- CO1: Acquire knowledge on Procurement and Logistics Management based on the participants.
- CO2: Implement the Procurement and Logistics Management based on the drivers.
- CO3: Acquire knowledge on the various methods of Procurement and Logistics Management.
- CO4: Evaluate the selection of vendor for Procurement and Logistics Management.

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

Note: - The duration of all the end term theory examinations shall be 3hours

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

| | | |
|--------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| Total Marks | | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping of Course Outcomes to Programme Specific Outcomes:

| | Course Outcomes: | Programme Specific Outcomes |
|-----|--|-----------------------------|
| CO1 | Acquire knowledge on Procurement and Logistics Management based on the participants. | PSO1, PSO5 |
| CO2 | Implement the Procurement and Logistics Management based on the drivers. | PSO6, PSO4 |

| | | |
|-----|---|-----------|
| CO3 | Acquire knowledge on the various methods of Procurement and Logistics Management. | PSO3,PSO4 |
| CO4 | Evaluate the selection of vendor for Procurement and Logistics Management. | POS2,POS7 |

**Total Quality Management
223MGDSESCOM3**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the course:

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 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:

After completing the course students would be able to:

CO1: Conceptualize Total Quality.

CO2: Closely link management of quality with that of reliability and maintainability for total product assurance.

CO3: Describe the Concept of Total Quality and its evolution.

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. and Ghare, 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 and Analysing, TMH, New Delhi.

NOTE: The duration of all the end term theory examinations shall be 3 hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 223MGDSESCOM3

Table 1: CO-PO Matrix for the Course 223MGDSESCOM3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|------|------|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 2 |
| O2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 2 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 2.25 | 2.25 |

Table 2: CO-PSO Matrix for the Course 223MGDSESCOM3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|------|------|----------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 3 |

**Basic Data Analytics using R and Python
223MGDSEBA1**

**L-T-P
3-0-0**

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

Type of Course: Discipline Specific Elective Course (**Business Analytics**)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: This course presents a gentle introduction into the concepts of business analysis, the role of a business Analyst, and the tools that are used to perform daily functions. The participants will gain an understanding of the data ecosystem and the fundamentals of data analysis through R and Python, such as data gathering or data mining. The participants will then learn the soft skills that are required to effectively communicate the data to stakeholders, and how mastering these skills can give them the option to become a data driven decision maker.

Course Outcomes:

The Objective of this course is to provide students with a conceptual understanding of business analysis, R and Python and the skills required in applying knowledge for decision making. Following learning objectives will be emphasized. This course attempts to:

CO1: Sharpen participant’s ability to understand and analyze data.

CO2: Provide students with a conceptual understanding of R and Python.

CO3: Understand the need & relevance of application of R and Python knowledge in managerial decision making.

CO4: Emphasize on the interpretation and use of creation and accumulation.

DETAILED SYLLABUS:

UNIT I

Understanding data: Importing, plotting, understanding and cleaning the data. Understand Univariate and multivariate, categorical and quantitative data, visual presentations of data, descriptive statistics, data tables, interpretation from graphical charts-bar plots, box plots, scatter diagrams. Hands on case study using software.

UNIT II

Introduction to R: R Data Types (Character, Numeric, Integer, Logical Complex), Different Data Structures in R, Basics of R Syntax, install R / RStudio, RStudio interface, import, export, and view files, save files. Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, If condition, While conditions, Concatenation of Data, Combining Vars, cbind, rbind, Sapply, apply, tapply functions, Introduction to Data Structure in R, Vectors, Lists, Scalars, Data Frames, Matrices, Arrays, Factors.

UNIT III

Data Visualization using R: Introduction to ggplot, Univariate Graph, Bivariate Graph, Multivariate Graph, Customizing Graphs, Saving Graphs. Descriptive Analysis in R: Using Summary Command, Using Name Command, Summary command: Single value result, Summary command: Multiple Result cumulative commands, Descriptive Statics for R Data Frames, Descriptive statistics in R for Matrix Objects.

UNIT IV

Introduction to Python: Python Data Types: Functions, String and List, Python Data Types: Tuples and Dictionaries, Files and Exceptions, Types of Operators, Classes and Objects, Reading files with Open, writing files with Open, loading data with Pandas, working with and saving with Pandas, Array oriented Programming with Numpy, Data cleaning and preparation, Plotting and Visualization, data Aggregation and Group Operations.

SUGGESTED READINGS:

1. Levin & Rubin, Statistics for Business, Prentice Hall of India, Delhi.
2. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
3. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
4. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
5. Andy Field, Discovering Statistics Using SPSS, Pearson Press.
6. Damodar Gujrati, Basic Econometrics, McGraw Hill Education, 5th Edition
7. Joseph F. Hair Jr, William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, Pearson Press.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|---|--------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
|------------------|---|--------------|

| | | |
|------------------|---|----------------|
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions | 14*4= 56 marks |
| | selecting one question of 14 marks from each unit. | |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 223MGDSEBA1

Table 1: CO-PO Matrix for the Course 223MGDSEBA1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|------|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.75 | 2.75 |

Table 2: CO-PSO Matrix for the Course 223MGDSEBA1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|------|------|----------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 3 |

Predictive Modelling
223MGDSEBA2

L-T-P
3-0-0

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

Type of Course: Discipline Specific Elective Course (**Business Analytics**)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: Predictive modeling is a name given to a collection of mathematical techniques having in common the goal of finding a mathematical relationship between a target, response, or “dependent” variable and various predictor or “independent” variables with the goal in mind of measuring future values of those predictors and inserting them into the mathematical relationship to predict future values of the target variable. Because these relationships are never perfect in practice, it is desirable to give some measure of uncertainty for the predictions, typically a prediction interval that has some assigned level of confidence like 95%. Another task in the process is model building.

Course outcomes:

After completing the course, students would be able to:

CO1: Draw inferences from data and computer output and its application for business decision.

CO2: Understand the use of statistics from modelling perspective

CO3: Use regression and model fit for better decision making

CO4: Understand the use of variables and their roles in regression models

DETAILED SYLLABUS:

UNIT I

Regression: Introduction to regression, simple regression, method of least square, goodness of fit: R^2 , interpretation of regression coefficients, testing the significance of coefficients. Hands on case study using software.

UNIT II

Multiple regression model, sample size in regression, estimating partial regression coefficients, testing of the model fit, interpretation of ANOVA results of regression, testing of regression coefficients, method of regression-hierarchical (block wise entry), forced entry, stepwise regression, forward pass, backward pass, Interpretation of beta values. Interpretation of computer output and report writing

UNIT III

Assumptions of multiple regression-linearity, normality, autocorrelation, multi-co linearity-VIF and tolerance, condition index, homogeneity of variance (heteroscedasticity), regression plots, accuracy of regression modal-checking outliers, leverage and influence (case wise diagnosis). Interpretation of computer output and report writing

UNIT IV

Curvilinear regression-method of fitting the model, checking the assumptions and interpretation of computer output. Concept of Dummy variable in regression, use of dummy variables in seasonal analysis, piecewise linear regression, interaction effect of predictive variables and interpretation of results. Interpretation of computer output and report writing

SUGGESTED READINGS:

1. Levin & Rubin, Statistics for Business, Prentice Hall of India, New Delhi.
2. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
3. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
4. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
5. Andy Field, Discovering Statistics Using SPSS, Pearson Press.
6. Damodar Gujrati, Basic Econometrics, McGraw Hill Education, 5th Edition
7. Joseph F. Hair Jr, William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, Pearson Press.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 223MGDSEBA2

Table 1: CO-PO Matrix for the Course 223MGDSEBA2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|------|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.75 | 2.75 |

Table 2: CO-PSO Matrix for the Course 223MGDSEBA2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|------|------|----------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 3 |

**Statistics with R
223MGDSEBA3**

**L-T-P
3-0-0**

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

Type of Course: Discipline Specific Elective Course (**Business Analytics**)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: The following module comprises of R programming basics and application of several Statistical Techniques using it. The module aims to provide exposure in terms of Statistical Analysis, Hypothesis Testing, Regression and Correlation using R programming language. The objective of this module to make students exercise the fundamentals of statistical analysis in R environment. They would be able to analysis data for the purpose of exploration using Descriptive and Inferential Statistics. Students will understand Probability and Sampling Distributions and learn the creative application of Linear Regression in multivariate context for predictive purpose.

