



**MASTER OF BUSINESS ADMINISTRATION - GENERAL**  
**Evening-Regular**  
**SCHEME & SYLLABUS**

(Effective from Academic Year 2024-25)



**INSTITUTE OF MANAGEMENT IN KERALA**  
**UNIVERSITY OF KERALA**  
**THIRUVANANTHAPURAM 695581**

**2024**

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## About University of Kerala

One of the first 16 Universities in India, University of Kerala was founded as Travancore University in 1937 by Maharaja, Sri Chithira Thirunal Balarama Varma. A lotus with a conch shell and a traditional book stand with palm leaf manuscript adorn the Logo, symbolically heralding enlightenment. University of Kerala came into being in 1956, with state-wide jurisdiction, instituting the 'Mother University' that would engender all future Universities. Crafted by a legacy of excellence and nurtured by illustrious line of alumni, University currently stands tall as a Centre of Excellence in Higher Education and Research, with 43 teaching and research departments, Centre for Distance and Online education, UGC-HRDC, Publications Division, Lexicon, Observatory, several Multidisciplinary research centres, replete with state-of-the-art Laboratories, grand Libraries with mammoth digital repertoire, unique Manuscript Library, sophisticated Computer/Instrumentation Centres, Green Field stadium and sports facilities matching global standards.

Cutting-edge research with an equal emphasis and interdisciplinary thrust in sciences, social sciences, arts, and culture, while seamlessly weaving innovation with technology, help the University occupy a seminal role in India's booming knowledge economy. University seeks to create a transformative impact on society through: Imparting quality education for all irrespective of their caste, creed, gender, race, and religion. One of the largest and oldest Public Universities in the country with a rich biodiversity niche in a sprawling 396.4 acres and massive built-up area (1,93,000 M2), the University is all set in its long march towards becoming a Centre of Excellence in a fast changing Global knowledge economy.

The scintillating academic performance of the University includes:

- NAAC 'A++' grade (3.67 out of 4) (2022)
- First Chancellor's Award for Best University (2015)
- Times Ranking 2019 (World-1001+, Asia-301~350)
- QS Ranking, 2020 (Asia 351~400, India-49)
- NIRF - Consistently First in State and among First 30 in India in the last 5 years (24th Rank, 2024)
- Outlook magazine Survey- 18th in India
- Over 3,000 publications, 936 books/book chapters, and 8858 citations
- h-index-33

## About Institute of Management in Kerala

The Institute of Management in Kerala (IMK), one of the 43 teaching and research departments of the University of Kerala, stands as a beacon of academic excellence and leadership development. IMK, established in 1991, aims to nurture future leaders and managers through dynamic curriculum, pedagogy and varied skill sets. With a strong foundation, dedicated faculty, industry collaborations, and a focus on research, the institute continues to shape the future of business leaders in Kerala and beyond. As it moves forward, the Institute remains dedicated to producing ethically conscious, globally competitive, and socially responsible business professionals.

IMK is located near the international business hub of Kerala, the Technopark, and the National Highway 66 amidst the lush green Karyavattom University Campus. The institute is part of the School of Business Management and Legal Studies, one of the 11 schools of the University of Kerala. IMK offers three PG programmes (MBA (General), MBA (Travel and Tourism), MBA (Shipping and Logistics), MBA-General(Evening/Regular) and PhD in Management and Tourism Studies. The rich history, academic prowess, and distinctive features make the Institute of Management a prominent name in management education.

### **About MBA-General (Evening/ Regular) Programme**

The MBA evening-regular programme has been designed considering the contemporary business requirements and to meet the academic requirements of executives working in IT and ITES companies in Techno Park and other private, government and PSUs. The focus is on producing leaders with sound fundamentals who can challenge conventional wisdom with path-breaking innovations and the ability to face ever-changing business situations. Through this programme, the working executives are required to complete core as well as elective courses. The first year of the course concentrates on imparting management fundamentals in areas like Human Resource Management, Organizational Behaviour, Marketing Management, Managerial Finance, Quantitative Methods, Managing Information Technology, Operations Management etc. This ensures that the executive is introduced to the technical, economic, social and human side of management. The second year maintains the momentum by building on these fundamentals and requires students to choose electives in various areas such as Finance, Marketing, Operations Management, Human Resource Management, and Business Analytics. Along with these courses, the students are also exposed to business strategy courses which focus on skills that enable future leaders to diagnose complex business situations and resolve strategic and organizational problems. The classroom sessions will be supplemented by corporate sessions, guest lectures, field studies, live projects and workshops which ensure that the executive learns the practical applications of the acquired knowledge.

### **Programme Highlights**

1. Structured 24-months evening-regular programme for executives working in IT and ITES companies in Techno Park and other private, government and PSUs
2. Offered in offline mode at IMK, Kariavattom campus, from 5:30 pm to 8:30 pm on all week days (except holidays)
3. Same scheme and syllabus for the MBA General programme of IMK
4. Special focus on imparting skills to diagnose complex business situations and resolve strategic and organizational problems
5. Interactive teaching using leverage technology
6. Online sessions by distinguished faculty from industry and academia
7. Case-based learning
8. Classroom sessions supplemented by corporate sessions, guest lectures, field studies, live projects and workshops

## Learning Objectives

1. Impart management fundamentals in areas like Human Resource Management, Organizational Behaviour, Marketing Management, Managerial Finance, Quantitative Methods, Managing Information Technology, and Operations Management, among others
2. Instil deep understanding of the electives viz. Finance, Marketing, Operations Management, and Human Resource Management
3. Infuse theory through practical sessions and case analysis
4. Train Business Analytics and its application in the industry
5. Understand the basics of Data Science and its applications
6. Impart practical applications of the acquired knowledge through projects and workshops

## Programme Details

**Programme Duration :** Two-year (Each year having Two Semesters)

**Programme Delivery :** The classes will be held in the evenings from Monday through Friday (5:30 p.m. to 8:30 p.m.).

**Medium of Instruction :** English

**No of Seats:** 30

**Tuition Fee:** 40000 INR per semester

## Evaluation Criteria

1. End-semester examinations by the CSS of the University
2. MOOCs
3. Assignments
4. Seminars/Presentations
5. Internship
6. Dissertation

## Eligibility Criteria for Admission

For admission to this programme, candidates should have:

(A) Passed the degree with 50% of marks/equivalent grade in aggregate from any Indian University, under the regular stream, recognized by the University of Kerala and shall be in the 10+2+3 pattern (SC/ST, SEBC and differently-abled candidates shall be given relaxation as per University rules).

B. A minimum of two years experience as an officer/executive in industry /service sectors.

Note: Candidates who have passed their Degree or Master's Degree from other Universities should produce the Eligibility Certificate issued by the University of Kerala at the time of admission.

### **Mandatory Reservation**

The seats will be filled based on the mandatory reservation rules below:

| Sl.No. | Seat reservation  | Percentage |
|--------|---|------------|
| 1      | Merit (On the basis of merit)   | 50         |
| 2      | Socially and Educationally Backward Classes (SEBC)<br>(a) Ezhava (EZ)- 8%<br>(b) Muslim (MU)- 7%<br>(c) Latin Catholic /SIUC (LC)- 1%<br>(d) Other Backward Christian (BX)- 1%<br>(e) Other Backward Hindu (BH)- 3% | 20         |
| 3      | *Economically backward among forward communities (BPL)  | 10         |
| 4      | Scheduled Castes/ Scheduled Tribes<br>Scheduled Castes 15%<br>Scheduled Tribes 05%  | 20         |

### **Programme Educational Objectives (PEOs)**

Upon completing the degree, the student will be able to:

|       |  |
|-------|--|
| PEO 1 | Analyze social and environmental aspects with professional values, ethics and equity to transform the learned and acquired knowledge, skills and expertise to the community.                         |
| PEO 2 | Involve in lifelong learning to adapt educational needs in a changing world to maintain their competency and also to contribute to the advancement of knowledge in a multi-disciplinary environment. |
| PEO 3 | Learn to adapt to a rapidly changing environment with learned and applied new skills   |
| PEO 4 | This programme will equip the candidate to be socially responsible and value driven citizens committed to sustainable development  |
| PEO 5 | To inculcate the spirit of teamwork, integrity, professional values so that the student will be able to perform effectively in an organizational set up or on their own entrepreneurial ventures.    |

### **Programme Outcomes (POs)**

Upon completing the degree, the student will be able to:

|      |  |
|------|--|
| PO 1 | Demonstrate the ability to perform professionally in organizations or start-ups.   |
| PO 2 | Perform in a social, cultural and ethical responsibility as an individual or as a member of a team in a professional manner. |

|      |  |
|------|--|
| PO 3 | Exude positive attitude in all the sectors and are willing to support any professional initiatives with a positive mind-set.   |
| PO 4 | Adapt to sustain in the emerging era and constantly upgrade skills towards independent and Lifelong learning.  |
| PO 5 | Communicate complex concepts with professionalism by adapting appropriate resources and modern tools.  |
| PO 6 | Able to document their participation and contribution to student organizations, business or consulting projects, internship opportunities or other initiatives.              |
| PO 7 | Able to conceptualize, organize and resolve complex business problems or issues by using the resources available under their discretion.                                     |
| PO 8 | Understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable development. |
| PO 9 | Able to identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success.   |

### Programme Specific Outcomes (PSOs)

At the completion of the programme, the students will be able to:

|       |   |
|-------|---|
| PSO 1 | Apply the knowledge gained during the course of the program to identify, formulate and solve real life problems to meet the core competency with continuous up gradation. |
| PSO 2 | Apply the knowledge of ethical and management principles required to work in a team with stewardship of the society.  |
| PSO 3 | Consolidate the acquired theoretical knowledge into practical skills and wisdom.  |
| PSO 4 | Discharge his/her social responsibility to the community at large and participate in volatile and disaster situations.  |

### Programme Structure

| SEMESTER - I |             |   |          |          |       |        |
|--------------|-------------|---|----------|----------|-------|--------|
| Part         | Core Course | Name of the Course                                    | Internal | External | Total | Credit |
| Core 1       | MGT-CC-511  | PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR | 40       | 60       | 100   | 3      |
| Core 2       | MGT-CC-512  | MANAGERIAL ECONOMICS                                  | 40       | 60       | 100   | 3      |
| Core 3       | MGT-CC-513  | ACCOUNTING FOR MANAGERS                               | 40       | 60       | 100   | 3      |
| Core 4       | MGT-CC-514  | QUANTITATIVE TECHNIQUES                               | 40       | 60       | 100   | 3      |
| Core 5       | MGT-CC-515  | OPERATIONS MANAGEMENT                                 | 40       | 60       | 100   | 3      |

|                       |              |   |            |            |            |           |
|-----------------------|--------------|---|------------|------------|------------|-----------|
| Core 6                | MGT-CC-516   | BUSINESS ENVIRONMENT AND CORPORATE ETHICS | 40         | 60         | 100        | 3         |
| Core 7                | MGT-CC-517   | INFORMATION TECHNOLOGY FOR MANAGEMENT     | 40         | 60         | 100        | 3         |
| MOOCs                 |              | MOOC- I                                   | 40         | 60         | 100        | 2         |
| <b>Total</b>          |              |   | <b>320</b> | <b>480</b> | <b>800</b> | <b>23</b> |
| <b>SEMESTER - II</b>  |              |   |            |            |            |           |
| Part                  | Core Course  | Name of the course                        | Internal   | External   | Total      | Credit    |
| Core 8                | MGT-CC-521   | LAWS FOR BUSINESS                         | 40         | 60         | 100        | 3         |
| Core 9                | MGT-CC-522   | RESEARCH METHODS FOR MANAGEMENT           | 40         | 60         | 100        | 3         |
| Core 10               | MGT-CC-523   | HUMAN RESOURCE MANAGEMENT                 | 40         | 60         | 100        | 3         |
| Core 11               | MGT-CC-524   | MARKETING MANAGEMENT                      | 40         | 60         | 100        | 3         |
| Core 12               | MGT-CC-525   | FINANCIAL MANAGEMENT                      | 40         | 60         | 100        | 3         |
| Core 13               | MGT-CC-526   | COMMUNICATION SKILLS                      | 40         | 60         | 100        | 2         |
| Core 14               | MGT-CC-527   | BUSINESS PLANNING AND ENTREPRENEURSHIP    | 40         | 60         | 100        | 2         |
| Core 15               | MGT-CC-528   | OPERATIONS RESEARCH                       | 40         | 60         | 100        | 3         |
| MOOCs                 |              | MOOC II                                   | 40         | 60         | 100        | 2         |
| <b>Total</b>          |              |   | <b>360</b> | <b>540</b> | <b>900</b> | <b>24</b> |
| <b>SEMESTER - III</b> |              |   |            |            |            |           |
| Part                  | Core Courses | Name of the course                        | Internal   | External   | Total      | Credit    |
| Core 17               | MGT-CC-531   | BUSINESS ANALYTICS                        | 40         | 60         | 100        | 3         |
| Core 18               | MGT-CC-532   | CYBER SECURITY AND INFORMATION SYSTEMS    | 40         | 60         | 100        | 3         |
| Elective 1            |              |   | 40         | 60         | 100        | 2         |
| Elective 2            |              |   | 40         | 60         | 100        | 2         |
| Elective 3            |              |   | 40         | 60         | 100        | 2         |
| Elective 4            |              |   | 40         | 60         | 100        | 2         |
| Core 19               | MGT-CC-533   | INTERNSHIP                                | 00         | 100        | 100        | 5         |
| <b>Total</b>          |              |   | <b>240</b> | <b>460</b> | <b>700</b> | <b>19</b> |



| SEMESTER - IV   |              |                      |             |             |             |           |
|---|--------------|----------------------|-------------|-------------|-------------|-----------|
| Part  | Core Courses | Name of the course   | Internal    | External    | Total       | Credit    |
| Core 20   | MGT-CC-541   | STRATEGIC MANAGEMENT | 40          | 60          | 100         | 3         |
| Elective 5  |              |                      | 40          | 60          | 100         | 2         |
| Elective 6  |              |                      | 40          | 60          | 100         | 2         |
| Elective 7  |              |                      | 40          | 60          | 100         | 2         |
| Elective 8  |              |                      | 40          | 60          | 100         | 2         |
| Core 21   | MGT-CC-542   | DISSERTATION         | 00          | 100         | 100         | 7         |
| <b>Total</b>  |              |                      | <b>200</b>  | <b>400</b>  | <b>600</b>  | <b>18</b> |
| <b>Grand Total</b>  |              |                      | <b>1120</b> | <b>1880</b> | <b>3000</b> | <b>84</b> |
| Minimum requirement to pass a course: External:40%; Internal:No minimum; Aggregate: 50% |              |                      |             |             |             |           |

### Elective Courses

During Semester 3 of the program, in addition to the two compulsory courses, a student shall have to choose four elective courses from the list of elective courses announced at the beginning of Semester 3. Also, during Semester 4 of the program, in addition to the one compulsory course, a student shall have to choose four elective courses from the list of elective courses announced at the beginning of the Semester 4. The following are the electives courses offered in Semester III and Semester IV:

| FINANCE        |  |
|----------------|--|
| Semester III   |  |
| MGT-DE-F531    | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT |
| MGT-DE-F532    | PROJECT FINANCE                            |
| MGT-DE-F533    | INVESTMENT BANKING                         |
| MGT-DE-F534    | FINANCIAL SERVICES                         |
| Semester IV    |  |
| MGT-DE-F541    | BEHAVIOURAL FINANCE                        |
| MGT-DE-F542    | STRATEGIC FINANCIAL MANAGEMENT             |
| MGT-DE-F543    | INTERNATIONAL FINANCIAL MANAGEMENT         |
| MGT-DE-F544    | COMMODITIES AND FINANCIAL DERIVATIVES      |
| HUMAN RESOURCE |  |
| Semester III   |  |
| MGT-DE-H531    | HUMAN RESOURCE DEVELOPMENT                 |
| MGT-DE-H532    | ORGANISATIONAL CHANGE AND DEVELOPMENT      |
| MGT-DE-H533    | CAREER MANAGEMENT                          |
| MGT-DE-H534    | PERFORMANCE MANAGEMENT                     |
| Semester IV    |  |
| MGT-DE-H541    | GROUP DYNAMICS AND TEAM BUILDING           |
| MGT-DE-H542    | PERSONALITY AND MANAGERIAL PERFORMANCE     |
| MGT-DE-H543    | CONFLICT RESOLUTIONS AND NEGOTIATIONS      |
| MGT-DE-H544    | HR MATRICS AND ANALYTICS                   |

|                     |  |
|---------------------|--|
| <b>MARKETING</b>    |  |
| <b>Semester III</b> |  |
| MGT-DE-M531         | ADVERTISING AND SALES PROMOTION                    |
| MGT-DE-M532         | PRODUCT MANAGEMENT                                 |
| MGT-DE-M533         | SALES MANAGEMENT                                   |
| MGT-DE-M534         | SERVICES MARKETING                                 |
| <b>Semester IV</b>  |  |
| MGT-DE-M541         | CONSUMER BEHAVIOUR                                 |
| MGT-DE-M542         | RETAIL MANAGEMENT                                  |
| MGT-DE-M543         | DIGITAL MARKETING                                  |
| MGT-DE-M544         | MARKETING ANALYTICS                                |
| <b>OPERATIONS</b>   |  |
| <b>Semester III</b> |  |
| MGT-DE-O531         | SUPPLY CHAIN MANAGEMENT                            |
| MGT-DE-O532         | QUALITY MANAGEMENT                                 |
| MGT-DE-O533         | MATERIALS MANAGEMENT                               |
| MGT-DE-O534         | SERVICE OPERATIONS MANAGEMENT                      |
| <b>Semester IV</b>  |  |
| MGT-DE-O541         | WORLD CLASS MANUFACTURING                          |
| MGT-DE-O542         | TECHNOLOGY, INNOVATION AND NEW PRODUCT DEVELOPMENT |
| MGT-DE-O543         | TOTAL PRODUCTIVE MAINTENANCE                       |
| MGT-DE-O544         | FACILITY MANAGEMENT                                |

### Massive Open Online Courses (MOOCs)

As part of the programme every student has to mandatorily complete two 2-credit MOOC courses (one in the first semester and the other in the second semester) conducted either by UGC through SWAYAM (Study Webs of Active Learning for Young Aspiring Minds) platform or by IITs/IISC through NPTEL (National Programme on Technology Enhanced Learning) funded by the Ministry of Education (MoE).

### Attendance Requirement

Every student shall attend 75% of the total number of classroom sessions conducted in each semester during his/her course of study. Any student not complying with this requirement shall not be allowed to appear in the semester examinations.

Note: A student not allowed to appear in the preceding semester examinations due to a shortage of attendance, may appear in the courses of the preceding semester along with the courses of the current semester after making up the shortfall in the attendance. No remedial/ special classes shall be arranged by the Faculty for the purpose of making up the attendance shortfall.

### Internal Evaluation

For each course, the break-up of marks shall be as follows:

|                         |          |
|-------------------------|----------|
| Internal Examinations : | 20 marks |
| Seminar :               | 10 marks |
| Assignment :            | 10 marks |
| Total :                 | 40 marks |

### **External Evaluation**

An external evaluation of 60 marks (for every course) will be conducted by the CSS of the University in all the four semesters except for the Internship Report and Dissertation. A model of the external examination question paper is given along with the syllabus in Annexure-III.

### **Internship**

Guidelines are given along with the syllabus in Annexure-I

### **Dissertation**

Guidelines are given along with the syllabus in Annexure-II

### **Transitory Regulations**

The span period of the programme is four years from the date of registration in the programme. A student to be eligible for award of degree has to clear all the papers offered during the two year programme within the span period. Beyond that, the students will have to take up their examinations in equivalent subjects, as per the new syllabus, on the recommendation of the departmental council.

Note: Any other regulations not found in this, the broad CSS Regulations of the University will be applicable (<http://css.keralauniversity.ac.in>)

| SEMESTER - 1  |  |   |     |     |     |          |     |            |             |              |                                 |       |      |
|---|--|---|-----|-----|-----|----------|-----|------------|-------------|--------------|---------------------------------|-------|------|
| CORE COURSE: PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR                          |  |   |     |     |     |          |     |            |             |              |                                 |       |      |
| Course Code   |  | Course Name   |     |     |     | Category |     | Lecture Hr | Tutorial Hr | Practical Hr | Credit                          |       |      |
| MGT-CC-511  |  | Principles of Management & Organizational Behaviour |     |     |     | CORE     |     | 52         | 5           | 3            | 3                               |       |      |
| Course Objectives:  |  |   |     |     |     |          |     |            |             |              |                                 |       |      |
| 1   | To discuss the evolution of management thoughts  |   |     |     |     |          |     |            |             |              |                                 |       |      |
| 2   | To develop an understanding of management functions  |   |     |     |     |          |     |            |             |              |                                 |       |      |
| 3   | To explain the behavioural processes in organizations which are important for them to adapt to the changing corporate environment  |   |     |     |     |          |     |            |             |              |                                 |       |      |
| 4   | To discuss interpersonal relationships and its importance  |   |     |     |     |          |     |            |             |              |                                 |       |      |
| 5   | To explain the decision-making process and role of teams in organizations  |   |     |     |     |          |     |            |             |              |                                 |       |      |
| Course Outcomes (COs): On successful completion of the course, the students will be able to |  |   |     |     |     |          |     |            |             |              |                                 |       |      |
| CO Number   | Course Outcome (CO) Statement  |   |     |     |     |          |     |            |             |              | Blooms Taxonomy Knowledge Level |       |      |
| CO1   | Understand the concept of management and its evolution   |   |     |     |     |          |     |            |             |              | K1, K2                          |       |      |
| CO2   | Understand and analyse managerial functions, skills and roles  |   |     |     |     |          |     |            |             |              | K2, K3                          |       |      |
| CO3   | Understand and analyse human personality, perception, learning and emotions  |   |     |     |     |          |     |            |             |              | K2, K3                          |       |      |
| CO4   | Analyse and evaluate the process of interpersonal relationship   |   |     |     |     |          |     |            |             |              | K2, K5                          |       |      |
| CO5   | Develop and implement models to enhance motivational levels of employees   |   |     |     |     |          |     |            |             |              | K4, K5, K6                      |       |      |
| CO6   | Understand and implement the behavioural approach to Managerial decision-making  |   |     |     |     |          |     |            |             |              | K2, K6                          |       |      |
| Programme Outcomes (POs):   |  |   |     |     |     |          |     |            |             |              |                                 |       |      |
| COs/POs   | PO1  | PO2   | PO3 | PO4 | PO5 | PO6      | PO7 | PO8        | PO9         | PSO1         | PSO2                            | PSO3  | PSO4 |
| CO1   | S  | M   | M   | S   | L   | S        | L   | S          | M           | M            | M                               | S     | S    |
| CO2   | S  | M   | L   | S   | M   | M        | L   | S          | M           | M            | M                               | S     | S    |
| CO3   | S  | S   | M   | S   | S   | M        | M   | S          | M           | L            | S                               | S     | S    |
| CO4   | S  | S   | M   | S   | S   | M        | M   | S          | M           | S            | S                               | S     | S    |
| CO5   | S  | S   | S   | S   | S   | S        | M   | M          | S           | S            | S                               | S     | S    |
| CO6   | S  | S   | S   | S   | S   | S        | M   | M          | S           | S            | S                               | S     | S    |
| S- Strong; L- Low; M-Medium   |  |   |     |     |     |          |     |            |             |              |                                 |       |      |
| Module  | Course Contents  |   |     |     |     |          |     |            |             |              |                                 | Hours |      |
| I   | History of Scientific Management: Pioneers, Mary Follet, Fredrick. W. Taylor, Gilbreth, Henry Fayol etc. and their contributions- Schools of Management thought- Scientific management school -Behavioural science school - Quantitative school, etc. – Comparatives                         |   |     |     |     |          |     |            |             |              |                                 | 10    |      |
| II  | Process of managing: Planning, Organizing, Delegation of authority, Centralization and Decentralization, Staffing, Directing and Controlling - Functions of management in the context of globalization and opening up of the economy - Coping with economic downturns - Future of Management |   |     |     |     |          |     |            |             |              |                                 | 12    |      |
| III   | Introduction to OB: Concept, Applications and Challenges of OB, Theoretical perspectives of human behaviour: Perception, Learning, and Personality   |   |     |     |     |          |     |            |             |              |                                 | 9     |      |
| IV  | Interpersonal Relationship: Transactional Analysis: Ego States, Transactions, Life Positions, Stroke Analysis, Games Analysis; Johari Window   |   |     |     |     |          |     |            |             |              |                                 | 9     |      |
| V   | Motivation at Work: Introduction, Content Models of Motivation - Process Models of Motivation - Use of Motivation - Leadership and followership: Introduction - Trait, Behavioural and Contingency Approaches to leadership - Transactional and Transformational leadership                  |   |     |     |     |          |     |            |             |              |                                 | 11    |      |

|              |  |           |
|--------------|--|-----------|
| <b>VI</b>    | Work teams and Groups: Introduction - Reasons for joining groups - Types of groups - Group Cohesiveness - Decision Making: Introduction – Types - Process of Decision- Individual and Group Decision Making - Stress and Well -being at work | <b>9</b>  |
| <b>TOTAL</b> |  | <b>60</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching &amp; Learning Activity</b>   | <b>Assessment Tasks</b>  |
|-----------------|---|---|--------------------------|
| <b>I</b>        | Understand the concept of management and its evolution                          | Presentation on different aspects of principles of management and discussion on evolution of management thoughts                                      | Assignment, Quiz         |
| <b>II</b>       | Understand and analyse managerial functions, skills and roles                   | Presentation on management functions and discussion on managerial roles and responsibilities  | Case study, Quiz         |
| <b>III</b>      | Understand and analyse human personality, perception, learning and emotions     | Measuring human personality, perception; identifying learning styles; and analyzing different emotions with the help of discussions and presentations | Case study, Class test   |
| <b>IV</b>       | Analyse and evaluate the process of interpersonal relationship                  | Presentation and discussion on TA Model and Johari Window and assessment of ego states  | Case study, Presentation |
| <b>V</b>        | Develop and implement models to enhance motivational levels of employees        | Content and Process models of motivation with the help of presentation and discussion of case and situation analysis                                  | Cases, Quiz              |
| <b>VI</b>       | Understand and implement the behavioural approach to Managerial decision-making | Discussion to understand group roles; role plays to understand the concepts of teams. Exercise in decision making                                     | Presentation, Quiz       |

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|           |   |
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| <b>1</b> | <a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001399/M015994/ET/1465192613Module5.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000023MA/P001399/M015994/ET/1465192613Module5.pdf</a>                               |
| <b>2</b> | <a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001794/M025730/ET/1516710328Module_6_Q1_.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001794/M025730/ET/1516710328Module_6_Q1_.pdf</a>                         |
| <b>3</b> | <a href="https://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf">https://www.ddegjust.ac.in/studymaterial/mcom/mc-101.pdf</a>   |
| <b>4</b> | <a href="https://saylordotorg.github.io/text_small-business-management-in-the-21st-century/s16-01-principles-of-management-and-o.html">https://saylordotorg.github.io/text_small-business-management-in-the-21st-century/s16-01-principles-of-management-and-o.html</a> |
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**SEMESTER - 1**  
**CORE COURSE : MANAGERIAL ECONOMICS**

| Course Code | Course Name          | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|----------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-512  | Managerial Economics | CORE     | 45         | 5           | 10           | 3      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To familiarize with concepts of managerial economics and its relevant concepts of economics in current business scenario  |
| 2 | To discuss the application and implications of economics and its knowledge of the mechanics of supply and demand markets in decision-making and problem solving |
| 3 | To explain the optimal point of cost analysis and production factors of the firm  |
| 4 | To describe the pricing methods and strategies that are consistent with evolving marketing needs  |
| 5 | To provide insights to the various econometrics in business   |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand fundamental concepts in economics to facilitate application of the same | K1, K2                          |
| CO2       | Understand the demand and supply concepts and principles                           | K2                              |
| CO3       | Understand the production and cost functions and its applications                  | K2, K3                          |
| CO4       | Evaluate the different types of market and price discrimination                    | K2, K4, K5                      |
| CO5       | Analyse and evaluate monetary and fiscal policy                                    | K4, K5                          |
| CO6       | Create econometrics and digital tools  | K6                              |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| CO2     | S   | M   | L   | S   | M   | M   | L   | S   | M   | L    | S    | S    | S    |
| CO3     | S   | S   | M   | S   | S   | M   | S   | M   | L   | S    | S    | S    | S    |
| CO4     | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| CO5     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents   | Hours |
|--------|---|-------|
| I      | Managerial Economics: Concept and Importance- Concept of Managerial Economics- Nature of Business Economics- Scope of Managerial Economics- Objectives of business firms-Role of managerial economist in business decision making   | 10    |
| II     | Demand Analysis: Types of Demand- Determinants of Demand- Demand function- Law of Demand- Supply Analysis- Equilibrium Price- Demand curve- Elasticity of Demand and its estimation- Demand forecasting- Qualitative forecasts- Time series forecasting- Accuracy of forecast                         | 10    |
| III    | Production and Cost of Production: Production function – cost function in the short run and in the long run – cost concepts – practical applications of cost functions – cost volume profit Analysis – Break even chart – Economics of scale and scope.   | 10    |
| IV     | Market Structure: Comparison of different types markets Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, Monopolistic Competition, Oligopoly, Models of Oligopoly --- Bertrand duopoly, Cournot duopoly | 11    |
| V      | National Income- Key concepts-Methods of measuring National income-Choice of methods-Determining the equilibrium level of income- Inflation- Monetary Policy- Fiscal Policy   | 9     |

|              |  |           |
|--------------|--|-----------|
| <b>VI</b>    | Econometrics in Business: Linear regression model- Classical model- Human Development Index- GINI Index- Gross Domestic Product- Nominal- Purchasing Power Parity- Basic applications of Econometrics software | <b>10</b> |
| <b>TOTAL</b> |  | <b>60</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes   | Teaching & Learning Activity   | Assessment Tasks               |
|------------|--|--|--------------------------------|
| <b>I</b>   | Understand fundamental concepts in economics to facilitate application of the same | Discuss the fundamental concepts in economics through presentation and discussion            | Presentation, Class test       |
| <b>II</b>  | Understand the demand and supply concepts and principles                           | Discuss demand and supply mechanism through presentation and case studies                    | Assignment, Class test         |
| <b>III</b> | Understand the production and cost functions and its applications                  | Discuss the production and cost functions and its applications using case analysis           | Presentation, Quiz             |
| <b>IV</b>  | Evaluate the different types of market and price discrimination                    | Evaluate the different types of market and price discrimination using case analysis          | Presentation, Group discussion |
| <b>V</b>   | Analyse and evaluate monetary and fiscal policy                                    | Discussion monetary and fiscal policy and its implications through presentation and cases    | Case study                     |
| <b>VI</b>  | Create econometrics and digital tools  | Explain the concepts and application of econometrics and digital tools through illustrations | Case study, Class test         |

#### References

|           |  |
|-----------|--|
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| <b>2</b> | <a href="https://www.sxccal.edu/wp-content/uploads/2020/01/MBA-ManagerialEconomics-1stYear.pdf">https://www.sxccal.edu/wp-content/uploads/2020/01/MBA-ManagerialEconomics-1stYear.pdf</a>                                |
| <b>3</b> | <a href="https://www.vturesource.com/vtu-syllabus/MBA/2020/1/20MBA12">https://www.vturesource.com/vtu-syllabus/MBA/2020/1/20MBA12</a>  |
| <b>4</b> | <a href="https://iimbx.iimb.ac.in/catalog/introduction-to-managerial-economics/">https://iimbx.iimb.ac.in/catalog/introduction-to-managerial-economics/</a>  |
| <b>5</b> | <a href="https://ddceutkal.ac.in/Syllabus/MCOM/Managerial_Economics.pdf">https://ddceutkal.ac.in/Syllabus/MCOM/Managerial_Economics.pdf</a>  |



**SEMESTER - 1**  
**CORE COURSE - ACCOUNTING FOR MANAGERS**

| Course Code | Course Name             | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|-------------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-513  | Accounting for Managers | CORE     | 35         | 10          | 15           | 3      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the principles of accounting and the utilisation of accounting information for decision-making in all areas of an organisation |
| 2 | To examine how to prepare, analyse and interpret financial statements   |
| 3 | To discuss the fundamental's principles of financial, cost and management accounting  |
| 4 | To discuss how to take decisions using management accounting tools  |
| 5 | To discuss how to prepare financial reports containing all financial and statistical data about the organisation                          |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the concept of accounting, branches of accounting, GAAP, IFRS, and rules of bookkeeping | K1, K2                          |
| CO2       | Understand and analyze financial statements of companies   | K2, K4                          |
| CO3       | Evaluation of financial statements of companies using ratios                                       | K2, K5                          |
| CO4       | Prepare, analyze, and interpret cash flow statements   | K2, K4, K5                      |
| CO5       | Understand the concepts of cost accounting, methods and techniques and its applications            | K2, K3                          |
| CO6       | Prepare and adopt budgets and budgetary control  | K2, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     |     |     | S   | M   | S   | M   | M   | S   | S   | S    | M    | M    | S    |
| CO2     | S   | M   | S   | M   | M   | S   | S   | S   | S   | M    | S    | S    | S    |
| CO3     | S   | S   | S   |     |     |     | M   | S   | S   | S    | S    | S    | M    |
| CO4     | M   | M   | S   |     |     |     | S   | S   | S   | M    |      |      | S    |
| CO5     | S   | M   | S   | S   | S   | S   | S   | S   | S   | S    |      |      | S    |
| CO6     | M   | S   | M   | M   | S   | S   | S   | M   | M   | S    | S    | S    | S    |

**S- Strong, L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Financial Accounting: Branches of Accounting- Financial Accounting- Concept- Significance- Book-keeping and Accounting- Generally Accepted Accounting Principles (GAAP)- Indian Accounting Standards, IFRS-Systems of Accounting- Rules of bookkeeping- double entry bookkeeping- Principles- Classification of Accounts- Business transactions- Steps in Financial Accounting- Recording-Classifying-Verification- Summarizing- Analysis and interpretation | 10    |
| II     | Financial Statements: Meaning- Objectives –Structure and contents of financial statements – Capital and revenue- Trading and Profit and Loss Account- Balance Sheet- Adjusting entries – Preparation of Financial Statements- Corporate Balance Sheet (Problems)   | 10    |
| III    | Analysis of Financial Statements: Significance- Users of Financial Statements- Techniques of Financial Statement Analysis- Ratio analysis- Significance- Classification of ratios- Short-term solvency and long-term solvency ratios- Turnover ratios- Profitability ratios- Market test ratios- Analysis and interpretation of financial statements using ratios (Problems)   | 10    |
| IV     | Cash Flow Statement: Significance- Cash from operations – Preparation of cash flow statement (Problems)  | 10    |
| V      | Cost Accounting: Meaning and Objectives- Classification of costs- Direct cost- Overheads- Cost Sheet- Preparation of Cost Sheet- Methods and techniques of costing- Marginal costing-  | 10    |



|              |  |           |
|--------------|--|-----------|
|              | Application of marginal costing in managerial decision making- Break-even analysis (Problems)  |           |
| <b>VI</b>    | Budget, Budgeting and Budgetary Control: Concept- Significance-Types of budgets-Preparation of budgets- Master budget-Flexible budget-Cash budget (Problems) | <b>10</b> |
| <b>TOTAL</b> |  | <b>60</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes   | Teaching & Learning Activity   | Assessment Tasks                |
|------------|--|--|---------------------------------|
| <b>I</b>   | Understand the concept of accounting, branches of accounting, GAAP, IFRS, and rules of bookkeeping | Discuss the concept of accounting, GAAP, IFRS and rules of bookkeeping.  | Class test, Presentation        |
| <b>II</b>  | Understand and analyze financial statements of companies   | Read and interpret the audited financial statements of a few companies   | Group discussion, Case analysis |
| <b>III</b> | Evaluation of financial statements of companies using ratios                                       | Discuss the liquidity, long-term solvency, efficiency profitability, and market position of a few companies using ratio analysis. Prepare and present case studies/mini projects | Quiz, Presentation              |
| <b>IV</b>  | Prepare, analyze, and interpret cash flow statements   | Discuss the significance of cash flow statements through analysis and interpretation of cash flow statements of a few companies  | Class test                      |
| <b>V</b>   | Understand the concepts of cost accounting, methods and techniques and its applications            | Discuss the concept of cost, costing, and cost accounting. Also, learn the methods and techniques of costing through exercises   | Class test                      |
| <b>VI</b>  | Prepare and adopt budgets and budgetary control  | Discuss the concept of budget, budgeting, and budgetary control. Also, learn the budgets through exercises   | Presentation                    |

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|           |  |
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| <b>2</b> | <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce :P-04/M-18)   |
| <b>3</b> | <a href="http://nptel.ac.in/courses/110101004/downloads/Lecture%20Notes/module6/lec2.pdf">http://nptel.ac.in/courses/110101004/downloads/Lecture%20Notes/module6/lec2.pdf</a> |
| <b>4</b> | <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce :P-06/M-27)   |
| <b>5</b> | <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce :P-04/M-01,08)  |

**SEMESTER - 1**  
**CORE COURSE : QUANTITATIVE TECHNIQUES**

| Course Code | Course Name             | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|-------------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-514  | Quantitative Techniques | CORE     | 50         | 7           | 3            | 3      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To discuss fundamental role of quantitative analysis in managerial decision-making, encompassing problem definition, model development, and the application of mathematical models                                       |
| 2 | To discuss statistical measures of central tendency and dispersion, along with permutation, combination, and probability theory, to address management challenges effectively  |
| 3 | To evaluate probability distributions like binomial and Poisson distributions to make informed decisions and predictions within management contexts  |
| 4 | To examine sampling theory and statistical inference techniques to draw reliable conclusions from data, including hypothesis testing and estimation methods  |
| 5 | To discuss correlations and regressions in bivariate cases, employing tools like Karl Pearson's coefficient and Spearman's rank correlation coefficient, and apply them to management scenarios using software like SPSS |