Course Outcomes: On completion of this course, the students will be able to
 CO1: Install, Code and Use R Programming Language in R Studio IDE to perform basic tasks on Vectors, Matrices and Data frames.

CO2: Describe key terminologies, concepts and techniques employed in Statistical Analysis.

CO3: Define Calculate, Implement Probability and Probability Distributions to solve a wide variety of problems.

CO4: Conduct and interpret a variety of Hypothesis Tests to aid Decision Making.

Detailed Syllabus:

Unit -I

R and R Studio, Logical Arguments, Missing Values, Characters, Factors and Numeric, Help in R, Vector to Matrix, Matrix Access, Data Frames, Data Frame Access, Basic Data Manipulation Techniques, Usage of various apply functions – apply, lapply, sapply and tapply, Outliers treatment.

Unit II

Types of Data, Nominal, Ordinal, Scale and Ratio, Measures of Central Tendency, Mean, Mode and Median, Bar Chart, Pie Chart and Box Plot, Measures of Variability, Range, Inter-Quartile- Range, Standard Deviation, Skewness and Kurtosis, Histogram, Stem and Leaf Diagram, Standard Error of Mean and Confidence Intervals. Experiment, Sample Space and Events, Classical Probability, General Rules Of Addition, Conditional Probability, General Rules For Multiplication, Independent Events, Bayes' Theorem, Discrete Probability Distributions: Binomial, Poisson, Continuous Probability Distribution, Normal Distribution & t-distribution, Sampling Distribution and Central Limit Theorem.

Unit III

Population and Sample, Null and Alternate Hypothesis, Level of Significance, Type I and Type II Errors, One Sample t Test, Confidence Intervals, One Sample Proportion Test, Paired Sample t Test, Independent Samples t Test, Two Sample Proportion Tests, One Way Analysis of Variance and Chi Square Test.

Unit IV

Analysis of Relationship, Positive and Negative Correlation, Perfect Correlation, Correlation Matrix, Scatter Plots, Simple Linear Regression, R Square, Adjusted R Square, Testing of Slope, Standard Error of Estimate, Overall Model Fitness, Assumptions of Linear Regression, Multiple Regression, Coefficients of Partial Determination, Durbin Watson Statistics, Variance Inflation Factor.

Suggested Readings:

1. Ken Black, 2013, Business Statistics, New Delhi, Wiley.
2. Lee, Cheng. et al., 2013, Statistics for Business and Financial Economics, New York: Heidelberg Dordrecht.
3. Anderson, David R., Thomas A. Williams and Dennis J. Sweeney, 2012, Statistics for Business and Economics, New Delhi: South Western.
4. Waller, Derek, 2008, Statistics for Business, London: BH Publications.
5. Levin, Richard I. and David S. Rubin, 1994, Statistics for Management, New Delhi: Prentice Hall.

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 223MGDSEBA3

Table 1: CO-PO Matrix for the Course 223MGDSEBA3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|------|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.75 | 2.75 |

Table 2: CO-PSO Matrix for the Course 223MGDSEBA2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 3 |

Essentials of Healthcare System 223MGDSEHCM1

L-T-P
3-0-0

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

Type of Course: Discipline Specific Elective Course (Health Care Management)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course:

After undergoing this course the learners will be able to make a comparison in health services system right from the grass root level to the global level. They will also be able to enrich their knowledge regarding center and state government initiatives.

Course Outcomes:

CO1: Demonstrate adequate knowledge and mastery of techniques relevant to hospital management and/or to demonstrate a clear understanding of concepts, information and techniques at the forefront of the hospital management discipline

CO2: Develop awareness of the responsibilities of senior hospital management, including understanding the role and functions of hospitals and their health care context and prepare to handle the management and development issues faced by a hospital manager, including structure and organization; planning and managing resources; and reviewing and evaluating services.

CO3: Recognize how operational problems and situations are handled in practice by undertaking and reporting at a hospital attachment

CO4: Formulate ideas and develop and participate in implementation of plans

DETAILED SYLLABUS:**UNIT-I**

Health and Disease: Concept, Definitions & Dimensions of health, Wellbeing, Determinants of health, Evolution of medicine, Public Health, Health indicators, Health service philosophies, Disease & causation, Natural history of disease, Disease control & prevention, Changing patterns of disease, Disease classification and International Health (WHO, WB, UN); Medical sociology –Introduction, Sociological perspective of health, illness and healing; Institutional perspective and Organizational perspective.

UNIT II

Public and Private Health Care Services in India, Evolution of public health systems in India (ancient, colonial & post-independence), Health Planning in India (Committees, Planning commission, Five year plans, National Health Policies), Public health systems in India (Center, State, District & Village level), Rural development, Corporate philosophy, Evolution and organization of private health systems in India and Current trends in private health care in India.

UNIT III

Global Health Service Systems: Introduction to the global health scenario, Health System Models: Full State provision and funding model, NHS Model, Social health insurance model, Minimal State intervention mode.

UNIT IV

Population Health: Introduction to population studies, Issues of Indian society & culture, Reproductive health, Population and Development (policies, programs & evaluation), diseases (CHD, Cancer, Diabetes & Obesity). Introduction to epidemiology (concept, terms, aims & uses), epidemiological methods, Epidemiology of communicable diseases (chicken pox, measles, diphtheria, TB, polio & HIV/AIDS) and Epidemiology of Non communicable

SUGGESTED READINGS:

1. K Park, Preventive and Social Medicine, Bansari Das Bhanot Publishing House.
2. Maxcy-Rosenau-Last, Public Health & Preventive Medicine, 14th Edition Ed Robert Wallace
3. Brijesh C Purohit. Health Care System in India: Towards Measuring Efficiency in Delivery of Services
4. Eugenia L. Siegler, Saeid Mira Fzali, Janice Foust, An Introduction to Hospitals and Inpatient

Care

5. Leon Gordis - Textbook of epidemiology
6. Oxford text book of public health -Oxford Medical Publication
7. David Armstrong - An outline of sociology as applied to medicine
8. Morris - Uses of epidemiology
9. Barker - Practical epidemiology

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 223MGDSEHCM1

Table 1: CO-PO Matrix for the Course 223MGDSEHCM1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|-----|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.5 | 2.75 |

Table 2: CO-PSO Matrix for the Course 223MGDSEHCM1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|------|------|------------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 2 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.5 | 3 |

**Hospital Management
223MGDSEHCM2**

**L-T-P
3-0-0**

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

Type of Course: Discipline Specific Elective Course (**Health Care Management**)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: This course is designed to familiarise students with the ideas and procedures that are necessary for managing a hospital. The topic covers management principles, functions, and processes, as well as their significance and role in the effective and efficient management of health care organisations, with the goal of instilling a professional approach among students to hospital management.

Course Outcomes:

C01: To provide conceptual understanding of Management Concepts applicable in Hospitals

C02: To understand and appreciate the human behaviour in hospitals

C03: To identify the important functions and its management in Hospitals

C04: To introduce and develop the basic principles of management to the students of hospital administration.

DETAILED SYLLABUS:

UNIT-I

Hospital Management; Modern Management concept or principles and its implication in hospital management: Planning, Organizing, Staffing, Directing, Controlling; Duties and responsibilities of Hospital Managers; Limitations of Hospital Management; Ambulance and Transport Management; Quality Management.

UNIT-II

Concepts & Evolution of personnel Management in Hospital; Pricing of various services; Marketing strategy, evaluation and control; Hospitality in Hospital Care; Methods of Hospitality Management in a Hospital set- up; Social Responsibility of Hospital Management; Medical Records Management, Digital maintenance of Medical Records.

UNIT-III

Management of Indian Hospitals- challenges & strategies; Importance of material management, Principles of material management, material forecasting; Inventory management and analysis; Management of the out-patient services and emergency services, day care services, and intensive care units, Management of surgical suites, Management of labor and delivery suites-LDRP suites; Disaster Management Issues.

UNIT-IV

Financial Management; Effects of Globalization in Health care; Various aspects of Hospital planning- Hospital linen and laundry service , operating and evaluation of different utility services in hospitals- like medical gases, HVAC, House-keeping, CSSD, Food and beverages, Safety issue in hospital building Methods of Sterilization CSSD; Bio Medical Waste Management- Definition, Disposal of Hospital waste , Segregation, collection, transportation, disposal; Management of Catering Services in Hospital.

SUGGESTED READINGS:

1. Hales, Jonathan. Accounting and financial analysis in the hospitality industry. Routledge, 2006
2. Tranter, Kimberly A. An introduction to revenue management for the hospitality industry: Principles and practices for the real world. Pearson Education India, 2009.
3. Goel, S.L & Kumar R. Auxiliary Hospital Services, 2010

4. Goel, S. L. Emerging and Thrust Areas of Health Care System and Hospital Administration. Vol. 4. Deep and Deep Publications, 2009.
5. BM Sakharkar, principles of hospital administration and planning – Jaypee brothers Publications, 2009
6. Kunders, G. D. Hospitals: facilities planning and management. Tata McGraw-Hill Education, 2004.
7. Kumar R & S. L. Goel, Hospital Core Services: Hospital administration in 21st century Vol 1

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 223MGDSEHCM2

Table 1: CO-PO Matrix for the Course 223MGDSEHCM2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|-----|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.5 | 2.75 |

Table 2: CO-PSO Matrix for the Course 223MGDSEHCM2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|------|------|------------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 2 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.5 | 3 |

Health Care Economics
223MGDSEHCM3

L-T-P
3-0-0

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

Type of Course: Discipline Specific Elective Course (**Health Care Management**)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course:

The economic foundations of health care are covered in this syllabus. Understanding health policy initiatives and the organisation of the health care market requires both economic theory and empirical research. The syllabus begins by going over the basics of microeconomics, such as supply and demand for products and services, as well as how the healthcare market differs from a completely competitive market. The demand for medical care and insurance is then discussed. The supply of medical care and the behaviour of health-care professionals — physicians, hospitals, and nursing homes – are next on the list. Socioeconomic inequities in health, quality measurement, payment schemes, and economic evaluations are some of the other themes discussed.

Course Outcomes:

C01: To recognize the characteristics of an economic approach to studying social issues in general and health, health care, and health insurance concerns in particular.

C02: To understand the elements that influences the demand for medical services

C03: To understand major issues that might occur in insurance markets: adverse selection and moral hazard.

C04: To apprise the students of about the important the dimensions of health care systems prevailing in India and abroad.

DETAILED SYLLABUS:

UNIT-I

What is Economics, Economic concepts - Micro and Macro Economics; Definition and Meaning of Health Economics, Scope of Health Economics; Need and Importance of Health Economics, Factors influencing Health Economics; Concept of Health- Health Determinants & Measurement of Health Demand analysis.

UNIT-II

Demand, Supply, Elasticity of Demand and Supply in Health Economics; Demand for health care, Demand for health: the Grossman model; Health Capital; Utility Analysis; Public Policy in Healthcare, Public Expenditure on Health care.

UNIT-III

Various types of Costs; Tools used in Economic Analysis, Economic Evaluation, Steps used in Economic Evaluation, Types of Economic Evaluation in Health Care; Cost Analysis, Objectives, Purpose and principles of Cost Analysis;

UNIT-IV

Market Mechanism; Market Forms in Healthcare, Price determination under various configurations; Government Intervention in Healthcare, Healthcare Financing, Health insurance: uncertainty, risk aversion, and affordability; Role of Private Sector in Healthcare and PPP model

SUGGESETD READINGS:

1. Peter,Z & Fredrick, B. HEALTH ECONOMICS, Oxford Pub., New York, 1997
2. Folland S, A.C. Goodman, and M. Stano, The economics of health & Healthcare, Prentice Hall
3. Shanmugam Sundaram, Y., HEALTH ECONOMICS, Oxford Pub. New York, 1997
4. Venkat Raman, A., & Bjorkman, J. W. (2009). Public Private Partnership in Health Care in India. London: Routledge.
5. Seth, M.L. MACROECONOMICS, Lakshminarayana Agrawal, Edu, Pub.Agra.1996
6. Feldstein, Paul J. 2011. Health Care Economics, 7th Edition. Cengage Learning. On reserve at Hagerty. (4 chapters, 3 appendices)

NOTE: The duration of all the end term theory examinations shall be 3 hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, | 7*2=14 marks |
| | This section will be compulsory | |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 223MGDSEHCM3

Table 1: CO-PO Matrix for the Course 223MGDSEHCM3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|-----|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.5 | 2.75 |

Table 2: CO-PSO Matrix for the Course 223MGDSEHCM3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|-------------|-------------|-------------|-------------|-------------|-------------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 2 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.5 | 3 |

Fourth Semester
Core Subjects

Entrepreneurship and Innovation (Blended Learning Mode)
224MGCC1

L-T-P
3-0-0

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

Type of Course: Core Course

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Value Addition Course |
|--------------|-------------------------|-----------------------------|--------------------------|-----------------------|
| ✓ | | | | |

Introduction to the Course:

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 instil and ignite an entrepreneurial spirit in pupils.

Course Outcomes:

CO1: To understand that even a perfectly designed solution is only viable if there is a strong and effective marketing strategy and a team of highly skilled and motivated people is still dependent on effective managers.

CO2: By implementing customer development principles in real-life activities, students will be able to turn a company idea into a thorough and highly scalable business model.

CO3: To be able to create a successful business plan, and quickly launch their product or service into the market to gain consumers.

CO4: To participate in Business plan competitions.

DETAILED SYLLABUS:

UNIT-I

Entrepreneurship: India's start up 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:

Holt, David H. Entrepreneurship: New venture creation. prentice hall, 1992.