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the basic concepts and components data collection and presentation                           | K1, K2                          |
| CO2       | Develop skills in applying the probability theory   | K2, K3                          |
| CO3       | Summaries different tests of significance in large and small sample theory                              | K4, K5                          |
| CO4       | Articulate moment measures of Skewness, Kurtosis and solving problems related to management application | K5, K6                          |
| CO5       | Summarize, analyse the interpret data for decision making   | K3, K5                          |
| CO6       | Apply Correlation and Regression analysis   | K3, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | S   | S   | S   | S   | S   | S   | M   | S    | S    | S    | S    |
| CO2     | S   | S   | S   | S   | M   | S   | S   | S   | S   | S    | S    | S    | S    |
| CO3     | M   | S   | M   | M   | S   | M   | M   | M   | L   | M    | M    | M    | M    |
| CO4     | L   | L   | M   | L   | M   | L   | L   | L   | L   | S    | L    | L    | L    |
| CO5     | S   | S   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | M   | S   | S   | S   | S    | M    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Introduction to Quantitative Techniques: Basic Concepts-Place of Quantitative Analysis in the Practice of Management - Problem Definition- Models and their development- Variables Notion of Mathematical Models -. Statistics-Measures of Central Tendency– Combined Mean – Measures of Dispersion: Range, Mean Deviation, Standard Deviation-Variance – Quartile Deviation -Coefficient of Variation | 10    |
| II     | Permutations and Combinations: Theory of Probability- Concept of Random Experiment-Outcomes, Sample Space, Events Disjoint Events, Mutually Exclusive Events- A Priori or Mathematical Probability- Definitions Probability -Axiomatic definition of Probability- Addition Rules- Conditional Probability- Problem Solving with these Concepts   | 8     |

|              |   |           |
|--------------|---|-----------|
| <b>III</b>   | Probability Distributions: Random Variable: Probability Density Function- Standard Distributions – Binomial Distribution-Success and Failure-Properties- Poisson Distribution-Uses of Poisson Distribution in Management- Problems in Management Application.   | <b>10</b> |
| <b>IV</b>    | Sampling Theory and Basic Concepts in Statistical Inference: Sampling-Meaning-Definition- Probability Sampling and Non-Probability Sampling- Sampling Errors and Non-Sampling Errors- Methods of Sampling- Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling –Judgment Sampling- Merits and Demerits. | <b>11</b> |
| <b>V</b>     | Testing of Hypothesis: Null and Alternate Hypothesis- Level of Significance, Small and Large Sample Tests -Z Test, t-Test, Chi Square Test- Theory of Estimation- Karl Pearson's and Moment Measures of Skewness- Kurtosis- Problems Related to Management Application.   | <b>10</b> |
| <b>VI</b>    | Correlation and Regression: Bivariate Cases- Marginal and Conditional Distributions - Concept of Correlation- Karl Pearson's Coefficient of Correlation- Spearman's Rank Correlation Coefficient-Simple Linear Regression; Applications in Management -SPSS   | <b>11</b> |
| <b>TOTAL</b> |   | <b>60</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching &amp; Learning Activity</b>   | <b>Assessment Tasks</b>  |
|-----------------|---|---|--------------------------|
| <b>I</b>        | Analyze and apply basic quantitative concepts to real-world management problems.                                | Lecture sessions covering fundamental quantitative concepts, including problem definition, model development, and statistical measures.   | Class test, Assignment   |
| <b>II</b>       | Demonstrate proficiency in statistical techniques for data analysis and decision-making in managerial contexts. | Interactive discussions and case studies to illustrate the application of quantitative techniques in management decision-making.          | Presentation, Quiz       |
| <b>III</b>      | Evaluate and interpret probability distributions and their applications in management scenarios.                | Hands-on exercises and practical sessions using statistical software like SPSS to analyze data sets and solve management problems.        | Role play, Case analysis |
| <b>IV</b>       | Apply sampling theory and statistical inference methods to draw meaningful conclusions from data.               | Group projects requiring students to apply permutation, combination, and probability theory to real-world management scenarios.           | Presentation, Quiz       |
| <b>V</b>        | Employ hypothesis testing and estimation techniques to make informed managerial decisions.                      | Workshops and tutorials focusing on sampling techniques, hypothesis testing, and correlation/regression analysis with practical examples. | Role play, Case analysis |
| <b>VI</b>       | Utilize correlation and regression analysis to identify relationships and patterns in management data.          | Guest lectures from industry experts showcasing the practical applications of quantitative techniques in various management domains       | Class test, Discussion   |

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**SEMESTER - 1**  
**CORE COURSE : OPERATIONS MANAGEMENT**

| Course Code | Course Name           | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|-----------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-515  | Operations Management | CORE     | 45         | 10          | 5            | 3      |

**Course Objectives:**

- 1 To understand the decision areas in Operations function in manufacturing and service organisations
- 2 To apply the tools, techniques and models those facilitate decision making in operations
- 3 To design and implement world class operations systems

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the role of operations function in manufacturing and service organisations  | K1                              |
| CO2       | Apply the concepts and tools used for designing the elements such as product, process, layout and job                          | K3, K4                          |
| CO3       | Equip to take decisions on key aspects of facility planning like location, capacity planning and aggregate production planning | K4, K5                          |
| CO4       | Enable the application of control mechanism through quality management and short term scheduling                               | K6                              |
| CO5       | Gain insight on value creation through inventory management and supply chain integration                                       | K4, K5                          |
| CO6       | Improve operation function through proper maintenance of system and application of state of the art world class practices      | K6                              |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | L   |     |     |     |     | S   | S    | S    | S    | S    |
| CO2     | M   | S   | S   |     |     |     |     |     | M   | M    | M    | S    | S    |
| CO3     | M   | S   | M   |     |     | S   |     |     | M   | M    | S    | S    | S    |
| CO4     | L   | S   | M   | M   |     |     |     |     |     | M    | M    | S    | S    |
| CO5     | M   | M   | S   | S   |     |     | S   |     |     | S    | S    | S    | S    |
| CO6     | S   |     |     | S   |     |     |     |     |     |      | S    |      | M    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Production vs. Operations: Role of operations function. History-Cost focus, quality focus, Customisation, mass customisation. Operations in service sector. Productivity. Operations strategy. Decision areas in operations.   | 8     |
| II     | Product Design: Generating new products. Practices-Robust design, Modular design, Concurrent engineering, Value analysis, Green manufacturing, Time Based Competition. Process Design. Product –Process matrix, Process types, Process flow charts. Process reengineering. Layout design: Considerations, types of layouts, Office layout, retail layout. Job design: Work study, Work measurement techniques with numerical problems. | 12    |
| III    | Location Selection for Manufacturing and Services: Process and Relevant factors, Methods with numerical problems. Long Term Scheduling; Capacity planning- Considerations, Aggregate Production Planning methods.  | 10    |
| IV     | Quality: Dimensions Cost of quality, Total Quality Management- TQM tools, Benchmarking, Kaizen, Employee empowerment, JIT. Quality management Systems- ISO 9000, ISO 14000, BIS. Short term scheduling, Production Planning and Control, Theory of Constraints.  | 10    |
| V      | Materials Management: Inventory control techniques, Purchase decision- Quantity and Period of purchase. Deterministic and stochastic models with numerical problems. Stores Management.  | 12    |

|              |   |           |
|--------------|---|-----------|
|              | MRP-I, MRP-II, ERP. Make or Buy decision. Vendor management. Supply Chain Management: Drivers of Supply Chain Performance.  |           |
| <b>VI</b>    | Maintenance: Reliability, Types of maintenance, Total Productive Maintenance, Six sigma, Agile Manufacturing, Lean Systems, Computer Integrated Manufacturing. Project management- Stages, CPM, PERT. | <b>8</b>  |
| <b>TOTAL</b> |   | <b>60</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes   | Teaching & Learning Activity   | Assessment Tasks        |
|------------|--|--|-------------------------|
| <b>I</b>   | Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in overall business.   | Theory, concepts and relevant examples would be introduced through lecture and experience sharing. Cases on operations strategy would be handled through participant-centred learning. | Case analysis           |
| <b>II</b>  | Understand the elemental processes involved in designing a product and a service. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analysed with the help of process flow charts. | Relevant examples and exercises would be introduced to explain production processes and facility layout. In addition, small cases would be handled to cover process analysis.          | Quiz                    |
| <b>III</b> | Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.  | Concepts, location models, real-life examples would be discussed. In addition, cases on facility location would be handled.  | Exercise, Class test    |
| <b>IV</b>  | Learn different quality tools and the tools of statistical process control for analysing a process in terms of quality.  | Exercises and small cases would be introduced to discuss the concepts and tools of quality with emphasis on Japanese practices.  | Case analysis           |
| <b>V</b>   | Develop a thorough understanding on a range of inventory models available as also the suitability of a particular inventory model in a particular context  | Relevant exercises and small cases would be introduced to discuss different types of inventory models  | Exercise, Case analysis |
| <b>VI</b>  | Learn the different types of maintenance and the world class practices in operations.  | Concepts and relevant examples would be introduced through lecture and case studies.   | Case analysis           |

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|           |  |
|-----------|--|
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| 4          | <a href="https://books.google.co.in/books?hl=en&amp;lr=&amp;id=jVIwSsVHUfAC&amp;oi=fnd&amp;pg=PA2&amp;dq=operations+management&amp;ots=FrA6bT2n7H&amp;sig=1vShfh7hqFpM3vO_GgAI-1l3obY&amp;redir_esc=y#v=onepage&amp;q=operations%20management&amp;f=false">https://books.google.co.in/books?hl=en&amp;lr=&amp;id=jVIwSsVHUfAC&amp;oi=fnd&amp;pg=PA2&amp;dq=operations+management&amp;ots=FrA6bT2n7H&amp;sig=1vShfh7hqFpM3vO_GgAI-1l3obY&amp;redir_esc=y#v=onepage&amp;q=operations%20management&amp;f=false</a> |
| 5          | <a href="https://journals.sagepub.com/doi/abs/10.1177/014920638901500204">https://journals.sagepub.com/doi/abs/10.1177/014920638901500204</a>   |



**SEMESTER - 1**  
**CORE COURSE: BUSINESS ENVIRONMENT & CORPORATE ETHICS**

| Course Code | Course Name                             | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|---|----------|------------|-------------|--------------|--------|
| MGT-CC-516  | Business Environment & Corporate Ethics | CORE     | 46         | 9           | 5            | 3      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss about the various Business Environment factors                                       |
| 2 | To evaluate the role of business in promoting positive social and environmental change          |
| 3 | To examine the business environment with ethical decision-making throughout the course          |
| 4 | To familiarise the learners with the concept and relevance of Business Ethics in the modern era |
| 5 | To provide opportunities to apply the knowledge to practical business challenges                |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the basics of business and its environment, and the role of government in business                              | K1, K2                          |
| CO2       | Familiarise with the nature of the business environment and its components   | K1, K2                          |
| CO3       | Demonstrate and develop a conceptual framework of the business environment and generate interest in international business | K2, K3                          |
| CO4       | Understand the importance and the role of ethical behaviour in today's business world                                      | K2, K3, K4                      |
| CO5       | Understand the Indian economic and environmental policies and its impact   | K2, K4, K5                      |
| CO6       | Evaluate the ethical approaches to business, and apply them to business decisions  | K4, K5, K6                      |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | M   | S   | S   | M   | S   | S   | S   | S    | M    | M    | S    |
| CO2     | M   | S   | M   | S   | S   | M   | S   | S   | S   | S    | S    | S    | S    |
| CO3     | S   | S   | S   | S   | S   | S   | S   | M   | S   | S    | M    | S    | M    |
| CO4     | M   | M   | S   | S   | S   | S   | S   | S   | M   | S    | M    | M    | S    |
| CO5     | S   | S   | S   | S   | S   | S   | M   | S   | S   | M    | S    | S    | S    |
| CO6     | S   | S   | M   | S   | S   | M   | S   | S   | S   | S    | M    | M    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents   | Hours |
|--------|---|-------|
| I      | Concept of Business: Factors affecting Business - Understanding the Business Environment - Macro and Micro Dimensions of Business Environment - Sectors of Business.<br>Political Environment: Political Systems - Role of Government in Business - Public Policy Formulation - Industrial Policies   | 12    |
| II     | Economic Environment: Nature & Structure of Economic System - NITI Ayog - National Development Council - Economic Indicators - Economic Reforms in India<br>Socio-Cultural Environment: Business and Society - Rural Development – Women and Business - Dimensions of Culture - Religion & Family Culture Affects the Business - Growing Middle Class | 12    |
| III    | Technological Environment: New Technologies - Economic Effects of Technology - Digital Divide - E-Governance - Technology Transfer -Business Analysis - SWOT Analysis, PESTEL Analysis, Porter's Five Force Analysis  | 9     |



|              |  |           |
|--------------|--|-----------|
| <b>IV</b>    | Environmental Management: Natural Resources - Environmental Impact Assessment (EIA) - Global Environmental Challenges of Business - Pollution Prevention and Control - Concept of Circular Economy           | <b>9</b>  |
| <b>V</b>     | Business Ethics: Ethical Concepts and Theories - Ethical Values - Ethical Decision Making - Ethical Gap - Ethical Dilemma - Ethical Leadership - Ethics Committee - Whistleblowing                           | <b>9</b>  |
| <b>VI</b>    | Corporate Governance: Role of Auditors - Corporate Social Audit - Corporate Board - Corporate Social Responsibility (CSR) - Corporate Scams - Fair Trade Practices - Emerging Trends in Corporate Governance | <b>9</b>  |
| <b>TOTAL</b> |  | <b>60</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>  | <b>Teaching &amp; Learning Activity</b>  | <b>Assessment Tasks</b>     |
|-----------------|--|--|-----------------------------|
| <b>I</b>        | Understand the basics of business and its environment, and the role of government in business                              | Conduct interactive case studies where students analyze real-world business scenarios to understand the complexities of the business environment and develop problem-solving skills.                                   | Presentation, Class test    |
| <b>II</b>       | Familiarise with the nature of the business environment and its components   | Organize group projects where students assess the political, economic, socio-cultural, and technological dimensions of the business environment, fostering collaboration and analytical abilities.                     | Assignment, Case study      |
| <b>III</b>      | Demonstrate and develop a conceptual framework of the business environment and generate interest in international business | Facilitate business simulation games where students make strategic decisions based on SWOT analysis and PESTEL factors, allowing them to experience the consequences of their choices.                                 | Group discussion            |
| <b>IV</b>       | Understand the importance and the role of ethical behaviour in today's business world                                      | Invite guest speakers from industry and academia to share insights on ethical leadership, environmental management, and corporate governance, followed by debates to encourage critical discourse and understanding.   | Presentation, Class test    |
| <b>V</b>        | Understand the Indian economic and environmental policies and its impact   | Assign research projects on emerging trends in corporate governance and sustainable business practices, enabling students to delve deeper into specific areas of interest and develop research skills.                 | Field visit report          |
| <b>VI</b>       | Evaluate the ethical approaches to business, and apply them to business decisions  | Conduct hands-on workshops on business analysis tools such as SWOT analysis, PESTEL analysis, and Porter's Five Forces, providing practical experience in assessing business competitiveness and strategy formulation. | Presentation, Case analysis |

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| 2                 | <a href="https://sbeonline.org/">https://sbeonline.org/</a>   |
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**SEMESTER - 1**  
**CORE COURSE : INFORMATION TECHNOLOGY FOR MANAGEMENT**

| Course Code | Course Name                           | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|---------------------------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-517  | Information Technology for Management | CORE     | 40         | 5           | 15           | 3      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To learn basic concepts of Information Technology for managers   |
| 2 | To understand basic concepts of Internet and websites, domains, and security therein   |
| 3 | To recognise security aspects of IT in business and advanced security features   |
| 4 | To provide the student with a comprehensive grounding in many facets of Information systems, an analysis of different information systems and exposure to recent development developments in the field |
| 5 | To learn about upcoming IT technologies  |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the fundamentals of information technology   | K1, K2                          |
| CO2       | Understand the role of word processing in information technology for management and its application at individual, organizational level | K2, K3                          |
| CO3       | Understand and apply Excel in different functional areas of a business  | K2, K3, K4                      |
| CO4       | Understand, develop and apply database management systems   | K2, K5, K6                      |
| CO5       | Understand and apply networking, telecommunication and e-commerce   | K2, K3, K6                      |
| CO6       | Understand and apply information security management  | K2, K3, K6                      |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | M   | S   | M   | M   | S   | S   | S    | M    | M    | S    |
| CO2     | S   | M   | S   | M   | M   | S   | S   | S   | S   | M    | S    | S    | S    |
| CO3     | S   | S   | S   | M   | S   | M   | M   | S   | S   | S    | S    | S    | M    |
| CO4     | M   | M   | S   | S   | S   | S   | S   | S   | S   | M    | M    | S    | S    |
| CO5     | S   | M   | S   | S   | S   | S   | S   | S   | S   | S    | M    | M    | S    |
| CO6     | M   | S   | M   | M   | S   | S   | S   | M   | M   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents   | Hours |
|--------|---|-------|
| I      | Information Technology in Business Management: Historical perspective of information technology and business- Information and Knowledge-Emerging trends in Computing- cloud computing-Information systems and its major components- Levels of Information systems-System Hardware- System software- Application Software-Components of System software-Contemporary hardware and software platforms (Open source, Web Software etc.) -Scope of IT in Management.  | 8     |
| II     | Word Processing: MS word- Creating a perfect document by adding, editing, formatting texts- Create Tables, Charts, include Pictures in the document-Table of contents, Hyper linking-text in document- Mail Merge- Creating formal letters-Adding and removing digital signature-Page Maker - creating, designing, and printing (e-books, brochures, handbills, visiting cards), Adding, editing, formatting text with graphics- Professional Presentation for Managers-Significance- MS Power Point- Converting the presentations into a video clip- Google Slides   | 10    |
| III    | Excel for Managers: Basics in Excel- Creating, editing, formatting excel work sheet, Printing-printing document, selecting printing area in the work sheet. Charts- include charts from the table content, Pivot table – create and manipulate pivot table-Advanced uses of Microsoft Excel - Commonly used functions: – Logical (AND, IF, NOT, OR TRUE). Financial (DB, FV, IPMT, IRR, NPV, PMT, and PV)-Statistical (AVERAGE, COUNT, COUNTIF, MAX, MIN). Mathematical (PRODUCT, SQRT, SUM, SUMIF). Macros in excel - creating, adding, and editing of macros VBA programming in Excel (an overview) forms in excel. | 10    |
| IV     | Data Resource Management System: Concept of DBMS-Benefits of DBMS over traditional file system-Types of DBMS-Application of DBMS using MS-Access-Structured Query Language (SQL) components of SQL (DDL, DQL, DML, TCL). SQL DDL commands – Create, Drop,   | 12    |

|              |   |           |
|--------------|---|-----------|
|              | Alter, Truncate, Comment, and Rename. DML commands –Insert, Update, Delete, Lock, Call, and Explain Plan. DCL commands – Grant, Revoke. TCL commands - Commit, Rollback, save point, DQL command – Select statements and it clauses- Data Warehouses and Data marts-Data Centres-Storage technologies and Architecture (DAT, NAS, SAN etc.)-Storage strategies of companies like Google, Amazon, Wal-Mart dealing with storage crisis |           |
| V            | Networking, Telecommunication and E-commerce: Overview of concept such as ERP, SCM, CRM, database management- E- Commerce, E-Business, M- Commerce, Digital Business, E-governance- Introduction and conceptual framework of networking & Telecommunication- Components of networking- LAN/WAN/MAN, network topologies- Cloud computing, GSM and CDMA, GPRS, #G, \$G and % G Technologies, VOIP and IPTV                              | 10        |
| VI           | Security Management: The information security management-System vulnerability and abuse-Security Threats (Malicious software, Hacking etc.)- Counter measures-Cybercrime and types-Antivirus, Firewalls, Anti-spyware, Security audit-IT Act 2000   | 10        |
| <b>TOTAL</b> |   | <b>60</b> |

#### Facilitating the Achievement of Course Learning Outcome

| Unit No. | Course Learning Outcomes  | Teaching & Learning Activity   | Assessment Tasks             |
|----------|---|--|------------------------------|
| I        | Understand the fundamentals of information technology   | Discuss the fundamentals of information technology   | Seminars, Class test         |
| II       | Understand the role of word processing in information technology for management and its application at individual, organizational level | Discuss the role of word processing its application using case studies and examples                          | Assignments, Seminars        |
| III      | Understand and apply Excel in different functional areas of a business  | Explain Excel using cases and illustrations  | Presentations, Class test    |
| IV       | Understand, develop and apply database management systems   | Discuss the concept and application of DBMS through live cases or examples                                   | Case analysis, Presentations |
| V        | Understand and apply networking, telecommunication and e-commerce   | Explain the areas of application of networking and communication technologies in business using case studies | Seminars, Quiz               |
| VI       | Understand and apply information security management  | Discuss security threats and corrective measures information technology arena                                | Case studies, Assignments    |

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| 9  | Hughes, B. (2008). Exploiting IT for Business Benefit. United Kingdom: British Computer Society.   |
| 10 | Norton, P. (2010). Introduction to Computers. New Delhi: Tata McGraw-Hill  |

#### e-Contents

|   |   |
|---|---|
| 1 | <a href="https://www.google.co.in/books/edition/IT_for_Busines">https://www.google.co.in/books/edition/IT_for_Busines</a>   |
| 2 | <a href="https://www.google.co.in/books/edition/Managing_Information_Technology_for_Business">https://www.google.co.in/books/edition/Managing_Information_Technology_for_Business</a> |
| 3 | <a href="https://www.google.co.in/books/edition/Release_It/Ug9QDwAAQB">https://www.google.co.in/books/edition/Release_It/Ug9QDwAAQB</a>   |
| 4 | <a href="https://www.google.co.in/books/edition/Design">https://www.google.co.in/books/edition/Design</a>   |
| 5 | <a href="#">Information Technology For Business Notes, PDF I MBA 2024 (geektonight.com)</a>   |

**SEMESTER - 2**  
**CORE COURSE: LAWS FOR BUSINESS**

| Course Code | Course Name       | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|-------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-521  | Laws for Business | CORE     | 30         | 20          | 10           | 3      |

**Course Objectives:**

- 1 To discuss fundamental legal principles in business
- 2 To develop critical analysis skills for legal issues
- 3 To impart legal knowledge effectively in decision making
- 4 To examine legal risks in business operations
- 5 To discuss legal decision-making processes within organizations

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the constitution, fundamental rights and types of law             | K1, K2                          |
| CO2       | Understand and adopt law relating to contract                                | K2, K3, K4, K5, K6              |
| CO3       | Understand and adopt laws relating to partnership, agency, and sale of goods | K2, K3, K4, K5, K6              |
| CO4       | Understand and adopt law relating to company, the basics of IT Act and GST   | K2, K3, K4, K5, K6              |
| CO5       | Understand and adopt laws relating employment and wages                      | K2, K3, K4, K5, K6              |
| CO6       | Understand and adopt law relating to negotiable instruments                  | K2, K3, K4, K5, K6              |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| CO2     | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| CO3     | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| CO4     | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| CO5     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Introduction to Law: Constitution of India- Fundamental Rights- Sources of Law- Types of Law   | 10    |
| II     | Contract Act: General Principles, Essentials of a Valid Contract, Communication, Acceptance and Revocation - Void, Voidable- Unenforceable and Illegal Contracts- Discharges of Contracts -Breach of Contract and Remedies   | 12    |
| III    | Laws Relating to Partnership: Registration- Rights and Liabilities- Dissolution of A Firm- Laws of Agency-Sale of Goods-Agreements to Sell- Contract for Work-Bailment- Mortgage of Goods- Time Purchases and Relationships with Sale- Conditions and Warranties - Rights of an Unpaid Seller.   | 12    |
| IV     | Company Law: Company: Types of Companies- Formation of a company- Capital-Owned and borrowed capital- Management of a company- Meetings and Resolutions - Accounts and Auditing-Winding Up- Different Modes- Liquidator- Companies Act 2013-Income Tax Act- GST  | 10    |
| V      | Employment and Labour Contracts: Minimum Wages Act, Payment of Gratuity Act, Employees' Provident Fund Act - Equal Remuneration Act- Occupational Safety and Health- Labour Welfare Laws- Contract Labour (Regulation and Abolition) Act, Industrial Relations and Disputes Resolution- Factories Act- Industrial Dispute Act, Maternity Benefit Act | 8     |

|   |  |   |                             |
|---|--|---|-----------------------------|
| VI  | Negotiable Instrument Act: Cheques, Bills of Exchange, Promissory Notes- Holder in due course-Dishonour of Instruments-Noting and Protest- Minor and Negotiable instruments-Negotiation-Discharge from liability-Law relating to these instruments |   | 8                           |
| TOTAL   |  |   | 60                          |
| Facilitating the Achievement of Course Learning Outcomes: |  |   |                             |
| Unit No.  | Course Learning Outcomes   | Teaching & Learning Activity  | Assessment Tasks            |
| I   | Understand the constitution, fundamental rights and types of law   | Interactive lectures, case studies, and discussions on constitution, fundamentals rights and types of law | Presentation, Quiz,         |
| II  | Understand and adopt law relating to contract  | Lectures, case studies, and group discussions on contract Act   | Presentation, Case analysis |
| III   | Understand and adopt laws relating to partnership, agency, and sale of goods   | Lectures, case studies, and group discussions on laws relating to partnership, agency, and sale of goods  | Presentation, Class test    |
| IV  | Understand and adopt law relating to company, the basics of IT Act and GST   | Case studies, role plays, and lectures focusing on company law, the basics of IT Act and GST              | Presentation, Case analysis |
| V   | Understand and adopt laws relating employment and wages  | Lectures, case studies, and group discussions on laws relating employment and wages                       | Presentation, Class test    |
| VI  | Understand and adopt law relating to negotiable instruments  | Lectures, readings, and discussions on negotiable instruments   | Presentation, Class test    |
| References  |  |   |                             |
| 1   | Agrawal, A. N. (2020). Law of Contract & Specific Relief Act. New Delhi:Taxmann Publications Pvt. Ltd.   |   |                             |
| 2   | Cheeseman, H. R., & Gross, J. M. (2023). Business Law (15th ed.). New Delhi: Pearson.  |   |                             |
| 3   | Reed, S. F. (2021). Entrepreneurship law: Cases and materials. USA: Aspen Publishing.  |   |                             |
| 4   | Fletcher, I. P. (2022). Intellectual Property Law (9th ed.). New Delhi: Oxford University Press.   |   |                             |
| 5   | Goyal, S. K. (2021). The Indian Contract Act (with Bare Act). New Delhi: LexisNexis India.   |   |                             |
| 6   | Ghosh, S., & Malloy, R. P. (Eds.). (2011). Creativity, law and entrepreneurship. UK: Edward Elgar Publishing.  |   |                             |
| 7   | Perkins, J. R. (2021). Antitrust Law: Economic Theory and Public Policy (9th ed.). USA:Aspen Publishers.   |   |                             |
| 8   | Sinha, P. B. (2022). The Company Law (22nd ed.). New Delhi: Lexis Nexis India.   |   |                             |
| 9   | Perritt, H. H. (2006). Employee dismissal law and practice. New York: Wolters Kluwer.  |   |                             |
| 10  | Whiteman, S. M., & Simko, A. B. (2023). Business Law and the Legal Environment (10th ed.). Noida: Cengage Learning   |   |                             |
| e-Contents  |  |   |                             |
| 1   | <a href="https://egyankosh.ac.in/handle/123456789/83399">https://egyankosh.ac.in/handle/123456789/83399</a>  |   |                             |
| 2   | <a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ZzUApmBk4i7kYctp+aiP1w==">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ZzUApmBk4i7kYctp+aiP1w==</a>  |   |                             |
| 3   | <a href="https://www.vedantu.com/commerce/business-law">https://www.vedantu.com/commerce/business-law</a>  |   |                             |
| 4   | <a href="https://www.icsi.edu/media/webmodules/BUSINESS%20ENVIRONMENT%20AND%20LAW.pdf">https://www.icsi.edu/media/webmodules/BUSINESS%20ENVIRONMENT%20AND%20LAW.pdf</a>  |   |                             |
| 5   | <a href="https://www.hzu.edu.in/uploads/2020/10/business-law.pdf">https://www.hzu.edu.in/uploads/2020/10/business-law.pdf</a>  |   |                             |

## SEMESTER – 2

### CORE COURSE: RESEARCH METHODS FOR MANAGEMENT

| Course Code | Course Name                     | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|---------------------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-522  | Research Methods for Management | CORE     | 46         | 9           | 5            | 3      |

#### Course Objectives:

|   |  |
|---|--|
| 1 | To provide an understanding of fundamental concepts in the field of research                             |
| 2 | To equip the students with research tools to conduct research and analysis for effective decision making |
| 3 | To develop an understanding of how to write and present research report                                  |

#### Course Outcomes (COs): On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the role and importance research in managerial decision making and the basic concepts in search                | K1, K2                          |
| CO2       | Familiarise with research process, problem formulation, review of literature and selection of appropriate research design | K2, K3                          |
| CO3       | Equip to take decision regarding data collection method and tools   | K2, K3                          |
| CO4       | Apply appropriate sampling method and decide on sample size   | K3, K4                          |
| CO5       | Understand, analyse and evaluate appropriate statistical tool to analyse data   | K2, K4, K5                      |
| CO6       | Creative presentation of the research work and output   | K5, K6                          |

#### Programme Outcomes (POs):

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | M   | S   | S   | S   | S   | S   | S   | S    | M    | S    | S    |
| CO2     | S   | M   | S   | S   | S   | S   | S   | S   | M   | S    | M    | S    | S    |
| CO3     | S   | S   | S   | S   | S   | S   | S   | S   | M   | S    | S    | M    | S    |
| CO4     | S   | S   | S   | M   | S   | M   | S   | S   | S   | M    | S    | M    | S    |
| CO5     | L   | L   | M   | M   | S   | M   | S   | M   | S   | M    | S    | M    | S    |
| CO6     | S   | S   | S   | S   | S   | S   | S   | S   | S   | M    | S    | M    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents   | Hours     |
|--------------|---|-----------|
| I            | Introduction to Business Research: Meaning of Research, Need for Business Research, Research and Managerial Effectiveness. Induction & Deduction Method .Building Blocks of Science in Research. Variables, Constructs.   | 10        |
| II           | Research Process: Problem Formulation, Statement of problem, framing objectives, Literature survey - reasons, procedure, writing the literature review. Research design – Exploratory, Descriptive and Experimental designs.  | 8         |
| III          | Types of Data: Sources of primary and secondary data. Data collection methods. Interview – Types. Observation- types. Scaling Techniques. Errors in Measurement - Nominal, Ordinal, Interval, Ratio Scales. Questionnaire design. Reliability and validity. Projective methods-types, uses. | 12        |
| IV           | Sampling Design: Population, Sampling Frame, sampling unit - Sampling Error – Sampling types-probabilistic and non-probabilistic methods- Sample size - Determination of sample size.   | 10        |
| V            | Data Analysis and Interpretation: Editing, Coding, Categorization, Tabulation. Data analysis- Hypothesis formulation, Parametric and Non-Parametric tests, Univariate and Multivariate analysis. Use of statistical Software- SPSS, R, Excel, NVivo   | 12        |
| VI           | Research Report: Components, Steps, and Types. Characteristics of Well Written Reports- Reference and Bibliography- APA Format – Format of a report   | 8         |
| <b>TOTAL</b> |   | <b>50</b> |



| Facilitating the Achievement of Course Learning Outcomes: |   |  |                             |
|---|---|--|-----------------------------|
| Unit No   | Course Learning Outcomes  | Teaching & Learning Activity   | Assessment Tasks            |
| I   | Understand the role and importance research in managerial decision making and the basic concepts in search                | Lecturing session on concepts and case analysis to clarify the role and importance of research                                   | Presentation, Class test    |
| II  | Familiarise with research process, problem formulation, review of literature and selection of appropriate research design | Case analysis on problem formulation and selection of research design. Writing exercise to familiarise with review of literature | Presentation                |
| III   | Equip to take decision regarding data collection method and tools   | Lecturing session on concepts and tools with emphasis on examples. Exercise for questionnaire construction                       | Presentation, Case analysis |
| IV  | Apply appropriate sampling method and decide on sample size   | Lecturing session on sample size determination and sampling methods  | Presentation, Case analysis |
| V   | Understand, analyse and evaluate appropriate statistical tool to analyse data   | Presentation and discussion on hypotheses testing, discussion on various descriptive and inferential statistics using SPSS       | Presentation, Class test    |
| VI  | Creative presentation of the research work and output   | Writing exercise to familiarise with research Report   | Presentation, Discussion    |

| References |   |
|------------|---|
| 1          | Uma Sekharan (2006). Research Methods for Business. (4 <sup>th</sup> Edition). New York: John Wiley and Sons Inc.   |
| 2          | Krishnaswamy, K.N. et al. (2017). Research Methodology: Integration of Principles, Methods and Techniques(1 <sup>st</sup> Edition). New Delhi: Pearson Education Asia.  |
| 3          | Saunders Mark, et al. (2012). Research Methods for Business Students. (5 <sup>th</sup> Edition).New Delhi:Pearson Education Asia.   |
| 4          | Levine and Richard, I. (2017). Statistics for Management. (8 <sup>th</sup> Edition). Noida: Pearson Education Asia.   |
| 5          | John W. Creswell (2019). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. (4 <sup>th</sup> Edition). New Delhi: Sage Publications.   |
| 6          | Lancaster, G. (2007). Research methods in management. United Kingdom: Routledge.  |
| 7          | Gummesson, E. (2000). Qualitative methods in management research. New Delhi: Sage Publications.   |
| 8          | Tharenou, P., Donohue, R., & Cooper, B. (2007). Management research methods. United Kingdom: Cambridge University Press.  |
| 9          | Robbins, D. (2017). Understanding research methods: A guide for the public and nonprofit manager. United Kingdom: Routledge.  |
| 10         | Guercini, S. (2014). New qualitative research methodologies in management. Management Decision, 52(4), 662-674.   |
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| 1          | <a href="https://www.taylorfrancis.com/books/mono/10.4324/9781315084404/understanding-research-methods-donijo-robbins">https://www.taylorfrancis.com/books/mono/10.4324/9781315084404/understanding-research-methods-donijo-robbins</a>                                     |
| 2          | <a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/law/09_research_methodology/01_basics_of_research/et/8148_et_et.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/law/09_research_methodology/01_basics_of_research/et/8148_et_et.pdf</a> |
| 3          | <a href="https://ugc-net.com/file/full/UGC%20NET%20Unit-2%20Research%20Aptitude.pdf">https://ugc-net.com/file/full/UGC%20NET%20Unit-2%20Research%20Aptitude.pdf</a>   |
| 4          | <a href="https://www.taylorfrancis.com/books/mono/10.4324/9780080494289/research-methods-management-geoff-lancaster">https://www.taylorfrancis.com/books/mono/10.4324/9780080494289/research-methods-management-geoff-lancaster</a>   |
| 5          | <a href="https://www.emerald.com/insight/content/doi/10.1108/MD-11-2013-0592/full/html">https://www.emerald.com/insight/content/doi/10.1108/MD-11-2013-0592/full/html</a>   |



**SEMESTER - 2**  
**CORE COURSE: HUMAN RESOURCE MANAGEMENT**

| Course Code       | Course Name                      | Category    | Lecture hr | Tutorial hr | Practical hr | Credit   |
|-------------------|----------------------------------|-------------|------------|-------------|--------------|----------|
| <b>MGT-CC-523</b> | <b>Human Resource Management</b> | <b>CORE</b> | <b>40</b>  | <b>10</b>   | <b>10</b>    | <b>3</b> |

**Course Objectives:**

|          |   |
|----------|---|
| <b>1</b> | To discuss the management of human resources and strategies in managing people professionally in view of changing business contexts |
| <b>2</b> | To explain human resource policies and practices that they need to know regardless of their field of managerial functions           |
| <b>3</b> | To discuss the need for worker participation in organizations   |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number  | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|------------|---|---------------------------------|
| <b>CO1</b> | Understand the role and trends in HRM   | <b>K1, K2</b>                   |
| <b>CO2</b> | Learn and analysing and designing of jobs and the human resource functions            | <b>K2, K4</b>                   |
| <b>CO3</b> | Familiarize the concepts of training and development                                  | <b>K2, K3</b>                   |
| <b>CO4</b> | Conceptualize compensation management- wage and salary administration                 | <b>K2, K4</b>                   |
| <b>CO5</b> | Understand and apply collective bargaining and worker's participation in management   | <b>K2, K3, K5</b>               |
| <b>CO6</b> | Understand and implement international human resource management practices and models | <b>K2, K6</b>                   |

**Programme Outcomes (POs):**

| COs/POs    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| <b>CO1</b> | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| <b>CO2</b> | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| <b>CO3</b> | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| <b>CO4</b> | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| <b>CO5</b> | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| <b>CO6</b> | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module     | Course Contents  | Hours     |
|------------|--|-----------|
| <b>I</b>   | Human Resource Management in Organizations: Concept- HR functions and Global Environment-Changing Role of HR Manager-Current Trends in Human Resources Management.   | <b>9</b>  |
| <b>II</b>  | Job Analysis: Concept-Human Resource Planning- Demand and Supply Forecasting- Downsizing and Retention-Talent Acquisition-Recruitment-Selection and Induction- Performance Management Systems and Strategies.  | <b>9</b>  |
| <b>III</b> | Training and Development: Concept- Assessment of training needs-Methods of Training- Executive Development: Methods and techniques of Executive Development-Performance Appraisal: Uses and Process-Traditional and Contemporary methods of Performance Appraisal System.  | <b>12</b> |
| <b>IV</b>  | Wage and Salary Administration: Objectives and Principles – Essentials of a sound wage structure – Theories of wages - Methods of wage payments – Incentive Plans – Types of Incentive Plans – Profit Sharing - Fringe benefits and services - Employee Welfare.   | <b>9</b>  |
| <b>V</b>   | Industrial Relations: Facilitating Legislative Framework-Trade Unions-Managing Conflicts- Collective Bargaining-Workers Participation in Management: Concept- Mechanisms and Experiences-Employee Health and Safety-Grievances & Discipline- Social Security-Personnel Records-HR Accounting-Audit & Research-Stress Management. | <b>12</b> |

|   |  |  |                          |
|---|--|--|--------------------------|
| VI  | International HRM and Emerging Horizons of HRM: Concept-Models of International HRM-Challenges of International HR Managers-Global HR practices-E-HRM-HRIS (Human Resource Information System) -Measuring intellectual capital-Impact of HRM practices on organisational performance-Contemporary issues in Human Resource Management. | 9  |                          |
| TOTAL   |  | 60   |                          |
| Facilitating the Achievement of Course Learning Outcomes: |  |  |                          |
| Unit No.  | Course Learning Outcomes   | Teaching & Learning Activity   | Assessment Tasks         |
| I   | Human resource management concepts and the role HRM in changing environment  | Presentation and discussion on HRM and Global Environment                                      | Case analysis, Quiz      |
| II  | Analysing and designing of jobs and the functions of HRM   | Discussion on demand and supply of labour and recruitment and selection with suitable examples | Presentation, Case study |
| III   | Executive development programmes and performance appraisal techniques  | Presentation of developmental programmes in organizations                                      | Class test, Roleplay     |
| IV  | Wage and salary administration   | Discussion on compensation management in organizations   | Presentation, Assignment |
| V   | Industrial relations in organizations  | Presentation on trade union and workers' participation in organizations                        | Case study, Assignment   |
| VI  | International HRM  | Discussion on global HR practices  | Class test, Presentation |
| References  |  |  |                          |
| 1   | Rao, V. S. P. (2007). Human resources management: text and cases. New Delhi: Excel Books India.  |  |                          |
| 2   | Boselie, P. (2014).Strategic human resource management: A balanced approach. New Delhi: McGraw Hill.   |  |                          |
| 3   | Rao, P. L. (2008). International human resource management: Text and cases. New Delhi: Excel Books India.  |  |                          |
| 4   | Azmi, F. T. (2019). Strategic human resource management: text and cases. United Kingdom: Cambridge University Press.   |  |                          |
| 5   | Ivancevich, J. M., & Konopaske, R. (2013). Human resource management. New Delhi: McGraw-Hill.  |  |                          |
| 6   | Rao, P. L. (2004). Comprehensive HRM. New Delhi: Excel Books India.  |  |                          |
| 7   | Carbery, R., & Cross, C. (Eds.). (2018). Human resource management. London: Bloomsbury Publishing.   |  |                          |
| 8   | Paauwe, J. (2004). HRM and performance: Achieving long-term viability. United Kingdom: Oxford University Press.  |  |                          |
| 9   | Sharon, P. A. N. D. E., & Swapnalekha, B. (2015). Human resource management: Text & Cases. New Delhi: Vikas Publishing House.  |  |                          |
| 10  | Dessler, G. (2020). Fundamentals of human resource management. New Delhi: Pearson.   |  |                          |
| e-Contents  |  |  |                          |
| 1   | <a href="http://epgp.inflibnet.ac.in/view">http://epgp.inflibnet.ac.in/view</a>  |  |                          |
| 2   | <a href="http://www.humanresources.org">www.humanresources.org</a>   |  |                          |
| 3   | <a href="http://www.workforce.com">www.workforce.com</a>   |  |                          |
| 4   | <a href="http://www.ihrim.org">www.ihrim.org</a>   |  |                          |
| 5   | <a href="http://www.humanresourcesiq.com">www.humanresourcesiq.com</a>   |  |                          |

**SEMESTER - 2**  
**CORE COURSE: MARKETING MANAGEMENT**

| Course Code | Course Name          | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|----------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-524  | Marketing Management | CORE     | 46         | 9           | 5            | 3      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the dynamics of consumer behaviour and how to influence purchasing decisions   |
| 2 | To familiarize market research and analyse data to inform strategic decision-making   |
| 3 | To examine marketing planning and control processes, including budgeting, setting goals, and measuring marketing performance                    |
| 4 | To discuss the strong communication skills to create compelling marketing messages and deliver impactful presentations                          |
| 5 | To examine the dynamic nature of the marketing landscape and stay up-to-date on emerging trends, especially in digital marketing and technology |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the basic concepts and components of marketing management              | K1, K2                          |
| CO2       | Able to know the factors influencing buying behaviour and steps in buying process | K2, K3                          |
| CO3       | Understand market research and patterns of market segmentation                    | K3, K4, K5                      |
| CO4       | Conceptualize pricing and factors influencing pricing decisions                   | K2, K3, K4, K5                  |
| CO5       | Familiarize integrated marketing communication and retail marketing               | K4, K5                          |
| CO6       | Understand the current developments and ethics in marketing                       | K4, K5, K6                      |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | L   | S   | M   | L   | M   | S   | L    | S    | S    | S    |
| CO2     | M   | S   | S   | M   | S   | S   | M   | S   | M   | M    | M    | S    | M    |
| CO3     | M   | S   | S   | S   | M   | S   | S   | M   | M   | M    | M    | S    | S    |
| CO4     | L   | S   | S   | M   | M   | M   | M   | S   | L   | S    | M    | S    | M    |
| CO5     | M   | M   | M   | S   | S   | L   | S   | S   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | M   | L   | M   | M   | M    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Introduction to Marketing Management - Marketing Environment - Domestic Marketing and International Marketing - Fundamentals of Strategic Marketing Planning - Customer Lifetime Value - Marketing Organization and Control Systems - Organising Marketing Department - Marketing Control Techniques.  | 12    |
| II     | Consumer Behaviour - Consumer and Business Markets - Buying Roles - Steps Involved in Buying Process - Factors Influencing Buying Decision - Consumer Adoption Process - Changing Pattern of Consumer Behaviour.   | 8     |
| III    | Marketing Research and Selecting the Target Markets - Marketing Information System - Demand Estimation and Sales Forecasting - Market Segmentation - Levels and Patterns of Segmentation - Effective Segmentation - Market Targeting - Positioning Methods and Strategies.   | 9     |
| IV     | Product and Pricing Decisions: Concept of Product - Product Line and Product Mix - New Product Development - Packaging and Labelling - Concepts of Branding - Brand Types - Brand Equity - Branding Strategies - Product Life Cycle Stages and Strategic Marketing Decisions - Services Marketing - Pricing Concepts - Factors Influencing Price Decisions - Pricing Strategies. | 11    |
| V      | Promotion And Distribution Decisions: Promotion Mix - Integrated Marketing Communication- Advertising - Sales Promotion - Personal Selling - Publicity - Public Relations - Direct Marketing   | 12    |

|              |   |           |
|--------------|---|-----------|
|              | - Distribution Channels - Physical Distribution Systems - Channel Intermediaries - Channel Management - Wholesaling and Retailing - Retail Marketing.                                   |           |
| <b>VI</b>    | Emerging Trends in Marketing - Social Marketing - Digital Marketing - Green Marketing - Retro Marketing - Marketing Analytics - Current Developments in Marketing - Ethics in Marketing | <b>8</b>  |
| <b>TOTAL</b> |   | <b>60</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes  | Teaching & Learning Activity  | Assessment Tasks            |
|------------|---|---|-----------------------------|
| <b>I</b>   | Understand the intricacies of domestic and international marketing environments, and apply strategic marketing planning fundamentals to both contexts.                | Conduct case studies to apply theoretical concepts, fostering critical thinking and problem-solving skills. | Presentation, Class test    |
| <b>II</b>  | Analyze consumer behavior, including buying roles, decision-making processes, and factors influencing purchasing decisions, to inform effective marketing strategies. | Engage students in group projects to develop marketing plans, promoting teamwork and practical application. | Case study, Assignment      |
| <b>III</b> | Develop proficiency in marketing research techniques, target market selection, and segmentation strategies to enhance market positioning and competitiveness.         | Invite guest speakers to share industry insights, enhancing real-world understanding beyond textbooks.      | Group discussion            |
| <b>IV</b>  | Evaluate product and pricing decisions, including product development, branding strategies, pricing concepts, and effective promotion and distribution strategies.    | Utilize marketing simulation games for hands-on experience in strategic decision-making.                    | Presentation, Class test    |
| <b>V</b>   | Explore emerging trends in marketing, including social, digital, and green marketing, and apply marketing analytics to adapt to current market developments.          | Organize field trips to observe marketing practices firsthand and network with professionals.               | Field visits                |
| <b>VI</b>  | Examine the ethical implications of marketing practices and develop responsible marketing strategies aligned with ethical standards and societal values.              | Facilitate debates and presentations on marketing issues to promote research and effective communication    | Presentation, Case analysis |

#### References

|           |  |
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| <b>1</b> | <a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==</a>                           |
| <b>2</b> | <a href="https://smallbusiness.chron.com/difference-between-advertising-sales-promotions-3377.html">https://smallbusiness.chron.com/difference-between-advertising-sales-promotions-3377.html</a> |
| <b>3</b> | <a href="https://www.ama.org/">https://www.ama.org/</a>   |
| <b>4</b> | <a href="https://academy.hubspot.com/">https://academy.hubspot.com/</a>   |
| <b>5</b> | <a href="https://www.marketingsherpa.com/">https://www.marketingsherpa.com/</a>   |

**SEMESTER-2**  
**CORE COURSE: FINANCIAL MANAGEMENT**

| Course Code | Course Name          | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|----------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-525  | Financial Management | CORE     | 46         | 5           | 9            | 3      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the framework of financial management in the context of business realities |
| 2 | To discuss the core functions of finance today  |
| 3 | To explain financial management practices   |
| 4 | To explain financial management practices at the Indian and global context            |
| 5 | To discuss the concept of cost of capital and time value of money                     |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the meaning, nature and objectives of financial management, Time value of money and sources of finance                            | K1, K2                          |
| CO2       | Understand the concept of cost of capital and calculate and interpret specific and composite costs   | K1, K3                          |
| CO3       | Analyse the financing options available to firms, trade-off between debt and equity, and criteria for deciding the optimal capital structure | K4, K5                          |
| CO4       | Make strategic investment decisions with the help of traditional and modern techniques   | K5, K6                          |
| CO5       | Analyse dividend practices and implement dividend decision   | K4, K6                          |
| CO6       | Understand and analyse working capital and the working capital policies to manage cash, accounts receivable and cash for a company           | K2, K4, K5                      |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | M   | L   | M   | S   | M   | M   | M   | L   | S   | M    | M    | M    | L    |
| CO2     | L   | M   | S   | L   | M   | L   | S   | M   | M   | M    | L    | S    | M    |
| CO3     | M   | S   | L   | M   | M   | M   | M   | M   | M   | S    | S    | M    | L    |
| CO4     | S   | M   | L   | M   | S   | S   | M   | M   | M   | S    | M    | S    | M    |
| CO5     | M   | M   | L   | M   | L   | M   | M   | L   | L   | M    | M    | L    | M    |
| CO6     | M   | M   | M   | S   | M   | M   | L   | M   | S   | M    | M    | M    | M    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Financial Management: Meaning, Nature, Scope and Objectives - Role of financial manager. Time value of money - Risk-return relationship - Sources of finance   | 9     |
| II     | Cost of Capital: Meaning and concept-Significance-Calculation of specific costs and composite costs (WACC)   | 9     |
| III    | Financing Decisions: Capital structure- Theories and value of the firm - Net income approach, Net operating income approach, Traditional approach, Modigliani Miller Model- Determining the optimal capital structure. | 12    |
| IV     | Investment Decisions: Concept-Significance- Capital budgeting Techniques - Payback period, NPV, IRR, Profitability Index-NPV v/s IRR - Capital rationing.  | 12    |
| V      | Dividend Decisions: Dividend Policy-Factors determining dividend policy, Theories of dividend-Gordon Model, Walter Model, MM Hypothesis- Forms of dividend- Dividend policies in practice                              | 8     |

|              |  |           |
|--------------|--|-----------|
| <b>VI</b>    | Working Capital Management: Concept of working capital- Factors affecting working capital requirements – Working capital policies-Management of working capital - Forecasting working capital requirements - Cash management - Receivables management - Inventory management | <b>10</b> |
| <b>TOTAL</b> |  | <b>60</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes   | Teaching & Learning Activity   | Assessment Tasks          |
|------------|--|--|---------------------------|
| <b>I</b>   | Understand the meaning, nature and objectives of financial management, Time value of money and sources of finance.                           | Discuss the concept of Finance, personal finance, and financial management. Also, discuss and workout time value of money and sources of finance         | Class test, Seminars      |
| <b>II</b>  | Understand the concept of cost of capital and calculate and interpret specific and composite costs.  | Discuss, calculate, and interpret cost of capital  | Case analysis, Class test |
| <b>III</b> | Analyse the financing options available to firms, trade-off between debt and equity, and criteria for deciding the optimal capital structure | Discuss the concept of capital structure, financial structure, and its determinants. Also, discuss the theories of capital structure using live examples | Quiz, Case analysis       |
| <b>IV</b>  | Make strategic investment decisions with the help of traditional and modern techniques.  | Discuss the concept of capital budgeting, and calculate and interpret long term proposals using traditional and modern tools through examples            | Seminars, Case analysis   |
| <b>V</b>   | Analyse dividend practices and implement dividend decision   | Discuss the concept of dividend, forms of dividend and dividend policy through examples  | Presentation, Class test  |
| <b>VI</b>  | Understand and analyse working capital and the working capital policies to manage cash, accounts receivable and cash for a company.          | Discuss the concept of working capital and its components. Also, estimate the amount of working capital through examples                                 | Presentation, Class test  |

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|-----------|---|
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| <b>1</b> | <a href="https://www.netsuite.com/portal/resource/articles/financial-management/financial-management.shtml">https://www.netsuite.com/portal/resource/articles/financial-management/financial-management.shtml</a> |
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| <b>5</b> | <a href="https://intellipaat.com/blog/scope-of-financial-management/">https://intellipaat.com/blog/scope-of-financial-management/</a>   |



**SEMESTER - 2**  
**CORE COURSE: BUSINESS COMMUNICATION**

| Course Code | Course Name            | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|------------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-526  | Business Communication | CORE     | 45         | 9           | 6            | 3      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To develop skills and competencies in participants, capable to communicate effectively through written, oral and social medium                                      |
| 2 | To conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts |
| 3 | To familiarise with persuasive communication and its different modes of communication techniques  |
| 4 | To discuss the importance of oral communication and its etiquettes  |
| 5 | To familiarise with cross-cultural communication and developed with global business etiquette and protocols   |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the ethical responsibilities towards community, society, discipline, and profession based on various perspectives and associated standards of ethical communication | K1, K2                          |
| CO2       | Understand the impact of the professional management solutions in societal and environmental contexts  | K2                              |
| CO3       | Demonstrate the knowledge of and need for sustainable development via report writing   | K3                              |
| CO4       | Practice the communication process, along with knowledge of cross-cultural functions   | K3, K4                          |
| CO5       | Create and apply appropriate techniques, resources and modern management in business communication   | K3, K6                          |
| CO6       | Create ability to comprehend communication critically and demonstrate intercultural sensitivity  | K5, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | M   | L   | M   | L   | S   | L   | M   | L    | M    | M    | S    |
| CO2     | S   | M   | L   | M   | L   | S   | S   | M   | S   | S    | M    | M    | S    |
| CO3     | S   | S   | S   | M   | S   | S   | L   | S   | S   | M    | S    | M    | S    |
| CO4     | S   | S   | S   | S   | M   | S   | M   | S   | L   | S    | M    | S    | S    |
| CO5     | S   | S   | S   | S   | S   | M   | S   | M   | S   | M    | S    | S    | S    |
| CO6     | S   | S   | S   | M   | S   | S   | S   | S   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents   | Hours |
|--------|---|-------|
| I      | Nature and purpose of communication; Process and Elements – Classification of communication - interpersonal, interpersonal, written, verbal, non-verbal, visual etc.; Barriers to communication; principles of effective communication; Business communication – Role, Importance, types; Deductive & inductive logic | 11    |
| II     | Written communication, Principles of effective writing; business letters – Types, layout, Application letter – resume – references; Appointment order. Letter of resignation; Business enquiries – offers and quotations, Order – execution and cancellation of orders; Letters of complaint                          | 10    |
| III    | Persuasive communication – Circulars, Publicity material, news, letters, Notices and advertisements, Leaflets, Initiation; Internal communication – memoranda, meeting documentation, Reports, Types of reports, Writing of reports   | 10    |
| IV     | Oral communication – Skills and effectiveness, principles. Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills – Appearing in interviews, conducting interviews;   | 10    |

|              |   |           |
|--------------|---|-----------|
| <b>V</b>     | Classroom Communication-Role of teacher-Design and Presentation-Developing Classroom Culture-Developing Communication skills in Learners- Think aloud strategy. Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures | <b>10</b> |
| <b>VI</b>    | Mass Media-Mass communication agencies in India-Securing information systems- Malicious programs in Information Systems-Various types of digital conferencing   | <b>9</b>  |
| <b>TOTAL</b> |   | <b>60</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>  | <b>Teaching &amp; Learning Activity</b>   | <b>Assessment Tasks</b>        |
|-----------------|--|---|--------------------------------|
| <b>I</b>        | Understand the ethical responsibilities towards community, society, discipline, and profession based on various perspectives and associated standards of ethical communication | Present the ethical responsibilities towards community, society, discipline, and profession through live cases/examples | Presentation, Group discussion |
| <b>II</b>       | Understand the impact of the professional management solutions in societal and environmental contexts  | Present impact of the professional management solutions in societal and environmental contexts through cases            | Assignment, Quiz               |
| <b>III</b>      | Demonstrate the knowledge of and need for sustainable development via report writing   | Present the knowledge of and need for sustainable development via report writing through examples                       | Assignment, Class test         |
| <b>IV</b>       | Practice the communication process, along with knowledge of cross-cultural functions   | Discuss the practices in the communication process and cross-cultural functions through live cases/examples             | Presentation, Group discussion |
| <b>V</b>        | Create and apply appropriate techniques, resources and modern management in business communication   | Discuss the techniques, resources and modern management in business communication through case studies                  | Presentation, Class test       |
| <b>VI</b>       | Create ability to comprehend communication critically and demonstrate intercultural sensitivity  | Create ability to demonstrate communication critically and intercultural sensitivity through cases and illustrations    | Presentation, Assignment       |

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|           |   |
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| <b>2</b> | <a href="https://www.getmyuni.com/mba-communications-management-syllabus-subjects">https://www.getmyuni.com/mba-communications-management-syllabus-subjects</a>   |
| <b>3</b> | <a href="http://osou.ac.in/pdf/CERTIFICATE_IN_COMMUNICATION_SKILLS.pdf">http://osou.ac.in/pdf/CERTIFICATE_IN_COMMUNICATION_SKILLS.pdf</a>   |
| <b>4</b> | <a href="https://mu.ac.in/wp-content/uploads/2021/06/USIT105-Communication-Skill.pdf">https://mu.ac.in/wp-content/uploads/2021/06/USIT105-Communication-Skill.pdf</a>   |
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**SEMESTER - 2**  
**CORE COURSE: BUSINESS PLANNING & ENTREPRENEURSHIP**

| Course Code | Course Name                          | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|--------------------------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-527  | Business Planning & Entrepreneurship | CORE     | 50         | 10          | 0            | 3      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To discuss the concept and process of entrepreneurship                                   |
| 2 | To explain the concept of business plan and its preparation                              |
| 3 | To familiarize with marketing plan, operation plan, organizational plan & financial plan |
| 4 | To discuss institutional facilities available to an entrepreneur in India                |
| 5 | To discuss the importance of Intellectual property in modern business                    |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the concepts of entrepreneurship, its need and scope.  | K1, K2                          |
| CO2       | Understand the need for a business plan and steps in the preparation of business plan                           | K2, K3                          |
| CO3       | Understand, apply and analyse marketing plan, operation plan, organizational plan and financial plan            | K1, K3, K4                      |
| CO4       | Understand and evaluate financing and its effects on effective asset management                                 | K2, K4, K5                      |
| CO5       | Impart basic knowledge for acquiring an established venture, and methods of valuing a business                  | K4, K5, K6                      |
| CO6       | Analyse life cycle of an entrepreneurial venture and the importance of Intellectual property in modern business | K2, K3                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | M   | M   | M   | M   | M   | S   | S   | S    | S    | S    | S    |
| CO2     | S   | S   | S   | S   | S   | S   | S   | S   | S   | M    | M    | S    | S    |
| CO3     | S   | S   | S   | M   | M   | S   | S   | M   | S   | S    | S    | S    | M    |
| CO4     | S   | M   | M   | S   | S   | M   | M   | L   | S   | S    | M    | S    | M    |
| CO5     | S   | M   | M   | S   | M   | M   | M   | M   | M   | S    | S    | S    | M    |
| CO6     | S   | M   | M   | M   | L   | M   | L   | M   | L   | S    | S    | S    | L    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Entrepreneurship: Meaning and concept – Definition of an Entrepreneur – Characteristics of an Entrepreneur – Entrepreneurial Process – Scope of Entrepreneurship in India – Women Entrepreneurship – Social Entrepreneur – Development of Social Entrepreneurship in India – Entrepreneurial motivation – Factors responsible for Emergence of Entrepreneurship – Types of Entrepreneurship – Intrapreneurship - Barriers to Entrepreneurship – MSME Growth and Development of MSME in India – Small Business: Meaning – Role – Strengths and weaknesses | 12    |
| II     | Business Plan: Meaning – Purpose of a Business plan – Steps in the preparation of Business Plan – Project Report Preparation – Essentials of a Project Report  | 8     |
| III    | Marketing Plan: Market Research – Segmentation – Market Positioning – Developing Marketing Mix Strategies – Packaging and Labelling – Pricing Mix – Promotional Mix – Distribution Mix – Channel Levels – Types of Distribution Channels – Operation Plan – Capacity Planning- Inventory Management – ISO 9000 and TQM – Organizational Plan – Financial Plan – Feasibility Planning – Fundamental of a good feasibility plan  | 10    |
| IV     | Financing a New Venture: Financing and its effects on effective asset management – Alternate Methods of Financing – Venture Capital and New Venture Financing – Working out working capital requirement – Institutions Supporting Entrepreneurs  | 10    |

|              |   |           |
|--------------|---|-----------|
| <b>V</b>     | Acquiring an Established Venture: Advantages and Disadvantages of acquiring established business – Considerations for evaluating business opportunities – Methods of valuing a business – Franchising and Franchisee's perspective.   | <b>10</b> |
| <b>VI</b>    | Life cycle of an entrepreneurial venture: Role of entrepreneur during various transition stages – Growth Strategies – Intellectual Property: Importance of Intellectual property – Trademarks – Copyright – Patents – Steps in Obtaining a Patent– Geographical Indications (GI) of Goods – Designs – Other Laws in India relating to IPR | <b>10</b> |
| <b>TOTAL</b> |   | <b>60</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes  | Teaching & Learning Activity  | Assessment Tasks   |
|------------|---|---|--|
| <b>I</b>   | Understand the concepts of entrepreneurship, its need and scope.  | Interactive lectures, readings, case studies, field visit and class discussions to understand the concepts of entrepreneurship, its need and scope & development of MSME in India | Case study, Group discussions, Presentations, Class test |
| <b>II</b>  | Understand the need for a business plan and steps in the preparation of business plan                           | Case study analysis and group discussions to understand the need for a business plan and steps in the preparation of business plan  | Case study, Class test, Presentations                    |
| <b>III</b> | Understand, apply and analyse marketing plan, operation plan, organizational plan and financial plan            | Interactive lectures, readings, case studies and class discussions to familiarize with the marketing plan, operation plan, organizational plan and financial plan                 | Group discussions, Presentations                         |
| <b>IV</b>  | Understand and evaluate financing and its effects on effective asset management                                 | Case study analysis, group discussions to understand the financing and its effects on effective asset management  | Case study, Group discussions, Class test                |
| <b>V</b>   | Impart basic knowledge for acquiring an established venture ,and methods of valuing a business                  | Case studies and group discussions to provide basic knowledge about the acquiring an established venture and methods of valuing a business  | Case study, Group discussions, Presentation              |
| <b>VI</b>  | Analyse life cycle of an entrepreneurial venture and the importance of Intellectual property in modern business | Seminars, debates and workshops to understand the life cycle of an entrepreneurial venture and importance of IPR  | Seminars, Debates  |

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|           |   |
|-----------|---|
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| <b>7</b>  | Baringer, B. (2015). Entrepreneurship. New Delhi: Pearson   |
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| <b>9</b>  | Naidu, N. V. R. (2013). Management and entrepreneurship. New Delhi: IK International Pvt Ltd.                             |
| <b>10</b> | Kumar, A. (2012). Entrepreneurship: Creating and leading and entrepreneurial organisation. New Delhi: Pearson             |

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| <b>1</b> | <a href="https://www.entrepreneur.com/">https://www.entrepreneur.com/</a>                             |
| <b>2</b> | <a href="https://msme.gov.in/">https://msme.gov.in/</a>   |
| <b>3</b> | <a href="https://www.ediindia.org/">https://www.ediindia.org/</a>                                     |
| <b>4</b> | <a href="https://www.inc.com/">https://www.inc.com/</a>   |
| <b>5</b> | <a href="https://www.youtube.com/watch?v=09aSi1CCvf8">https://www.youtube.com/watch?v=09aSi1CCvf8</a> |

**SEMESTER -2**  
**CORE COURSE: OPERATIONS RESEARCH**

| Course Code | Course Name         | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|---------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-528  | Operations Research | CORE     | 54         | 3           | 3            | 3      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the significance of Operations Research and its scientific methods, models, and applications in decision-making processes  |
| 2 | To examine linear programming techniques to formulate and solve optimization problems, analyzing constraints and sensitivity to optimize solutions for industry and management applications |
| 3 | To discuss network analysis methods, such as CPM and PERT, to schedule activities, compute project durations, and assess completion probabilities for effective project management          |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Familiarize with the application of operations research tools and techniques for managerial decision making | K1, K2, K3                      |
| CO2       | Understand and apply transportation problem, its formulation and methods of solution                        | K2, K3                          |
| CO3       | Understand assignment problem, its formulation and methods of solution                                      | K2, K3                          |
| CO4       | Application of network techniques to optimize time and cost   | K2, K3                          |
| CO5       | Evaluate the replacement of items that deteriorate with time; Replacement of items that fail completely     | K3, K5                          |
| CO6       | Adopt simulation technique and decision making under risk and uncertainty                                   | K2, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | S   | S   | S   | S   | S   | S   | M   | S    | S    | S    | S    |
| CO2     | S   | S   | S   | S   | M   | S   | S   | S   | S   | S    | S    | S    | S    |
| CO3     | M   | S   | M   | M   | S   | M   | M   | M   | L   | M    | M    | M    | M    |
| CO4     | L   | L   | M   | L   | M   | L   | L   | L   | L   | S    | L    | L    | L    |
| CO5     | S   | S   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | M   | S   | S   | S   | S    | M    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Decision Making with O.R: Nature and significance of O.R- Scientific methods in O.R- Models and relevance of modelling in O.R -Applications of OR-Tools and techniques -Role of Operations Research in Decision Making-Linear Programming Problem-Mathematical Formulation.  | 9     |
| II     | Network Analysis: Concepts of Network- Activities and Events- Network Diagram- Critical Path Method (CPM)- Computation of TE and TL Values-EST, EFT, LST, LFT-Critical Path-Project Duration- PERT- Optimistic time-Most likely time-Pessimistic time-Variance of Critical Path-Probability of Project completion. | 10    |
| III    | Assignment Problem: Formulation- Methods of Solution- Enumeration Method, Hungarian Method- Multiple Optimal Solutions-Unbalanced Problems- Travelling Salesman Problem – Queuing Theory: M/M/1 Queue; Standard Problems.  | 9     |

|              |  |           |
|--------------|--|-----------|
| <b>IV</b>    | Transportation Problem: Formulation- Methods of Solution -Initial Basic Feasible Solution- North-West Corner Rule, Least Cost Method, Vogel's Method- Test of Optimality- MODI Method for Final Solution.  | <b>12</b> |
| <b>V</b>     | Replacement Problems: Replacement of Items that Deteriorate with Time- Replacement of Items that Fail Completely- Simple Inventory Problems- Deterministic Inventory with and without Shortage-Single Period Probabilistic Inventory Models with and without Setup Cost. | <b>10</b> |
| <b>VI</b>    | Simulation: Introduction to Simulation and Modelling – Decision Theory- Concepts of Decision Making- Decision Under Uncertainty- Maximin Criterion, Minimax Criterion, Laplace Criterion, Hurwicz Alpha Criterion- Decision Making Under Risk- EOL-EMV Criterion.        | <b>10</b> |
| <b>TOTAL</b> |  | <b>60</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching &amp; Learning Activity</b>   | <b>Assessment Tasks</b>  |
|-----------------|---|---|--------------------------|
| <b>I</b>        | Familiarize with the application of operations research tools and techniques for managerial decision making | Lectures and discussions on the fundamentals of Operations Research, emphasizing its role in decision-making processes and its various applications.                        | Assignment, Class test   |
| <b>II</b>       | Understand and apply transportation problem, its formulation and methods of solution                        | Practical exercises and case studies applying linear programming, network analysis, and transportation problem-solving techniques to real-world managerial problems.        | Case study               |
| <b>III</b>      | Understand assignment problem, its formulation and methods of solution                                      | Group projects requiring students to solve assignment problems, replacement problems, and inventory models using appropriate methods and software tools.                    | Case study               |
| <b>IV</b>       | Application of network techniques to optimize time and cost   | Hands-on workshops and simulations demonstrating critical path methods (CPM), Program Evaluation and Review Technique (PERT), and their applications in project management. | Presentation, Class test |
| <b>V</b>        | Evaluate the replacement of items that deteriorate with time; Replacement of items that fail completely     | Interactive sessions exploring decision-making under uncertainty and risk, utilizing mathematical modeling and simulation tools to analyze different scenarios.             | Seminar, Assignment      |
| <b>VI</b>       | Adopt simulation technique and decision making under risk and uncertainty                                   | Conduct presentation showcasing the practical application of operations research techniques in business and industry contexts.  | Case study, Quiz         |

#### **References**

|          |   |
|----------|---|
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| <b>2</b> | Kahraman, C., & Topcu, Y. I. (Eds.). (2018). Operations research applications in health care management. New York/Heidelberg/Dordrecht/London: Springer International Publishing. |
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|-------------------|--|
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| <b>10</b>         | Duckworth, W. E. (2012). A guide to operational research. New York: Springer Science & Business Media.                                   |
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| <b>2</b>          | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1408">http://epgp.inflibnet.ac.in/view-f.php?Category=1408</a>                  |
| <b>3</b>          | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1409">http://epgp.inflibnet.ac.in/view-f.php?Category=1409</a>                  |
| <b>4</b>          | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1406">http://epgp.inflibnet.ac.in/view-f.php?Category=1406</a>                  |
| <b>5</b>          | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1411">http://epgp.inflibnet.ac.in/view-f.php?Category=1411</a>                  |

**SEMESTER - 3**  
**CORE COURSE: BUSINESS ANALYTICS**

| Course Code | Course Name        | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|--------------------|----------|------------|-------------|--------------|--------|
| MG -CC-531  | Business Analytics | CORE     | 35         | 10          | 15           | 3      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To discuss the use of business analytics to formulate and solve business problems in decision making |
| 2 | To familiarise with the processes needed to develop, report, and analyse business data               |
| 3 | To discuss how to tackle complex business problems   |
| 4 | To discuss how to analyse data and make better management decisions                                  |
| 5 | To create ability to work and contribute across sectors  |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the basic concepts of data, information, and information systems                          | K1, K2                          |
| CO2       | Application of information systems in modern day business  | K2, K3                          |
| CO3       | Understand the concepts of big data and big data analytics   | K2, K4                          |
| CO4       | Understand machine language and to develop the ability to apply the concepts in the real world       | K2, K3                          |
| CO5       | Create ability to carry out data analysis independently  | K4, K5, K6                      |
| CO6       | Create ability to take decisions regarding the applications of business analytics at strategic level | K5, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | M   | S   | M   | M   | S   | S   | S    | M    | M    | S    |
| CO2     | S   | M   | S   | M   | M   | S   | S   | S   | S   | M    | S    | S    | S    |
| CO3     | S   | S   | S   | M   | S   | M   | M   | S   | S   | S    | S    | S    | M    |
| CO4     | M   | M   | S   | S   | S   | S   | S   | S   | S   | M    | M    | S    | S    |
| CO5     | S   | M   | S   | S   | S   | S   | S   | S   | S   | S    | M    | M    | S    |
| CO6     | M   | S   | M   | M   | S   | S   | S   | M   | M   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents   | Hours     |
|--------------|---|-----------|
| I            | Understanding Data: Types of data – Data cleaning and preparation - Information – Types of data – Structured and unstructured - Characteristics – Information systems in modern day business – Importance of Information Processing in Management   | 10        |
| II           | Online Data Storage: Relevance of online data processing – Cloud computing –Cloud based services offered by Amazon, Google, and IBM – E-Commerce Applications   | 10        |
| III          | Big Data Analytics: Big Data- Characteristics and Relevance – Applications of Big Data – Algorithms in search engines – Digital advertisements – Recommender systems – Customer Analytics – Compliance analytics – Fraud analytics – Operational analytics  | 10        |
| IV           | Machine Learning: Types of learning algorithms – Machine learning models – Areas of application – Business intelligence – Data gathering – Data storage and knowledge management  | 10        |
| V            | Data Analysis: Introduction to R Programming - SPSS, and MS-Excel – Key data analysis techniques used in creating data sets for business –Types of analysis – Descriptive – Diagnostic – Predictive - Prescriptive  | 10        |
| VI           | Business Analytics in Functional Areas: Financial Analytics, HR analytics, Operational Analytics, Marketing Analytics-Strategy and BA- Link between strategy and Business Analytics- BA and supporting strategy at functional level- Dialogue between strategy and BA, information as strategic resource. | 10        |
| <b>TOTAL</b> |   | <b>60</b> |

| Facilitating the Achievement of Course Learning Outcomes: |   |   |                                      |
|---|---|---|--------------------------------------|
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity  | Assessment Tasks                     |
| I   | Understand the basic concepts of data, information, and information systems   | Discuss the basic concepts of data, information, and information systems  | Presentation, Class test             |
| II  | Application of information systems in modern day business   | Discuss the use & application of information systems in modern business   | Group discussion/ Case studies, Quiz |
| III   | Understand the concepts of big data and big data analytics  | Presentation of the concepts of big data and big data analytics   | Quiz, Seminar                        |
| IV  | Understand machine language and to develop the ability to apply the concepts in the real world  | Discuss the concept of machine language and explain the application of the concept in the real world              | Presentation, Class test             |
| V   | Create ability to carry out data analysis independently   | Conduct a practical session to carry out data analysis independently  | Presentation, Class test             |
| VI  | Create ability to take decisions regarding the applications of business analytics at strategic level  | Conduct a practical session to take decisions regarding the applications of business analytics at strategic level | Test / Quiz                          |
| References  |   |   |                                      |
| 1   | Hardoon, D. R., Shmueli, G. (2013). Getting Started with Business Analytics: Insightful Decision-Making. United Kingdom: CRC Press.   |   |                                      |
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| 2   | <a href="https://searchbusinessanalytics.techtarget.com/definition/social-media-analytics">https://searchbusinessanalytics.techtarget.com/definition/social-media-analytics</a> |   |                                      |
| 3   | <a href="https://analytics.facebook.com">https://analytics.facebook.com</a>   |   |                                      |
| 4   | <a href="https://gameanalytics.com/blog/best-tools-for-mobile-game-developers.html">https://gameanalytics.com/blog/best-tools-for-mobile-game-developers.html</a>               |   |                                      |
| 5   | <a href="https://www.jetbrains.com/pycharm/features/scientific_tools.html">https://www.jetbrains.com/pycharm/features/scientific_tools.html</a>                                 |   |                                      |



**SEMESTER - 3**  
**CORE COURSE: CYBER SECURITY AND INFORMATION SYSTEM**

| Course Code | Course Name                           | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|---------------------------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-532  | Cyber Security and Information System | CORE     | 46         | 5           | 9            | 3      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss information systems, including their components, resources, and dimensions   |
| 2 | To examine contemporary approaches to information systems and their organisational foundations, emphasizing their strategic role in modern businesses |
| 3 | To discuss the classification and functions of management information systems (MIS)   |
| 4 | To familiarize system building approaches, development life cycles, and challenges in system implementation   |
| 5 | To discuss the importance of information security management, business analytics, and the ethical implications of IT                                  |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the role of information systems in modern-day organisations         | K1, K2                          |
| CO2       | Familiarise with the level-wise classification of IS                           | K2, K3                          |
| CO3       | Realise the role of IS in different functional areas in an organisation        | K2,                             |
| CO4       | Ability to decide on the appropriate method for system building                | K3, K4                          |
| CO5       | Comprehend the various threats to IS and the means to ensure the quality of IS | K4, K5, K6                      |
| CO6       | Realise the legal and ethical issues in the management of IT and IT Act        | K2, K3                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | M   | S   | S   | S   | S   | S   | S   | S    | S    | S    | M    |
| CO2     | S   | S   | S   | S   | S   | S   | S   | M   | S   | S    | S    | S    | L    |
| CO3     | S   | M   | S   | S   | S   | L   | M   | M   | M   | S    | S    | S    | L    |
| CO4     | S   | M   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | L    |
| CO5     | S   | S   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | M   | S   | S   | S   | S   | S   | S   | S    | M    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | System Concept: Information Systems - Components - Resources - Dimensions of Information System - Contemporary Approach to Information Systems - Organizational Foundation of Information Systems - Management Information System - Concept - Objective - Impact - Limitation - Challenges - Strategic Role. | 12    |
| II     | MIS- Level-wise Classification: Transaction Processing System (TPS)- Knowledge Management System (KMS)- Types, Application. Decision Support System (DSS) - Model-Driven and Data – Driven DSS Group Decision Support System (GDSS) - Executive Information System (ESS)                                     | 10    |
| III    | MIS- Function-wise Classification: Marketing IS (MkIS), Human Resource IS (HRIS), Operations IS (OIS), Financial Management IS (FMIS)- Structure, Applications   | 8     |
| IV     | System Building Approaches: System Development Life Cycle -Waterfall Approach - Prototyping - End-User Development - Standard Software Package - Outsourcing: Advantages and Disadvantages - Challenges in System Implementation - Concept of Change Management.   | 10    |
| V      | Information Security Management: Hackers and Cyber Vandalism - Computer Crime and Cyber Terrorism - Malicious Software - Technology and Tools for Protecting Information Resources - ISO 27001 - Information Security Management System.   | 10    |

|   |   |  |                             |
|---|---|--|-----------------------------|
| VI  | Business Analytics: Internet of Things (IoT). Impact of IT on People, Health, and Social Life. IT and Ethics - Privacy of People & Technical Solutions - IT Act 2000: Major Provisions and Implications on Business | 10   |                             |
| TOTAL   |   | 60   |                             |
| Facilitating the Achievement of Course Learning Outcomes: |   |  |                             |
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity   | Assessment Tasks            |
| I   | Understand the role of information systems in modern-day organisations  | Discuss information system concepts, contemporary approaches, and ethical considerations with examples   | Presentation                |
| II  | Familiarise with the level-wise classification of IS  | Present case studies and scenarios related to MIS functions, system development, and information security management, encouraging analytical skills and practical application. | Presentation, Case study    |
| III   | Realise the role of IS in different functional areas in an organisation   | Discuss MIS and its classifications with case studies  | Presentation, Class test    |
| IV  | Ability to decide on the appropriate method for system building   | Explain System Development Life Cycle and different methods using live examples and case studies   | Presentation, Class test    |
| V   | Comprehend the various threats to IS and the means to ensure the quality of IS  | Discuss the threats to IS using live cases and examples  | Presentation                |
| VI  | Realise the legal and ethical issues in the management of information technology and IT Act   | Discuss innovations in IT and ethical issues using case studies  | Presentation, Case analysis |
| References  |   |  |                             |
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| e-Contents  |   |  |                             |
| 1   | <a href="https://www.management-square.com/management-information-system-mis/">https://www.management-square.com/management-information-system-mis/</a>   |  |                             |
| 2   | <a href="https://www.geeksforgeeks.org/management-information-system-mis/">https://www.geeksforgeeks.org/management-information-system-mis/</a>   |  |                             |
| 3   | <a href="https://opentextbc.ca/businessopenstax/chapter/management-information-systems/">https://opentextbc.ca/businessopenstax/chapter/management-information-systems/</a>   |  |                             |
| 4   | <a href="https://shodhganga.inflibnet.ac.in/bitstream/10603/42602/7/07-chapter_1.pdf">https://shodhganga.inflibnet.ac.in/bitstream/10603/42602/7/07-chapter_1.pdf</a>   |  |                             |
| 5   | <a href="https://one.comodo.com/blog/msp/management-information-system.php">https://one.comodo.com/blog/msp/management-information-system.php</a>   |  |                             |

**SEMESTER - 3**  
**FINANCE ELECTIVE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

| Course Code | Course Name                                | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|--|----------|------------|-------------|--------------|--------|
| MGT-DE-F531 | Security Analysis and Portfolio Management | Elective | 25         | 10          | 10           | 2      |

**Course Objectives:**

- 1 To discuss securities market and sources of investment information
- 2 To explain various approaches for analysing securities
- 3 To discuss various theories and forms for checking market efficiency
- 4 To explain portfolio selection and evaluation
- 5 To provide a theoretical and practical background in the field of investments

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand and analyse undervalued securities and profitable investment opportunities                        | K1, K2, K4                      |
| CO2       | Understand and analyse maximizing returns while minimizing risks through diversification                     | K2, K3, K4                      |
| CO3       | Review and rebalance portfolios to adapt to changing market conditions                                       | K4, K5                          |
| CO4       | Evaluate investor's financial goals, such as capital appreciation, income generation, or wealth preservation | K2, K5                          |
| CO5       | Adopt portfolio evaluation and revision strategies   | K4, K5, K6                      |
| CO6       | Application and adoption of derivatives for hedging  | K3, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | M   | S   | M   | M   | S   | S   | S    | M    | M    | S    |
| CO2     | S   | M   | S   | M   | M   | S   | S   | S   | S   | M    | S    | S    | S    |
| CO3     | S   | S   | S   | M   | S   | M   | M   | S   | S   | S    | S    | S    | M    |
| CO4     | M   | M   | S   | S   | S   | S   | S   | S   | S   | M    | M    | S    | S    |
| CO5     | S   | M   | S   | S   | S   | S   | S   | S   | S   | S    | M    | M    | S    |
| CO6     | M   | S   | M   | M   | S   | S   | S   | M   | M   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Introduction to Investments: Nature and scope of investment decision –Investment vs Speculation- investment vs Gambling- investment avenues- Valuation of securities-return and risk-risk free return and risk premium- types of risk-interest rate risk-exchange rate risk-valuation of fixed income securities/bond valuation- YTM-Yield to call (YTC)- yield curve                | 8     |
| II     | Security Analysis: Meaning –approaches-fundamental analysis-economy-analysis-economic forecasting-industry analysis- industry life cycle-structure analysis- trend analysis- company analysis- ratio analysis  | 8     |
| III    | Technical Analysis: Concept- Dow theory- Elliot wave theory-types of charts-line charts, bar charts- Japanese candlestick charts- technical market indicators-patterns-trends and trend reversals- mathematical indicators-moving average- market indicators. Efficient market theory (EMH)-Random Walk Theory-forms of market efficiency- EMH vs fundamental and technical analysis | 7     |
| IV     | Portfolio Management: Portfolio analysis and selection- measurement of return- measurement of risk reduction of portfolio risk through diversification- systematic and unsystematic risk-portfolio selection-Markowitz Portfolio Theory (MPT)- Feasible Set-Efficient frontier- Capital Asset Pricing Model (CAPM)   | 7     |

|              |  |           |
|--------------|--|-----------|
| V            | Portfolio Revision: Need for revision- constraints, portfolio revision strategies-portfolio evaluation-need–evaluation perspective- differential return, decomposition of performance  | 8         |
| VI           | Financial Markets: Concept- Money market and capital market instruments- Stock exchanges- dematerialisation-procedure for listing in stock exchanges- Financial derivatives- meaning and definition-scope and importance- types of derivatives-forwards-futures –options- swaps– applications of derivatives for hedging | 7         |
| <b>TOTAL</b> |  | <b>45</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No. | Course Learning Outcomes   | Teaching & Learning Activity   | Assessment Tasks               |
|----------|--|--|--------------------------------|
| I        | Understand and analyse undervalued securities and profitable investment opportunities                        | Company analysis using publicly accessible corporate information   | Class test, Seminars           |
| II       | Understand and analyse maximizing returns while minimizing risks through diversification                     | Analyse the portfolio management practices of investors to analyse risk and return                             | Group discussion, Case studies |
| III      | Review and rebalance portfolios to adapt to changing market conditions                                       | Evaluate the security market based on a basket of securities   | Class test, Seminar            |
| IV       | Evaluate investor's financial goals, such as capital appreciation, income generation, or wealth preservation | Conduct a survey among investors to know their capital appreciation, income generation, or wealth preservation | Case study                     |
| V        | Adopt portfolio evaluation and revision strategies   | Conduct a survey among investors to know their portfolio evaluation and revision strategies                    | Quiz, Case study               |
| VI       | Application and adoption of derivatives for hedging  | Evaluate the hedging practices of investors using different derivatives  | Presentation                   |