1. Entrepreneurship in Action, PHI B.K. Mohanty, Sangram Publication, 2005
2. Jayshree Suresh, Entrepreneurial Development, Margham Publications, 2015
3. Poornima M Charantimath, Entrepreneurship Development Small Business Enterprises, Pearson Education, 2006.
4. Mohanty, Sangram Keshari. Fundamentals of entrepreneurship. PHI Learning Pvt. Ltd., 2005.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 224MCC1

Table 1: CO-PO Matrix for the Course 224MCC1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|-----|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.5 | 2.75 |

Table 2: CO-PSO Matrix for the Course 224MCC1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|------|------|------------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 2 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.5 | 3 |

Ability Enhancement Course
PLP* Module-IV- 'Design Thinking' (Blended Learning Mode)
224MGAEC1

L-T-P

2-0-0

Internal Marks: 50

Type of Course: Ability Enhancement Course

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Value Addition Course |
|--------------|-------------------------|-----------------------------|--------------------------|-----------------------|
| | | ✓ | | |

Introduction to the Course: Design thinking is a systematic approach for innovative product and process development, which aims at fulfilling the unmet customer needs. It is a human-centric approach designed to understand customers' pain points and create an innovative solution that fulfills the need gap. The approach to design thinking includes concept development, applied creativity, prototyping and systematic experimentation until an innovation solution is identified. When design thinking is applied to businesses, the success rate for innovation improves dramatically.

Course Outcomes:

CO1. To make use of practical design thinking methods in every stage of your problem

CO2. To apply design thinking to your problems in order to generate innovative and user centric solutions

CO3. To initiate a new working culture based on a user centric approach, empathy, ideation, prototyping, and playful testing

CO4. To employ ethnographic and analysis methods, such as interviews, focus groups, and surveys

DETAILED SYLLABUS:

UNIT I

Innovation & Creativity: Difference between innovation and creativity, Role of creativity and innovation in organizations, dynamics of creative thinking, becoming creatively fit as an individual, creative insight, idea generation, idea evaluation, creativity in teams, team's environment and creativity, creating climate for creativity and an enterprise, creating an environment that keeps creative people creating, managing creative employees, leading for creativity and innovation, creativity to innovation

Unit II

Creative thinking techniques: Select and apply the appropriate technique, Comprehend their importance in tackling everyday problem-solving scenarios, Divergent Thinking Mode: Meaning, Objectives Tools and Technique, Convergent Thinking Mode: Meaning, Objectives Tools And Techniques,

Unit III

Design Thinking Process: Introduction to design thinking, history of design thinking, wicked problems, case studies in design thinking, design thinking process, implementing the process in driving innovation, design thinking in social innovations Tools of design thinking – persona, customer journey map.

Unit IV

Design Thinking in Various Sectors (Health sector/ Finance/ Education/ Infrastructure) Design thinking case studies in retail, design thinking case studies in banking, design thinking case studies in management decisions.

SUGGESTED READINGS:

1. Hundred Things every designer needs to know about people – Susan Weinschenk, New Riders Publication
2. Design Methods: A Structured Approach for Driving Innovation in Your Organization by Vijay Kumar, Wiley Publication
3. Design of Business: Why Design Thinking is the Next Competitive Advantage by Roger L. Martin, Harvard Business Press.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course :224MGAEC1

Table 1: CO-PO Matrix for the Course 224MGAEC1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|-----|-----|-----|-----|-----|-----|-----|-----|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 224MGAEC1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|------|------|------|------|----------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 3 | 3 | 3 |

**Marketing Analytics
224MGDSEMM1**

**L-T-P
3-0-0**

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

Type of Course: Discipline Specific Elective Course (Marketing)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: 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:

CO1: To build and define a brand architecture and how to measure the impact of marketing efforts on brand value over time.

CO2: To measure customer lifetime value and use that information to evaluate strategic marketing alternatives.

CO3: To design basic experiments so that you can assess your marketing efforts and invest your marketing dollars most effectively.

CO4: To set up regressions, interpret outputs, explore confounding effects and biases, and distinguish between economic and statistical significance.

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.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |

| | |
|----------------------------|------------|
| Total Marks (IA+EE) | 100 |
|----------------------------|------------|

Mapping Matrix of Course: 224MGDSEMM1

Table 1: CO-PO Matrix for the Course 224MGDSEMM1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|------|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 2.75 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 224MGDSEMM1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|------|------|------|------|----------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

**Sales & Distribution Management
224MGDSEMM2**

**L-T-P
3-0-0**

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

Type of Course: Discipline Specific Elective Course (Marketing Management)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course:

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

After completing the course students would be able to:

CO1: Understand the concepts of sales and distribution management.

CO2: Appreciate various facets of job of sales manager.

CO3: Make and implement decisions for sales and distribution management.

CO4: Build knowledge, understanding, and skills in Sales and Distribution management and Develop and implement Sales and Channel management strategies.

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

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 224MGDSEMM2

Table 1: CO-PO Matrix for the Course 224MGDSEMM2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|-------------|-------------|-------------|-------------|------------|----------|----------|----------|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 2.75 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 224MGDSEMM2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|----------|-------------|-------------|-------------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

Integrated Marketing Communications 224MGDSEMM3

L-T-P
3-0-0

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

Type of Course: Discipline Specific Elective Course (Marketing Management)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course:

Integrated marketing communication is a course which offers insights to understand Marketing characteristics, work for develop 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:

CO1: Use integrated Marketing and power to lead and influence others through different mode.

CO2: Develop appropriate solutions to problems like mode of advertising and process.

CO3: Develop evaluate and execute a comprehensive integrated marketing strategy and plan.

CO4: Identify to understanding of social media for different individuals

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, copy writing, 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.

NOTE: The duration of all the end term theory examinations shall be 3 hours

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

| | | |
|------------------|---|--------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
|------------------|---|--------------|

| | | |
|------------------|--|----------------|
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 224MGDSEMM3

Table 1: CO-PO Matrix for the Course 224MGDSEMM3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|------|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 2 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 2.75 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 224MGDSEMM3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

**Financial Analytics
224MGDSEFM1**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course:

This course is designed to for understanding the foundations of accounting principles and financial analysis, this understanding of the subject will also allow the individuals develop an 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 course.

Course Outcomes:

CO1: Work comfortably with Python on Financial data, Perform Financial statement analysis.

CO2: Calculate Liquidity, Solvency, Profitability, and Growth ratios to analyze a company's performance.

CO3: Assess whether a project is feasible through the Net present value technique.

CO4: Build a company's Balance sheet from scratch, Perform industry analysis.

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.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

5.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 224MGDSEFM1

Table 1: CO-PO Matrix for the Course 224MGDSEFM1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEFM1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|------|------|------|------|----------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 2.75 |

**Forex & Derivatives Management
224MGDSEFM2**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: 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:

CO1: Equip with the ability to apply stock market basics to Indian Derivative market.

CO2: Learn valuation, analysis and application for hedging, speculation and arbitrage for Financial Derivatives.

CO3: Learn the mechanics, valuation, and trading strategies of derivative market.

CO4: Develop their own trading strategies in the 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

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 224MGDSEFM2

Table 1: CO-PO Matrix for the Course 224MGDSEFM2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEFM2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|----------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 2.75 |

**Corporate Tax Planning
224MGDSEFM3**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: 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:

CO1: To provide theoretical knowledge in the field of tax planning.

CO2: To provide, master and reinforce skills in calculating tax savings and in applying methods of tax planning in companies and financial institutions.