#### References

|    |   |
|----|---|
| 1  | Security Analysis and Portfolio Management, 2nd Edition. New Delhi: Vikas Publishing House.   |
| 2  | Fischer, D. E., Jordan, R. J. (1995). Security Analysis and Portfolio Management. United States: Prentice Hall.                             |
| 3  | Security analysis and portfolio management. (2011). India: Wiley India pvt. Limited.  |
| 4  | Dash, A. P. (2013). Security Analysis and Portfolio Management. India: I.K. International Publishing House Pvt. Limited.                    |
| 5  | Thomas, s. (2014). Security analysis and portfolio management. India: PHI learning.   |
| 6  | Bhalla, V. (2008). Investment Management: Security Analysis and Portfolio Management. India: S. Chand Limited.                              |
| 7  | Security Analysis and Portfolio Management. (2009). India: Excel Books.   |
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| 9  | Elton, E. J., Gruber, M. J., Brown, S. J., Goetzmann, W. N. (2014). Modern Portfolio Theory and Investment Analysis. United Kingdom: Wiley. |
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|   |   |
|---|---|
| 1 | <a href="https://www.google.co.in/books/edition/Investment_Analysis_and_Portfolio_Management">https://www.google.co.in/books/edition/Investment_Analysis_and_Portfolio_Management</a> |
| 2 | <a href="https://www.amazon.in/Security-Analysis-Seventh-Principles-Techniques">https://www.amazon.in/Security-Analysis-Seventh-Principles-Techniques</a>                             |
| 3 | <a href="https://investortonight.com/security-analysis">https://investortonight.com/security-analysis</a>   |
| 4 | <a href="https://books.google.co.in/books/about/security_analysis_and_portfolio_management">https://books.google.co.in/books/about/security_analysis_and_portfolio_management</a>     |
| 5 | <a href="https://vignan.ac.in/subjectsnew/17BB317.pdf">https://vignan.ac.in/subjectsnew/17BB317.pdf</a>   |

### SEMESTER - 3

#### FINANCE ELECTIVE- PROJECT FINANCE

| Course Code | Course Name     | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|-----------------|----------|------------|-------------|--------------|--------|
| MGT-DE-F532 | Project Finance | Elective | 30         | 10          | 5            | 2      |

#### Course Objectives

|   |   |
|---|---|
| 1 | To discuss the principles and mechanisms of project financing, including its unique risk allocation strategies and financial structures, to effectively assess and manage project viability   |
| 2 | To evaluate the key stakeholders involved in project financing, such as lenders, sponsors, and government agencies, and comprehend their roles and responsibilities throughout the project lifecycle                                    |
| 3 | To discuss the various sources of project financing, including debt, equity, and hybrid instruments, and determine optimal capitalization strategies to maximize project returns while minimizing financial risks                       |
| 4 | To examine the financial modeling techniques to assess project feasibility, conduct sensitivity analyses, and develop robust financial projections to support decision-making and secure financing from potential investors and lenders |

#### Course Outcomes (COs): On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand project planning - pre-requisites of a successful project implementation   | K1, K2                          |
| CO2       | Recall appraisal for term loan and working capital financing, financial viability, consultancy services, financing agencies | K2, K5                          |
| CO3       | Evaluate various sources of funding of projects   | K4, K5                          |
| CO4       | Analyse various risks associated with project implementation and its social cost benefit                                    | K3, K4                          |
| CO5       | Evaluate national level and state level funding structure for projects  | K5                              |
| CO6       | Analyse industrial sickness and various rehabilitation programmes available to overcome sickness                            | K4, K6                          |

#### Programme Outcomes (POs):

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | S   | S   | S   | L   | S   | S   | S    | S    | S    | S    |
| CO2     | S   | M   | S   | S   | M   | S   | S   | S   | S   | S    | S    | S    | S    |
| CO3     | L   | L   | L   | L   | L   | L   | L   | L   | L   | L    | L    | L    | L    |
| CO4     | M   | S   | M   | M   | M   | M   | M   | M   | M   | M    | M    | M    | M    |
| CO5     | S   | S   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents   | Hours |
|--------|---|-------|
| I      | Project: Meaning, Characteristics, Classification of Projects-Project Selection Process-Idea Generation, SWOT Analysis, Project Life Cycle-Phases of Project, Stages of Project Formulation Viability Studies – Commercial Feasibility, Economic and Financial Viability - Project Report-Steps.  | 8     |
| II     | Appraisal of Project: Economic Analysis, Financial Analysis, Market Analysis, Technical Analysis, Managerial Competence- Tools and Techniques for Project Management- Project Selection Techniques-Cost Benefit Analysis, Project Execution Planning Techniques-Work Breakdown Structure (WBS), PEP-Project Scheduling and Coordinating Techniques-Line Of Balance (LOB),PERT/CPM-PROMPT-Project Cost And Productivity Control Techniques | 7     |
| III    | Sources of Finance: Project Financing -Importance, Means of Finance and Sources of Projects-Equity Capital, Preference Capital, Debentures, Term Loans, Foreign Currency Term Loans,  | 7     |

|              |   |           |
|--------------|---|-----------|
|              | Deferred Credit, Bill Discounting, Public Deposits Seed Capital, Assistance- Finance Leverage – Capital Budgeting Decisions – Term, Loans – Non-Fund-Based Credits  |           |
| <b>IV</b>    | Analysis of Project Risk: Market Risk and Firm Risk-Security Market Risk, Interest Rate Risk Purchasing Power Risk, Business Risk Financial Risk- Social Cost Benefit Analysis-Need, Procedure- Tools and Techniques Of Project Risk Analysis-Delphi Method, Brain Storming, Risk Analysis Matrix, Swot Analysis, Root Cause Analysis.                    | <b>8</b>  |
| <b>V</b>     | Financial Institutions Structure: Institutional Structure- All India Institutions- IFCI, ICICI, IDBI- State Level Institutions- SFC, SIDC-Financial Assistance- Direct, Indirect- DPG (Deferred Payment Guarantee), Underwriting-Norms of Finance and Term Loan Procedure-Project Appraisal, Key Financial Indicators-Environmental Appraisal of Projects | <b>8</b>  |
| <b>VI</b>    | Industrial Sickness and Rehabilitation: Definition of Industrial Sickness – Identification of Sickness, Causes Of Sickness – Rehabilitation Programmes – Sick Industries – Recovery Proceedings. Liquidation Debt Recovery -Tribunals, Out of Court Settlements.  | <b>7</b>  |
| <b>TOTAL</b> |   | <b>45</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes  | Teaching & Learning Activity  | Assessment Tasks            |
|------------|---|---|-----------------------------|
| <b>I</b>   | Understand project planning - pre-requisites of a successful project implementation   | Lectures and discussions on project management principles, including project selection processes, viability studies, and risk analysis.                 | Class test                  |
| <b>II</b>  | Recall appraisal for term loan and working capital financing, financial viability, consultancy services, financing agencies | Group activities and case studies analyzing real-world projects, applying tools and techniques such as cost-benefit analysis and project scheduling.    | Case study                  |
| <b>III</b> | Evaluate various sources of funding of projects   | Guest lectures from industry experts discussing various sources of finance for projects and their implications for capital budgeting decisions.         | Group discussion            |
| <b>IV</b>  | Analyse various risks associated with project implementation and its social cost benefit                                    | Workshops and simulations focusing on project risk analysis techniques, including Delphi method and SWOT analysis, to evaluate and mitigate risks.      | Presentation, Class test    |
| <b>V</b>   | Evaluate national level and state level funding structure for projects  | Field visits to financial institutions to understand their institutional structure and the process of project appraisal for financial assistance.       | Field visit report          |
| <b>VI</b>  | Analyse industrial sickness and various rehabilitation programmes available to overcome sickness                            | Debates and presentations on industrial sickness and rehabilitation, exploring causes, identifying sick industries, and proposing recovery proceedings. | Presentation, Case analysis |

#### References

|           |   |
|-----------|---|
| <b>1</b>  | Finnerty, J. D. (2013). Project financing: Asset-based financial engineering. USA; John Wiley & Sons.   |
| <b>2</b>  | Buljevich, E. C., & Park, Y. S. (1999). What is Project Financing? (pp. 87-91). USA: Springer.  |
| <b>3</b>  | Gatti, S. (2023). Project finance in theory and practice: designing, structuring, and financing private and public projects. Netherlands: Elsevier. |
| <b>4</b>  | Morrison, R. (Ed.). (2016). The principles of project finance. UK; Routledge.   |
| <b>5</b>  | Fight, A. (2005). Introduction to Project Finance. United Kingdom: Elsevier Science.  |
| <b>6</b>  | Esty, B. C. (2003). Modern project finance: A casebook. USA: John Wiley & Sons.   |
| <b>7</b>  | Clifford, P. D. (2020). Project Finance: Applications and Insights to Emerging Markets Infrastructure. United Kingdom: Wiley.                       |
| <b>8</b>  | Yescombe, E. R. (2013). Principles of Project Finance. Netherlands: Elsevier Science.   |
| <b>9</b>  | Machiraju, H. R. (2001). Introduction To Project Finance: An Analytical Perspective. India: Vikas Publishing House Private, Limited.                |
| <b>10</b> | Rod Morrison (2016).The Principles of Project Finance. (2016). United Kingdom: Taylor & Francis.  |

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| 1          | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1425">http://epgp.inflibnet.ac.in/view-f.php?Category=1425</a> |
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| 3          | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1427">http://epgp.inflibnet.ac.in/view-f.php?Category=1427</a> |
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|            |   |



**SEMESTER- 3**  
**FINANCE ELECTIVE- INVESTMENT BANKING**

| Course Code | Course Name        | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|--------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-F533 | Investment Banking | Elective | 30         | 9           | 6            | 2      |

**Course Objectives**

|   |  |
|---|--|
| 1 | To develop a comprehensive understanding of the historical evolution, functions, and regulatory framework of investment banking  |
| 2 | To gain proficiency in analyzing the nature, features, and growth trends of the money market in India, along with its various instruments and institutional developments   |
| 3 | To differentiate between the capital market and money market, and articulate their significance in the financial system, while demonstrating familiarity with the regulatory framework governing the Indian capital market |
| 4 | To discuss the skills to evaluate the management of initial public offerings (IPOs), including procedural aspects, recent developments, and the roles of key stakeholders  |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the functions of investment banking, regulatory & structure of investment of banking   | K1, K2                          |
| CO2       | Evaluate growth of money market in India, its structure and institutional developments, new money market instruments and framework of money markets | K2, K5                          |
| CO3       | Examine the significance of capital market, capital market v/s money market, market players   | K4, K5                          |
| CO4       | Recall debt and credit market   | K4                              |
| CO5       | Familiarize with bond valuation and bond management strategies  | K2, K5                          |
| CO6       | Evaluate management of IPOs   | K5, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | S   | S   | S   | L   | S   | S   | S    | S    | S    | S    |
| CO2     | S   | M   | S   | S   | M   | S   | S   | S   | S   | S    | S    | S    | S    |
| CO3     | L   | L   | L   | L   | L   | L   | L   | L   | L   | L    | L    | L    | L    |
| CO4     | M   | S   | M   | M   | M   | M   | M   | M   | M   | M    | M    | M    | M    |
| CO5     | S   | S   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Overview of Investment Banking: Financial system, Meaning of investment banks- Evolution of investment banking-Functions of investment banking, Structure of investment of banking, Nature and scope of present-day investment bankers, Regulatory frame work of investment baking in India.   | 8     |
| II     | Money Market: Meaning,-Nature and features of money market, Growth of money market in India, Structure and institutional developments, Money market instruments and framework of money markets – Bill market, Call money market, Commercial paper market, Certificate of deposit market, Gilt-edged securities market, Market for repos, MMMFs Regulatory authorities, Regulations governing money market and its instruments. | 7     |
| III    | Capital Market: Concept- Nature and significance of capital market- Capital market v/s Money market, Market players, Classification of capital market- Primary and Secondary market, Capital market instruments-Laws/regulatory framework for governing Indian capital market.   | 7     |
| IV     | Management of IPOs: Primary market, Recent developments in primary market, Procedural aspects of primary issues – Banker, Broker, Registrar to the issue, Prospectus, Institutions involved in IPO FPO, Procedure of listing securities, SEBI guidelines on public issue.  | 8     |

|   |   |   |                          |
|---|---|---|--------------------------|
| V   | Debt and Credit Market: Types of debt, Features of debt instruments- Evolution of debt market in India-Major players in the market, Securities Trading Corporation of India and Government Securities Clearing Corporation of India- Classical theory of interest, Yield curve, Yield spread. | 8   |                          |
| VI  | Debt Management Strategies: Bond written- Pricing, Risk monitoring and control- Systematic and unsystematic risks in bond, bond valuation- Determinants of the value of bonds, Bond rating- Importance and Relevance, Role of credit rating agencies, High-yield debt and Financial leverage  | 7   |                          |
| TOTAL   |   | 45  |                          |
| Facilitating the Achievement of Course Learning Outcomes: |   |   |                          |
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity  | Assessment Tasks         |
| I   | Understand the functions of investment banking, regulatory & structure of investment of banking   | Conduct a historical timeline analysis of investment banking, tracing its evolution, and discussing key functions and regulatory milestones.  | Seminar, Class test      |
| II  | Evaluate growth of money market in India, its structure and institutional developments, new money market instruments and framework of money markets   | Engage in case studies and discussions to explore the nature, features, and recent developments of the money market in India, examining its instruments and institutional evolution.  | Case study               |
| III   | Examine the significance of capital market, capital market v/s money market, market players   | Utilize comparative analysis exercises to differentiate between the capital market and money market, emphasizing their respective significance and exploring the regulatory framework governing the Indian capital market.              | Group discussion         |
| IV  | Recall debt and credit market   | Analyze real-world debt and credit market data to identify types of debt instruments, major market players, and effective debt management strategies, including hands-on exercises in bond pricing and risk assessment.                 | Field visit report       |
| V   | Familiarize with bond valuation and bond management strategies  | Engage in problem-solving activities and case studies to apply theoretical concepts such as bond valuation, yield curve analysis, and the role of credit rating agencies in evaluating high-yield debt and managing financial leverage. | Presentation, Class test |
| VI  | Evaluate management of IPOs   | Simulate IPO management scenarios, allowing students to role-play as key stakeholders and navigate procedural aspects, recent trends, and the regulatory landscape.   | Presentation             |
| References  |   |   |                          |
| 1   | Williamson, J. P. (1991). The investment banking handbook (Vol. 11). USA: John Wiley & Sons.  |   |                          |
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| <b>3</b>          | <a href="http://www.sec.gov">http://www.sec.gov</a> :  |
| <b>4</b>          | <a href="http://www.investopedia.com">http://www.investopedia.com</a> :  |
| <b>5</b>          | <a href="http://www.bloomberg.com">http://www.bloomberg.com</a> :  |

**SEMESTER- 3**  
**FINANCE ELECTIVE- FINANCIAL SERVICES**

| Course Code        | Course Name               | Category        | Lecture hr | Tutorial hr | Practical hr | Credit   |
|--------------------|---------------------------|-----------------|------------|-------------|--------------|----------|
| <b>MGT-DE-F534</b> | <b>Financial Services</b> | <b>Elective</b> | <b>40</b>  | <b>5</b>    | <b>0</b>     | <b>2</b> |

**Course Objectives**

|          |   |
|----------|---|
| <b>1</b> | To discuss the financial systems, markets and services and its regulatory and supervisory framework                     |
| <b>2</b> | To examine the present status and developments in the area of financial services sector                                 |
| <b>3</b> | To give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services |
| <b>4</b> | To impart an knowledge of the functional areas of financial services industry in the real-world situation               |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number  | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|------------|---|---------------------------------|
| <b>CO1</b> | Understand financial markets and services and also the regulatory and supervisory frame work    | <b>K1, K2</b>                   |
| <b>CO2</b> | Understand and analyse merchant banking and issue management activities and its regulations     | <b>K2, K4</b>                   |
| <b>CO3</b> | Understand and apply credit rating, leasing and hire purchase practices                         | <b>K2, K3</b>                   |
| <b>CO4</b> | Understand and use asset liability management in financial institutions, process and techniques | <b>K2, K6</b>                   |
| <b>CO5</b> | Familiarize with mutual funds and insurance services  | <b>K2, K4, K5</b>               |
| <b>CO6</b> | Understand financial services marketing and evaluate innovative practices in its marketing      | <b>K2, K5, K6</b>               |

**Programme Outcomes (POs):**

| COs/POs    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| <b>CO1</b> | S   | S   | S   | S   | S   | S   | L   | S   | S   | S    | S    | S    | S    |
| <b>CO2</b> | S   | M   | S   | S   | M   | S   | S   | S   | S   | S    | S    | S    | S    |
| <b>CO3</b> | L   | M   | L   | L   | L   | L   | L   | M   | L   | L    | L    | M    | L    |
| <b>CO4</b> | M   | S   | M   | M   | M   | M   | M   | M   | M   | M    | M    | M    | M    |
| <b>CO5</b> | S   | M   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |
| <b>CO6</b> | S   | S   | S   | S   | S   | M   | S   | M   | S   | M    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module     | Course Contents  | Hours    |
|------------|--|----------|
| <b>I</b>   | Financial Systems, Markets and Services: Concept- An overview: Indian and Global Perspective- Fund based and Fee based services- Consumer Finance, Venture Capital, Factoring, Forfaiting- Mergers and Acquisitions-Financial institutions changing technologies and regulations- Managing New Challenges -Regulatory and supervisory frame work | <b>8</b> |
| <b>II</b>  | Merchant Banking and Issue Management: Merchant banking-Concept- Functions-Structure-Different Kinds of Issues- Book Building- Depository System- SEBI Regulations-Stock Exchange-Functions- Stock exchange and SEBI- Securitization: Structuring a Securitization Deal, Securitization Process, Risks and Limitations of Securitization.        | <b>8</b> |
| <b>III</b> | Credit Rating, Leasing and Hire purchase: Importance, Issues, Difference in Credit Ratings, Rating Methodology and Benchmarks- International Credit Rating Agencies, Challenges and criticisms of credit rating- Leasing and hire purchase   | <b>8</b> |
| <b>IV</b>  | Asset Liability Management in Financial Institutions: Financial statement of banks- ALM Process and Techniques-Bank Capital: Risk, Regulation and Capital Adequacy- Risk Management in Banks-Credit Risk Management, Operational Risk Management, Market Risk Management.  | <b>7</b> |
| <b>V</b>   | Mutual Funds and Insurance Services: Concept of Mutual funds- Private Equity and Hedge   | <b>7</b> |

|              |  |           |
|--------------|--|-----------|
|              | Funds, Small- cap, mid-cap and large cap funds- Mutual funds and SEBI- Insurance-Life and General-Bancassurance-Re-insurance   |           |
| <b>VI</b>    | Financial Services Marketing – characteristic of the consumer of financial services – segmentation of financial services markets – market research –principles and techniques, financial services market mix- Innovative practices in financial services marketing | <b>7</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes  | Teaching & Learning Activity   | Assessment Tasks                     |
|------------|---|--|--------------------------------------|
| <b>I</b>   | Understand financial markets and services and the regulatory and supervisory framework          | Discuss financial system, markets and the regulatory and supervisory frame work of financial services through case analysis  | Seminar, Class test                  |
| <b>II</b>  | Understand and analyse Merchant Banking and Issue Management activities and its regulations     | Conduct a discussion/presentation on the Role of merchant bankers in corporate advisory services, functions and management of depository in India, stock exchange and stock trading in India | Discussion/ Case study               |
| <b>III</b> | Understand and apply credit rating, leasing and hire purchase practices                         | Discuss credit rating agencies and the process of credit rating to understand and apply the same in real situations  | Group discussion, Quiz               |
| <b>IV</b>  | Understand and use asset liability management in financial institutions, process and techniques | Conduct a discussion/ presentation on financial statements of financial institutions using published bank statements and ALM analysis  | Presentation/ Discussion, Class test |
| <b>V</b>   | Familiarize with mutual funds and insurance services  | Discuss Mutual funds, Its structure, types and life and general insurance and bancassurance  | Presentation, Class test             |
| <b>VI</b>  | Understand financial services marketing and evaluate innovative practices in its marketing      | Make a presentation on financial services marketing and its innovative practices using live cases  | Case study                           |

#### References

|           |   |
|-----------|---|
| <b>1</b>  | Mishkin, F.S. & Eakins, E. (2018). Financial Markets & Institutions (9th ed.). New Delhi: Pearson Education.                        |
| <b>2</b>  | Rose, P.,& Hudgins, S.C. (2012). Bank Management and Financial Services (9th ed.). New Delhi: McGraw-Hill Education.                |
| <b>3</b>  | Saunders, A. & Cornett, M. (2018).Financial Institutions Management (9th ed.). New Delhi: McGraw-Hill Publishing Company            |
| <b>4</b>  | Saunders, A. & Cornett, M. (2007) Management of Financial Markets and Institutions (6th ed.). New Delhi: Tata McGraw Hill           |
| <b>5</b>  | Vij, M.,& Dhawan, S. (2018).Merchant Banking and Financial Services (2nd ed.). India: McGraw Hill Education (India) Private Limited |
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| <b>7</b>  | Gordanad Natarajan (2005). Emerging scenario of Financial Services. New Delhi: Himalaya Publishing.                                 |
| <b>8</b>  | Avadhani (2012). Marketing of Financial Services, New Delhi: Himalaya Publishing.   |
| <b>9</b>  | Sasidharan, K. (2004). Financial services and system. New Delhi: McMillan   |
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#### e-Contents

|          |   |
|----------|---|
| <b>1</b> | <a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=ahLCajOqz6/GWFCSpr/XYg==</a>   |
| <b>2</b> | <a href="https://vskub.ac.in/wp-content/uploads/2020/04/FINANCIAL-SERVICES-6th-Sem.pdf">https://vskub.ac.in/wp-content/uploads/2020/04/FINANCIAL-SERVICES-6th-Sem.pdf</a>   |
| <b>3</b> | <a href="https://mu.ac.in/wp-content/uploads/2022/11/M.Com-Sem-3-Financial-Services.pdf">https://mu.ac.in/wp-content/uploads/2022/11/M.Com-Sem-3-Financial-Services.pdf</a>   |
| <b>4</b> | <a href="https://baou.edu.in/assets/pdf/PGDF_104_slm.pdf">https://baou.edu.in/assets/pdf/PGDF_104_slm.pdf</a>   |
| <b>5</b> | <a href="https://dde.pondiuni.edu.in/files/StudyMaterials/PG/MCom/2year/MCOM2002MerchantBankingandFinancialServicesIIyear.pdf">https://dde.pondiuni.edu.in/files/StudyMaterials/PG/MCom/2year/MCOM2002MerchantBankingandFinancialServicesIIyear.pdf</a> |

**SEMESTER - 3**  
**HRM ELECTIVE: HUMAN RESOURCE DEVELOPMENT**

| Course Code        | Course Name                       | Category        | Lecture Hr | Tutorial Hr | Practical Hr | Credit   |
|--------------------|-----------------------------------|-----------------|------------|-------------|--------------|----------|
| <b>MGT-DE-H531</b> | <b>Human Resource Development</b> | <b>Elective</b> | <b>40</b>  | <b>3</b>    | <b>2</b>     | <b>2</b> |

**Course Objectives:**

|          |   |
|----------|---|
| <b>1</b> | To explain the various stages of learning, training and development process in organizations  |
| <b>2</b> | To describe the skill-based approach towards designing and developing tools for managing training programmes  |
| <b>3</b> | To discuss the training needs, designing of training / learning modules, resource planning including e-resources, and evaluating training / learning outcomes |
| <b>4</b> | To explain the value of developing training programmes that relate training to the overall strategy of the firm   |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number  | Course Outcome (CO) Statement                           | Blooms Taxonomy Knowledge Level |
|------------|---|---------------------------------|
| <b>CO1</b> | Understand the concept of HRD and its approaches        | <b>K1, K2</b>                   |
| <b>CO2</b> | Understand and analyse HRD interventions                | <b>K2, K4</b>                   |
| <b>CO3</b> | Familiarize learning and its importance                 | <b>K2, K3</b>                   |
| <b>CO4</b> | Designing and evaluating training programmes            | <b>K2, K5</b>                   |
| <b>CO5</b> | Apply various training methods in organizations         | <b>K5, K6</b>                   |
| <b>CO6</b> | Understand and analyse challenges and strategies of HRD | <b>K2, K4</b>                   |

**Programme Outcomes (POs):**

| COs/POs    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| <b>CO1</b> | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| <b>CO2</b> | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| <b>CO3</b> | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| <b>CO4</b> | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| <b>CO5</b> | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| <b>CO6</b> | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents  | Hours     |
|--------------|--|-----------|
| <b>I</b>     | HRD: Concept - Origin and Need – Areas of HRD - Approaches to HRD - HRD at Macro and Micro Climate.  | <b>7</b>  |
| <b>II</b>    | HRD Interventions: Concept- Performance Appraisal - Potential Appraisal - Feedback and Review meeting - Coaching, Training - Career Planning.  | <b>7</b>  |
| <b>III</b>   | Learning and HRD: Models and Curriculum - Principles of learning - transfer of learning - managing a system of learning resources.   | <b>7</b>  |
| <b>IV</b>    | Assessing Training Needs: Designing and Evaluating T&D Programmes - Role, Responsibilities and challenges to Training Managers - Skills of an effective trainer as a changing agent.   | <b>8</b>  |
| <b>V</b>     | Training Methods: Training with in Industry (TWI) - On the Job & Off the Job Training - Management Development - lecture Method - Role Play - In-basket Exercise – Simulation - Vestibule Training - Management Games - Case Study - Programmed Instruction - Team Development and Sensitivity Training. | <b>8</b>  |
| <b>VI</b>    | Challenges and Strategies of Training Program: Review on T&D Programmes in India - Use of audio-visual aids in training - new ways of learning - non-formal methods of development – Practical/case studies.   | <b>8</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

| Facilitating the Achievement of Course Learning Outcomes: |  |  |                              |
|---|--|--|------------------------------|
| Unit No.  | Course Learning Outcomes   | Teaching & Learning Activity   | Assessment Tasks             |
| I   | Understand the concept of HRD and its approaches   | Introducing the theoretical foundations of HRD through lecture and case studies      | Assignment, Presentation     |
| II  | Understand and analyse HRD interventions   | Explaining different types of HRD interventions through case studies                 | Group discussion, Assignment |
| III   | Familiarize learning and its importance  | Introducing the theoretical foundations of learning through lecture and case studies | Assignment, Presentation     |
| IV  | Designing and evaluating training programmes   | Presentation and discussion on training need assessment                              | Class test, Quiz             |
| V   | Apply various training methods in organizations  | Presentation and discussion on approaches to training                                | Case analysis, Quiz          |
| VI  | Understand and analyse challenges and strategies of HRD  | Explaining the training and development programmes in India                          | Case study, Class test       |
| References  |  |  |                              |
| 1   | Rao, T. V. (2010). Readings in Human Resource Development. India: CBS Publishers & Distributors.                               |  |                              |
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| 10  | Sadler-Smith, E. (2021). Human Resource Development: From Theory Into Practice. United Kingdom: SAGE Publications.             |  |                              |
| e-Contents  |  |  |                              |
| 1   | <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M01)      |  |                              |
| 2   | <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M05)      |  |                              |
| 3   | <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M06)      |  |                              |
| 4   | <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M26)      |  |                              |
| 5   | <a href="http://epgp.inflibnet.ac.in/ahl.php?csrno=6">http://epgp.inflibnet.ac.in/ahl.php?csrno=6</a> (Commerce- P01-M33)      |  |                              |



**SEMESTER - 3**  
**HRM ELECTIVE: ORGANISATIONAL CHANGE AND DEVELOPMENT**

| Course Code | Course Name                         | Category | Lecture Hr | Tutorial Hr | Practical Hr | Credit |
|-------------|-------------------------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-H532 | Organisational Change & Development | Elective | 40         | 3           | 2            | 2      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the various aspects of change management in organizations  |
| 2 | To explain the models, theories and the tools of change management that would help organisations cope with the volatile, complex and fast changing world of today |
| 3 | To familiarise organizational development and its interventions   |
| 4 | To examine the applications of OD interventions   |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand various types of change models and perspectives and related theoretical frameworks                | K1, K2, K3                      |
| CO2       | Create leadership prerogatives during organizational change and its relation to other organizational factors | K2, K4, K6                      |
| CO3       | Learn and apply resistance to change and methods of overcoming resistance                                    | K2, K3                          |
| CO4       | Understand and apply organizational development in a life cycle perspective of the organization              | K2, K3, K4                      |
| CO5       | Evaluate OD interventions and its comparison   | K2, K5                          |
| CO6       | Applications of OD interventions in different sectors  | K2, K4                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| CO2     | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| CO3     | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| CO4     | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| CO5     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents   | Hours |
|--------|---|-------|
| I      | Organizational change: Introduction - nature of change - Internal & External changes - Types of change - Models of change - Lewis's Force field - Systems Model - Action research model - Impact of change on structure and human relations.  | 8     |
| II     | Organizational Structure, & Design: Culture, Leadership and Politics of Change; Different types of organizational structures and designs.   | 7     |
| III    | Resistance to change: Reasons for the resistance - overcoming resistance for the change – Reward system as an effective to effect and sustain changes – Business Process Re-engineering   | 7     |
| IV     | Strategies for Managing Change: Understanding Organizational development in a life cycle perspective; The different challenges and resolution of conflicts along the life cycle of an organization; Nature of Planned Change; Diagnosing organizations; Collecting and Analyzing diagnostic information; Designing Intervention.  | 8     |
| V      | OD Interventions: Human process interventions - coaching, training and development, process consultation, third party intervention, and team building. Organization confrontation meeting - intergroup relations intervention, and large group intervention, Techno structural interventions - Structural design, downsizing, re-engineering, involvement, work design, sociotechnical systems approach | 8     |

|   |   |   |                              |
|---|---|---|------------------------------|
| VI  | OD Interventions in different sectors: OD in, health care organizations, family-owned organizations, educational institutions, public sector organizations and future directions in OD  | 7   |                              |
| TOTAL   |   | 45  |                              |
| Facilitating the Achievement of Course Learning Outcomes: |   |   |                              |
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity  | Assessment Tasks             |
| I   | Understand various types of change models and perspectives and related theoretical frameworks   | Introducing the theoretical foundations of change management through lecture and case studies                     | Assignment, Presentation     |
| II  | Create leadership prerogatives during organizational change and its relation to other organizational factors  | Explaining different types of structure, and organizational design through case studies.                          | Group discussion, Assignment |
| III   | Learn and apply resistance to change and methods of overcoming resistance   | Discuss reasons for the resistance - overcoming resistance for the change with case studies                       | Assignment, Class test       |
| IV  | Understand and apply organizational development in a life cycle perspective of the organization   | Discussion of various types of hard and soft strategies of change would be taken up with the help of case studies | Presentation, Roleplay       |
| V   | Evaluate OD interventions and its comparison  | Different types of interventions of OD would be introduced to the students through lecture and cases              | Presentation, Assignment     |
| VI  | Applications of OD interventions in different sectors   | Discuss OD interventions in different sectors   | Case study, Presentation     |
| References  |   |   |                              |
| 1   | Waddell, D. M., Creed, A., Cummings, T. G., Worley, C. G. (2019). Organisational Change: Development and Transformation. Australia: Cengage Learning Australia.   |   |                              |
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| e-Contents  |   |   |                              |
| 1   | <a href="http://www.managementhelp.org">www.managementhelp.org</a> ,  |   |                              |
| 2   | <a href="http://www.education-portal.com">www.education-portal.com</a>  |   |                              |
| 3   | <a href="http://www.scs.georgetown.edu">www.scs.georgetown.edu</a>  |   |                              |
| 4   | <a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001748/M022703/ET/1505107322module_27_Q_I_Managing_Organisational_Change_Development.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001748/M022703/ET/1505107322module_27_Q_I_Managing_Organisational_Change_Development.pdf</a> |   |                              |
| 5   | <a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001712/M020726/ET/1499083818Mod2_Organization_change.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001712/M020726/ET/1499083818Mod2_Organization_change.pdf</a>   |   |                              |

**SEMESTER – 3**  
**HRM ELECTIVE: CAREER MANAGEMENT**

| Course Code | Course Name       | Category | Lecture Hr | Tutorial Hr | Practical Hr | Credit |
|-------------|-------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-H533 | Career Management | Elective | 40         | 3           | 2            | 2      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the requirements for management of organizational career development                       |
| 2 | To examine the concepts of the managerial competency approach, and its relevance to career management |
| 3 | To discuss the importance of counselling for employee development                                     |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the elements of career development                         | K2                              |
| CO2       | Understand and apply career paths, transitions and plateaus           | K2, K3                          |
| CO3       | Understand and apply counselling for employee development             | K2, K3                          |
| CO4       | Understand and analyse assessment centers in competency building      | K3, K4                          |
| CO5       | Understand and evaluate the relevance of ethics in career development | K2, K5                          |
| CO6       | Appraise intervention strategies                                      | K5, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| CO2     | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| CO3     | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| CO4     | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| CO5     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents  | Hours     |
|--------------|--|-----------|
| I            | Introduction to Career Management: Concepts, career management and motivation- Career Development – Concepts, definitions etc- Theories of Career Development, Career Development and Organizational Strategy. | 9         |
| II           | Career paths, Transitions and Plateaus: Types of career plateaus and tips for smooth career transitions, Managerial Succession Planning – Dual – Laddering for Career Development.                             | 8         |
| III          | Counselling for Employee Development: Concept of competence- role of competencies- Competency approach to development.   | 7         |
| IV           | Application of Assessment Centers in Competency Building: Issues in Career management  | 7         |
| V            | Relevance of Ethics in Career Development and Competency Mapping Practices   | 7         |
| VI           | Intervention Strategies : PCMM – Case studies  | 7         |
| <b>TOTAL</b> |  | <b>45</b> |

**Facilitating the Achievement of Course Learning Outcomes:**

| Unit No. | Course Learning Outcomes                                    | Teaching & Learning Activity  | Assessment Tasks                           |
|----------|---|---|--|
| I        | Understand the elements of career development               | Introducing the theoretical foundations of career development and its theories through lecture and case studies | Assignment/<br>Presentation,<br>Class test |
| II       | Understand and apply career paths, transitions and plateaus | Explaining career path and laddering for career development with examples                                       | Group discussion                           |

|            |   |  |                          |
|------------|---|--|--------------------------|
| <b>III</b> | Understand and apply counselling for employee development             | Discuss counselling for employees and importance of competency in career development         | Assignment, Class test   |
| <b>IV</b>  | Understand and analyse assessment centers in competency building      | Discussion on assessment centers in career building with cases                               | Assignment, Presentation |
| <b>V</b>   | Understand and evaluate the relevance of ethics in career development | Discussion on relevance of ethics and competency mapping in career development with examples | Case study, Presentation |
| <b>VI</b>  | Appraise intervention strategies                                      | Explaining intervention strategies in career management through case studies                 | Case study, Class test   |

## References

|           |  |
|-----------|--|
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| <b>4</b>  | Lorenzen, E. A. (2020). Career Planning and Job searching in the information age. UK: CRC Press.   |
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| <b>6</b>  | Vondracek, F. W., Lerner, R. M., & Schulenberg, J. E. (2019). Career development: A life-span developmental approach. UK: Routledge.   |
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| <b>8</b>  | Barnes, A., Bassot, B., & Chant, A. (2010). An introduction to career learning & development 11-19: Perspectives, practice and possibilities. UK: Routledge.   |
| <b>9</b>  | Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2010). Career management. India: Sage Publications   |
| <b>10</b> | Greenhaus, J. H., Callanan, G. A., Godshalk, V. M. (2010). Career Management. India: Sage Publications.  |

## e-Contents

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|----------|--|
| <b>1</b> | <a href="http://www.education-portal.com/material_management_training.html">www.education-portal.com/material_management_training.html</a> |
| <b>2</b> | <a href="http://www.businessballs.com/businessballs-site-map.htm">www.businessballs.com/businessballs-site-map.htm</a>                     |
| <b>3</b> | <a href="http://www.betterup.com">www.betterup.com</a>   |
| <b>4</b> | <a href="http://www.sk.sagepub.com">www.sk.sagepub.com</a>   |
| <b>5</b> | <a href="http://www.ncda.org">www.ncda.org</a>   |

**SEMESTER - 3**  
**HRM ELECTIVE: PERFORMANCE MANAGEMENT**

| Course Code | Course Name            | Category | Lecture Hr | Tutorial Hr | Practical Hr | Credit |
|-------------|------------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-H534 | Performance Management | Elective | 40         | 3           | 2            | 2      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To discuss the conceptual and practical insights into performance management system  |
| 2 | To familiarise performance management process as well as the ability to manage performance in real-world business scenario |
| 3 | To explain skill-based approach in identifying key competencies and designing performance appraisal                        |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Learn the elements of effective performance management                | K1, K2                          |
| CO2       | Understand and apply performance management cycle and its models      | K2, K3                          |
| CO3       | Conceptualize job evaluation – methods, pay structures                | K2, K5                          |
| CO4       | Learn measuring performance and measurement issues                    | K2, K4                          |
| CO5       | Understand performance methodology development and its implementation | K2, K3                          |
| CO6       | Develop and implement performance management practices                | K4, K5, K6                      |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| CO2     | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| CO3     | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| CO4     | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| CO5     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents  | Hours     |
|--------------|--|-----------|
| I            | Performance Management: - Concept - role of performance management system, performance management process, performance management and HR.  | 8         |
| II           | The essence of performance management: - Performance management models – Deming's model and Torrington and Hall model, Principles of performance management, contributions of performance management to an organization, Performance management and Development. | 8         |
| III          | Performance management and pay: - performance related pay (PRP). Competence related pay, Team pay-contribution related pay, skill-based pay, Shop floor incentive bonus scheme, sales force incentive schemes, team rewards. Gain sharing and profit sharing.    | 8         |
| IV           | Measuring performance, measurement issues, criteria for performance measures, Types of measure: - Organizational – team and individual-setting performance standards: Competence and competency analysis.  | 7         |
| V            | Methodology development and implementation, 360-degree feedback, advantage and disadvantage – Conducting performance development reviews, constructive reviews, review skills, coaching counselling, performance problem solving.                                | 7         |
| VI           | Developing and maintaining performance management. Approach to performance management training. Evaluation and keys to success   | 7         |
| <b>TOTAL</b> |  | <b>45</b> |

| Facilitating the Achievement of Course Learning Outcomes: |   |  |                                |
|---|---|--|--------------------------------|
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity   | Assessment Tasks               |
| I   | Learn the elements of effective performance management  | Introducing the theoretical foundations of performance management through lectures and case studies          | Assignment, Presentation       |
| II  | Understand and apply performance management cycle and its models  | Explaining the essence of performance management and its contributions to organisations through case studies | Group discussion, Quiz         |
| III   | Conceptualize job evaluation – methods, pay structures  | Discussion of the relation between performance management and pay through case studies                       | Assignment, Class test         |
| IV  | Learn measuring performance and measurement issues  | Discussion of performance measures and issues in measurement with case studies                               | Group assignment, Presentation |
| V   | Understand performance methodology development and its implementation   | Presentation and discussion on performance review and conducting constructive performance management review  | Roleplay, Assignment           |
| VI  | Develop and implement performance management practices  | Explaining approaches to performance management training and evaluation with examples                        | Case study, Class test         |
| References  |   |  |                                |
| 1   | Van Dooren, W., Bouckaert, G., & Halligan, J. (2015). Performance management in the public sector. UK: Routledge.   |  |                                |
| 2   | Srivastava, D. K. (2005). Strategies for performance management. New Delhi: Excel Books India.  |  |                                |
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| 2   | <a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001767/M023848/ET/1507203995Mod5PerformanceManagementProcessText.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001767/M023848/ET/1507203995Mod5PerformanceManagementProcessText.pdf</a> |  |                                |
| 3   | <a href="http://www.geektonight.com">www.geektonight.com</a>  |  |                                |
| 4   | <a href="http://www.mec.edu.in">www.mec.edu.in</a>  |  |                                |
| 5   | <a href="http://www.studocu.com">www.studocu.com</a>  |  |                                |



**SEMESTER-3**  
**MARKETING ELECTIVE: ADVERTISING AND SALES PROMOTION**

| Course Code | Course Name                     | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|---------------------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-M531 | Advertising and Sales Promotion | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the concept of integrated marketing communication                |
| 2 | To impart basic knowledge on advertising planning and creating brand equity |
| 3 | To discuss the role of creative strategy in advertising and sales promotion |
| 4 | To explain the different concepts and practices of the advertising agency   |
| 5 | To discuss the effect of sales promotion on brand equity                    |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the concept of marketing communication                          | K1, K2                          |
| CO2       | Understand and analyse advertising and the implications of advertisements  | K2, K4                          |
| CO3       | Familiarise with creative tactics and formats in advertising               | K2, K3                          |
| CO4       | Understand and evaluate advertising agencies and its organisational set-up | K2, K4, K5                      |
| CO5       | Understand and adopt mechanisms for developing sales promotion             | K5, K6                          |
| CO6       | Evaluate the trends in sales promotion and advertising                     | K5, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| CO2     | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| CO3     | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| CO4     | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| CO5     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents   | Hours     |
|--------------|---|-----------|
| I            | Integrated Marketing Communication: Definition, Evolution, Concepts- Marketing Communication mix- Models of marketing communication- Marketing communication planning -Ethical and social issues in marketing communication   | 7         |
| II           | Introduction to Advertising: Concept and definition of advertisement – Social and Economic Implications of advertisements- Advertising planning and objectives-Brand equity- Advertising budgeting- Media planning and strategy- Media research.                              | 9         |
| III          | Creative Strategy: Advertising appeals- Creative tactics and format- Creation process – Television and print advertisements- Advertising research- Other promotional tools- Public relations, event marketing, direct marketing, surrogate advertising, new product launches. | 7         |
| IV           | Advertising Agency: Function, organizational Set-up- Types of advertising agencies- Compensation of advertising agencies- Selection of an advertising agency  | 7         |
| V            | Sales Promotion: Definition, Scope- Types-Consumer and Trade Promotions-Sales promotion mix – Developing sales promotion campaign – Implementation of sales promotion campaign – Sales promotion budget and sales promotion evaluation- Sales promotion and salesmanship      | 8         |
| VI           | Effect of Sales Promotion on Brand Equity: Trends in sales promotions – Sales Promotion Strategies and Practices- Cross Promotions -Future of sales promotions – Future of marketing communication  | 7         |
| <b>TOTAL</b> |   | <b>45</b> |



| Facilitating the Achievement of Course Learning Outcomes: |   |  |                                |
|---|---|--|--------------------------------|
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity   | Assessment Tasks               |
| I   | Understand the concept of marketing communication   | Presentation on marketing communication approaches and discussion on ways to do good practices.                    | Group discussion               |
| II  | Understand analyse advertising and implications of advertisements   | Discuss about various methods associate in marketing communication and understand the role of them in each sector. | Group discussion               |
| III   | Familiarise with creative tactics and formats in advetising   | Detailing the need of advertising appeal and analyse the impact through discussion.                                | Group discussion, Class test   |
| IV  | Understand and evaluate advertising agency and its organisational set up  | Provide cases and analyse how advertisement impact is happened.  | Case study                     |
| V   | Understand adopt mechanisms for developing sales promotion  | Associated cases in relation with sales promotion and analyse how it is resolved.                                  | Case study, Class test         |
| VI  | Evaluate the trends in sales promotion and advertising  | Provide with a real industrial situation and understand how organisation trends with it.                           | Case study, Field visit report |
| References  |   |  |                                |
| 1   | George Belch, Michael Belch Keyoor Purani (2010). Advertising and Promotion- An Integrated Marketing Communications Perspective. New Delhi: Tata McGraw-Hill.   |  |                                |
| 2   | Kennethe Clow, Donald Back (2012) Integrated Advertising, Promotion and Marketing Communications. New Delhi: Pearson.   |  |                                |
| 3   | Chunawalla S A (2010), Advertising, Sales and Promotion Management. New Delhi: Himalaya Publishing House.   |  |                                |
| 4   | Jerome M Juska, (2017) Integrated Marketing Communication: Advertising and Promotion in a Digital World. UK: Rout ledge   |  |                                |
| 5   | Dinesh Kumar (2020), Marketing In The Digital Age. New Delhi: Sage Publishing.  |  |                                |
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| 1   | <a href="https://www.emerald.com/insight/content/doi/10.1108/10610420010356984/full/html?fullSc=1">https://www.emerald.com/insight/content/doi/10.1108/10610420010356984/full/html?fullSc=1</a>   |  |                                |
| 2   | <a href="https://books.google.co.in/books?hl=en&amp;lr=&amp;id=1fQuLiaGY4YC&amp;oi=fnd&amp;pg=PR15&amp;dq=advertising+and+sales+promotion&amp;ots=7tR5Et2JCh&amp;sig=nSMBL1yIAmdTfCO4Ms_eO_3vTkk&amp;redir_esc=y#v=onepage&amp;q=advertising%20and%20sales%20promotion&amp;f=false">https://books.google.co.in/books?hl=en&amp;lr=&amp;id=1fQuLiaGY4YC&amp;oi=fnd&amp;pg=PR15&amp;dq=advertising+and+sales+promotion&amp;ots=7tR5Et2JCh&amp;sig=nSMBL1yIAmdTfCO4Ms_eO_3vTkk&amp;redir_esc=y#v=onepage&amp;q=advertising%20and%20sales%20promotion&amp;f=false</a> |  |                                |
| 3   | <a href="https://www.sciencedirect.com/science/article/abs/pii/0019850188900156">https://www.sciencedirect.com/science/article/abs/pii/0019850188900156</a>   |  |                                |
| 4   | <a href="https://ischolar.sscldl.in/index.php/indjst/article/view/129310">https://ischolar.sscldl.in/index.php/indjst/article/view/129310</a>   |  |                                |
| 5   | <a href="https://books.google.co.in/books?hl=en&amp;lr=&amp;id=zCZCwAAQBAJ&amp;oi=fnd&amp;pg=PA203&amp;dq=advertising+and+sales+promotion&amp;ots=QIKU1R-dmA&amp;sig=mbK-CpH-jj-sCF_Ofas1lwShJyk&amp;redir_esc=y#v=onepage&amp;q=advertising%20and%20sales%20promotion&amp;f=false">https://books.google.co.in/books?hl=en&amp;lr=&amp;id=zCZCwAAQBAJ&amp;oi=fnd&amp;pg=PA203&amp;dq=advertising+and+sales+promotion&amp;ots=QIKU1R-dmA&amp;sig=mbK-CpH-jj-sCF_Ofas1lwShJyk&amp;redir_esc=y#v=onepage&amp;q=advertising%20and%20sales%20promotion&amp;f=false</a> |  |                                |

**SEMESTER - 3**  
**MARKETING ELECTIVE- PRODUCT MANAGEMENT**

| Course Code | Course Name        | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|--------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-M532 | Product Management | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To give insights on branding initially and then provides a big picture of managing a brand and building a brand equity    |
| 2 | To provide a deep insight on developing and implementing brand equity measurement system                                  |
| 3 | To discuss the importance of building brands and create a platform to systematically do branding for a product or service |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand basic concepts of various brands and products             | K1, K2                          |
| CO2       | Understand create ideas related to product positioning.              | K2, K4, K6                      |
| CO3       | Understand, analyse and evaluate new product development             | K3, K4, K5                      |
| CO4       | Understand and evaluate strategic issues in brand management         | K2, K5, K6                      |
| CO5       | Measure brand equity   | K4, K5                          |
| CO6       | Understand product management audit and future of product management | K2, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | L   |     |     |     |     | S   | S    | S    | S    | S    |
| CO2     | M   | S   | S   |     |     |     |     |     | M   | M    | M    | S    | S    |
| CO3     | M   | S   | M   |     |     | M   |     |     | M   | M    | S    | S    | S    |
| CO4     | L   | S   | M   | M   |     |     |     |     |     | M    | M    | S    | S    |
| CO5     | M   | M   | S   | S   |     |     | M   |     |     | S    | S    | S    | S    |
| CO6     | M   |     |     |     |     |     | M   |     |     |      |      |      | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents   | Hours     |
|--------------|---|-----------|
| I            | Product Management: Introduction and Importance–Role of product Manager in different industries-Demand forecasting-Market Segmentation-Product Plans-Components product plan – product differentiation – product line – additions – alterations, and deletions  | 6         |
| II           | Product Positioning: Kinds – organizing the product teams – product Policy– Product lifecycle – New Product demand forecasting models – Product portfolio models – Criticisms to portfolio methods – Development in portfolio methods – product positioning and differentiation strategies –Perceptual mapping. | 8         |
| III          | New Product Development: Stages: Explanations of stages – Diffusion and adoption process – Industrial and consumer innovations – Diffusion of innovation cycle – New product launch: Strategies, mistakes. Success and failures   | 8         |
| IV           | Brand Management: Strategic issues in brand management – Concepts. Relevance and Principles-Brand naming process – Brand extensions –Brand stretching   | 8         |
| V            | Brand Equity – Components of brand equity and explanations – Brand equity measurement- Methods followed in Indian context.  | 8         |
| VI           | Co-branding: Branding positioning – Product management audit – Packaging methods and strategies – Future of product management.   | 7         |
| <b>TOTAL</b> |   | <b>45</b> |

| Facilitating the Achievement of Course Learning Outcomes: |  |  |                           |
|---|--|--|---------------------------|
| Unit No.  | Course Learning Outcomes   | Teaching & Learning Activity                                       | Assessment Tasks          |
| I   | Understand basic concepts of various brands and products   | Discuss various brands and products through examples and cases     | Case analysis             |
| II  | Understand create ideas related to product positioning.  | Conduct presentations using live cases of product positioning      | Presentation, Class test  |
| III   | Understand, analyse and evaluate new product development   | Analyse and evaluate new product development through live cases    | Presentation, Quiz        |
| IV  | Understand and evaluate strategic issues in brand management   | Introduce strategic issues in brand management using live examples | Case analysis             |
| V   | Measure brand equity   | Use live data for measuring brand equity                           | Case analysis             |
| VI  | Understand product management audit and future of product management   | Conduct product management audit using a case study                | Case analysis, Class test |
| References  |  |  |                           |
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| 3   | <a href="http://www.pragmaticmarketing.com">www.pragmaticmarketing.com</a>   |  |                           |
| 4   | <a href="http://www.pivotalpm.com">www.pivotalpm.com</a> ,   |  |                           |
| 5   | <a href="https://books.google.co.in/books?hl=en&amp;lr=&amp;id=vI9vE7_LJX4C&amp;oi=fnd&amp;pg=PT14&amp;dq=product+management+&amp;ots=Omi3ORZMz7&amp;sig=gIEkMr7dM_3t4GrTKMhI1WCK3ZM&amp;redir_esc=y#v=onepage&amp;q=product%20management&amp;f=false">https://books.google.co.in/books?hl=en&amp;lr=&amp;id=vI9vE7_LJX4C&amp;oi=fnd&amp;pg=PT14&amp;dq=product+managemen</a><br><a href="https://books.google.co.in/books?hl=en&amp;lr=&amp;id=vI9vE7_LJX4C&amp;oi=fnd&amp;pg=PT14&amp;dq=product+management+&amp;ots=Omi3ORZMz7&amp;sig=gIEkMr7dM_3t4GrTKMhI1WCK3ZM&amp;redir_esc=y#v=onepage&amp;q=product%20management&amp;f=false">t+&amp;ots=Omi3ORZMz7&amp;sig=gIEkMr7dM_3t4GrTKMhI1WCK3ZM&amp;redir_esc=y#v=onepage&amp;q=product%20management&amp;f=false</a> |  |                           |

**SEMESTER - 3**  
**MARKETING ELECTIVE- SALES MANAGEMENT**

| Course Code | Course Name      | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-M533 | Sales Management | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the basic concept of personal selling and sales management                     |
| 2 | To explain the selling decisions and methods  |
| 3 | To explain the role of sales management and sales force management                        |
| 4 | To familiarize with the various sales force management aspects                            |
| 5 | To assess the performance of sales personnel and examine the criteria used for evaluation |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the basic concepts of personal selling  | K1, K2                          |
| CO2       | Understand and apply the ideas related to personal selling process                       | K2, K3                          |
| CO3       | Recall the role of sales force automation  | K1, K4                          |
| CO4       | Understand the sales force recruitment and selection                                     | K4, K5                          |
| CO5       | Analyze and implement sales force training   | K4, K6                          |
| CO6       | Evaluate the performance of sales personnel and examine the criteria used for evaluation | K2, K5                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | L   | S   | S   | S   | L   | M   | L   | L    | S    | S    | M    |
| CO2     | M   | S   | M   | S   | M   | S   | S   | S   | S   | S    | L    | L    | M    |
| CO3     | M   | L   | S   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| CO4     | S   | S   | M   | S   | S   | S   | S   | S   | M   | M    | M    | M    | M    |
| CO5     | M   | S   | S   | M   | S   | L   | S   | M   | L   | S    | L    | S    | L    |
| CO6     | S   | S   | M   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents   | Hours |
|--------|---|-------|
| I      | The Nature and Role of Sales Management: Importance of Sales Management – Types of Personal Selling – Industrial Selling – Retail Selling – Services Selling – Order Taker Salespeople – Order Creators – Order Getters - Difference between Selling and Marketing – Classification of sales people – Characteristics of sales people – Personal Selling: Objectives – Policies – Strategies under competitive settings.            | 7     |
| II     | Selling Process: Stages in Selling Process – Pre-Sale Preparation – Prospecting – The process of Prospecting – Methods of Prospecting – Pre-approach before selling – Approach to the Customer – Sales Presentation – Approaches to Sales Presentation – Methods of Sales Presentation – Handling Customer Objections – Methods of Handling Customer Objections – Closing the Sale – Methods of Closing the Sale – Follow-up Action | 8     |
| III    | Sales Force Automation: Benefits of Customer Relationship Management and Sales Force Automation – Types of Sales Force Automation Tools – Sales Organization: Factors influencing Structure – Organizational Principles – Organizational Design - Determining the sales force size - Management of Sales Territory: Advantages and Disadvantages – Designing a Sales Territory  | 8     |

|              |  |           |
|--------------|--|-----------|
| <b>IV</b>    | Recruitment and Selection of the Sales Force: Hiring Process – Challenges in Sales Force Selection – Planning for Recruitment – Job Analysis – Job Qualification and Job Description – Sources of Sales Force Recruitment – Selection of Salesperson – Selection Procedure – Socialization                                   | <b>8</b>  |
| <b>V</b>     | Training the Sales Force: Objectives of Sales Training – Challenges in Sales Training – The Training Process – Training Methods – Sales Force Motivation: Importance of Motivation – The Process of Motivation – Sales Force Compensation: Types of Compensation Plans – Financial Compensation & Non-Financial Compensation | <b>8</b>  |
| <b>VI</b>    | Sales Force Control and Evaluation: Controlling Sales Force Performance – An Input-output Based Approach – Criteria for Sales Personnel Performance Evaluation – Setting up Performance Standards – Sales Audit - Measurement of Sales Organization Effectiveness – Performance Appraisal Process                            | <b>6</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>  | <b>Teaching &amp; Learning Activity</b>   | <b>Assessment Tasks</b>                          |
|-----------------|--|---|--|
| <b>I</b>        | Understand the basic concepts of personal selling  | Interactive lectures, readings, case studies and class discussions to understand the basic concepts of personal selling | Case study/<br>Group discussions,<br>Class test  |
| <b>II</b>       | Understand and apply the ideas related to personal selling process                       | Case study analysis, Role Play and group discussions to explain the ideas related to personal selling process           | Case study/<br>Roleplay                          |
| <b>III</b>      | Recall the role of sales force automation  | Interactive lectures, readings, case studies and class discussions to recall the role of sales force automation         | Case Study/<br>Group discussions                 |
| <b>IV</b>       | Understand the sales force recruitment and selection                                     | Case Study analysis, Seminars, group discussions to understand the sales force management                               | Case study,<br>Presentation                      |
| <b>V</b>        | Analyze and implement sales force training   | Familiarize with training through presentation/ role play   | Case study/<br>Group discussion,<br>Presentation |
| <b>VI</b>       | Evaluate the performance of sales personnel and examine the criteria used for evaluation | Conduct discussions using live examples/cases   | Seminar,<br>Class test                           |

#### **References**

|           |   |
|-----------|---|
| <b>1</b>  | Panda, T. K., & Sahadev, S. (2019). Sales and distribution management. UK; Oxford University Press.   |
| <b>2</b>  | Donaldson, B. (1998). Sales Management: Theory and Practice. United Kingdom: Macmillan.   |
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| <b>10</b> | Jobber, D., Lancaster, G., Le Meunier-FitzHugh, K. (2019). Selling and Sales Management. United Kingdom: Pearson.                               |

| <b>e-Contents</b> |   |
|-------------------|---|
| 1                 | <a href="https://www.youtube.com/watch?v=MPZgEJMS97o&amp;list=PLbRMhDVUMngdmGnniyiR0ATlxIKEJ2VpMW&amp;index=2">https://www.youtube.com/watch?v=MPZgEJMS97o&amp;list=PLbRMhDVUMngdmGnniyiR0ATlxIKEJ2VpMW&amp;index=2</a>   |
| 2                 | <a href="https://www.youtube.com/watch?v=qGea0jAjeeU&amp;list=PLbRMhDVUMngdmGnniyiR0ATlxIKEJ2VpMW&amp;index=3">https://www.youtube.com/watch?v=qGea0jAjeeU&amp;list=PLbRMhDVUMngdmGnniyiR0ATlxIKEJ2VpMW&amp;index=3</a>   |
| 3                 | <a href="https://www.youtube.com/watch?v=vCqFKF5Pmkg&amp;list=PLbRMhDVUMngdmGnniyiR0ATlxIKEJ2VpMW&amp;index=4">https://www.youtube.com/watch?v=vCqFKF5Pmkg&amp;list=PLbRMhDVUMngdmGnniyiR0ATlxIKEJ2VpMW&amp;index=4</a>   |
| 4                 | <a href="https://www.youtube.com/watch?v=eZrHYyDGrG8&amp;list=PLbRMhDVUMngdmGnniyiR0ATlxIKEJ2VpMW&amp;index=10">https://www.youtube.com/watch?v=eZrHYyDGrG8&amp;list=PLbRMhDVUMngdmGnniyiR0ATlxIKEJ2VpMW&amp;index=10</a> |
| 5                 | <a href="https://www.youtube.com/watch?v=BHz592Kc9GU&amp;list=PLbRMhDVUMngdmGnniyiR0ATlxIKEJ2VpMW&amp;index=24">https://www.youtube.com/watch?v=BHz592Kc9GU&amp;list=PLbRMhDVUMngdmGnniyiR0ATlxIKEJ2VpMW&amp;index=24</a> |
|                   |   |

**SEMESTER - 3**  
**MARKETING ELECTIVE- SERVICES MARKETING**

| Course Code | Course Name       | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|-------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-M534 | Service Marketing | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the unique challenges involved in managing the services and analyze the Strategies to deal with these challenges   |
| 2 | To make an appraisal of the necessary strategies to create a service excellence   |
| 3 | To give insights about the foundations of services marketing, customer expectations of services and gaps existing in the service delivery processes and service Quality |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the structure, growth and functions of service sector                              | K1, K2                          |
| CO2       | Create, deliver and perform service   | K3, K4, K6                      |
| CO3       | Recall the 7 P's in services marketing  | K4, K5                          |
| CO4       | Understand assess consumer behavior in services   | K2, K4, K5                      |
| CO5       | Understand and apply differentiation and retention strategies applicable to service marketing | K2, K3                          |
| CO6       | Understand the marketing of different service sectors   | K2, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | L   |     |     |     |     | S   | S    | S    | S    | S    |
| CO2     | M   | S   | S   |     |     |     |     |     | M   | M    | M    | S    | S    |
| CO3     | M   | S   | M   |     |     | S   |     |     | M   | M    | S    | S    | S    |
| CO4     | L   | S   | M   | M   |     |     |     |     |     | M    | M    | S    | S    |
| CO5     | M   | M   | S   | S   |     |     | S   |     |     | S    | S    | S    | S    |
| CO6     |     | M   |     |     |     | S   |     |     |     |      |      | S    |      |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents  | Hours     |
|--------------|--|-----------|
| I            | Role of Service Sector: Structure and growth – Recent trends in service sector – Characteristics of services – Components and tangibility spectrum –Distinctive marketing challenges and need for separate marketing strategies- Classification of services –Service Marketing mix- Expansion of marketing mix–Services marketing triangle | 8         |
| II           | Creating, Delivering and Performing Service: Basic, articulated and exciting attributes – Services blueprints  | 6         |
| III          | Pricing Strategies: Promotional mix and communication efforts- Delivery of services through intermediaries, People, Process and Physical evidence.   | 8         |
| IV           | Consumer Behaviour in Service: Customer satisfaction–Customer expectation and customer perceptions – Gap analysis – Quality perceptions in services–guarantee, Customization of service–Service recovery and problem solving–Employee role of service marketing – Role of technology   | 8         |
| V            | Segmentation: Positioning- Differentiation and retention strategies applicable to service marketing–Relationship marketing–Measuring customer satisfaction surveys-Design and analysis.  | 8         |
| VI           | Marketing of Service Sector: Banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, caretaking etc.   | 7         |
| <b>TOTAL</b> |  | <b>45</b> |



| Facilitating the Achievement of Course Learning Outcomes: |   |  |                           |
|---|---|--|---------------------------|
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity   | Assessment Tasks          |
| I   | Understand the structure, growth and functions of service sector  | The structure, growth and functions would be introduced through lecture and experience sharing.      | Presentation, Class test  |
| II  | Create, deliver and perform service   | Visit a service outlet to learn how they create, deliver and perform services                        | Presentation              |
| III   | Recall the 7 P's in services marketing  | Discuss the concept through a case analysis  | Exercises, Class test     |
| IV  | Understand and assess consumer behavior in services   | Conduct a survey among consumers to assess their behaviour towards a particular service              | Case analysis             |
| V   | Understand and apply differentiation and retention strategies applicable to service marketing   | Discuss a live case to find differentiation and retention strategies applicable to service marketing | Exercises, Case analysis  |
| VI  | Understand the marketing of different service sectors   | Conduct case analysis  | Case analysis, Class test |
| References  |   |  |                           |
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| 2   | <a href="https://books.google.co.in/books?hl=en&amp;lr=&amp;id=BqyaBQAAQBAJ&amp;oi=fnd&amp;pg=PP1&amp;dq=SERVICE++MARKETING&amp;ots=eKtPJKDWAj&amp;sig=WJEm5vqVe_2JVFEKGKMZ0iwXt9M&amp;redir_esc=y#v=onepage&amp;q=SERVICE%20%20MARKETING&amp;f=false">https://books.google.co.in/books?hl=en&amp;lr=&amp;id=BqyaBQAAQBAJ&amp;oi=fnd&amp;pg=PP1&amp;dq=SERVICE++MARKETING&amp;ots=eKtPJKDWAj&amp;sig=WJEm5vqVe_2JVFEKGKMZ0iwXt9M&amp;redir_esc=y#v=onepage&amp;q=SERVICE%20%20MARKETING&amp;f=false</a> |  |                           |
| 3   | <a href="http://pen.ius.edu.ba/index.php/pen/article/view/291">http://pen.ius.edu.ba/index.php/pen/article/view/291</a>   |  |                           |
| 4   | <a href="https://onlinelibrary.wiley.com/doi/full/10.1002/9781444316568.wiem01055">https://onlinelibrary.wiley.com/doi/full/10.1002/9781444316568.wiem01055</a>   |  |                           |
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**SEMESTER- 3**  
**OPERATIONS ELECTIVE: SUPPLY CHAIN MANAGEMENT**

| Course Code | Course Name             | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|-------------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-O531 | Supply Chain Management | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the concepts of supply chain management and its role in competitive strategy                       |
| 2 | To explain analytical tools to solve supply chain problems and attain desired performance level               |
| 3 | To discuss the technologies to make a supply chain to attain excellence and contribute towards sustainability |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the role of supply chain management and it's linkage with competitive strategy | K1, K2, K3                      |
| CO2       | Analyse the measures to improve the supply chain performance                              | K2, K4                          |
| CO3       | Design a world class supply chain that makes a firm competitive                           | K4, K6                          |
| CO4       | Develop the infrastructural facilities and design the inventory policies and practices    | K4, K6                          |
| CO5       | Develop the transportation and information infrastructure for supply chain                | K4, K5, K6                      |
| CO6       | Adopt sustainability in the design and action phases of supply chain                      | K5, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | L   |     |     |     |     | S   | S    | S    | S    | S    |
| CO2     | M   | S   | S   |     |     |     |     |     | M   | M    | M    | S    | S    |
| CO3     | M   | S   | M   |     |     | S   |     |     | M   | M    | S    | S    | S    |
| CO4     | L   | S   | M   | M   |     |     |     |     |     | M    | M    | S    | S    |
| CO5     | M   | M   | S   | S   |     |     | S   |     |     | S    | S    | S    | S    |
| CO6     |     | S   |     |     |     | S   |     |     |     |      | M    |      | M    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents   | Hours     |
|--------------|---|-----------|
| I            | Supply Chain: Objectives- Importance- Process views of supply chain- Competitive strategy and supply chain strategy- Efficiency Vs. Responsiveness Frontier- SCOR model   | 5         |
| II           | Drivers of Supply Chain Performance: Facility, Inventory, Transportation, Information, Sourcing and Pricing- Metrics to evaluate Supply chain performance.  | 8         |
| III          | Demand Forecasting: Aggregate planning- Bullwhip effect-Supply chain co-ordination-Innovation in SC- Extended Enterprise-Cold chain-3PL, 4 PL. ERP- Optimization of SC- Integration of SC- Restructuring of SC.   | 8         |
| IV           | Role of Facility in Supply Chain: Plant and warehouse- Warehousing-Functions, types, cost elements- Automated Warehousing. Role of Inventory in supply chain- Cycle inventory and safety inventory- Overview of models- Procurement management, make or buy decision- VMI, CPFR   | 8         |
| V            | Transportation: Different modes-Design options for transportation networks-Transportation management system- Information and supply chain integration- Supply chain IT framework- Customer Relationship Management- Internal Supply Chain Management- Supplier Relationship Management- E-SCM- components, implementation issues. | 8         |
| VI           | Agility, Adaptability, Alignment: Omni channel Distribution- Supply Chain Analytics- Sustainable supply chains- Green SCM-Reverse logistics- Closed loop SC- Role of incentives and regulations- Sustainability and SC Drivers  | 8         |
| <b>TOTAL</b> |   | <b>45</b> |

| Facilitating the Achievement of Course Learning Outcomes: |   |  |                          |
|---|---|--|--------------------------|
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity   | Assessment Tasks         |
| I   | Understand the role of supply chain management and it's linkage with competitive strategy   | Theory and concepts would be introduced through lecture and experience sharing. Supply chain strategy would be discussed through a case.                                   | Case analysis            |
| II  | Analyse the measures to improve the supply chain performance  | Theory would be presented through lecture and identification of performance indicators on various drivers using industry data  | Class test, Presentation |
| III   | Design a world class supply chain that makes a firm competitive   | A full-length case would be handled to explain the nuances of supply chain coordination  | Presentation, Class test |
| IV  | Develop the infrastructural facilities and design the inventory policies and practices  | Cases and relevant exercises would be introduced to develop an understanding of the applicability of different inventory models under different contexts.                  | Class test, Presentation |
| V   | Develop the transportation and information infrastructure for supply chain  | Small real-life exercises would be introduced to explain the context of transportation in supply chain and the trade-offs between inventory costs and transportation costs | Quiz                     |
| VI  | Adopt sustainability in the design and action phases of supply chain  | A case would be introduced to discuss different dimensions of sustainable supply chain management.   | Case analysis            |
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| e-Contents  |   |  |                          |
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| 2   | <a href="https://www.emerald.com/insight/content/doi/10.1108/13598549910284480/full/html">https://www.emerald.com/insight/content/doi/10.1108/13598549910284480/full/html</a>   |  |                          |
| 3   | <a href="https://onlinelibrary.wiley.com/doi/abs/10.1002/j.2158-1592.2001.tb00001.x">https://onlinelibrary.wiley.com/doi/abs/10.1002/j.2158-1592.2001.tb00001.x</a>   |  |                          |
| 4   | <a href="https://blogt.ethz.ch/ETHambassadors/files/2018/06/Davis-Effective-SCM.pdf">https://blogt.ethz.ch/ETHambassadors/files/2018/06/Davis-Effective-SCM.pdf</a>   |  |                          |
| 5   | <a href="https://www.taylorfrancis.com/books/mono/10.4324/9780203737859/supply-chain-management-william-copacino">https://www.taylorfrancis.com/books/mono/10.4324/9780203737859/supply-chain-management-william-copacino</a> |  |                          |

**SEMESTER- 3**  
**OPERATIONS ELECTIVE- QUALITY MANAGEMENT**

| Course Code | Course Name        | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|--------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-O532 | Quality Management | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

|   |   |
|---|---|
| 1 | To discuss the conceptualization of Total Quality (TQ) from design assurance to processes' assurance to service assurance |
| 2 | To orient towards business excellence and the role Quality Management Systems and awards                                  |
| 3 | To familiarise with world class practices in quality management and the Six Sigma methodology                             |

**Course Outcomes (Cos):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the concepts in quality and the ideas mooted by the quality Gurus from time to time   | K1, K2                          |
| CO2       | Assimilate the principles and tools of Total Quality Management  | K2, K3                          |
| CO3       | Evaluate appropriate tools of Statistical Quality Control  | K5                              |
| CO4       | Application of widely accepted methodologies for problem identification and performance improvement  | K2, K3                          |
| CO5       | Familiarise with the Quality Management Systems in place and the institutional encouragements to quality drive   | K2, K4                          |
| CO6       | Understand the concept and approaches of six sigma methodology and facilitate the selection and application of appropriate methodology of six sigma implementation | K2, K6                          |

**Programme Outcomes (Pos):**

| COS/POS | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | M   |     | M   | S   | M   | L   | L   |     | M   | L    | S    | M    | L    |
| CO2     | S   | S   | S   |     | S   | M   | M   | L   | S   | S    | M    | M    | M    |
| CO3     | S   | M   | S   | S   | S   | M   | M   |     | L   | S    | L    | S    | M    |
| CO4     | S   |     | S   | M   | M   |     | M   | S   | S   | S    | M    | S    | S    |
| CO5     | M   | M   | S   | S   | S   | M   | M   | M   |     | M    | M    | S    | S    |
| CO6     |     | L   | S   | S   | S   |     | S   | L   | S   | S    | L    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents   | Hours |
|--------|---|-------|
| I      | Quality Management: Concept-Dimensions of quality for goods and services- Quality gurus and contributions- Deming, Juran, Feigenbaum, Taguchi, Ishikava, Shingo, Tom Peters, Philip Crosby.   | 7     |
| II     | Total Quality Management: TQM Pyramid- Seven tools of TQM- Traditional and modern TQM principles-JIT, Benchmarking, Continuous improvement- Quality Loss Function- Employee empowerment   | 7     |
| III    | Statistical Quality Control: Causes of variability- Statistical Process control- Control chart for variables and attributes- Process capability- Acceptance sampling- OC curve- Average Outgoing Quality  | 7     |
| IV     | Failure Mode and Effect Analysis: Fault Tree Analysis- Hazard and Operational Study- Hazard Analysis and Critical Control Point- Total Productive Maintenance- Overall Equipment Effectiveness.   | 8     |
| V      | Quality Management System: ISO 9000, 14000, Bureau of Indian Standards-Functions, role- TATA Business Excellence Model- Deming Prize- Malcolm Baldrige National Quality Award- European Foundation for Quality Management- Quality awards in India. | 8     |

|              |  |           |
|--------------|--|-----------|
| <b>VI</b>    | Six Sigma: History themes- Core principles, DPMO, sigma levels and performance standards- Six sigma implementation- DMAIC and DMADV methodologies – Role of different categories of team members- Lean Six Sigma | <b>8</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>  | <b>Teaching &amp; Learning Activity</b>                                    | <b>Assessment Tasks</b>              |
|-----------------|--|--|--------------------------------------|
| <b>I</b>        | Understand the concepts in quality and the ideas mooted from time to time  | Lecturing on core concepts and quality philosophies. Corporate snap shots. | Presentation, Quiz                   |
| <b>II</b>       | Assimilate the principles and tools of Total Quality Management.   | Graphical illustrations of the tools of TQM using secondary data.          | Presentation, Assignment, Class test |
| <b>III</b>      | Evaluate appropriate tools of Statistical Quality Control.   | Assignments requiring use of concepts and tools                            | Group assignment                     |
| <b>IV</b>       | Application of widely accepted methodologies for problem identification and performance improvement.                         | Lecturing and data analysis using the tools.                               | Assignment, Class test               |
| <b>V</b>        | Quality Management Systems in place and the institutional encouragements to quality drive                                    | Lecturing and real world case analysis                                     | Industry visit, Case analysis        |
| <b>VI</b>       | Approaches of six sigma methodology and the selection and application of appropriate methodology of six sigma implementation | Lecturing, Case analysis   | Presentations on industry practices  |

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|           |   |
|-----------|---|
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| <b>2</b>  | Kanishka Bedi. (2021). Quality Management. (16 <sup>TH</sup> Edition). New Delhi: Oxford University Press   |
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| <b>4</b>  | Gopalakrishnan, N. (2012). Simplified Six Sigma Methodology, Tools and Implementation. (1 <sup>st</sup> Edition). New Delhi: PHI Learning Private.            |
| <b>5</b>  | Mauch, P. D. (2009). Quality Management: Theory and Application. United Kingdom: CRC Press.   |
| <b>6</b>  | Poorinma M. Charantimath (2011). Total Quality Management. (2011). India: Pearson.  |
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| <b>9</b>  | Sallis, E. (2014). Total quality management in education. UK: Routledge.  |
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| <b>2</b> | <a href="https://www.taylorfrancis.com/books/mono/10.4324/9780203417010/total-quality-management-education-edward-sallis">https://www.taylorfrancis.com/books/mono/10.4324/9780203417010/total-quality-management-education-edward-sallis</a>   |
| <b>3</b> | <a href="https://www.taylorfrancis.com/books/mono/10.4324/9780203930021/fundamentals-total-quality-management-jens-dahlgaard-ghopal-kanji-kai-kristensen">https://www.taylorfrancis.com/books/mono/10.4324/9780203930021/fundamentals-total-quality-management-jens-dahlgaard-ghopal-kanji-kai-kristensen</a> |
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### SEMESTER - 3

#### OPERATIONS ELECTIVE: MATERIALS MANAGEMENT

| Course Code | Course Name          | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|----------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-O533 | Materials Management | Elective | 40         | 5           | 0            | 2      |

#### Course Objectives:

|   |  |
|---|--|
| 1 | To discuss the systems and approaches in purchase and stores management  |
| 2 | To discuss the procedure for the preparation of various purchase documents in local and international purchase situation |
| 3 | To discuss value creation through proper stores design and record keeping and practice waste reduction                   |

#### Course Outcomes (COs): On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the systems and approaches of purchase function                              | K1, K2                          |
| CO2       | Apply the tools and techniques of material planning and forecasting                     | K3                              |
| CO3       | Familiarise with purchase process, budgeting and vendor management                      | K2,K3                           |
| CO4       | Preparation of various purchase documents in local and international purchase situation | K2, K4                          |
| CO5       | Gain value creation through proper stores design and record keeping                     | K6                              |
| CO6       | Insight on waste reduction, standardisation and codification systems                    | K5, K6                          |

#### Programme Outcomes (POs):

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     |     |     | L   | L   | M   | L   |     |     |     | L    |      | L    |      |
| CO2     | M   | L   | M   | M   | M   |     | M   |     | L   | M    |      |      | M    |
| CO3     | M   | M   |     | S   | S   | M   | S   | M   |     | S    | M    | M    | M    |
| CO4     | S   | M   | L   | S   | S   | M   |     | L   | S   | S    | L    | S    |      |
| CO5     | S   |     | M   | S   | S   | S   | S   | M   | M   | S    |      |      | M    |
| CO6     | M   | S   | S   |     | M   | S   | S   |     | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents   | Hours     |
|--------------|---|-----------|
| I            | Materials Management: Concept-Importance of materials management, integrated approach- Materials management at micro-macro levels- Total concept – Systems approach- The materials function – interfaces- Benefits of integrated systems approach                           | 8         |
| II           | Forecasting & Planning: Forecasting methods- Factors affecting forecasts – Materials planning- Materials Cycle and Flow Control Systems- Materials Budget.  | 8         |
| III          | Purchasing: Purchasing organization, duties of purchasing department- Centralized and localized purchasing- Purchasing policies- Budgets- Methods of purchasing, buying factors, source selection, source development- Supplier performance appraisal- Make or buy decision | 8         |
| IV           | Legal Aspects Of Purchasing- Imports and exports policy- Lead time analysis- Purchasing and quality assurance- International purchasing-Purchasing procedures and records: Requisition, purchases order follow up and expediting systems, receipt and inspection.           | 8         |
| V            | Stores Management and Control: Stores and stores organization- Organization of stores location and layout of stores- Relevant factors in design of stores- Functions of stores keeping- Stores records and procedures.  | 6         |
| VI           | Types of Stores: Stock verification-Types, process- Obsolete, surplus and scrap management- Standardization and variety reduction- Classification, coding and codification system.  | 7         |
| <b>TOTAL</b> |   | <b>45</b> |



| Facilitating the Achievement of Course Learning Outcomes: |   |  |                              |
|---|---|--|------------------------------|
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity   | Assessment Tasks             |
| I   | Understand the systems and approaches of purchase function  | Lecturing and case analysis  | Presentation, Quiz           |
| II  | Apply the tools and techniques of material planning and forecasting   | Lecturing and hands on experience in preparation of material forecasting and budgeting | Group assignment             |
| III   | Familiarise with purchase process, budgeting and vendor management  | Lecturing, preparation of purchase documents   | Assignment, Class test       |
| IV  | Preparation of various purchase documents in local and international purchase situation   | Lecturing, case analysis   | Case presentation            |
| V   | Gain value creation through proper stores design and record keeping   | Lecturing, preparation of stores records   | Group assignment, Class test |
| VI  | Insight on waste reduction, standardisation and codification systems  | Discussion and Case analysis   | Case analysis                |
| References  |   |  |                              |
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| 2   | Sunderesan, Gopalakrishnan (2016). Materials Management – An integrated approach. New Delhi: Prentice Hall.   |  |                              |
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| 2   | <a href="https://link.springer.com/book/10.1007/978-81-322-1970-5">https://link.springer.com/book/10.1007/978-81-322-1970-5</a>                             |  |                              |
| 3   | <a href="https://ascelibrary.org/doi/abs/10.1061/(ASCE)0733-9364(1986)112:1(14)">https://ascelibrary.org/doi/abs/10.1061/(ASCE)0733-9364(1986)112:1(14)</a> |  |                              |
| 4   | <a href="https://www.sciencedirect.com/science/article/pii/S0378720697000281">https://www.sciencedirect.com/science/article/pii/S0378720697000281</a>       |  |                              |
| 5   | <a href="https://ascelibrary.org/doi/abs/10.1061/(ASCE)0742-597X(1999)15:1(30)">https://ascelibrary.org/doi/abs/10.1061/(ASCE)0742-597X(1999)15:1(30)</a>   |  |                              |