CO3: To form system-related and professional competences.

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

NOTE: The duration of all the end term theory examinations shall be 3 hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 224MGDSEFM3

Table 1: CO-PO Matrix for the Course 224MGDSEFM3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 3 | 3 |

Table 2: CO-PSO Matrix for the Course 223MGDSEFM3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|----------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 2.75 |

**HR Analytics
224MGDSEHRM1**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Module:

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:

By the end of this course, it is expected that students will be able to:

CO1: Understand the concept and importance of HR Analytics in the current context.

CO2: Understand how HR has become digital and its impact on work.

CO3: Be aware of workforce analytics and the matrices used for strategic alignment of HR with business.

CO4: Learning various techniques and statistical methods of analysing HR data 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

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 224MGDSEHRM1

Table 1: CO-PO Matrix for the Course 224MGDSEHRM1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 2.5 | 3 |

Table 2: CO-PSO Matrix for the Course 224MGDSEHRM1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

Performance Management**224MGDSEHRM2**

L-T-P
3-0-0

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: This course identifies the knowledge and skills needed for effective management of individual and team performance and examines the design of performance management systems that aim to transform organizational objectives into performance outcomes.

Course Outcomes:

CO1: To explain the concept of performance management and different advantages of implementing well-designed performance management systems.

CO2: To explain and understand that performance management is an on-going process composed of several sub-processes, such as performance planning, execution, assessment, and review.

CO3: To understand different approaches to performance measurement.

CO4: To understand and develop key skills involved in effective performance management.

DETAILED SYLLABUS:**UNIT-I****Introduction to Performance Management System**

Meaning, Uses and purpose of performance management, how it differs from performance appraisal, Performance management and its challenges in current scenario, Performance management as a system and process, Establishing performance criterion of developing an effective appraisal system, Criteria (KRA, KSA VS KPI), why performance appraisal,

Unit-II

Managing Performance Methods of managing performance of all the levels of management- 360 degree performance appraisal, MBO and, Performance analysis for Individual and organizational development, Potential appraisal, competency mapping & its linkage with career development and succession planning, Balance score card- advantages and applications.

UNIT-III

Performance Monitoring Assessment Centre, Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Modelling, H.R. Scorecard ,H.R. Audit, Errors in appraisal.

UNIT-IV

Role of Training and Development in PMS , performance based compensation, performance based career planning and succession planning, Role of HR Professionals in Performance Management , Performance Agreements; Performance Reviews; feedbacks – e-PM, strategic role of HR professionals

SUGGESETD READINGS:

1. Performance Management by Kohli A S & Deb T, Oxford Higher Education(Latest edition)
2. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness by T.V. Rao. New Delhi, Response Books, 2007.
3. Michael, Armstrong (1999). Performance Management. Kogan Page.
4. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. Performance Management: Robert Bacal, McGraw-Hill Education, 2007

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 224MGDSEHRM2

Table 1: CO-PO Matrix for the Course 224MGDSEHRM2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 2.5 | 3 |

Table 2: CO-PSO Matrix for the Course 224MGDSEHRM2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|------|------|------|------|-------------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

Employee Relations & Compliance

224MGDSEHRM3

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: 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 job for various positions with maintaining healthy relationship at different areas in organization. It also serves to develop and strengthen overall analytical and interpersonal skills of students Related to various HR Functions.

Course outcomes:

CO1: Describe and critique the concept of employee engagement.

CO2: Identify problems associated with both over-engagement and disengagement.

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

CO4: Identify the issues associated with employee engagement 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

Understand 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

NOTE: The duration of all the end term theory examinations shall be 3 hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 224MGDSEHRM3

Table 1: CO-PO Matrix for the Course 224MGDSEHRM3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|-----|-----|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 2.5 | 3 |

Table 2: CO-PSO Matrix for the Course 224MGDSEHRM3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 2 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.75 | 2.75 |

**Logistics Management and Warehousing
224MGDSESCOM1**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: The aim of this course is to know how a logistic strategy fits into an organisation'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:

CO1: To learn logistics concepts and basic activities, know the history of Logistics.

CO2: To associate logistics activities with other business activities and to know the third, fourth and fifth party logistics.

CO3: To understand how warehouse management fits into logistics & supply chain management.

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

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|---|--------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
|------------------|---|--------------|

| | | |
|------------------|--|----------------|
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 224MGDSESCOM1

Table 1: CO-PO Matrix for the Course 224MGDSESCOM1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|------|------|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 2 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 2.25 | 2.25 |

Table 2: CO-PSO Matrix for the Course 224MGDSESCOM1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 3 |

Supply Chain Design and Management 224MGDSESCOM2

L-T-P
3-0-0

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | |

| | | | | |
|--|--|--|--|---|
| | | | | ✓ |
|--|--|--|--|---|

Introduction to the Course: Supply chain management is a vital part of a company's efficiency. A reliable supply chain strategy prevents downtime and helps to forecast future success. These days, successful supply chain design must consider sustainability to be successful. 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 design work together to produce sustainability.

Course Outcomes:

CO1: To Identify physical, financial, and information flows inherent to supply chains.

CO2: To understand demand forecasting, inventory management, transportation.

CO3: To frame Supply Chain Design for different products and companies.

CO4: To design performance metric and supply chain organization design.

DETAILED SYLLABUS:

UNIT-I

Introduction to Supply Chain Design: Review of Concepts. Supply Chain Network Design Models, Network Models, Facility Location Models, Supply Chain Network Design, Advanced Supply Chain Network Design Topics, Practical Considerations in Supply Chain Network Design

UNIT-II

Production Planning, Fixed Planning Horizon, Material and Distribution Requirements Planning, Connecting Sales to Operations, Aggregate Planning Model, Monthly Sales & Operations Planning Process, Distribution and Channel Strategies, Supply Chain Sourcing, Procurement Strategy, Procurement Optimization

UNIT-III

Supply Chain Finance, Accounting Fundamentals, Costing Systems, Supply Chain Cash Flows, Discounted Cash Flow Analysis, Defining Supply Chain Finance, Analyzing Financial Performance

UNIT-IV

Organizational, Process, and Performance Metric Design, Supply Chain Organization Design, Supply Chain Metric Design.

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

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 224MGDSESCOM2

Table 1: CO-PO Matrix for the Course 224MGDSESCOM2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|------|------|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 2 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 2.25 | 2.25 |

Table 2: CO-PSO Matrix for the Course 224MGDSESCOM2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|------|------|----------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 3 |

**Service Operations Management
224MGDSESCOM3**

**L-T-P
3-0-0**

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

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

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: Through this course 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:

CO1: Critically analyse the types of service operations and operational parameters that are imperative for organizational success.

CO2: Evaluate and compare strategies leading to improvement of service operations quality.

CO3: Analyse the important aspects of service systems that control the provision of capacity to meet customer requirements effectively.

CO4: Implement statistical methods and management techniques to monitor, control and improve service processes of an organization.

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.

NOTE: The duration of all the end term theory examinations shall be 3 hours

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

| | | |
|------------------|--|-----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| | Total Marks (IA+EE) | 100 |

Mapping Matrix of Course: 224MGDSESCOM3

Table 1: CO-PO Matrix for the Course 224MGDSESCOM3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|------|-----|------|-----|-----|------|------|
| CO1 | 3 | 2 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 2 |
| Average | 2.75 | 2.75 | 3 | 2.75 | 2.5 | 3 | 2.25 | 2.25 |

Table 2: CO-PSO Matrix for the Course 224MGDSESCOM3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|----------|----------|------|------|----------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 3 |

**Relational Database Management and SQL
224MGDSEBA1**

**L-T-P
3-0-0**

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

Type of Course: Discipline Specific Elective Course (**Business Analytics**)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: In this course, the students will learn the basics of the SQL/No SQL and the Relational Databases. They will learn about the Relational Model and Relational Model concepts and constraints. The students will get exposure to key concepts with regards to SQL Language and DBMS such as Normalization, Transaction Processing along-side an exposure to No SQL programming.

Course Outcomes:

CO1: To understand the basic concepts and the applications of Database Systems.

CO2: To master the basics of SQL and construct queries using SQL.

CO3: To become familiar with the basic issues of Transaction Processing and Concurrency Control.

CO4: To become familiar with NO SQL Programming Language and Explain the architecture, define objects, load and query data within No SQL databases.

DETAILED SYLLABUS:

UNIT I

Introduction to Database Management Systems

Introduction-Database System Applications, Purpose of Database Systems, Views of Data, Data Abstraction, Instances and Schemas, Data Models, Database Languages, DDL, DML, Database Architecture, Database Users and Administrators, Database Design, ER Diagrams, Entities, Attributes and Entity Sets, Relationships and Relationship sets, Integrity Constraints, Views.

UNIT II

SQL Operators and Relational Theorems Relational Algebra and Calculus, Selection and Projection, Set Operations, Renaming, Joins, Division, Relational calculus, Tuple Relational Calculus, Domain Relational Calculus, Forms

of Basic SQL Query, Nested Queries, Comparison Operators, Aggregate Operators, NULL values, Logical connectives, AND, OR and NOT, Outer Joins, Triggers.

UNIT III

Normalization: Problems Caused by Redundancy, Decompositions, Functional Dependencies, Normal Forms, First, Second, Third Normal forms, BCNF, Properties of Decompositions, Loss less Join.

Decomposition, Dependency Preserving Decomposition, Multi Valued Dependencies, Fourth Normal Form, Join Dependencies, Fifth Normal Form.

UNIT IV

Transactions: Transaction Management, Transaction Concept, Transaction State, Implementation of Atomicity and Durability, Concurrent, Executions, Serializability, Recoverability, Implementation of Isolation, testing for Serializability, Concurrency Control, Lock, Timestamp Based Protocols, Validation Based Protocols, Recovery, Failure Classification, Storage Structure, Atomicity, Log Based Recovery, Remote Backup Systems.

SUGGESETD READINGS:

1. Guy Harrison, 2015, Next Generation Databases: No SQL and Big Data, Apress.
2. RamezElmasri, ShamkatB.Navathe, 2013, Database Systems, Pearson.
3. Pramod J. Sadalage, Martin Fowler, 2012, No SQL Distilled, Addison Wesley.
4. A.Silberschatz, H.F. Korth, S.Sudarshan, 2006, Database System Concepts, McGraw Hill.
5. Raghurama Krishnan, Johannes Gehrke, 2003, Database Management Systems, McGraw Hill.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 224MGDSEBA1

Table 1: CO-PO Matrix for the Course 224MGDSEBA1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|------|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.75 | 2.75 |

Table 2: CO-PSO Matrix for the Course 224MGDSEBA1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 3 |

Text Mining using NLP and Machine Learning 224MGDSEBA2

L-T-P
3-0-0

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

Type of Course: Discipline Specific Elective Course (Business Analytics)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: Data mining is the process of extracting patterns from data. Data mining is becoming an increasingly important tool to transform the data into information. It is commonly used in a wide range of profiling practices, such as marketing, surveillance, fraud detection and scientific discovery. Data mining can be applied on a variety of data types. Data types include structured data (relational), multimedia data, free text, and hypertext. Nowadays, text is the most common and convenient way for information exchange. This is due to the fact that much of the world's data is contained in text documents (newspaper articles, emails, literature, web pages, etc.). The importance of this way has led many

researchers to find out suitable methods to analyze natural language texts to extract the important and useful information. In comparison with data stored in structured format (databases), texts stored in documents is unstructured and to deal with such data, a preprocessing is required to transform textual data into a suitable format for automatic processing.

Course Outcomes:

CO1: To develop an understanding of the fundamentals of data and text mining and statistical pattern recognition.

CO2: To gain an insight into the various components of machine learning.

CO3: To Understand supervised learning, unsupervised learning, learning theory, reinforcement learning and adaptive control.

CO4: To acquire skills that can be applied to various components of machine learning to applications like robotic control, data mining, autonomous navigation, bioinformatics, speech recognition, and text and web data processing.

DETAILED SYLLABUS:

Unit I

Introduction to Text Mining: Basics of Text Mining, Natural Language Content Analysis, Core Text Mining Operations, Associations, Using Background Knowledge for Text Mining, Domain Ontologies, Domain Lexicons. Text Mining Pre-processing Techniques, Task Oriented Approaches, NLP Tasks, Tokenization, Part-of-Speech Tagging, Syntactical Parsing and Shallow Parsing.

Unit II

Text Categorization and Clustering: Applications of Text Categorization, Document Representation, Knowledge Engineering Approach to Text Categorization, Machine Learning Approach to Text Categorization, Evaluation of Text Classifiers. Clustering Tasks in Text Analysis, Clustering Algorithms and Clustering of Textual Data. Latent Dirichlet Allocation, Word Topic Probabilities, Per-Document Classification, Bywords Assignments, Alternative LDA Implementations. Hidden Markov models, Stochastic Context Free Grammar, Conditional Random fields, Parallel Learning Algorithms.

Unit III

Machine Learning and Cognitive Intelligence: Introduction to Machine Learning- History and Evolution, Machine Learning categories: Supervised, Unsupervised and Reinforcement learning. Framework for building ML Systems- KDD process model, CRISP-DM & SEMMA, Machine learning Python packages, Machine Learning Core Libraries. Introduction to Cognitive Intelligence, Features of Cognitive Intelligence

Unit IV

Supervised and Unsupervised Learning: Supervised Learning: Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbour, Decision Trees, Logistic Regression, Support Vector Machines, Model Evaluation, Applications of supervised learning in multiple domains. Unsupervised Learning: Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Applications of unsupervised learning in multiple domains.

SUGGESTED READINGS:

1. Richard Duda, Peter Hart and David Stork, "Pattern Classification," John Wiley & Sons.
2. Tom Mitchell, "Machine Learning." McGraw-Hill.
3. Richard Sutton and Andrew Barto, "Reinforcement Learning: An introduction," MIT Press.
4. Trevor Hastie, Robert Tibshirani and Jerome Friedman, "The Elements of Statistical Learning," Springer.

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 224MGDSEBA2

Table 1: CO-PO Matrix for the Course 224MGDSEBA2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|------|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.75 | 2.75 |

Table 2: CO-PSO Matrix for the Course 224MGDSEBA2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|----------|----------|------|------|----------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 3 |

**Big Data Analytics
224MGDSEBA3**

**L-T-P
3-0-0**

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

Type of Course: Discipline Specific Elective Course (**Business Analytics**)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the course: This module forms an introduction as well an in-depth study in the field of Big Data and Hadoop. It comprises of the fundamentals as well as advanced topics needed to progress in this technology. The students will learn about the applications, usage and several use case scenarios pertaining to Big Data- Hadoop where they can use the knowledge and progress ahead. This course will help students gain knowledge and understanding about Big Data Technology, Hadoop Ecosystem and various tools related to it. The students will learn about the HDFS File System, Map Reduce Framework, Analysing data using Hbase and Hive along with the Integration of R with Hadoop.