**SEMESTER-3**  
**OPERATIONS ELECTIVE- SERVICES OPERATIONS MANAGEMENT**

| Course Code | Course Name                    | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|--------------------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-O534 | Services Operations Management | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

- 1 To discuss the role and characteristics of operations function in service industries
- 2 To discuss the tools, techniques and models those facilitate decision making in service operations
- 3 To facilitate technology adoption and innovation in service operations

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the role of operations function in service organisations.  | K1, K2                          |
| CO2       | Apply the concepts and tools used for designing the elements such as product, process, layout and job.                          | K3                              |
| CO3       | Equip to take decisions on key aspects of facility planning like location, capacity planning and aggregate production planning. | K2, K5                          |
| CO4       | Enable the application of control mechanism through quality management and short term scheduling.                               | K3, K4                          |
| CO5       | Gain insight on value creation through inventory management and supply chain integration.                                       | K5, K6                          |
| CO6       | Adopt IT tools in service operation   | K6                              |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     |     |     | L   | M   |     |     |     |     |     |      |      |      |      |
| CO2     | M   | L   | S   | S   | S   | M   | M   |     | M   | M    | M    |      | M    |
| CO3     | M   | S   | M   |     |     | M   | M   |     |     | M    |      |      | M    |
| CO4     | S   |     | S   | S   | S   |     | S   |     |     | S    |      | S    | S    |
| CO5     | S   | M   |     |     | M   | S   |     | S   |     | M    | S    | S    |      |
| CO6     | M   | M   | M   | S   |     | L   | M   | M   | S   |      | M    | M    | M    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Introduction to Services: Importance, role in economy, growth, characteristics- Nature and Classification of Services- The future of services- Competitive service strategies- Stages of service firm competitiveness  | 5     |
| II     | New Service Design, Development Process and Design Tools: Service location selection - Site selection methods for demand sensitive, delivered service and quasi manufacturing services-Service facility layout- Basic considerations, accepted models and practices. | 8     |
| III    | Service Process Design: Service encounter triad- Service capacity management- Smoothing customer demand in services- Yield management- Resources and workforce scheduling in services.   | 8     |
| IV     | Service Inventory Management: Service inventory information model-Retrieval, reconciliation, and synchronisation- Service supply chains- Service supply relationship- Sources of value- Work measurement in services-Methods and application.                        | 8     |
| V      | Service Quality: Service Quality Dimensions- Service Quality - Five Gap Model, Kano's Model Measuring Service Quality- SERVQUAL and Walk-through Audit- Quality service by design-Service Recovery. Service Guarantees.  | 8     |

|              |  |           |
|--------------|--|-----------|
| <b>VI</b>    | Front-office Back-office Interface: Service decoupling- Technology in services-role of IT-innovations- Off shoring and outsourcing in services- Cost and non-cost issues- Data Envelopment Analysis- Scoring system. | <b>8</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes  | Teaching & Learning Activity                     | Assessment Tasks          |
|------------|---|--|---------------------------|
| <b>I</b>   | Understand the role of operations function in service organisations.  | Lecturing and case discussion                    | Presentation, Quiz        |
| <b>II</b>  | Apply the concepts and tools used for designing the elements such as product, process, layout and job.                          | Lecturing, Numerical problem solving             | Assignment, Class test    |
| <b>III</b> | Equip to take decisions on key aspects of facility planning like location, capacity planning and aggregate production planning. | Case discussion                                  | Case presentation         |
| <b>IV</b>  | Enable the application of control mechanism through quality management and short-term scheduling.                               | Lecturing, group assignment                      | Group assignment          |
| <b>V</b>   | Gain insight on value creation through inventory management and supply chain integration.                                       | Lecturing and discussion in real world practices | Case analysis, Class test |
| <b>VI</b>  | Adopt IT tools in service operation   | Case analysis                                    | Assignment                |

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| <b>2</b> | <a href="https://scholar.google.com/scholar?hl=en&amp;as_sdt=0%2C5&amp;q=SERVICES+OPERATIONS+MANAGEMENT&amp;btnG=">https://scholar.google.com/scholar?hl=en&amp;as_sdt=0%2C5&amp;q=SERVICES+OPERATIONS+MANAGEMENT&amp;btnG=</a>   |
| <b>3</b> | <a href="https://www.sciencedirect.com/science/article/abs/pii/S0272696306000465">https://www.sciencedirect.com/science/article/abs/pii/S0272696306000465</a>   |
| <b>4</b> | <a href="https://journals.sagepub.com/doi/abs/10.1111/j.1937-5956.2003.tb00498.x">https://journals.sagepub.com/doi/abs/10.1111/j.1937-5956.2003.tb00498.x</a>   |
| <b>5</b> | <a href="https://dl.acm.org/doi/abs/10.5555/1571777">https://dl.acm.org/doi/abs/10.5555/1571777</a>   |

**SEMESTER - 4**  
**CORE COURSE : STRATEGIC MANAGEMENT**

| Course Code | Course Name          | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|----------------------|----------|------------|-------------|--------------|--------|
| MGT-CC-541  | Strategic Management | CORE     | 50         | 10          | 0            | 3      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To familiarize with the strategic perspectives of managing the organization in the present day dynamic environment       |
| 2 | To discuss the environment in the context of strategic management  |
| 3 | To familiarize with the various strategies adopted by firms  |
| 4 | To explain the strategy implementation issues and familiarize the control mechanisms in the strategic management process |
| 5 | To assess the strategic perspectives of corporate governance and corporate social responsibility                         |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the concept of strategy and strategic management process    | K1, K2                          |
| CO2       | Evaluation of the strategic intent of firms and environmental scanning | K2, K5                          |
| CO3       | Insight on the strategy alternatives adopted by firms                  | K4                              |
| CO4       | Analyse and evaluate the strategy implementation issues                | K4, K5                          |
| CO5       | Apply the control mechanisms in the strategic management process       | K5, K6                          |
| CO6       | Adopt strategic perspectives for management of NPOs and MSMEs          | K6                              |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | L   | S   | S   | S   | L   | M   | L   | L    | S    | S    | M    |
| CO2     | M   | S   | M   | S   | M   | S   | S   | S   | S   | S    | L    | L    | M    |
| CO3     | M   | L   | S   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| CO4     | S   | S   | M   | S   | S   | S   | S   | S   | M   | M    | M    | M    | M    |
| CO5     | M   | S   | S   | M   | S   | L   | S   | M   | L   | S    | L    | S    | L    |
| CO6     | S   | S   | M   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents   | Hours     |
|--------------|---|-----------|
| I            | Business Strategy: Strategy- Nature and value - Strategic management process - Corporate, business and functional level strategies - Role of board of directors, CEO and corporate planner  | 8         |
| II           | Strategic Intent: Vision, mission, business definition goals and objectives - External audit – micro and macro environment scanning – PESTLE analysis - Five forces model and value chain model – SWOT analysis – TOWS matrix – ETOP - QUEST Analysis | 12        |
| III          | Strategy Alternative: Stability strategy - Growth strategy – Intensification and Diversification - Ansoff matrix – Defensive strategies – types. BCG matrix - GE matrix – Hofer matrix  | 12        |
| IV           | Strategy Implementation: Concept- The role of organisation structure, culture, leadership and technology - 7 ‘S’ framework - Routes for executing strategy – Start up - Merger and Acquisition - Joint Venture – Strategic Alliances – Consortium     | 8         |
| V            | Strategy Evaluation and Control: Evaluation criteria – Strategic control - Operational control - Balances Scorecard – Characteristics of effective control system – Contingency Planning  | 10        |
| VI           | Strategic Perspectives of Corporate Governance and Corporate Social Responsibility: Strategies for Non Profit Organisations and MSME – Strategy and innovation – Blue Ocean strategy  | 10        |
| <b>TOTAL</b> |   | <b>60</b> |

| Facilitating the Achievement of Course Learning Outcomes: |   |   |   |
|---|---|---|---|
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity  | Assessment Tasks                                |
| I   | Understand the concept of strategy and strategic management process   | Interactive lectures, readings, case studies and class discussions to understand the concept of strategic management and its processes  | Case study/<br>Group discussions,<br>Class test |
| II  | Evaluation of the strategic intent of firms and environmental scanning  | Case study analysis and group discussions to understand the strategic intent of firms and environmental scanning  | Presentation,<br>Quiz                           |
| III   | Insight on the strategy alternatives adopted by firms   | Interactive lectures, readings, case studies and class discussions to acquiring knowledge of various strategies adopted by firms  | Case study/<br>Group discussions/               |
| IV  | Analyse and evaluate the strategy implementation issues   | Case study analysis, seminars, group discussions to understand the strategy implementation issues   | Case Study/<br>Group discussions/               |
| V   | Apply the control mechanisms in the strategic management process  | Case studies and group discussions to familiarizing the control mechanisms in the strategic management process  | Presentations,<br>Class test                    |
| VI  | Adopt strategic perspectives for management of NPOs and MSMEs   | Seminars, debates and workshops to identifying the strategic perspectives of corporate governance and corporate social responsibility. understand the strategies for non- profit organisations and MSME | Seminars/<br>Debates                            |
| References  |   |   |   |
| 1   | Kasmi, A. (2015). Strategic Management. New Delhi: Mc Graw Hill Education.  |   |   |
| 2   | David, F. E. (2016). Strategic Management- Concepts and Cases. New Delhi: Pearson Education   |   |   |
| 3   | Pearce, J. A., & Robinson, R. B. (2000). Strategic Management-Formulation, implementation and control. New Delhi: Mc Graw Hill Companies  |   |   |
| 4   | Mathur, U. C. (2005). Strategic Management. New Delhi: Macmillan  |   |   |
| 5   | Hanson, D., Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). Strategic management: Competitiveness and globalisation. Australia: Cengage.  |   |   |
| 6   | Cherunilam, F. (2016). Strategic Management. New Delhi: Himalaya Publishing House   |   |   |
| 7   | Godfrey, R. (2015). Strategic Management: A Critical Introduction. United Kingdom: Taylor & Francis.  |   |   |
| 8   | Jausch, & Glueck. (1988). Business Policy and Strategic Management. New Delhi: McGraw Hill  |   |   |
| 9   | Wheelen, & Hunger. (2008). Essentials of Strategic Management. New Delhi: Prentice Hall India.  |   |   |
| 10  | Ramaswamy, V. S., Namakumari, S. (2000). Strategic Planning Formulation of Corporate Strategy: Text and Cases: Indian Context. India: Macmillan.  |   |   |
| e-Contents  |   |   |   |
| 1   | <a href="https://www.youtube.com/watch?v=8swTrGXDm-w&amp;list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN">https://www.youtube.com/watch?v=8swTrGXDm-w&amp;list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN</a>                           |   |   |
| 2   | <a href="https://www.youtube.com/watch?v=7jACS-vZ2W4&amp;list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN&amp;index=4">https://www.youtube.com/watch?v=7jACS-vZ2W4&amp;list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN&amp;index=4</a>   |   |   |
| 3   | <a href="https://www.youtube.com/watch?v=LONRzCp338I&amp;list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN&amp;index=5">https://www.youtube.com/watch?v=LONRzCp338I&amp;list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN&amp;index=5</a>   |   |   |
| 4   | <a href="https://www.youtube.com/watch?v=YOf8Fpci_DU&amp;list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN&amp;index=6">https://www.youtube.com/watch?v=YOf8Fpci_DU&amp;list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN&amp;index=6</a>   |   |   |
| 5   | <a href="https://www.youtube.com/watch?v=da_f2vEfyJY&amp;list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN&amp;index=27">https://www.youtube.com/watch?v=da_f2vEfyJY&amp;list=PLgMDNELGJ1CZGHvxBcvmDQzsNhPHZGSsN&amp;index=27</a> |   |   |

# SEMESTER-4

## FINANCE ELECTIVE- BEHAVIOURAL FINANCE

| Course Code | Course Name         | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|---------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-F541 | Behavioural Finance | Elective | 30         | 9           | 6            | 2      |

### Course Objectives:

|   |   |
|---|---|
| 1 | To discuss the nature, scope, objectives, significance, and applications of behavioural finance in financial markets and investment decision-making.  |
| 2 | To explain the psychology of financial markets and investor behaviour, including the factors influencing investor decision-making processes.  |
| 3 | To explore behavioural finance market strategies, prospect theory, and mental accounting techniques employed by investors.  |
| 4 | To examine the building blocks of behavioural finance, including cognitive psychology, limits to arbitrage, and the role of risk in investment decisions.   |
| 5 | To examine the behavioural corporate finance principles, including empirical data on dividend behaviour, corporate news timing, and the systematic integration of behavioural factors into corporate decision-making processes. |

### Course Outcomes (COs): On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Demonstrate a comprehensive understanding of the theories, concepts, and methodologies of behavioural finance and their application in financial markets.  | K1, K2                          |
| CO2       | Critically analyze the impact of external factors, emotions, and psychological traits on investor behavior and financial market dynamics.  | K4, K5                          |
| CO3       | Develop strategies for employing behavioural finance market strategies, prospect theory, and mental accounting techniques in investment decision-making.   | K3, K6                          |
| CO4       | Apply cognitive psychology principles and knowledge of limits to arbitrage in evaluating risk and making informed investment decisions.  | K3                              |
| CO5       | Develop empirical data and systematic approaches to incorporate behavioural factors into corporate decision-making processes, enhancing corporate performance and risk management strategies   | K5, K6                          |
| CO6       | Investigate the theoretical foundations of the efficient market hypothesis (EMH) and its implications for investor behavior, including the identification and analysis of heuristics and behavioural biases influencing investment decisions | K2, K6                          |

### Programme Outcomes (POs):

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | M   | S   | S   | S   | S   | L   | S   | S    | M    | S    | S    |
| CO2     | S   | S   | M   | S   | M   | M   | S   | S   | M   | S    | S    | M    | S    |
| CO3     | M   | M   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |
| CO4     | S   | M   | M   | M   | L   | M   | L   | M   | M   | M    | L    | M    | M    |
| CO5     | S   | S   | S   | M   | M   | M   | S   | M   | L   | M    | M    | L    | M    |
| CO6     | S   | S   | S   | S   | S   | S   | S   |     | L   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Behavioural Finance: Nature, Scope, Objectives, Significance and Application- The Psychology of Financial Markets and Investor Behaviour, Behavioural Finance Market Strategies, Prospect Theory and Mental Accounting - Investors Disposition Effect.     | 7     |
| II     | Building block of behavioural finance: Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs; Risk - Noise-trader risk; Professional arbitrage; Destabilizing informed trading - Expected Utility as a basis for decision-making - Theories | 8     |

|              |   |           |
|--------------|---|-----------|
| <b>III</b>   | Investor behaviour: External factors and investor behaviour: Fear & Greed in Financial Market, Emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns   | <b>8</b>  |
| <b>IV</b>    | Behavioural Corporate Finance: Empirical Data on Dividend Presence or Absence- Ex-Dividend Day Behaviour- Timing of Good and Bad Corporate News Announcements- The Systematic Approach of Using Behavioural Factors in Corporate Decision-Making- Neurophysiology of Risk-Taking- Personality Traits and Risk Attitudes in Different Domains. | <b>7</b>  |
| <b>V</b>     | Efficient Market Hypothesis: Theoretical Foundations of Efficient Market Hypothesis (EMH)- Steps of Efficient Market Hypothesis- Types of Investors—Bull Investors, Bear, Savers, Speculators- Mental Accounting- Gamblers Fallacy-Self Attribution Bias.   | <b>8</b>  |
| <b>VI</b>    | Heuristics and Behavioural Biases of Investors-Factors Affecting Behavioural Finance- Psychology Traits Affecting Investment Decisions- Behavioural Finance Theories- Prospect Theory- Regret, Anchoring Cognitive Psychology, Limits to Arbitrage.   | <b>7</b>  |
| <b>TOTAL</b> |   | <b>45</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>  | <b>Teaching &amp; Learning Activity</b>  | <b>Assessment Tasks</b> |
|-----------------|--|--|-------------------------|
| <b>I</b>        | Demonstrate a comprehensive understanding of the principles and concepts of behavioural finance, including its nature, scope, and significance in financial markets. | Lectures and discussions on the principles and theories of behavioural finance, supplemented by readings and multimedia materials.       | Class test, Assignments |
| <b>II</b>       | Analyze the psychology of financial markets and investor behavior, identifying the factors influencing investment decision-making processes.                         | Case studies and real-world examples illustrating the psychology of financial markets and investor behaviour.                            | Presentations, Quiz     |
| <b>III</b>      | Apply behavioural finance strategies and techniques in market analysis and investment decision-making scenarios.   | Simulations and role-playing exercises to practice applying behavioural finance strategies in investment scenarios.                      | Roleplay, Case analysis |
| <b>IV</b>       | Evaluate empirical data and case studies to assess the impact of behavioural factors on corporate finance and investment outcomes.                                   | Analysis of empirical data and research papers exploring the impact of behavioural factors on corporate finance and investment outcomes. | Presentations, Quiz     |
| <b>V</b>        | Develop effective risk management strategies based on an understanding of cognitive biases and heuristics in financial decision-making.                              | Interactive workshops and exercises focusing on identifying and mitigating cognitive biases and heuristics in financial decision-making. | Roleplay, Case analysis |
| <b>VI</b>       | Critically assess the efficient market hypothesis and its implications for investor behaviour and market efficiency.   | Debates and group discussions on the efficient market hypothesis and its critiques, encouraging critical thinking and analysis.          | Class test, Discussion  |

#### References

|          |   |
|----------|---|
| <b>1</b> | Thaler, R. H. (2015). Misbehaving: The Making of Behavioural Economics. US: W.W. Norton & Company.                          |
| <b>2</b> | Kahneman, D. (2011). Thinking, Fast and Slow. Farrar, Straus and Giroux. United States.                                     |
| <b>3</b> | Shefrin, H. (2011). Behavioural Corporate Finance. McGraw-Hill Education. United States.                                    |
| <b>4</b> | Shiller, R. J. (2015). Irrational Exuberance. Princeton University Press. United States.                                    |
| <b>5</b> | Statman, M. (2017). Finance for Normal People: How Investors and Markets Behave. Oxford University Press. United States.    |
| <b>6</b> | Lo, A. W. (2017). Adaptive Markets: Financial Evolution at the Speed of Thought. Princeton University Press. United States. |
| <b>7</b> | Montier, J. (2010). The Little Book of Behavioural Investing: How Not to Be Your Own Worst Enemy. Wiley. United States.     |



|                   |   |
|-------------------|---|
| <b>8</b>          | Gladwell, M. (2005). Blink: The Power of Thinking Without Thinking. Little, Brown and Company. United States.   |
| <b>9</b>          | Campbell, J. Y. (1997). The Econometrics of Financial Markets. Princeton University Press. United States.   |
| <b>10</b>         | Odean, T. (2011). Investment Mistakes Even Smart Investors Make and How to Avoid Them. John Wiley & Sons. United States.  |
| <b>e-Contents</b> |   |
| <b>1</b>          | <a href="https://www.coursera.org/learn/behavioral-finance">https://www.coursera.org/learn/behavioral-finance</a>   |
| <b>2</b>          | <a href="https://www.e-elgar.com/shop/usd/the-handbook-of-behavioral-finance-11063.html">https://www.e-elgar.com/shop/usd/the-handbook-of-behavioral-finance-11063.html</a>   |
| <b>3</b>          | <a href="https://www.tandfonline.com/toc/hbhf20/current">https://www.tandfonline.com/toc/hbhf20/current</a>   |
| <b>4</b>          | <a href="https://www.investopedia.com/terms/b/behavioraleconomics.asp">https://www.investopedia.com/terms/b/behavioraleconomics.asp</a>                                       |
| <b>5</b>          | <a href="https://www.amazon.com/Nudge-Improving-Decisions-Health-Happiness/dp/014311526X">https://www.amazon.com/Nudge-Improving-Decisions-Health-Happiness/dp/014311526X</a> |



**SEMESTER - 4**  
**FINANCE ELECTIVE: STRATEGIC FINANCIAL MANAGEMENT**

| Course Code | Course Name                    | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|--------------------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-F542 | Strategic Financial Management | Elective | 20         | 10          | 15           | 2      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To discuss the potential goals and evaluate strategies to help clients achieve their goals |
| 2 | To study the basics of implementing the financial Plan and monitoring the financial plan.  |
| 3 | To explain the financial goals of strategic financial management                           |
| 4 | To discuss how to create profits for the business over the long run                        |
| 5 | To discuss the ways to maximize shareholders' wealth                                       |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement                             | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the financial goals and strategy               | K1, K2                          |
| CO2       | Familiarize with financial strategy for capital structure | K2, K3                          |
| CO3       | Identify appropriate strategic cost analysis              | K3                              |
| CO4       | Evaluate various aspects of financial restructuring       | K5                              |
| CO5       | Adopt innovative financial engineering tools              | K4, K6                          |
| CO6       | Review and evaluate ethical issues in strategic finance   | K5, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | M   | S   | M   | M   | S   | S   | S    | M    | M    | S    |
| CO2     | S   | M   | S   | M   | M   | S   | S   | S   | S   | M    | S    | S    | S    |
| CO3     | S   | S   | S   | M   | S   | M   | M   | S   | S   | S    | S    | S    | M    |
| CO4     | M   | M   | S   | S   | S   | S   | S   | S   | S   | M    | M    | S    | S    |
| CO5     | S   | M   | S   | S   | S   | S   | S   | S   | S   | S    | M    | M    | S    |
| CO6     | M   | S   | M   | M   | S   | S   | S   | M   | M   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents   | Hours |
|--------|---|-------|
| I      | Concepts of strategic financial management: Financial goals and strategy- measuring shareholders value creation- EVA (Economic Value Added) and MVA- Managerial implications of shareholder value Creation- Strategic business units-responsibility accounting-strategies for wealth maximization- Investment decisions | 10    |
| II     | Financial Strategy for Capital Structure: Debt-to-Equity Ratio as a Measure of Capital Structure- Degree of Financial Leverage- degree of Operating Leverage- High operating leverage, Low operating leverage- Capital structure planning and decision making- Trading on Equity-EBIT-EPS analysis                      | 5     |
| III    | Internal Cost Profit Analysis: Strategic cost analysis-Cost profit sales analysis using product and project- Present performance and result ratio- Analysis of post expansion   | 5     |
| IV     | Financial Aspects of Corporate Restructuring: Meaning, symptoms- financial symptoms, restructuring plan- various aspects of financial restructuring-Consolidation of value change-restructuring through amalgamation and mergers-Restructuring of sick organizations  | 10    |
| V      | Financial Engineering: Innovative financial engineering- Innovative project finance instruments- Venture Finance-Dealer finance -Structured finance -Special purpose vehicle - Merger strategy- Forms of expansion -Internal Expansion- External Expansion  | 5     |

|   |   |   |                                |
|---|---|---|--------------------------------|
| VI  | Strategic Financial Decisions: Management Buyout - MBO' - Importance of MBO-Ethical issues in strategic finance- assessment of ethical financial performance- transparency in operation | 10  |                                |
| TOTAL   |   | 45  |                                |
| Facilitating the Achievement of Course Learning Outcomes: |   |   |                                |
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity  | Assessment Tasks               |
| I   | Understand the financial goals and strategy   | Analyse and the financial goals and strategies Indian and foreign companies                         | Seminars, Case analysis        |
| II  | Familiarize with financial strategy for capital structure   | Evaluate the financial statements of corporate to know their strategies for capital structure       | Group discussion, Case studies |
| III   | Identify appropriate strategic cost analysis  | Conduct cost analysis using published statements of corporates                                      | Presentation, Case analysis    |
| IV  | Evaluate various aspects of financial restructuring   | Discuss the restructuring practices of companies using live cases                                   | Case studies                   |
| V   | Adopt innovative financial engineering tools  | Evaluate the changes in the efficiency of companies using innovative financial re-engineering tools | Case studies, Class test       |
| VI  | Review and evaluate ethical issues in strategic finance   | Discuss case studies to review and evaluate ethical issues in strategic finance                     | Case studies                   |
| References  |   |   |                                |
| 1   | Sofat, R., Hiro, P (2015). Strategic Financial Management. India: Prentice Hall India Pvt., Limited.  |   |                                |
| 2   | Strategic Financial Management. (2018) Kojo Press.  |   |                                |
| 3   | Kumar, R. (2017). Strategic Financial Management Casebook. Netherlands: Elsevier Science.   |   |                                |
| 4   | Hill, R. A. (2008). Strategic Financial Management. United Kingdom: Ventus Publishing.  |   |                                |
| 5   | Karadag, H. (2015). Strategic Financial Management for Small and Medium Sized Companies. United Kingdom: Emerald Group Publishing Limited.  |   |                                |
| 6   | Karna, K. (2019). Strategic Financial Management. Amazon Digital Services LLC - KDP Print US.   |   |                                |
| 7   | Grundy, t., Johnson, g., Scholes, k. (1998). Exploring strategic financial management. United Kingdom: prentice hall Europe.  |   |                                |
| 8   | Strategic financial management (with cd). (2011). India: Wiley India pvt. Limited.  |   |                                |
| 9   | Hodgson, K. (2014). Strategic Financial Management Applications of Corporate Finance. (n.p): CreateSpace Independent Publishing Platform.   |   |                                |
| 10  | Strategic Financial Management: Part I. (n.d.). (n.p.): Bookboon.   |   |                                |
| e-Contents  |   |   |                                |
| 1   | <a href="http://www.google.com/search?tbm=bks&amp;q=strategicfinancialmanagement">www.google.com/search?tbm=bks&amp;q=strategicfinancialmanagement</a>                                  |   |                                |
| 2   | <a href="#">Strategic Financial Management (SFM) – Amrita Vishwa Vidyapeetham</a>   |   |                                |
| 3   | <a href="https://www.google.co.in/books/edition/Strategic_Financial_Management">https://www.google.co.in/books/edition/Strategic_Financial_Management</a>                               |   |                                |
| 4   | <a href="https://corpgov.law.harvard.edu/2018/05/23/why-shareholder-wealth-maximization">https://corpgov.law.harvard.edu/2018/05/23/why-shareholder-wealth-maximization</a>             |   |                                |
| 5   | <a href="https://egpaadsaala.com/what-is-strategic-financial-management">https://egpaadsaala.com/what-is-strategic-financial-management</a>   |   |                                |

**SEMESTER- 4**  
**FINANCE ELECTIVE: INTERNATIONAL FINANCIAL MANAGEMENT**

| Course Code        | Course Name                               | Category        | Lecture hr | Tutorial hr | Practical hr | Credit   |
|--------------------|---|-----------------|------------|-------------|--------------|----------|
| <b>MGT-DE-F543</b> | <b>International Financial Management</b> | <b>Elective</b> | <b>30</b>  | <b>9</b>    | <b>6</b>     | <b>2</b> |

**Course Objectives:**

|          |   |
|----------|---|
| <b>1</b> | To understand the fundamentals of foreign exchange, including its necessity, definitions, and the relationship between international trade, international finance, and gains from international capital flows.  |
| <b>2</b> | To examine the components of the balance of payments, including India's balance of payment position, elements of open economy, and fundamental parity relations such as purchasing power parity and interest rate parity.   |
| <b>3</b> | To explore the exchange rate mechanism, types of exchange rates, factors influencing exchange rates, forward rates, and the quotation rules, along with theories and forecasting methods for exchange rate determination.   |
| <b>4</b> | To evaluate international financial markets, including motives for their internationalization, sources of international funds   |
| <b>5</b> | To analyze the evolution and development of the international monetary system, from the gold standard to the Bretton Woods System and subsequent developments, including the role and functions of international organizations like the International Monetary Fund (IMF) and the World Bank. |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number  | Course Outcome (CO) Statement                              | Blooms Taxonomy Knowledge Level |
|------------|--|---------------------------------|
| <b>CO1</b> | Understand the fundamentals of foreign exchange            | <b>K1, K2</b>                   |
| <b>CO2</b> | Examine exchange rate mechanism                            | <b>K2</b>                       |
| <b>CO3</b> | Identify International Monetary System – Gold standard     | <b>K3, K4</b>                   |
| <b>CO4</b> | Evaluate International financial markets                   | <b>K4, K5</b>                   |
| <b>CO5</b> | Analyse foreign exchange risk management                   | <b>K3, K5</b>                   |
| <b>CO6</b> | Implement foreign portfolio investment and risk management | <b>K2, K6</b>                   |

**Programme Outcomes (POs):**

| COs/POs    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| <b>CO1</b> | S   | S   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |
| <b>CO2</b> | S   | S   | S   | S   | M   | S   | S   | S   | S   | S    | S    | S    | S    |
| <b>CO3</b> | L   | S   | L   | M   | L   | L   | M   | L   | L   | L    | L    | L    | L    |
| <b>CO4</b> | M   | L   | M   | L   | M   | M   | S   | M   | M   | M    | M    | M    | M    |
| <b>CO5</b> | S   | M   | S   | S   | S   | L   | S   | S   | L   | L    | L    | L    | L    |
| <b>CO6</b> | S   | S   | S   | L   | S   | S   | S   | S   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module     | Course Contents   | Hours     |
|------------|---|-----------|
| <b>I</b>   | Fundamentals of Foreign Exchange: Need For Foreign Exchange – Definitions – International Trade And Foreign Exchange – Gains From International Trade – International Finance – Gains From International Capital Flow – Globalization of Markets..  | <b>11</b> |
| <b>II</b>  | Exchange Rate Mechanism: Types of Exchange Rates – Factors Affecting Exchange Rates and Forward Rates – Types of Quotation – Rules For Quoting Exchange Rate Regime in India – Evolution, Development and Present Status – Theories Of Exchange Rate Determination – Exchange Rate Forecasting. | <b>8</b>  |
| <b>III</b> | International Monetary System : Gold Standard – Bretton Wood System and Subsequent International Monetary Developments – Floating Rate Regime – Role and Functions of International Monetary Fund and World Bank – European Monetary System and Euro Balance                                    | <b>10</b> |

|              |  |           |
|--------------|--|-----------|
|              | Of Payment – India's Balance of Payment Position – Elements of Open Economy. Capital and Current Account Convertibility – Fundamental Parity Relations – Purchasing Power Parity Covered and Uncovered – Interest Rate Parity –Fisher Effect.  |           |
| <b>IV</b>    | International Financial Market: Motives for Internationalization of Financial Transactions- Sources of International Funds- Multilateral Development Banks, Securities Market- Instruments of International Financial Market-International Bonds, International Money Market Instruments- Segments of International Financial Markets- International Bond Market, International Credit Market. | <b>10</b> |
| <b>V</b>     | Foreign Exchange Risk Management: Defining the Measuring Risk and Exposure – Types of Exposures – Transaction Exposure, Operating Exposure, Translation Exposure-Management of Foreign Exchange Risk and Exposure-Techniques for Hedging Transaction Risk- Forward Hedge, Currency Option Hedge.   | <b>9</b>  |
| <b>VI</b>    | Foreign Portfolio Investment: Risk Reduction through Portfolio Construction-International Portfolio-Cross Border Flow of Equity Investment- FII Investment- Risk and Return of International Portfolio Investment.   | <b>12</b> |
| <b>TOTAL</b> |  | <b>60</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>                            | <b>Teaching &amp; Learning Activity</b>  | <b>Assessment Tasks</b>  |
|-----------------|--|--|--------------------------|
| <b>I</b>        | Understand the fundamentals of foreign exchange            | Lectures and discussions on the fundamentals of foreign exchange, including its necessity and definitions, and its relationship with international trade and finance.  | Assignment, Class test   |
| <b>II</b>       | Examine exchange rate mechanism                            | Case studies and simulations exploring the mechanisms of exchange rates, factors influencing them, and the evolution of exchange rate regimes, along with theories and forecasting methods for exchange rate determination.        | Case Study               |
| <b>III</b>      | Identify International Monetary System – Gold standard     | Guest lectures and presentations on the historical developments of the international monetary system, including the gold standard, Bretton Woods System, and the roles and functions of organizations like the IMF and World Bank. | Presentation, Class test |
| <b>IV</b>       | Evaluate International financial markets                   | Group projects and assignments analyzing the components and dynamics of the balance of payments, including India's position, and fundamental parity relations, such as purchasing power parity and interest rate parity.           | Quiz                     |
| <b>V</b>        | Analyse foreign exchange risk management                   | Workshops and practical exercises focusing on international financial markets, including motives for internationalization, sources of international funds, and risk management techniques for foreign exchange exposure.           | Presentation, Class test |
| <b>VI</b>       | Implement foreign portfolio investment and risk management | Debates and seminars discussing foreign portfolio investment, including risk reduction strategies, cross-border flows, FII investments, and the risk-return profile of international portfolio investments.                        | Debates/ Seminar         |

#### **References**

|          |   |
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| <b>3</b> | Krugman, P. R., & Obstfeld, M. (2018). International Finance: Theory and Policy. Pearson. |
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| <b>2</b>          | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1414">http://epgp.inflibnet.ac.in/view-f.php?Category=1414</a> |
| <b>3</b>          | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1415">http://epgp.inflibnet.ac.in/view-f.php?Category=1415</a> |
| <b>4</b>          | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1416">http://epgp.inflibnet.ac.in/view-f.php?Category=1416</a> |
| <b>5</b>          | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1417">http://epgp.inflibnet.ac.in/view-f.php?Category=1417</a> |

**SEMESTER - 4**  
**FINANCE ELECTIVE: COMMODITIES AND FINANCIAL DERIVATIVES**

| Course Code        | Course Name                                  | Category        | Lecture hr | Tutorial hr | Practical hr | Credit   |
|--------------------|--|-----------------|------------|-------------|--------------|----------|
| <b>MGT-DE-F544</b> | <b>Commodities and Financial Derivatives</b> | <b>Elective</b> | <b>30</b>  | <b>10</b>   | <b>5</b>     | <b>2</b> |

**Course Objectives:**

|          |  |
|----------|--|
| <b>1</b> | To gain a comprehensive understanding of commodity derivatives, including their definition, types, products, participants, and functions in both exchange-traded and over-the-counter markets.   |
| <b>2</b> | To discuss the key differences between financial and commodity derivatives, explore global derivative exchanges, particularly focusing on commodity exchanges in India, and assess the range of regional and national commodities permitted for trading.   |
| <b>3</b> | To examine the structure and types of derivative markets, including forward, futures, options, and swaps, and evaluate their role in linking spot and derivatives markets, while also addressing criticisms and understanding the evolution of derivatives in India compared to other countries. |
| <b>4</b> | To explore the market structure, pricing principles, and hedging strategies associated with forward and futures contracts, as well as delve into options markets, including types of options and features of option contracts.   |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number  | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|------------|---|---------------------------------|
| <b>CO1</b> | Demonstrate a thorough comprehension of commodity derivatives, including their definitions, types, and functions, enabling effective participation in commodity markets.  | <b>K1, K2</b>                   |
| <b>CO2</b> | Evaluate the differences between financial and commodity derivatives, along with an understanding of global derivative exchanges and the specific dynamics of commodity exchanges in India.                                   | <b>K2, K5</b>                   |
| <b>CO3</b> | Apply theoretical knowledge of derivative markets, including forward, futures, options, and swaps, to analyze real-world scenarios and make informed decisions in financial risk management.                                  | <b>K3, K4</b>                   |
| <b>CO4</b> | Develop proficiency in pricing principles, hedging strategies, and trading techniques associated with forward and futures contracts, as well as options markets.  | <b>K4, K6</b>                   |
| <b>CO5</b> | Utilize currency derivatives and interest rate derivatives to manage currency and interest rate risk exposure, employing appropriate pricing models and trading strategies.   | <b>K2, K5</b>                   |
| <b>CO6</b> | Understand the role and functioning of depository systems, their objectives, activities, and interactions with market participants, both domestically and internationally, with a focus on the regulatory framework in India. | <b>K2, K6</b>                   |

**Programme Outcomes (POs):**

| COs/POs    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| <b>CO1</b> | S   | S   | S   | S   | S   | S   | L   | S   | S   | S    | S    | S    | S    |
| <b>CO2</b> | S   | M   | S   | S   | M   | S   | S   | S   | S   | S    | S    | S    | S    |
| <b>CO3</b> | L   | L   | L   | L   | L   | L   | L   | L   | L   | L    | L    | L    | L    |
| <b>CO4</b> | M   | S   | M   | M   | M   | M   | M   | M   | M   | M    | M    | M    | M    |
| <b>CO5</b> | S   | S   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |
| <b>CO6</b> | S   | S   | S   | S   | S   | S   | S   | S   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module   | Course Contents   | Hours    |
|----------|---|----------|
| <b>I</b> | Commodity Derivatives: Definition- Types of Derivatives – Financial Derivatives, Commodity Derivatives- Products -Participants and Functions, Exchange Traded V/S OTC Derivatives | <b>7</b> |

|              |  |           |
|--------------|--|-----------|
| <b>II</b>    | Commodity Derivatives: Difference Between Financial and Commodity Derivatives- Global Derivative Exchanges- Commodity Exchanges in India - Regional and National Commodities Permitted for Trading   | <b>8</b>  |
| <b>III</b>   | Derivatives Markets: Forward, Futures, Options, Swaps – Role of Derivatives Markets – Linkages Between Spot and Derivatives Markets – Criticisms of Derivatives Markets – Evolution of Derivates In India Vis A Vis Other Countries.   | <b>7</b>  |
| <b>IV</b>    | Forward And Futures: Market Structure – Types Of Future Contracts – Pricing Principles – Futures Hedging Strategies – Options Markets – Types Of Options-Features Of Option Contract   | <b>7</b>  |
| <b>V</b>     | Currency Derivatives: Currency Forwards – Currency Futures – Currency Options – Pricing – Trading Strategies – Interest Rate Derivatives – Interest Rate Futures – Forward Rate Agreements – Swaps – Options – Swaps – Term Structure and Pricing Principles – Trading Strategies. | <b>8</b>  |
| <b>VI</b>    | Depository System: Objectives-Activities of the Depository-Interacting Institutions- Depository Process- Trading in Depository System- Depositories in International Market- Depository System In India  | <b>8</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching &amp; Learning Activity</b>  | <b>Assessment Tasks</b>     |
|-----------------|---|--|-----------------------------|
| <b>I</b>        | Understand the fundamental concepts of project financing and its application in real-world scenarios.                                     | Lecture sessions covering fundamental concepts of project financing, including risk assessment and financial structuring, supplemented by case studies and examples from real-world projects.  | Seminar,<br>Class test      |
| <b>II</b>       | Analyze various sources of project financing and assess their suitability for different types of projects.                                | Group discussions and workshops to analyze various sources of project financing, such as debt, equity, and hybrid instruments, and their application in different project contexts.  | Case study                  |
| <b>III</b>      | Evaluate the risks associated with project financing and develop strategies to mitigate them effectively.                                 | Interactive sessions focused on risk management strategies in project financing, including risk identification, analysis, and mitigation techniques, through scenario-based learning exercises.  | Group discussion            |
| <b>IV</b>       | Apply financial modeling techniques to project financing scenarios to assess project feasibility and potential returns.                   | Hands-on workshops and practical exercises using financial modeling tools to develop and analyze project financing models, incorporating factors such as cash flows, discount rates, and sensitivity analyses.                               | Workshop                    |
| <b>V</b>        | Demonstrate knowledge of legal, regulatory, and contractual frameworks governing project financing agreements.                            | Guest lectures and panel discussions featuring legal experts and industry professionals to explore the legal, regulatory, and contractual aspects of project financing agreements, providing insights into current practices and challenges. | Class test,<br>Field Visits |
| <b>VI</b>       | Evaluate the evolution of project financing in India compared to global trends and identify opportunities for innovation and improvement. | Comparative analysis sessions examining the evolution of project financing in India and other countries, utilizing case studies and industry reports to identify trends, best practices, and areas for future development.                   | Class test,<br>Presentation |

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|          |   |
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| 3                 | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1427">http://epgp.inflibnet.ac.in/view-f.php?Category=1427</a>       |
| 4                 | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1429">http://epgp.inflibnet.ac.in/view-f.php?Category=1429</a>       |
| 5                 | <a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1430">http://epgp.inflibnet.ac.in/view-f.php?Category=1430</a>       |

**SEMESTER - 4**  
**HRM ELECTIVE: GROUP DYNAMICS AND TEAM BUILDING**

| Course Code        | Course Name                               | Category        | Lecture Hr | Tutorial Hr | Practical Hr | Credit   |
|--------------------|---|-----------------|------------|-------------|--------------|----------|
| <b>MGT-DE-H541</b> | <b>Group Dynamics &amp; Team Building</b> | <b>Elective</b> | <b>40</b>  | <b>3</b>    | <b>2</b>     | <b>2</b> |

**Course Objectives:**

|          |  |
|----------|--|
| <b>1</b> | To discuss the significance of group and group dynamics                                    |
| <b>2</b> | To explain the factors and issues that influence group performance and group effectiveness |
| <b>3</b> | To examine skills for group decision-making and teambuilding                               |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number  | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|------------|--|---------------------------------|
| <b>CO1</b> | Understand the science of group dynamics.  | <b>K1, K2</b>                   |
| <b>CO2</b> | Understand and analyse group development and socialization.                                | <b>K2, K4</b>                   |
| <b>CO3</b> | Analyse crowds and collective bargaining in group dynamics.                                | <b>K2, K4</b>                   |
| <b>CO4</b> | Analyse and apply group decision making and resolving inter-group conflict.                | <b>K3, K5</b>                   |
| <b>CO5</b> | Understand and evaluate team development and impact of team on organizational performance. | <b>K2, K5</b>                   |
| <b>CO6</b> | Evaluate and implement Teamwork and Teambuilding in an organization                        | <b>K5, K6</b>                   |

**Programme Outcomes (POs):**

| COs/POs    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| <b>CO1</b> | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| <b>CO2</b> | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| <b>CO3</b> | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| <b>CO4</b> | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| <b>CO5</b> | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| <b>CO6</b> | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents  | Hours     |
|--------------|--|-----------|
| <b>I</b>     | Introduction to Group Dynamics: Concept-Measurement in Group Dynamics-Group formation – Value of groups – Interpersonal attraction – FIRO-B, Challenges in group dynamics.   | <b>7</b>  |
| <b>II</b>    | Group Development and Socialization: Stages in group development-principles of group dynamics-various roles and actions-causes of poor group dynamics.   | <b>7</b>  |
| <b>III</b>   | Crowds and Collective Behaviour: Crowds and Collectives – Theoretical viewpoints – Deindividuation theory – Groups and Change: The Group as an agent of change – The effectiveness controversy – Sources of Change in groups   | <b>9</b>  |
| <b>IV</b>    | Group Decision Making: Groupthink – Group polarization – Methods of group decision- making – Group Conflict; Sources of Conflict in Groups – Conflict process – Coalitions – Conflict Resolution-Conflict between groups – Sources – Resolving inter-group conflict. | <b>8</b>  |
| <b>V</b>     | Team Development: Concept-Steps in building a team-Impact of team on performance-Factors determine team performance-Difference between work group and work teams.  | <b>7</b>  |
| <b>VI</b>    | Challenges in Team Building: Building and managing successful virtual teams and Strategies for developing high-performance teams.  | <b>7</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

| Facilitating the Achievement of Course Learning Outcomes: |  |  |                              |
|---|--|--|------------------------------|
| Unit No.  | Course Learning Outcomes   | Teaching & Learning Activity   | Assessment Tasks             |
| I   | Introduction to group dynamics – concept and challenges  | Introducing group dynamics – formation and challenges through lecture and case studies | Assignment, Presentation     |
| II  | Group development and socialization  | Explaining principles, stages and roles in group dynamics through case studies         | Group Discussion, Assignment |
| III   | Collective behaviour in group performance  | Discussion on crowds and collective bargaining in group dynamics with examples         | Class test, Presentation     |
| IV  | Group decision making and Methods of group decision making   | Discussion on group decision making and group conflict through cases                   | Presentations, Assignments   |
| V   | Team development and factors determine team performance  | Presentation and discussion on team building and its impact on performance             | Case analysis, Quiz          |
| VI  | Challenges and strategies in team building   | Explaining the role of virtual teams and strategies with examples                      | Case study, Class test       |
| References  |  |  |                              |
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| 2   | <a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001751/M022830/ET/1505195036Mod1_8WS_18_Text.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001751/M022830/ET/1505195036Mod1_8WS_18_Text.pdf</a>  |  |                              |
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| 4   | <a href="http://www.businessfundamentals.com">http://www.businessfundamentals.com</a>  |  |                              |
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**SEMESTER - 4**  
**HRM ELECTIVE: PERSONALITY AND MANAGERIAL PERFORMANCE**

| Course Code        | Course Name                                   | Category        | Lecture Hr | Tutorial Hr | Practical Hr | Credit   |
|--------------------|---|-----------------|------------|-------------|--------------|----------|
| <b>MGT-DE-H542</b> | <b>Personality and Managerial Performance</b> | <b>Elective</b> | <b>40</b>  | <b>3</b>    | <b>2</b>     | <b>2</b> |

**Course Objectives:**

|          |   |
|----------|---|
| <b>1</b> | To explain the concept of personality and its influence in managerial performance |
| <b>2</b> | To discuss the awareness on perception of self and others                         |
| <b>3</b> | To discuss personality related measurements                                       |
| <b>4</b> | To examine frustration, conflict and anxiety and its impact on performance        |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number  | Course Outcome (CO) Statement                                 | Blooms Taxonomy Knowledge Level |
|------------|---|---------------------------------|
| <b>CO1</b> | Understand the concept and definition of personality          | <b>K1, K2</b>                   |
| <b>CO2</b> | Understand personality characteristics in organizations       | <b>K2</b>                       |
| <b>CO3</b> | Conceptualize perception, emotions and its theories           | <b>K4, K5</b>                   |
| <b>CO4</b> | Familiarize personality related measurements                  | <b>K2, K4</b>                   |
| <b>CO5</b> | Analyse and apply different approaches to handling stress     | <b>K3, K4</b>                   |
| <b>CO6</b> | Analyse and implement change in behaviour through counselling | <b>K3, K6</b>                   |

**Programme Outcomes (POs):**

| COs/POs    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| <b>CO1</b> | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| <b>CO2</b> | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| <b>CO3</b> | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| <b>CO4</b> | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| <b>CO5</b> | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| <b>CO6</b> | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents  | Hours     |
|--------------|--|-----------|
| <b>I</b>     | Personality: Concept, theories of personality (Psychoanalytical theory; Need based theories; Self theory)-Stages in the development of human personality disorder and introduction to abnormal behavior.                                     | <b>7</b>  |
| <b>II</b>    | Personality Characteristics in Organizations: Role of personality at work-Relationship between personality and career success-Relationship between personality and job performance.  | <b>7</b>  |
| <b>III</b>   | Perception: Concept-Elements in the perceptual process, and theories in perception-Emotions-Components of emotions-Theories of emotional behavior: adaptive and disruptive emotions – Influences on behavior.                                | <b>8</b>  |
| <b>IV</b>    | Personality Related Measurements: Testing of intelligence, ability, attitudes and aptitude-Use of Testing Instruments, questionnaires and direct interview-Designing and application of measuring instruments in the organizational context. | <b>8</b>  |
| <b>V</b>     | Frustration, Conflict and Anxiety: Different approaches to handling stress and causative factors for stress-Influence of stress, physical and mental process-Stress management.  | <b>7</b>  |
| <b>VI</b>    | Counselling: Emergence and Growth-Counselling process, strategies and interventions – Change in Behaviour through Counselling – Problems in Counselling- Application in organizational settings.   | <b>8</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

| Facilitating the Achievement of Course Learning Outcomes: |  |   |                            |
|---|--|---|----------------------------|
| Unit No.  | Course Learning Outcomes   | Teaching & Learning Activity  | Assessment Tasks           |
| I   | Introduction to personality and its theories   | Explain the concept with examples   | Assignment, Presentation   |
| II  | Role of personality in organisations   | Discuss the role and relation between personality and job performance with case studies | Group discussion           |
| III   | Introduction to perception and its theories  | Explain theories of emotion and perception with case studies                            | Assignment, Class test     |
| IV  | Designing and application of measurement in personality  | Discuss the measurement techniques with examples  | Assignment, Case study     |
| V   | Introduction to frustration, conflict and anxiety  | Discuss different methods to overcome stress using case studies                         | Roleplay, Group discussion |
| VI  | Counselling and its application in organisation  | Explain counselling and its importance with real cases                                  | Case study, Class test     |
| References  |  |   |                            |
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| 1   | <a href="http://www.link.springer.com">www.link.springer.com</a>   |   |                            |
| 2   | <a href="http://www.scholar.lib.vt.edu/theses/public">www.scholar.lib.vt.edu/theses/public</a>   |   |                            |
| 3   | <a href="http://www.softskillstraining.com">www.softskillstraining.com</a>   |   |                            |
| 4   | <a href="http://www.vit.ac.in">www.vit.ac.in</a>   |   |                            |
| 5   | <a href="http://www.aimetc.apeejay.edu">www.aimetc.apeejay.edu</a>   |   |                            |

**SEMESTER - 4**  
**HRM ELECTIVE: CONFLICT RESOLUTION AND NEGOTIATIONS**

| Course Code | Course Name                          | Category | Lecture Hr | Tutorial Hr | Practical Hr | Credit |
|-------------|--------------------------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-H543 | Conflict Resolution and Negotiations | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To discuss the conflict resolution and negotiation its tactics that can be effectively used in an organizational setting |
| 2 | To examine the structure and dynamics of negotiation, preparing them for leadership positions                            |
| 3 | To discuss the effective use of different forms of influence and persuasion strategies in the decision-making process    |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the role of conflict in organizations                       | K1, K2                          |
| CO2       | Understand and analyse managerial approaches to conflict               | K2, K4                          |
| CO3       | Understand and analyse conflict and organizational culture             | K2, K3                          |
| CO4       | Evaluate outcomes and process in conflict                              | K4, K5                          |
| CO5       | Understand and analyse integrative bargaining in negotiations          | K2, K5                          |
| CO6       | Understand and implement techniques and ethics for better negotiations | K2, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| CO2     | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| CO3     | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| CO4     | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| CO5     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| CO6     | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents   | Hours     |
|--------------|---|-----------|
| I            | Conflict: Concept, causes and types of conflict, transitions in conflict thought, conflict levels and stages of conflict.   | 8         |
| II           | Managerial Approaches to Conflict – Role of conflict in organizations, conflict resolution styles, relationship between conflict and performance.   | 8         |
| III          | Leadership Approaches to Conflict Situation- Individual differences – power and influence<br>Conflict and organizational culture, - superior/subordinate interactions, ethics in conflict resolution. | 8         |
| IV           | Negotiations: Concept, nature, outcomes, negotiation process, characteristics of an effective negotiator  | 7         |
| V            | Distributive Negotiations – Strategy and planning, Integrative negotiation – Targets and aspirations – Contingent contracts – Trust and relationships   | 7         |
| VI           | Techniques for Better Negotiation- Negotiation ethics, negotiating and individual personalities and issues in negotiation. Case studies   | 7         |
| <b>TOTAL</b> |   | <b>45</b> |

**Facilitating the Achievement of Course Learning Outcomes:**

| Unit No. | Course Learning Outcomes          | Teaching & Learning Activity   | Assessment Tasks          |
|----------|-----------------------------------|--|---------------------------|
| I        | Introduction to conflict          | Introducing the theoretical foundations of conflict in organizations through lecture and case studies              | Presentation, Assignment  |
| II       | Role of conflict in organization  | Explaining different approaches and conflict resolution styles through case studies                                | Assignment, Quiz.         |
| III      | Leadership approaches to conflict | Discuss the relation between conflict and organizational culture and ethics in conflict resolution with case study | Assignment, Class test.   |
| IV       | Introduction to negotiation       | Discuss on outcome of negotiation and its importance through lecture and cases                                     | Presentation, Assignment. |
| V        | Strategies in negotiation         | Discuss the importance of distributive and integrative negotiations in conflict management                         | Assignment, Class test.   |
| VI       | Ethics in negotiation             | Explaining techniques and ethics in negotiations through case study  | Presentation, Assignment  |

#### References

|    |  |
|----|--|
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| 3 | <a href="http://www.vturesource.com">www.vturesource.com</a>  |
| 4 | <a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001751/M022846/ET/1505196192Mod34organisational._conflict34text.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001751/M022846/ET/1505196192Mod34organisational._conflict34text.pdf</a> |
| 5 | <a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000455SM/P001778/M024721/ET/1509968471P-M-14.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S000455SM/P001778/M024721/ET/1509968471P-M-14.pdf</a>   |



**SEMESTER - 4**  
**HRM ELECTIVE: HUMAN RESOURCE METRICS AND ANALYTICS**

| Course Code        | Course Name                                 | Category        | Lecture Hr | Tutorial Hr | Practical Hr | Credit   |
|--------------------|---|-----------------|------------|-------------|--------------|----------|
| <b>MGT-DE-H544</b> | <b>Human Resource Metrics and Analytics</b> | <b>Elective</b> | <b>35</b>  | <b>5</b>    | <b>5</b>     | <b>2</b> |

**Course Objectives:**

|          |   |
|----------|---|
| <b>1</b> | To discuss the various qualitative and quantitative measures (metrics) of human resource activities and processes in organizations  |
| <b>2</b> | To explain the qualitative and quantitative measures into data sets, and use statistical tools for analysing the data               |
| <b>3</b> | To examine the use of tools to analyse, interpret, and generate reports/ dashboards, for better human resource management decisions |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number  | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|------------|--|---------------------------------|
| <b>CO1</b> | Understand various qualitative and quantitative measures of human resource management processes and outcomes in an organization    | <b>K1, K2</b>                   |
| <b>CO2</b> | Understand the importance of using data-based reasoning to support HR decisions  | <b>K1, K2</b>                   |
| <b>CO3</b> | To analyse and interpret human resource data in order to make more effective, evidence-based decisions on managing human resources | <b>K2, K4</b>                   |
| <b>CO4</b> | Develop research and analytical tools for measuring, analysing, and developing HR decision support scenarios                       | <b>K3, K4, K6</b>               |
| <b>CO5</b> | Apply skills in quantitative and qualitative data analysis using software applications   | <b>K3, K4</b>                   |
| <b>CO6</b> | Understand the synergy between HR decisions and outcomes, and organizational performance   | <b>K1, K2</b>                   |

**Programme Outcomes (POs):**

| COs/POs    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| <b>CO1</b> | S   | M   | M   | S   | L   | S   | L   | S   | M   | M    | M    | S    | S    |
| <b>CO2</b> | S   | M   | L   | S   | M   | M   | L   | S   | M   | M    | M    | S    | S    |
| <b>CO3</b> | S   | S   | M   | S   | S   | M   | M   | S   | M   | L    | S    | S    | S    |
| <b>CO4</b> | S   | S   | M   | S   | S   | M   | M   | S   | M   | S    | S    | S    | S    |
| <b>CO5</b> | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |
| <b>CO6</b> | S   | S   | S   | S   | S   | S   | M   | M   | S   | S    | S    | S    | S    |

**S- Strong; L- Low; M-Medium**

| Module     | Course Contents  | Hours    |
|------------|--|----------|
| <b>I</b>   | HR Metrics: Measuring HR functions and Processes-Concepts-Approaches and Objectives-Tools for compiling HR Data and HR metrics (e.g. Balance Score Card, Employee Surveys, Employment Test Scores, etc.).              | <b>8</b> |
| <b>II</b>  | HR Functional / process related metrics: Workforce planning metrics-HR Deployment metrics-Recruitment metrics-Selection metrics-Performance metrics-Training and Learning metrics-Compensation and Benefits metrics.   | <b>7</b> |
| <b>III</b> | Employee Relations metrics: Qualitative and Quantitative HR outcome metrics-Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude-HRD climate-Safety, wellness, and employee health. | <b>8</b> |
| <b>IV</b>  | Social, Demographic and Occupational metrics (Diversity): Methods of data capture and benchmarking-Aligning HR Metrics and Organizational Performance.   | <b>7</b> |
| <b>V</b>   | Analytics: Meaning and scope of analytics in HR-Typical sources of data-Overview of data formats-Quantitative and Qualitative data analysis techniques in HR analytics;  | <b>7</b> |

|              |  |           |
|--------------|--|-----------|
| <b>VI</b>    | Predictive analytics: Basic methods and techniques-Scenario Planning-Integration with strategic decisions-Effectiveness and Efficiency – Outcome and Impact analysis-HR Dash Boards- HR Analytics and HR Decisions-Data Integrity and Security Issues. | <b>8</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>                      | <b>Teaching &amp; Learning Activity</b>   | <b>Assessment Tasks</b>  |
|-----------------|--|---|--------------------------|
| <b>I</b>        | HR metrics – concepts and approaches                 | Introduction to HR metrics, Measuring HR functions and Processes with examples  | Presentation, Quiz.      |
| <b>II</b>       | HR functions related metrics                         | Explaining HR functional metrics and its effect through case study  | Assignment               |
| <b>III</b>      | Qualitative and quantitative outcome related metrics | Discuss Qualitative and quantitative outcome related metrics with case study  | Class test               |
| <b>IV</b>       | Methods of data capture                              | Discussion on social, demographic and occupational metrics (Diversity): methods of data capture and benchmarking using a case study | Assignment               |
| <b>V</b>        | Data analysis techniques                             | Discussion on techniques in HR analytics with case study  | Presentation, Assignment |
| <b>VI</b>       | Outcome and impact analysis                          | Explain Predictive analytics with examples  | Presentation, Class test |

#### **References**

|           |   |
|-----------|---|
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| <b>1</b> | <a href="https://www.coursera.org/learn/human-resources-analytics">https://www.coursera.org/learn/human-resources-analytics</a>   |
| <b>2</b> | <a href="https://www.aihr.com/blog/14-hr-metrics-examples/">https://www.aihr.com/blog/14-hr-metrics-examples/</a>   |
| <b>3</b> | <a href="https://ceo.usc.edu/wp-content/uploads/2004/05/2004_08-g04_8-HR_Metrics_and-Analytics.pdf">https://ceo.usc.edu/wp-content/uploads/2004/05/2004_08-g04_8-HR_Metrics_and-Analytics.pdf</a>                                 |
| <b>4</b> | <a href="https://www.managementconcepts.com/course/id/4911">https://www.managementconcepts.com/course/id/4911</a>   |
| <b>5</b> | <a href="https://webstor.srmist.edu.in/web_assets/downloads/2020/mb18hr03-human-resource-metrics-and-analytics.pdf">https://webstor.srmist.edu.in/web_assets/downloads/2020/mb18hr03-human-resource-metrics-and-analytics.pdf</a> |

**SEMESTER - 4**  
**MARKETING ELECTIVE: CONSUMER BEHAVIOUR**

| Course Code        | Course Name               | Category        | Lecture hr | Tutorial hr | Practical hr | Credit   |
|--------------------|---------------------------|-----------------|------------|-------------|--------------|----------|
| <b>MGT-DE-M541</b> | <b>Consumer Behaviour</b> | <b>Elective</b> | <b>40</b>  | <b>5</b>    | <b>0</b>     | <b>2</b> |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To discuss and familiarize with consumer decision making process and its application in marketing function of firms. |
| 2 | To familiarize with consumer profile, needs, wants, steps in purchases etc.  |
| 3 | To discuss global consumer behaviour requisites.   |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number  | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|------------|---|---------------------------------|
| <b>CO1</b> | Understand the basic concepts of consumer buying behaviour and their characteristics                                      | <b>K1, K2</b>                   |
| <b>CO2</b> | Understand ideas related to various innovations of consumer buying behavior   | <b>K2, K3</b>                   |
| <b>CO3</b> | Recall the role of attitude formation and change in culture   | <b>K4, K5</b>                   |
| <b>CO4</b> | Compare the global cultural change and its impacts  | <b>K4, K5</b>                   |
| <b>CO5</b> | Analyze the leadership opinion and their characteristics  | <b>K2, K4</b>                   |
| <b>CO6</b> | Improve operation function through proper maintenance of system and application of state of the art world class practices | <b>K5, K6</b>                   |

**Programme Outcomes (POs):**

| COs/POs    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| <b>CO1</b> | S   | S   | S   | L   |     |     |     |     | S   | S    | S    | S    | S    |
| <b>CO2</b> | M   | S   | S   |     |     |     |     |     | M   | M    | M    | S    | S    |
| <b>CO3</b> | M   | S   | M   |     |     | M   |     |     | M   | M    | S    | S    | S    |
| <b>CO4</b> | L   | S   | M   | M   |     |     |     |     |     | M    | M    | S    | S    |
| <b>CO5</b> | M   | M   | S   | S   |     |     | M   |     |     | S    | S    | S    | S    |
| <b>CO6</b> |     | M   |     |     |     | M   |     |     |     |      | M    |      | S    |

**S- Strong; L- Low; M-Medium**

| Module     | Course Contents  | Hours     |
|------------|--|-----------|
| <b>I</b>   | Consumer Behaviour and Marketing Action : An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models.  | <b>6</b>  |
| <b>II</b>  | Environmental Influences on Consumer Behaviour: Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.  | <b>6</b>  |
| <b>III</b> | Factors Influencing the Consumer Behaviour – Culture, Social Class, Social Group and family, life style. Consumer buying behaviour - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o- graphic                                      | <b>8</b>  |
| <b>IV</b>  | Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty - Consumerism- Consumer rights and Marketers' responsibilities. | <b>8</b>  |
| <b>V</b>   | The Global Consumer Behaviour and Online Buying Behaviour: Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics..  | <b>10</b> |

|              |   |           |
|--------------|---|-----------|
| <b>VI</b>    | Diffusion of Innovations – Innovation and Adoption of new Products– Consumer Decision process; Problem recognition, Information seeking process, information evaluation Process, Purchase process and Post Purchase Process – Models and Utility. | <b>7</b>  |
| <b>TOTAL</b> |   | <b>45</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes  | Teaching & Learning Activity  | Assessment Tasks          |
|------------|---|---|---------------------------|
| <b>I</b>   | Understand the basic concepts of consumer buying behaviour and their characteristics                                      | Theory, concepts and relevant examples would be introduced through lecture and experience sharing.  | Case analysis, Class test |
| <b>II</b>  | Understand ideas related to various innovations of consumer buying behavior   | Relevant examples and exercises would be introduced to explain Research framework in consumer behaviour. In addition, small cases would be handled to cover process analysis. | Exercises                 |
| <b>III</b> | Recall the role of attitude formation and change in culture   | Concepts, models, real-life examples would be discussed. In addition, cases on this would be handled.   | Exercises, Class test     |
| <b>IV</b>  | Compare the global cultural change and its impacts  | Exercises and small cases would be introduced to discuss the concepts.  | Case analysis             |
| <b>V</b>   | Analyze the leadership opinion and their characteristics  | Relevant exercises and small cases would be introduced to discuss different types of behaviour models.  | Exercises, Case analysis  |
| <b>VI</b>  | Improve operation function through proper maintenance of system and application of state of the art world class practices | Concepts and relevant examples would be introduced through lecture and case studies.  | Case analysis             |

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| 1 | <a href="https://books.google.co.in/books?hl=en&amp;lr=&amp;id=ajDiBAAQBAJ&amp;oi=fnd&amp;pg=PP1&amp;dq=CONSUMER+BEHAVIOUR&amp;ots=ezQPNv4hJL&amp;sig=t10U8a4FkpCgEVmrlTf4uv47T9o&amp;redir_esc=y#v=onepage&amp;q=CONSUMER%20BEHAVIOUR&amp;f=false">https://books.google.co.in/books?hl=en&amp;lr=&amp;id=ajDiBAAQBAJ&amp;oi=fnd&amp;pg=PP1&amp;dq=CONSUMER+BEHAVIOUR&amp;ots=ezQPNv4hJL&amp;sig=t10U8a4FkpCgEVmrlTf4uv47T9o&amp;redir_esc=y#v=onepage&amp;q=CONSUMER%20BEHAVIOUR&amp;f=false</a> |
| 2 | <a href="https://scholar.google.com/scholar?hl=en&amp;as_sdt=0%2C5&amp;q=CONSUMER+BEHAVIOUR&amp;btnG=">https://scholar.google.com/scholar?hl=en&amp;as_sdt=0%2C5&amp;q=CONSUMER+BEHAVIOUR&amp;btnG=</a>   |
| 3 | <a href="http://www.academia.edu">www.academia.edu</a>  |
| 4 | <a href="https://www.taylorfrancis.com/chapters/edit/10.4324/9780080455914-3/transformation-consumer-behaviour-ulrike-gretzel-daniel-fesenmaier-joseph-leary">https://www.taylorfrancis.com/chapters/edit/10.4324/9780080455914-3/transformation-consumer-behaviour-ulrike-gretzel-daniel-fesenmaier-joseph-leary</a>   |
| 5 | <a href="http://www.mtcglobal.org.shodhganga.inflibnet.ac.in/bitstream">www.mtcglobal.org.shodhganga.inflibnet.ac.in/bitstream</a> ,  |

**SEMESTER – 4**  
**MARKETING ELECTIVE: RETAIL MANAGEMENT**

| Course Code | Course Name       | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|-------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-M542 | Retail Management | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To familiarise with the necessary knowledge base of retailing                    |
| 2 | To discuss the importance of retailing in the application of strategic marketing |
| 3 | To provide a deep insight on international retailing and its promotion           |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand and evaluate the growth and development of retail management and organized and unorganized retailing | K1, K2, K5                      |
| CO2       | Plan, design and layout stores  | K2, K4, K5, K6                  |
| CO3       | Understand and apply store management operations  | K2, K3                          |
| CO4       | Understand apply innovative retail promotion practices  | K2, K3                          |
| CO5       | Understand mall management and its practices  | K2, K3                          |
| CO6       | Understand and assess challenges and opportunities of international retailing                                   | K2, K5, K6                      |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | M   |     | S   |     | M   |     | S   | M    |      | M    | M    |
| CO2     | M   | M   | S   |     | L   |     | S   |     | L   | L    |      | S    | S    |
| CO3     | L   | M   | M   |     | S   |     | L   |     | M   | S    |      | S    | S    |
| CO4     | S   | S   | M   |     | S   |     | S   |     | S   | S    |      | M    | M    |
| CO5     | S   |     |     |     |     |     |     |     | S   |      |      |      | M    |
| CO6     |     |     | M   |     |     |     |     |     |     |      |      | M    | S    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Retailing: Concept - Current retail scenario (Global and India)- Growth and development of retail business in India- Key drivers of retailing in India-Organized retailing in India- Retail formats and their characteristics viz. Location, space / layout, merchandise, Customer profile etc- Store based and non-store formats of retailing, Issues and challenges of retailing in India.   | 8     |
| II     | Store Planning, Design and Layout: Various location alternatives and their advantages/disadvantages- Location mapping- Location parameters- Site selection and their suitability vis-à-vis various retail formats- Store design, atmospherics- Retailing image mix: Employees, merchandise, fixtures, sound, odour, visual, type, density etc.- The space mix: Single goods, convenience goods, impulse purchase merchandise- The effective retail space management: Store Layout: the circulation path. | 10    |
| III    | Store Operations Management: Store Operations POS (Point of Sale) / Cash process- Customer service and accommodation- Retail selling process- Retail floor and shelf management- Retail accounting and cash management- Merchandise and category management- Visual merchandising and displays- Retail technology and retail automation, POS and Back-end Technologies- Warehousing – inventorycontrol – franchisee operations   | 10    |
| IV     | Retail promotions – Innovative practices-Retail information systems – CRM – Retail finance – Retail statutory obligations – Tax systems for retail – Consumerism and ethics in retailing –Corporate social responsibility.   | 6     |
| V      | Mall Management: Defining shopping mall- Shopping mall Vs Other retail formats- Strengths and Weaknesses of Mall format- Licenses and Permits for mall operations-Infrastructure, traffic and ambience management-Indian scenario of mall management practices.  | 7     |

|              |  |           |
|--------------|--|-----------|
| <b>VI</b>    | International retailing: Motives- Reasons and typologies for international expansion-Innovative practices-Challenges and opportunities | <b>4</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

#### Facilitating the Achievement of Course Learning Outcomes:

| Unit No.   | Course Learning Outcomes  | Teaching & Learning Activity   | Assessment Tasks            |
|------------|---|--|-----------------------------|
| <b>I</b>   | Understand and evaluate the growth and development of retail management and organized and unorganized retailing | Conduct discussions on the growth and development using statistical data                                 | Case analysis               |
| <b>II</b>  | Plan, design and layout stores  | Relevant examples and exercises would be introduced to explain the way to plan, design and layout stores | Presentation, Case analysis |
| <b>III</b> | Understand and apply store management operations  | Discuss store management operations using live cases and examples  | Exercises, Class test       |
| <b>IV</b>  | Understand apply innovative retail promotion practices  | Discuss innovative retail promotion practices through examples and cases                                 | Case analysis               |
| <b>V</b>   | Understand mall management and its practices  | Visit a mall and understand the management practices   | Exercises / Case analysis   |
| <b>VI</b>  | Understand and assess challenges and opportunities of international retailing                                   | Discuss challenges and opportunities of international retailing using statistical data                   | Case analysis, Class test   |

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|           |  |
|-----------|--|
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| <b>2</b>  | Gibson Vedamani (2003), Retailing management, Jaico.   |
| <b>3</b>  | Michael Levy (2017), Retailing management, Mc Graw Hill.   |
| <b>4</b>  | Vedamani, R. & Gibson, (2008), Retail Management: Functional Principles and Practices, Jaico publications                |
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| <b>6</b>  | Gilbert, D. (2003). Retail marketing management. Pearson Education India.  |
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| <b>8</b>  | Moore, C., Bruce, M., & Birtwistle, G. (2007). International retail marketing. Routledge.                                |
| <b>9</b>  | Walters, D., & White, D. (1987). Retail marketing management (p. 95). Basingstoke: Macmillan.                            |
| <b>10</b> | Bruce, M., Moore, C., & Birtwistle, G. (Eds.). (2004). International retail marketing: a case study approach. Routledge. |

#### e-Contents

|          |   |
|----------|---|
| <b>1</b> | <a href="http://www.online.berklee.edu">www.online.berklee.edu</a>  |
| <b>2</b> | <a href="http://www.garyasanchez.com">www.garyasanchez.com</a>  |
| <b>3</b> | <a href="http://www.open.ac.uk">www.open.ac.uk</a>  |
| <b>4</b> | <a href="http://www.beefretail.org">www.beefretail.org</a>  |
| <b>5</b> | <a href="https://books.google.co.in/books?hl=en&amp;lr=&amp;id=95h98CjXhG0C&amp;oi=fnd&amp;pg=PA1&amp;dq=RETAIL+MARKETING&amp;ots=LbaBj1_mnO&amp;sig=ccff21IevriuR0-RkbhiT9poQSk&amp;redir_esc=y#v=onepage&amp;q=RETAIL%20MARKETING&amp;f=false">https://books.google.co.in/books?hl=en&amp;lr=&amp;id=95h98CjXhG0C&amp;oi=fnd&amp;pg=PA1&amp;dq=RETAIL+MARKETING&amp;ots=LbaBj1_mnO&amp;sig=ccff21IevriuR0-RkbhiT9poQSk&amp;redir_esc=y#v=onepage&amp;q=RETAIL%20MARKETING&amp;f=false</a> |



**SEMESTER - 4**  
**MARKETING ELECTIVE: DIGITAL MARKETING**

| Course Code | Course Name       | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|-------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-M543 | Digital Marketing | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

- 1 To discuss the fundamental principles of e- marketing, the past, present and future potential of E-marketing.
- 2 To discuss and identify the role of e-marketing in the present context
- 3 To explain e-marketing plan with appropriate e-marketing strategies.

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the basics of digital marketing                              | K1, K2                          |
| CO2       | Understand and analyse the different tools of digital marketing         | K2, K3                          |
| CO3       | Recall the role of social marketing                                     | K2, K4                          |
| CO4       | Understand and analyse different online platforms                       | K2, K4                          |
| CO5       | Understand and analyse email marketing and its evaluation               | K4, K5                          |
| CO6       | Understand and evaluate the ways to optimize content for search engines | K2, K5, K6                      |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | L   |     |     |     |     | S   | S    | S    | S    | S    |
| CO2     | M   | S   | S   |     |     |     |     |     | M   | M    | M    | S    | S    |
| CO3     | M   | S   | M   |     |     | S   |     |     | M   | M    | S    | S    | S    |
| CO4     | L   | S   | M   | M   |     |     |     |     |     | M    | M    | S    | S    |
| CO5     | M   | M   | S   | S   |     |     | S   |     |     | S    | S    | S    | S    |
| CO6     | S   |     |     | M   |     |     |     |     |     |      | S    |      |      |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Understanding Digital Marketing Process - Increasing Visibility-Bringing Targeted Traffic - Converting Traffic into Leads - Types of Conversion Understanding - Conversion Process   | 6     |
| II     | Tools used like C.P.M., C.P.C., C.T.R and their relevance in digital marketing campaigns - Planning a Digital Marketing Campaign   | 8     |
| III    | How social media marketing is different from other Forms of Internet marketing – Facebook marketing - Facebook advertising - Types of Facebook advertising - LinkedIn Marketing- Understanding LinkedIn - How to do marketing on LinkedIn - Advertisement on LinkedIn - Twitter Marketing - Marketing using Twitter - Tools for twitter marketing - Advertising on Twitter - Using YouTube for business – Developing YouTube video marketing Strategy - Bringing visitors from YouTube videos to your website. | 8     |
| IV     | Types of Online Advertising - Display Advertising - Banner ads - Rich Media ads Pop ups and Pop under ads - Contextual advertising - In Text ads - In Image ads - In video ads - In page ads - Different Online advertising platforms - Introduction to Google Ad Words & PPC advertising Overview of Microsoft AdCenter (Bing & Yahoo) Performing Root Cause Analyses   | 8     |
| V      | Types of Email Marketing - Email Marketing Strategy – Challenges faced in sending bulk emails - Methods to overcome these challenges - Types of email marketing- Opt-in & bulk Emailing-Best platforms to do opt-in & bulk email marketing - Creating a broadcast email - Understanding auto responders - Tricks to land in inbox instead of spam folder.  | 8     |



|              |  |           |
|--------------|--|-----------|
| <b>VI</b>    | Online Customer Expectations- Online B2C Buying Process – Online B2B Buying Behaviour - Search Engine Optimization - Forms of Search Engines – Working of Search Engines - Major functions of a search engine - Introduction to content marketing - 7 step strategy building process in Content Marketing – Tips and Techniques for a great compelling content - Keyword research for content ideas -Optimizing content for search engines | <b>7</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching &amp; Learning Activity</b>   | <b>Assessment Tasks</b>  |
|-----------------|---|---|--------------------------|
| <b>I</b>        | Understand basics of digital marketing                                  | Case analysis through participant-centred learning.   | Case analysis            |
| <b>II</b>       | Understand analyse the different tools of digital marketing             | Familiarise the tools of digital marketing through examples and exercises                   | Presentation             |
| <b>III</b>      | Recall the role of social marketing                                     | Introduce different forms of social media marketing using live cases                        | Exercises, Class test    |
| <b>IV</b>       | Understand and analyse different online platforms                       | Discuss the nuance of online platforms using case analysis                                  | Presentation/ Discussion |
| <b>V</b>        | Understand and analyse email marketing and its evaluation               | Discuss the significance and application of email marketing through live cases and examples | Presentation, Class test |
| <b>VI</b>       | Understand and evaluate the ways to optimize content for search engines | Discuss search engines and its functions using live examples                                | Case analysis            |

#### **References**

|           |  |
|-----------|--|
| <b>1</b>  | Rowles, D. (2014). Digital Branding: A complete step by step guide to strategy tactics and measurement. United States: Kogan Page limited  |
| <b>2</b>  | Dinesh Kumar (2020). Marketing In The Digital Age, Sage Texts  |
| <b>3</b>  | Tracy, L. Tuten (2016), Social Media Marketing, Sage Texts   |
| <b>4</b>  | Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing. UK: Pearson   |
| <b>5</b>  | Bala, M., & Verma, D. (2018). A critical review of digital marketing. M. Bala, D. Verma (2018). A Critical Review of Digital Marketing. International Journal of Management, IT & Engineering, 8(10), 321-339. |
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| <b>9</b>  | Antony Puthussery (2020) Digital Marketing: An Overview. Italy: Notion Press.  |
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| <b>3</b> | <a href="https://www.sciencedirect.com/science/article/pii/S0167811616301550">https://www.sciencedirect.com/science/article/pii/S0167811616301550</a> |
| <b>4</b> | <a href="https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3545505">https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3545505</a>                 |
| <b>5</b> | <a href="https://www.torrossa.com/en/resources/an/2231539">https://www.torrossa.com/en/resources/an/2231539</a>                                       |