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

CO1: Understand the fundamentals of Big Data and its Applications in various Domains.

CO2: Conceptualize and Incorporate the Technologies behind Big Data.

CO3: Understand HDFS File Structure, Map Reduce Framework, the architectures related to them CO4: Integrate R with Hadoop and solve analytical problems.

Detailed syllabus:

Unit-I

What Is Big Data? History of Data Management, Evolution of Big Data, Structuring of Big Data, Elements of Big Data, Application of Big Data in the Business Context, Careers in Big Data. Business Applications of Big Data: The Significance of Social Network Data, Financial Fraud and Big Data, Fraud Detection in Insurance, Use of Big Data in the Retail Industry. Distributed and Parallel Computing for Big Data, Understanding Hadoop, Cloud Computing, Grid Computing and In-Memory Technology for Big Data. VMWare Installation of Hadoop, Linux and its Shell Commands, Different Hadoop Distributions and their advantages, Hortonworks, Cloudera, MapR.

Unit-II

The Hadoop Ecosystem, Storing Data with HDFS, Design of HDFS, HDFS Concepts, Command Line Interface to HDFS, Hadoop File Systems, Java Interface to Hadoop, Anatomy of a file read, Anatomy of a file write, Replica placement and Coherency Model. Parallel Copying with distcp, keeping an HDFS Cluster Balanced.

Unit-III

Origins of Map Reduce, How Map Reduce Works, Optimization Techniques for Map Reduce Jobs, Applications of Map Reduce, Java Map Reduce classes (new API), Data flow, combiner functions, running a distributed Map Reduce Job. Configuration API, setting up the development environment, Managing Configuration.

Unit-IV

Understanding R-Hadoop, Integration Procedure, Packages needed for R under Hadoop Ecosystem, Text Mining for Deriving Useful Information using R within Hadoop, Introduction to Hive & Hbase, Hive and Hbase Architecture, Understanding Queries, Mining Big Data with Hive & Hbase.

Suggested Readings:

1. Arshdeep Bahga, 2016, Big Data Science & Analytics: A Hands-On Approach.
2. Tom White, 2012, Hadoop: The Definitive Guide, O'Reilly.
3. Adam Shook and Donald Miner, 2012, Map Reduce Design Patterns: Building Effective
4. Algorithms and Analytics for Hadoop and Other Systems, O'Reilly.
5. Dean Wampler, Edward Capriolo & Jason Rutherglen, 2012, Programming Hive, O'Reilly.
6. Lars George, 2011, HBase - The Definitive Guide: Random Access to Your Planet- Size Data, O'Reilly.

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 224MGDSEBA3

Table 1: CO-PO Matrix for the Course 224MGDSEBA3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|------|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.75 | 2.75 |

Table 2: CO-PSO Matrix for the Course 224MGDSEBA3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|------|------|----------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 3 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 3 | 3 |

**Insurance Claim Settlement
224MGDSEHCM1**

**L-T-P
3-0-0**

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

Type of Course: Discipline Specific Elective Course (**Health Care Management**)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: This course basic objective is to imparting understanding to the students of various aspects of Health Insurance concept, types of covers available. To familiarize the student with underwriting process, fraud causes, effects and remedial measures, role of third party administrators in health insurance claims settlement.

Course Outcomes:

- CO1: Learn the various categories of claim
- CO2: Enlist the documents required in settlement of claim
- CO3: Recall the process of claim settlement
- CO4: Remember the guidelines issued by IRDA in respect of claim settlement

DETAILED SYLLABUS:

UNIT-I

Introduction of Health Insurance : Meaning, Concept, history, current scenario and future of Health Insurance in India, Health Insurance regulation in the Indian Context- Health Insurance regulations (2013 & 2016), Definition of common terminologies. New developments in Health Insurance in India, digital distribution channel in health insurance. Health Insurance Products in India Various policies issued in Health Insurance- Concept and features of Mediclaim – Individual and Family floater, Overseas Mediclaim policy, Disease Specific products, Government Sponsored Health Insurance Scheme in India- RSBY & Ayushman Bharat., Critical illness policy. Health Insurance proposal from,

policy clauses, Preventive care and wellness program.

UNIT-II

Health Insurance Underwriting: Need for underwriting, Risk identification, Risk classification, evaluation and risk management in health insurance, Underwriting medical risk factors, Methods of underwriting-judgement and numerical rating methods, underwriting manuals, Financial underwriting and medical underwriting, tele underwriting, Genetic Underwriting, Role of IT in health insurance underwriting, Portability benefit.

UNIT- III

Role of Third Party Administrator and Group health Insurance . Regulations of IRDAI (TPA – Health Services Regulations), 2001. Scope of relationship between insurer and TPA. TPA’s relationship with customers and

hospitals for effective claim settlement. TPA role in claim settlement and reducing frauds, Current scenario and future of TPA in India. Group Health Insurance Guidelines.

UNIT- IV

Claims Management Intimation, admissibility, payment procedure and documents required for claims settlement in health insurance. Role of different stakeholders in claim settlement process in health insurance. Reasons and solution for high claim ratio, Role of IT in health insurance claims management. Health Insurance Frauds and Customer Service in Health Insurance Fraud and abuse in health insurance, Classification of frauds, Stages of frauds in health insurance, parties involved in frauds, triggers, causes, effects and remedial measures to control fraud. Customer protection, Expectations and drawbacks in customer service, Grievance redressal.

SUGGESTED READINGS:

1. Insurance Claims Solutions Paperback – 1 January 2013 by Dr.L.P.GUPTA
2. bai.org/wp-content/uploads/2021/02/Claims-Insight-Handbook21.pdf
3. SETTLEMENT OF INSURANCE CLAIMS Paperback – 1 November 2018 , by Jagendra Rana

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 224MGDSEHCM1

Table 1: CO-PO Matrix for the Course 224MGDSEHCM1

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|-----|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.5 | 2.75 |

Table 2: CO-PSO Matrix for the Course 224MGDSEHCM1

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 2 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.5 | 3 |

Patient Care Management

224MGDSEHCM2

L-T-P
3-0-0

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

Type of Course: Discipline Specific Elective Course (Health Care Management)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: Healthcare organisations worldwide are facing challenging issues caused by global trends, such as ageing and lifestyle changes. Good management is vital to solve these problems. The aim of this course is to enrich the students regarding the patient care management and operation of hospitals in a detailed manner and the technicalities of medical record/maintenance system.

Course Outcomes: After completion of this course the learners will be able

CO1: To know the patient care management of a hospital,

CO2: The maintenance of emergency services, day care services, surgical units and maintenance of laboratories in the hospital.

CO3: To maintain the out-patient services and emergency services, day care services.

CO4: To maintain the medical records for present and future need.

DETAILED SYLLABUS:

UNIT I

Introduction to patient care management: Conception of idea, formation of hospital planning team, market survey, feasibility study, selection of location, financial planning of hospitals, Macro level planning. Conception to commissioning- site development, architects brief working drawings and specifications, engineering drawing, equipment planning, bed distribution, space allocation, interior designing and construction of building - commissioning, shake down period.

UNIT II

Planning for the out-patient services and emergency services, day care services planning for patient care units –Inpatient services and intensive care units Planning for surgical suites. Planning for labor and delivery suites-LDRP suites

UNIT III

Planning for laboratory service, blood banking and blood transfusion services, Radiological services, Mortuary services. Planning for supportive services-medical gases, HVAC, Housekeeping, CSSD, Food and beverages, Safety issue in hospital building – fire safety, lighting, disaster management issues.

UNIT IV

Medical Records: Definition, characteristics of good medical record, medical record forms and their content, Incomplete record control, utility and functions of Medical Records, Basic knowledge of legal aspects of Medical records.

SUGGESTED READINGS:

1. Kunders G.D., Hospitals: Facilities Planning and Management, Tata McGraw Hill
2. Gupta Shakti Kumar, Sunil Kant, R Chandra Shekhar, Sidharth Satpathy, Modern Trends in Planning & Designing of Hospitals: Principles and Practice, Jaypee –2007
3. Charles Butler, Addison Erdman, Hospital Planning
4. Dr. Malhotra's series: Step by Step – Hospital designing & Planning, Jaypee 2007
5. Rockwell Schulz, Alton C. Johnson, Management of Hospitals & Health services: Strategic issues and performance,
6. Goel S.L., R. Kumar, Hospital Managerial Services, Volume -4
7. Kumar R & S. L. Goel, Hospital Core Services: Hospital administration in 21st century Vol 1
Malhotra A.K, Hospital Management, , Global India Publications Pvt. ltd, New Delhi
8. Howard S. Roland, Beatrice L Rowland, Hospital Management : A Guide to Departments.
9. Shakharkar B.M., Principles of Hospital Administration and Planning

NOTE: The duration of all the end term theory examinations shall be 3hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 224MGDSEHCM2

Table 1: CO-PO Matrix for the Course 224MGDSEHCM2

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|-----|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.5 | 2.75 |

Table 2: CO-PSO Matrix for the Course 224MGDSEHCM2

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|---------|------|------|------|------|------|------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 2 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.5 | 3 |

**Hospital Costing Techniques
224MGDSEHCM3**

**L-T-P
3-0-0**

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

Type of Course: Discipline Specific Elective Course (**Health Care Management**)

| Core Courses | General Elective Course | Ability Enhancement Courses | Skill Enhancement Course | Discipline Specific Elective Courses |
|--------------|-------------------------|-----------------------------|--------------------------|--------------------------------------|
| | | | | ✓ |

Introduction to the Course: Cost accounting is the application of accounting and costing principles, methods, and techniques in the ascertainment of costs and the analysis of saving or excess cost incurred as compared with previous experience or with standards.

Course Outcomes:

CO1: To prepare budget for effective hospital management.

CO2: To apply uniform costing techniques.

CO3: To learn the responsibility accounting

CO4: To apply marginal costing methods for pricing decisions.

DETAILED SYLLABUS:

UNIT -I

Budgetary Control, Concept of Budget and pre-requisites of preparing budget, Types of Budgets, Process of preparing Budgets – Flexible Budget, Cash Budget, Production Cost, Quantity Budget & Sales Budget Limiting Factors in preparing Budgets, ZBB (Zero Based Budget). Concept of Standard Cost, Setting of Standards, Variance Analysis – Material, Labour, Overhead, Sales and Profit Variances.

UNIT -II

Uniform Costing and Inter-Firm Comparison, Reasons for differences in Cost and Costing Practices. The application, Advantages and Limitations of Uniform Costing. Inter- firm comparison –Meaning, Advantages and Disadvantages, Responsibility Accounting and Reporting: Definition, Meaning, Principles, controllable and Non-Controllable Costs. Centers of control, Cost Centers, Revenue Centre, Investment Centre, Profit Centre, Performance Measurement of Business Centers. Reporting to different levels of Management.

UNIT-III

Marginal Costing, Cost – Volume –Profit Analysis and Differential Costing, Marginal Costing- Meaning – Concept of Variability of Cost, Contribution, P/V Ratio, Break Even Analysis, Margin of Safety, Cost-Volume, Profit Analysis – Differential Costing, Differential Costs, Differential Cost Analysis, Features of Differential Costing, Practical Application.

UNIT-IV

Pricing Decision Introduction – Pricing of Finished Product- Theory of Price –Pricing Policy – Principles of Product of Pricing – New Product Pricing, Costing system. Design & installation. Study of Production Process, Selection of Methods of Costing, Creating Cost Centers and Cost Codes. Deciding Basis of Apportionment of Various Overheads, Deciding Methods of Absorption. Fixing Responsibility and designing suitable MIS. Designing and Installing Cost System In Computer Environment.

SUGGESTED READINGS:

1. Cost Accounting-Principles & Practices Jawahar Lal & Seema Shrivastawa Tata Mcgraw Hill New Delhi
2. Advanced Cost Accounting And Cost Systems Ravi M Kishor: Taxmann New Delhi
3. Cost Accounting Theory And Problems S. N. Maheshwari Mittal Shree Mahavir Book Depot. New Delhi
4. Advanced Cost Accounting Jain and Narang Kalyani Publication New Delhi
5. Horngren's Cost Accounting-A Managerial Emphasis Srikant M Datar & Madhav V Rajan Pearson Noida Up
6. Cost Accounting-Principles & Practices Dr.M.N. Arora Vikas Publishing House, New Delhi
7. Cost Accounting Dr. Eknath Khedkar Success Publications Pune
8. Principles and Practices of Cost Accounting Dr. Sunita Pokharna Success Publications Pune
9. Costing advisor & Cost Management PV Ratanam Kitab Mahal New Delhi
10. Cost & Management Accounting Sameer Kumar Chakravorthy Central Publication Kolkata
11. Cost & Management Accounting Ravi M Kishor: Taxman New Delhi

NOTE: The duration of all the end term theory examinations shall be 3 hours

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

| | | |
|------------------|--|----------------|
| Section A | Seven (7) short answer type questions from whole of the syllabus carrying two marks each, This section will be compulsory | 7*2=14 marks |
| Section B | 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question of 14 marks from each unit. | 14*4= 56 marks |
| | Total Marks | 70 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 30 marks. A teacher has a choice to change these components as per the need except the mid-term exam.

| 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 | 10 |
| | Internal Assessment (IA) (1+2+3) | 30 (30%) |
| | End-Term Examination (EE) | 70 (70%) |
| Total Marks (IA+EE) | | 100 |

Mapping Matrix of Course: 224MGDSEHCM3

Table 1: CO-PO Matrix for the Course 224MGDSEHCM3

| COURSE OUTCOMES | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-----------------|------|-----|-----|-----|------|-----|-----|------|
| CO1 | 3 | 3 | 3 | 3 | 2 | 3 | 2 | 2 |
| CO2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO4 | 2 | 3 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 2.75 | 3 | 3 | 3 | 2.75 | 3 | 2.5 | 2.75 |

Table 2: CO-PSO Matrix for the Course 224MGDSEHCM3

| CO | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 | PSO6 |
|----------------|----------|----------|------|------|------------|----------|
| CO1 | 3 | 3 | 3 | 3 | 3 | 3 |
| CO2 | 3 | 3 | 3 | 3 | 2 | 3 |
| CO3 | 3 | 3 | 3 | 2 | 3 | 3 |
| CO4 | 3 | 3 | 3 | 3 | 2 | 3 |
| Average | 3 | 3 | 3 | 2.75 | 2.5 | 3 |