**SEMESTER -4**  
**MARKETING ELECTIVE: MARKETING ANALYTICS**

| Course Code | Course Name         | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|---------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-M544 | Marketing Analytics | Elective | 40         | 5           | 0            | 2      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To discuss on the overview of research process and its methods               |
| 2 | To discuss the statistical analysis and data interpretation in research      |
| 3 | To discuss the significance of research in the field of marketing management |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement  | Blooms Taxonomy Knowledge Level |
|-----------|--|---------------------------------|
| CO1       | Understand the meaning of marketing analytics and it's important in the industry | K1, K2                          |
| CO2       | Grasp the fundamentals of Excel analytics functions and conditional formatting   | K3, K4                          |
| CO3       | Understand how to analyse complex data sets using research techniques.           | K2, K4                          |
| CO4       | Understand the customer analytics and Markov model                               | K2, K4                          |
| CO5       | Evaluate the findings from marketing analytics                                   | K4, K5                          |
| CO6       | Report writing and software application for the art world class practices        | K5, K6                          |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | S   | S   | S   | L   |     |     |     |     | S   | S    | S    | S    | S    |
| CO2     | M   | S   | S   |     |     |     |     |     | M   | M    | M    | S    | S    |
| CO3     | M   | S   | M   |     |     | M   |     |     | M   | M    | S    | S    | S    |
| CO4     | L   | S   | M   | M   |     |     |     |     |     | M    | M    | S    | S    |
| CO5     | M   | M   | S   | S   |     |     | M   |     |     | S    | S    | S    | S    |
| CO6     |     | M   |     |     |     | M   |     |     |     |      | M    |      |      |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents   | Hours     |
|--------------|---|-----------|
| I            | Introduction To Marketing Analytics Need For Analytics in Public Administration Evolution Of Scientific Inquiry Interdisciplinary Research in Marketing Management- Scientific Methods of Research  | 6         |
| II           | Marketing Analytics at the strategic level-Marketing intelligence Strategy and Marketing Analytics-Link between Marketing Strategy and Marketing Analytics.   | 8         |
| III          | Measurement And Scales-Type Of Scales, Frequency Distribution, Statistical Analysis And Data Interpretation.  | 8         |
| IV           | Customer Analytics -Know your customer - what they want -Customer Acquisition - Cost and life time value –Markov model  | 8         |
| V            | Intellectual Honesty, Research Integrity And Conflicts Of Interest Publication Misconduct-Falsification, Fabrication, Plagiarism Selective Reporting And Misrepresentation Of Data. Redundant Publications: Duplicate And Overlapping Publication-Publication Opportunities. Predatory Publishers And Journals. | 8         |
| VI           | Research Writing Skills Basic Concepts of Writing- Reports-Importance of Reports-Types of Reports. Planning of Report Writing and Format of Research Report Bibliography- Documentation Of Bibliography Evaluation the Research Report  | 7         |
| <b>TOTAL</b> |   | <b>45</b> |

| Facilitating the Achievement of Course Learning Outcomes: |   |  |   |
|---|---|--|---|
| Unit No.  | Course Learning Outcomes  | Teaching & Learning Activity                                       | Assessment Tasks                        |
| I   | Understand the meaning of marketing analytics and it's important in the industry  | Cases on analytical strategy through participant-centred learning. | Case analysis, Class test               |
| II  | Grasp the fundamentals of Excel analytics functions and conditional formatting  | Discuss the application of Excel through examples                  | Presentation, Case analysis, Class test |
| III   | Understand how to analyse complex data sets using research techniques.  | Discuss the nuance of data analysis through examples               | Exercises, Class test                   |
| IV  | Understand the customer analytics and Markov model  | Discuss the concept and its application through live examples      | Case analysis                           |
| V   | Evaluate the findings from marketing analytics  | Practical sessions using examples                                  | Exercises, Case analysis, Class test    |
| VI  | Report writing and software application for the art world class practices   | Presentation and practical sessions using examples                 | Case analysis                           |
| References  |   |  |   |
| 1   | Bowley, A, L. (1937), Elements of Statistics. London: P.S King and Staples Ltd  |  |   |
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| 2   | <a href="https://journals.sagepub.com/doi/abs/10.1509/jm.15.0413">https://journals.sagepub.com/doi/abs/10.1509/jm.15.0413</a>   |  |   |
| 3   | <a href="https://www.sciencedirect.com/science/article/pii/S0167811612000912">https://www.sciencedirect.com/science/article/pii/S0167811612000912</a>   |  |   |
| 4   | <a href="https://link.springer.com/article/10.1057/s41270-019-00059-2">https://link.springer.com/article/10.1057/s41270-019-00059-2</a>   |  |   |
| 5   | <a href="https://www.tandfonline.com/doi/abs/10.1080/10528008.2017.1421049%40tfocoll.2023.0.issue-Transforming-marketing-education">https://www.tandfonline.com/doi/abs/10.1080/10528008.2017.1421049%40tfocoll.2023.0.issue-Transforming-marketing-education</a> |  |   |

| SEMESTER - 4  |  |  |     |     |     |          |     |            |             |              |                                 |       |      |
|---|--|--|-----|-----|-----|----------|-----|------------|-------------|--------------|---------------------------------|-------|------|
| OPERATIONS ELECTIVE- WORLD CLASS MANUFACTURING  |  |  |     |     |     |          |     |            |             |              |                                 |       |      |
| Course Code   |  | Course Name  |     |     |     | Category |     | Lecture hr | Tutorial hr | Practical hr | Credit                          |       |      |
| MGT-DE-O541   |  | World Class Manufacturing  |     |     |     | Elective |     | 40         | 5           | 0            | 2                               |       |      |
| Course Objectives:  |  |  |     |     |     |          |     |            |             |              |                                 |       |      |
| 1   | To discuss the advanced operations and manufacturing practices prevalent across the globe                  |  |     |     |     |          |     |            |             |              |                                 |       |      |
| 2   | To examine the applicability of the world class manufacturing (WCM) tools in organizations                 |  |     |     |     |          |     |            |             |              |                                 |       |      |
| 3   | To discuss the use of world class practices that ensure overall operational performance and sustainability |  |     |     |     |          |     |            |             |              |                                 |       |      |
| Course Outcomes (COs): On successful completion of the course, the students will be able to |  |  |     |     |     |          |     |            |             |              |                                 |       |      |
| CO Number   |  | Course Outcome (CO) Statement  |     |     |     |          |     |            |             |              | Blooms Taxonomy Knowledge Level |       |      |
| CO1   |  | Understand the evolution and growth of manufacturing systems from time to time and the strategic role in present era   |     |     |     |          |     |            |             |              | K1, K2                          |       |      |
| CO2   |  | Understand and apply the basic concepts and tools of Japanese manufacturing  |     |     |     |          |     |            |             |              | K2, K3                          |       |      |
| CO3   |  | Apply innovative practices in manufacturing  |     |     |     |          |     |            |             |              | K3                              |       |      |
| CO4   |  | Application and use of lean strategies to gain competitive advantage   |     |     |     |          |     |            |             |              | K3, K6                          |       |      |
| CO5   |  | Gain insight on the maintenance practice in world class manufacturing system   |     |     |     |          |     |            |             |              | K5,K6                           |       |      |
| CO6   |  | Apply the world class practices for performance excellence in organisations  |     |     |     |          |     |            |             |              | K2, K3                          |       |      |
| Programme Outcomes (POs):   |  |  |     |     |     |          |     |            |             |              |                                 |       |      |
| COs/POs   | PO1  | PO2  | PO3 | PO4 | PO5 | PO6      | PO7 | PO8        | PO9         | PSO1         | PSO2                            | PSO3  | PSO4 |
| CO1   |  |  | L   | M   |     |          |     |            |             |              |                                 |       |      |
| CO2   | M  | L  | S   | S   | S   | M        | M   |            | M           | M            | M                               |       | M    |
| CO3   | M  | S  | M   |     |     | M        | M   |            |             | M            |                                 |       | M    |
| CO4   | S  |  | S   | S   | S   |          | S   |            |             | S            |                                 | S     | S    |
| CO5   | S  | M  |     |     | M   | S        |     | S          |             | M            | S                               | S     |      |
| CO6   | M  | M  | M   | S   |     | L        | M   | M          | S           |              | M                               | M     | M    |
| S- Strong; L- Low; M-Medium   |  |  |     |     |     |          |     |            |             |              |                                 |       |      |
| Module  |  | Course Contents  |     |     |     |          |     |            |             |              |                                 | Hours |      |
| I   |  | Evolution and growth of manufacturing. Craft production, mass production, customisation, mass customisation, digital manufacturing- tools, techniques and strategies. Strategic approach to manufacturing. Toyota Production System. |     |     |     |          |     |            |             |              |                                 | 5     |      |
| II  |  | 5 ‘S’ system, JIT, waste identification and elimination techniques. Lean manufacturing. Agile manufacturing. Jidoka, Kanban, mistake proofing, Hoshin planning. Theory of Constraints. Value engineering, Value Stream mapping,      |     |     |     |          |     |            |             |              |                                 | 8     |      |
| III   |  | Manufacturing innovations – Quick Response Manufacturing, Rapid prototyping, Concurrent Engineering, Virtual manufacturing, Micro manufacturing, Robotics, Exoskeletons.   |     |     |     |          |     |            |             |              |                                 | 8     |      |
| IV  |  | Computer Integrated Manufacturing System (CIMS): Sub systems, Technologies. Enterprise Resource Planning (ERP): Need and Evaluation of ERP for Operations Management. CIMOSA.  |     |     |     |          |     |            |             |              |                                 | 8     |      |
| V   |  | Various maintenance systems. Total Productive Maintenance-TPM Matrix, Reliability, Maintainability, Mean Time Between Failures, Mean Time To Repair, Overall Equipment Effectiveness, TPM implementation framework                   |     |     |     |          |     |            |             |              |                                 | 8     |      |
| VI  |  | Sustainability aspects in manufacturing, Green manufacturing, Circular economy. 6 ‘R’, Industry 4.0 and Indian manufacturing scenario. Industry 5 and manufacturing.   |     |     |     |          |     |            |             |              |                                 | 8     |      |
| TOTAL   |  |  |     |     |     |          |     |            |             |              |                                 | 45    |      |

| <b>Facilitating the Achievement of Course Learning Outcomes:</b> |  |   |                             |
|--|--|---|-----------------------------|
| <b>Unit No.</b>  | <b>Course Learning Outcomes</b>  | <b>Teaching &amp; Learning Activity</b>   | <b>Assessment Tasks</b>     |
| <b>I</b>   | Understand the evolution and growth of manufacturing systems from time to time and the strategic role in present era | Lecturing and real world cases to growth of manufacturing systems from time to time                                     | Presentation, Quiz          |
| <b>II</b>  | Understand and apply the basic concepts and tools of Japanese manufacturing  | Lecturing and case analysis on Japanese manufacturing practice  | Presentation, Case analysis |
| <b>III</b>   | Apply innovative practices in manufacturing  | Discussion on practices of world class companies  | Group assignment            |
| <b>IV</b>  | Application and use of lean strategies to gain competitive advantage   | Lecturing, videos on CIM  | Presentation, Assignment    |
| <b>V</b>   | Gain insight on the maintenance practice in world class manufacturing system   | Lecturing and numerical problem solving to gain insight on the maintenance practice in world class manufacturing system | Class test                  |
| <b>VI</b>  | Apply the world class practices for performance excellence in organisations  | Lecturing and case analysis to know the world class practices for performance excellence in organisations               | Presentation                |

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| 2 | <a href="https://books.google.co.in/books?hl=en&amp;lr=&amp;id=ojJNJoZ4_L0C&amp;oi=fnd&amp;pg=PR9&amp;dq=WORLD+CLASS+MANUFACTURING&amp;ots=Me4IKwiI3J&amp;sig=toZCUBzoIALE_Mm_kaZLRcO2S1I&amp;redir_esc=y#v=onepage&amp;q=WORLD%20CLASS%20MANUFACTURING&amp;f=false">https://books.google.co.in/books?hl=en&amp;lr=&amp;id=ojJNJoZ4_L0C&amp;oi=fnd&amp;pg=PR9&amp;dq=WORLD+CLASS+MANUFACTURING&amp;ots=Me4IKwiI3J&amp;sig=toZCUBzoIALE_Mm_kaZLRcO2S1I&amp;redir_esc=y#v=onepage&amp;q=WORLD%20CLASS%20MANUFACTURING&amp;f=false</a> |
| 3 | <a href="https://www.emerald.com/insight/content/doi/10.1108/01443579710175592/full/html">https://www.emerald.com/insight/content/doi/10.1108/01443579710175592/full/html</a>   |
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| 5 | <a href="https://www.emerald.com/insight/content/doi/10.1108/02656710010304546/full/html">https://www.emerald.com/insight/content/doi/10.1108/02656710010304546/full/html</a>   |

**SEMESTER -4**  
**OPERATION ELECTIVE - TECHNOLOGY, INNOVATION AND**  
**NEW PRODUCT DEVELOPMENT**

| Course Code | Course Name  | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|--|----------|------------|-------------|--------------|--------|
| MGT-DE-O542 | Technology, Innovation and New Product Development | Elective | 40         | 5           | 0            | 3      |

**Course Objectives:**

|   |  |
|---|--|
| 1 | To discuss the strategic perspective of innovation and the major tools that are used increasingly to assist innovation management. |
| 2 | To explain management techniques of new product development  |
| 3 | To examine the public policy on technology and innovation.   |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understanding the diversity of types of innovation, innovators and innovation environment.  | K1, K2                          |
| CO2       | Analyse the strategic perspective of the role of innovation and the major tools that are used increasingly to assist innovation management.                         | K4                              |
| CO3       | Evaluate the nature and extent of technological change and potential roles of incremental and disruptive innovation in creating and sustaining firm competitiveness | K5                              |
| CO4       | Develop and introduce techniques of new product development   | K2, K6                          |
| CO5       | Analyse feasibility and viability of new product development both from a societal and a micro level perspective.  | K4                              |
| CO6       | Assess the National Technology Policy and its implications.   | K4                              |

**Programme Outcomes (POs):**

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     | L   |     |     | L   | M   |     |     |     | M   |      |      | L    |      |
| CO2     |     |     |     |     | M   | M   | M   |     |     | M    |      | S    |      |
| CO3     | S   | M   | M   |     |     |     |     | M   |     | S    | M    | S    | L    |
| CO4     | L   |     | S   | M   | M   | S   | M   | M   | L   | S    |      | S    | M    |
| CO5     | M   | S   | S   | S   |     | M   | S   | S   | M   | S    | S    | S    | S    |
| CO6     | M   | M   | L   | M   |     |     |     | S   | S   | M    | M    | M    | M    |

**S- Strong; L- Low; M-Medium**

| Module | Course Contents  | Hours |
|--------|--|-------|
| I      | Innovation: Understanding innovation- Levels and types of innovation- Key drivers of innovation- Sources of innovation and the relationship between innovation and research and technology development-Understanding creativity as a building block to innovation                          | 6     |
| II     | Innovation Management: Framework for the management of innovation- Public sector services innovation-Diffusion of innovation- Creating organizational innovative effectiveness   | 7     |
| III    | Strategic Aspects of Technology: Critical factors in managing technology innovations- Critical issues/factors in choice of technology and processes-Indian context- Technology Portfolio   | 8     |
| IV     | Open Innovation, New Technology Transfer- Channels, modes, levels and various concerns involved- Absorption, adaption and adoption of technology- Technology considerations in Lean environment- Strategic Role of R&D, New R& D approaches- Strategic evaluation of technology investment | 8     |
| V      | New product Development and Life Cycle Management: Understanding product platform strategy- Commercialization of core competencies- Marketing new products and technologies  | 8     |



|              |  |           |
|--------------|--|-----------|
| <b>VI</b>    | Public Policy Issues: The role, rationale and requisites of a National Technology Policy- IPR and licensing issues- Role of WTO in new age technology. | <b>8</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching &amp; Learning Activity</b>                                 | <b>Assessment Tasks</b>      |
|-----------------|---|---|------------------------------|
| <b>I</b>        | Understanding the diversity of types of innovation, innovators and innovation environment.  | Theory and concepts would be introduced through lectures                | Presentation, Quiz           |
| <b>II</b>       | Understanding a strategic perspective of the role of innovation and the major tools used to assist innovation management.   | Corporate Examples and exercises with data sets for learning techniques | Case study                   |
| <b>III</b>      | Understand the nature and extent of technological change and the potential roles of incremental and disruptive innovation in creating and sustaining firm competitiveness.      | Case method to reinforce conceptual understanding                       | Group assignment, Class test |
| <b>IV</b>       | Knowledge of management techniques of technological new product development (NPD). To analyse feasibility and viability both from a societal and from a micro level perspective | Lecturing and Case analysis   | Class test, Presentation     |
| <b>V</b>        | Analyse feasibility and viability of NPD both from a societal and a micro level perspective.  | Discussion and real-world case studies                                  | Quiz                         |
| <b>VI</b>       | Evaluate the National; Technology Policy and its implications.  | Group discussion on NTP   | Article review               |

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|           |   |
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| <b>2</b> | <a href="https://scholarworks.lib.csusb.edu/ciima/vol13/iss1/4/">https://scholarworks.lib.csusb.edu/ciima/vol13/iss1/4/</a>   |
| <b>3</b> | <a href="https://www.sciencedirect.com/science/article/pii/S187704281200643X">https://www.sciencedirect.com/science/article/pii/S187704281200643X</a>                   |
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| <b>5</b> | <a href="https://www.ceintelligence.com/files/documents/ip_innovation_development.pdf">https://www.ceintelligence.com/files/documents/ip_innovation_development.pdf</a> |



|   |  |
|---|--|
| <p align="center"><b>SEMESTER -4</b></p> <p align="center"><b>OPERATION ELECTIVE-TOTAL PRODUCTIVE MAINTENANCE</b></p> |  |
|---|--|

| Course Code | Course Name                  | Category | Lecture hr | Tutorial hr | Practical hr | Credit |
|-------------|------------------------------|----------|------------|-------------|--------------|--------|
| MGT-DE-O543 | Total Productive Maintenance | Elective | 40         | 5           | 0            | 2      |

|                           |
|---------------------------|
| <b>Course Objectives:</b> |
|---------------------------|

|          |  |
|----------|--|
| <b>1</b> | To discuss the processes, elements and factors that makes up the total productive maintenance management |
| <b>2</b> | To explain the various decision areas in manufacturing system and their inter relationships              |
| <b>3</b> | To explain the public policy on technology and productive maintenance                                    |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|-----------|---|---------------------------------|
| CO1       | Understand the objectives, importance and Functions of maintenance management | K1, K2                          |
| CO2       | Apply Total Productive Maintenance  | K3, K4                          |
| CO3       | Apply TPM across the organization   | K3, K4                          |
| CO4       | Appraise TPM implementation   | K4, K5                          |
| CO5       | Plan and adopt TPM in all industries and public utility services              | K4, K5, K6                      |
| CO6       | Plan and adopt TPM in all non-profit organizations                            | K4, K5, K6                      |

|                                  |  |
|----------------------------------|--|
| <b>Programme Outcomes (POs):</b> |  |
|----------------------------------|--|

| COs/POs | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| CO1     |     |     | L   | M   |     |     |     |     |     |      |      |      |      |
| CO2     | M   | L   | S   | S   | S   | M   | M   |     | M   | M    | M    |      | M    |
| CO3     | M   | S   | M   |     |     | M   | M   |     |     | M    |      |      | M    |
| CO4     | S   |     | S   | S   | S   |     | S   |     |     | S    |      | S    | S    |
| CO5     | S   | M   |     |     | M   | S   |     | S   | S   | M    | S    | S    |      |
| CO6     | M   | M   | M   | S   |     | L   | M   | S   | S   |      | M    | M    | S    |

**S- Strong; L- Low; M-Medium**

| Module       | Course Contents   | Hours     |
|--------------|---|-----------|
| I            | Maintenance Management – Objectives, Importance – Functions – Structure of the Maintenance department – Types of Maintenance – Advantages & Disadvantages of Maintenance Management. Environment of Good Maintenance – Inventory Management in Maintenance – Maintenance & its service level – Maintenance cost                         | 5         |
| II           | Total Productive Maintenance (TPM)–Meaning–Basic Philosophy – Goal – Need for Change – Change Process – TPM and its Environment – Management Information System and TPM – Equipment Data Base Maintenance – TPM and its Overall Equipment Effectiveness.  | 8         |
| III          | Planning of TPM – Blue Print for TPM-8 pillars of TPM-Lean production processes, approaches and techniques – TPM: Education and Training – Types of Training Required Training Schedule – TPM and Equipment Maintenance – TPM and Plant Maintenance – TPM in All Functional Areas.  | 8         |
| IV           | TPM Implementation – Method of Implementation – Resistance in Implementation and Overcoming the Resistance – Role of Top and Middle Level Management in Implementation – Role of Labour Union/First Level Employees. Role of Maintenance Department – Compensation–Balancing Compensation and TPM Benefits – Maintenance of TPM system. | 8         |
| V            | TPM and its Application – Planning and Implementation of TPM in Manufacturing & Service Industries. Planning and Implementation of TPM in MSMEs- Challenges   | 8         |
| VI           | Planning and Implementation of TPM in Not-for Profit Organization – Planning and Implementation of TPM in Public Utility Services-Issues and solutions. The role of training and development.   | 8         |
| <b>TOTAL</b> |   | <b>45</b> |

| Facilitating the Achievement of Course Learning Outcomes: |  |   |                              |
|---|--|---|------------------------------|
| Unit No.  | Course Learning Outcomes   | Teaching & Learning Activity  | Assessment Tasks             |
| I   | Understand the objectives, importance, and Functions of maintenance management   | Theory and concepts would be introduced through lectures  | Quiz                         |
| II  | Apply Total Productive Maintenance   | Corporate examples and exercises with data sets for learning techniques   | Case study                   |
| III   | Apply TPM across the organization  | Case method to reinforce conceptual understanding of total productive maintenance   | Group assignment, Class test |
| IV  | Appraise TPM implementation  | Lecturing and Case analysis to introduce the implementation of TPM  | Presentation, Class test     |
| V   | Plan and adopt TPM in all industries and public utility services   | Discussion and real world case studies to analyse the feasibility and viability of Planning and Implementation of TPM in manufacturing and service industries | Presentation, Quiz           |
| VI  | Plan and adopt TPM in all non-profit organizations   | Group discussion on TPM to discuss its implementation in public utility services  | Article review               |
| References  |  |   |                              |
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**SEMESTER – 4**  
**OPERATIONS ELECTIVE- FACILITY MANAGEMENT**

| Course Code        | Course Name                | Category        | Lecture hr | Tutorial hr | Practical hr | Credit   |
|--------------------|----------------------------|-----------------|------------|-------------|--------------|----------|
| <b>MGT-DE-O544</b> | <b>Facility Management</b> | <b>Elective</b> | <b>40</b>  | <b>5</b>    | <b>0</b>     | <b>2</b> |

**Course Objectives:**

|          |   |
|----------|---|
| <b>1</b> | To introduce the fundamental concepts and principles of facility management within the context of supply chain management (SCM)                   |
| <b>2</b> | To elucidate the pivotal roles of plants and warehouses in SCM and their significance in facilitating the flow of goods within the supply chain   |
| <b>3</b> | To familiarize with different types of warehouses and their respective functions in supporting SCM operations                                     |
| <b>4</b> | To explain the key components of facility decision-making, including location, capacity, and layout, and their impact on supply chain performance |
| <b>5</b> | To discuss facility-related matrices that influence supply chain performance and understand their implications for effective facility management  |

**Course Outcomes (COs):** On successful completion of the course, the students will be able to

| CO Number  | Course Outcome (CO) Statement   | Blooms Taxonomy Knowledge Level |
|------------|---|---------------------------------|
| <b>CO1</b> | Understand the principles and concepts underlying facility management and its role in SCM.  | <b>K1, K2</b>                   |
| <b>CO2</b> | Articulate the specific functions and importance of plants and warehouses in supporting the efficient flow of goods in SCM.   | <b>K1, K2</b>                   |
| <b>CO3</b> | Identify and classify different types of warehouses and evaluate their suitability for various SCM requirements.  | <b>K3, K4</b>                   |
| <b>CO4</b> | Demonstrate proficiency in analyzing and making informed decisions regarding facility-related factors such as location, capacity, and layout to optimize supply chain performance.  | <b>K2, K3, K4</b>               |
| <b>CO5</b> | Assess and interpret facility-related matrices to evaluate their impact on SCM performance and devise strategies for improvement.   | <b>K2, K5, K6</b>               |
| <b>CO6</b> | Develop an awareness of sustainable facility management practices and their significance in promoting environmental sustainability and social responsibility within SCM operations. | <b>K6</b>                       |

**Programme Outcomes (POs):**

| COs/POs    | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PSO1 | PSO2 | PSO3 | PSO4 |
|------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| <b>CO1</b> | S   |     | M   | S   |     | S   | S   |     |     | S    |      | S    | S    |
| <b>CO2</b> |     | M   |     |     | M   |     |     | M   |     |      | M    |      |      |
| <b>CO3</b> |     |     | S   |     |     | L   |     |     | M   |      |      | L    | L    |
| <b>CO4</b> | L   | S   |     |     | S   |     |     | S   |     |      | S    |      | L    |
| <b>CO5</b> |     | S   |     |     | S   |     |     | S   |     |      | S    | L    |      |
| <b>CO6</b> |     |     | L   | M   |     | L   |     |     | L   |      |      | L    | M    |

**S- Strong; L- Low; M-Medium**

| Module    | Course Contents  | Hours    |
|-----------|--|----------|
| <b>I</b>  | Introduction of Facility Management-Role of plant and warehouse in SCM-Types of warehouses-Components of facility decision-Location, Capacity, Layout-Facility related matrix that influence supply chain performance.   | <b>8</b> |
| <b>II</b> | Facility Location-Process of location selection-Plant, warehouse-Factors affecting location selection-plant, warehouse -Location selection method- Factor rating, Locational Cost Volume analysis, Centre of Gravity, Load-Distance model-Transportation (with numerical problems) - Use of Geographical Information Systems | <b>8</b> |

|              |  |           |
|--------------|--|-----------|
| <b>III</b>   | Capacity Planning-Capacity- Design capacity, Effective capacity, Utilization, Efficiency-Challenges in capacity planning-Production, Warehousing-Capacity planning strategies-Lead, Lag and Match-Measuring performance of capacity planning | <b>6</b>  |
| <b>IV</b>    | Facility Layout-Plant layout-Process layout, Product layout, Work Cells-Managing bottlenecks in plant and warehouse-Warehouse design- U-shaped, I-Shaped, L-Shaped-Cross docking, Random Stocking, Customising                               | <b>8</b>  |
| <b>V</b>     | Warehousing-Areas of a warehouse-Stages in warehousing-Material handling - Principles, Equipments - Ware house automation-Types, Benefits-Sustainable warehousing - Objectives, Practices  | <b>7</b>  |
| <b>VI</b>    | Production Planning & Control: Production planning techniques for various process choices, Techniques of production control, Aggregate planning techniques   | <b>8</b>  |
| <b>TOTAL</b> |  | <b>45</b> |

#### **Facilitating the Achievement of Course Learning Outcomes:**

| <b>Unit No.</b> | <b>Course Learning Outcomes</b>   | <b>Teaching &amp; Learning Activity</b>   | <b>Assessment Tasks</b>  |
|-----------------|---|---|--------------------------|
| <b>I</b>        | Understand the principles and concepts underlying facility management and its role in SCM.  | Lectures and discussions on fundamental principles and concepts of facility management, supplemented with real-world examples and case studies.               | Quiz                     |
| <b>II</b>       | Articulate the specific functions and importance of plants and warehouses in supporting the efficient flow of goods in SCM.   | Site visits to plants and warehouses to provide practical insights into their roles and functions within the supply chain.                                    | Case study               |
| <b>III</b>      | Identify and classify different types of warehouses and evaluate their suitability for various SCM requirements.  | Group exercises and discussions to classify different types of warehouses based on their characteristics and suitability for various supply chain operations. | Presentations            |
| <b>IV</b>       | Demonstrate proficiency in analyzing and making informed decisions regarding facility-related factors such as location, capacity, and layout to optimize supply chain performance.  | Interactive workshops and simulations focusing on decision-making processes related to facility location, capacity planning, and layout design.               | Group discussion         |
| <b>V</b>        | Assess and interpret facility-related matrices to evaluate their impact on SCM performance and devise strategies for improvement.   | Analysis of facility-related matrices and performance metrics through collaborative projects and problem-solving activities.                                  | Seminars, Class test     |
| <b>VI</b>       | Develop an awareness of sustainable facility management practices and their significance in promoting environmental sustainability and social responsibility within SCM operations. | Guest lectures and presentations on sustainable facility management practices and their integration into supply chain operations.                             | Presentation, Class test |

#### **References**

|          |  |
|----------|--|
| <b>1</b> | Chopra Sunil, Karla Dharam Vir. (2022). Supply Chain Management: Strategy, Planning and Operation (10th Edition) Pearson.  |
| <b>2</b> | David simchi-Levi et.al. (2022). Designing and Managing the Supply Chain: Concepts, Strategies, and Case studies. (4th edition ). McGraw Hill Education (India) Private Limited                                    |
| <b>3</b> | Chandrasekaran. N. (2015). Supply Chain Management: Process, Systems and Practices. (5th Edition). Oxford.   |
| <b>4</b> | Becerik-Gerber, B., Jazizadeh, F., Li, N., & Calis, G. (2012). Application areas and data requirements for BIM-enabled facilities management. Journal of construction engineering and management, 138(3), 431-442. |
| <b>5</b> | Hugos Michael.(2021) Essentials of Supply Chain Management(4th Edition).Wiley.   |
| <b>6</b> | Alexander, K. (2023). Facilities Management: Theory and Practice. (2013). United Kingdom: CRC Press.   |
| <b>7</b> | Janat Shah (2021). Supply Chain Management Text and Cases. (2nd Edition). Pearson India Education Service Pvt. Ltd.  |
| <b>8</b> | Van Sprang, H., Drion, B. (2020). Introduction to Facility Management. United Kingdom: Taylor & Francis.   |

|                   |   |
|-------------------|---|
| <b>9</b>          | Sinha Amit, Kotzab Herbert. (2012). Supply Chain Management: A Managerial Approach. (1st Edition). McGraw Hill Higher Education   |
| <b>10</b>         | Belvedere, V., Grando, A. (2017). Sustainable Operations and Supply Chain Management. Germany: Wiley.   |
| <b>e-Contents</b> |   |
| <b>1</b>          | <a href="https://www.ifma.org/about/what-is-fm/#:~:text=Facility%20Management%20is%20an%20organizational,productivity%20of%20the%20core%20business.">https://www.ifma.org/about/what-is-fm/#:~:text=Facility%20Management%20is%20an%20organizational,productivity%20of%20the%20core%20business.</a> |
| <b>2</b>          | <a href="https://www.ibm.com/topics/facilities-management">https://www.ibm.com/topics/facilities-management</a>   |
| <b>3</b>          | <a href="https://www.youtube.com/watch?v=nGRIFxmTXUg&amp;list=PLVDO3zzuGz-IFDKG-6dztYnFeShE1OscI&amp;index=1">https://www.youtube.com/watch?v=nGRIFxmTXUg&amp;list=PLVDO3zzuGz-IFDKG-6dztYnFeShE1OscI&amp;index=1</a>   |
| <b>4</b>          | <a href="https://www.youtube.com/watch?v=a9r-Tndo_-g&amp;list=PLVDO3zzuGz-IFDKG-6dztYnFeShE1OscI&amp;index=2">https://www.youtube.com/watch?v=a9r-Tndo_-g&amp;list=PLVDO3zzuGz-IFDKG-6dztYnFeShE1OscI&amp;index=2</a>   |
| <b>5</b>          | <a href="https://www.ifma.org/about/what-is-fm/#:~:text=Facility%20Management%20is%20an%20organizational,productivity%20of%20the%20core%20business.">https://www.ifma.org/about/what-is-fm/#:~:text=Facility%20Management%20is%20an%20organizational,productivity%20of%20the%20core%20business.</a> |

## **Annexure - I**

### **INTERNSHIP**

Course Code: **MGT-CC-533** Credit Units: **06**

Internship, in general, is a part of every professional programme, particularly for an MBA. It is a known fact that functional areas of management can only be learned through direct, on-the-job experience working with successful professionals and experts in the field. The learning process in an internship focuses attention on many attributes, which are not apparent in normal classroom situations. These attributes are professional judgment and decision-making ability, inter-disciplinary approach, data gathering and analysing skills, ability in written and spoken communication, coherence to work with a team, and a sense of responsibility among others.

To acquire the skill sets, each student will maintain and submit an Internship diary and an Internship Report before the third-semester examination.

#### **INTERNSHIP DIARY**

The Internship Diary aims to keep a personal record of the students learning and achievements during the period of internship. The diary will assess the student's analytical skills and ability to present supportive evidence and the activities performed by the intern during the period of internship. Thus, the diary is essentially a comprehensive documentation of how one proceeds while working on the assignment and should be regularly checked by the faculty guide/supervisor, issues discussed with the students, doubts if any clarified and signed as having done so. This will form the basis of continuous evaluation of the Internship Report and will be produced at the time of presentation of the Internship report and viva voce. The diary will include a title page to report the name of the student, name and address of the internship organization, name of the supervisor/guide and his/her designation, date started and completed, and a detailed summary of activities performed during the period of internship.

#### **INTERNSHIP REPORT**

The Internship Report is the research report that the student has to prepare on the project assigned by the organization (In case a student is not assigned a specific research project in the organization, he has to select any one aspect of the organization and prepare a research report on it). The layout of the report should be as per the standard layout prescribed by the organization wherein the student undertakes the Internship. In case, there is no layout prescribed by the organization the following areas should be included in the report:

##### **Title Page**

The title page should contain the Project Title, Programme, Student's Name, Register No., Year and Semester and Name of the Faculty Guide.

##### **Acknowledgements**

Acknowledgement to any advisory or financial assistance received in the course of work may be given.

## **Executive Summary**

The executive summary states the project's main points in a concise, easy-to-understand format. It should not exceed more than 450 words.

## **Table of Contents**

Titles and subtitles are to correspond exactly with those in the text.

## **Introduction**

The introduction should cover a brief description of the area of the project, and its scope and significance.

## **Methodology**

This section should cover the sample, method of sampling, data source, tools used for data analysis etc.

## **Results and Discussion**

Present results, discuss and compare these with those from other workers, etc. Emphasis should be laid on what has been performed and achieved in the course of the work. All the areas here are to be presently systematically using necessary headings and subheadings.

## **Major Findings, Conclusion and Suggestions**

Report here the major findings based on the results and discussion. The conclusion should contain the inference of the student based on his/her findings. The suggestions should be based on the findings only.

## **Appendices**

The appendices contain material which is of interest to the reader but not an integral part of the text/report.

## **References**

References should include papers, books etc. referred to in the body of the report. Follow the APA format for writing the references

## **Layout of the Internship Report**

Paper: A4 size

Font: Times New Roman (12 points)

Line spacing: 1.5

Top and bottom margins: 1.5 Inch (Left) and 1 inch (the other three sides)

## **Evaluation Criteria for Internship**

### ***Internal Evaluation*** (By the Department)

The break-up of marks for the internal evaluation shall be as follows:

Internship diary : 10 marks

Presentation and Viva- Voce : 15

Total : 25 marks

### ***External Evaluation*** (By the CSS of the University)

The break-up of marks for the external evaluation shall be as follows:

Internship Report : 25 marks

Presentation and Viva- Voce : 50

Total : 75 marks



## **Annexure - II**

### **DISSERTATION**

**Course Code: MGT-CC-542 Credit: 07**

The dissertation aims to conduct a scholarly inquiry into a problem or issue, using a systematic approach to gathering and analysis of data, leading to the creation of a structured report. The student should ensure that the dissertation is related to your field of specialization.

The dissertation should contain the following areas:

#### **Title Page**

The title page should contain the title of the dissertation, Name of degree, Name of the student, Register No., Name of the faculty guide and designation, and month and year of submission.

#### **Declaration**

The candidate has to declare that the dissertation is original and no part of the work has been submitted earlier for the award of any degree diploma or similar title of recognition

#### **Certificate**

The certificate of the supervisor and head of the department that the dissertation has been carried out by the students independently.

#### **Plagiarism Report**

Plagiarism report using Drill Bit Plagiarism software signed both by the Supervisor and head of the department should be attached here. The similarity should be less than 10%

#### **Acknowledgements**

Acknowledgement to any advisory or financial assistance received in the course of work may be given.

#### **Table of Contents**

The contents of the report are to correspond exactly with those in the text.

#### **List of Tables**

The list is to correspond exactly with the tables in the text.

#### **List of Figures**

The list is to correspond exactly with the figures in the text.

#### **Description of the Report**

The report may include the following:

1. Introduction: Include the background of the study, review of literature, statement of the problem, scope and significance of the study, objectives of the study, methodology (Sample, Data source and tools of analysis), limitations of the study, scheme of presentation and references ( as per APA format for the sources cited in the text)

2. Theoretical Frame Work: Include the theoretical aspect of the study area to be presented using appropriate headings, figures/charts
3. Data Analysis: Include the results and discussion of the study. To be presented in the order of objectives of the study
4. Summary of Findings Conclusion and Suggestions: Include major findings, inference of the study and specific suggestions based on the findings.
5. Bibliography: General references (Follow APA format)
6. Appendices: The appendices contain questionnaires/interview schedules and other materials which are of interest to the reader but not an integral part of the text/report.

### **Test Style and Format**

Number of pages: Limited to 100 pages (one side), exclusive of bibliography and appendices

Paper: A4 size

Font: Times New Roman (12 points)

Line spacing: 1.5

Top and bottom margins: 1.5 Inch (Left) and 1 inch (the other three sides)

### **Evaluation Criteria for Dissertation**

The break-up of marks for the evaluation shall be as follows:

|                             |             |
|-----------------------------|-------------|
| Internship Report           | : 75 marks  |
| Presentation and Viva- Voce | : 25 marks  |
| Total                       | : 100 marks |

## Annexure - III

Reg No: .....

Name.....

**First Semester MBA CSS (General, Tourism& Travel and Shipping and Logistics)  
Degree Examination, February 2024**

### **MGT-CC-515: OPERATIONS MANAGEMENT**

**Time: 3 Hrs.**

**Max.marks:60**

#### **SECTION A**

Answer **all** questions. Each question carries **3** marks

1. List down the limitations of customisation.
2. What are the features of product layout?
3. Distinguish between design capacity and actual capacity.
4. What is the use of ERP?
5. Present a Scatter diagram using hypothetical data. **(5×3=15 marks)**

#### **SECTION B**

Answer any **three** questions. Each question carries **10** marks

6. Discuss the new product development practices in passenger car industry in India.
7. As a consultant, suggest suitable inventory control techniques for a super market.
8. Compare and contrast the use of layout design in a retail store and a furniture production unit.
9. (a) Distinguish between conformance orientation and, target orientation in quality management.  
(b) Based on the data given below, find out appropriate location for an annual production of 2500 units. Also present the range of annual production appropriate for each location, with graphical representation.

| Location | Fixed cost<br>(Rs) | Variable<br>Cost/unit (Rs) |
|----------|--------------------|----------------------------|
| Kochi    | 12,00,000          | 600                        |
| Kollam   | 15,50,000          | 450                        |
| Wayanad  | 11,00,500          | 700                        |

10. Discuss the various applications of Computer Integrated Manufacturing in construction industry.

**(3×10=30 marks)**

#### **SECTION C**

Compulsory question carries **15** marks

11. Maritime sector in India has been the backbone of the country's trade and has grown manifold over the years. To harness India's 7,500 km long coastline, 14,500 km of potentially navigable waterways and strategic location on key international maritime trade routes, the Government of India has embarked on the ambitious Sagarmala Program which aims to

promote port-led development in the country. Vision of the Sagarmala Program is to reduce logistics cost for EXIM and domestic trade with minimal infrastructure investment. Since about more than 90% of India's trade by volume is conducted via the country's maritime route, there is a continuous need to develop India's ports and trade related infrastructure to accelerate growth in the manufacturing industry and to assist the 'Make in India' initiative. India has 12 major ports and approximately 200 non-major ports administered by Central and State Governments respectively.

Approximately 18 percent of India's population lives in the 72 coastal districts that comprise 12 percent of India's mainland. Development of coastal communities through Marine sector related activities like fisheries, maritime tourism and corresponding skill development is an essential objective of the Sagarmala Program. Development of cruise tourism and lighthouse tourism are other activities which are being actively considered under Sagarmala Program. Vision of the Sagarmala Program is to reduce logistics cost and time for the movement of EXIM and domestic cargo. Development of port-proximate industrial capacities near the coast, in future, is a step in this direction. In this regard, the concepts of Coastal Economic Zones (CEZs), Coastal Economic Units (CEUs), Port-Linked Industrial & Maritime Clusters and Smart Industrial Port Cities have been introduced. Connectivity is one of the critical enablers for ports and the end-to-end effectiveness of the logistics system drives competitiveness for the maritime industry as well. With infusion of new technology and capacity building, the cumulative/ total capacity available at ports can match demand but will not be able to handle additional traffic if the evacuation to and from the port is restricted. It is, therefore, important that connectivity of major ports with the hinterland is augmented not only to ensure smooth flow of traffic at the present level but also to meet the requirements of projected increase in traffic. Despite having an extensive network of inland waterways in the form of rivers, canals, backwaters and creeks freight transportation by waterways is highly under-utilized. Waterways currently contribute around 6% to India's transportation modal mix, which is significantly less than that in developed economies and some of the developing economies as well.

A. Identify the potential benefits of the project.

B. Discuss the implications of the program on the drivers of supply chain performance.

**(1x15 marks)**

## Annexure - IV

Reg No.....

Name.....

First Semester MBA CSS (General, Travel and Tourism Shipping and Logistics)  
Degree Examination, February 2024

### MGT-CC-514: QUANTITATIVE TECHNIQUE

Time: 3 Hours

Max Marks: 60

#### PART -A

Write all **five** questions. Each question carries **3 marks**.

1. When and why would you use the combined mean? Provide a step-by-step explanation of how to calculate it?
2. Define correlation and explain its significance in statistics.
3. What are positional averages explain with an example.
4. For a frequency distribution Median=130.2, Mode=141.3 find mean.
5. Explain mutually exclusive events with an example.

(5x3=15marks)

#### PART -B

Answer **all five** questions. **Each** question carries **9 marks**

6. (a) For a set of 12 observations on temperature (X) and ice cream sales (Y), the following data were obtained  $\sum X=180$ ,  $\sum Y= 280$ ,  $\sum X^2 =2800$ ,  $\sum Y^2 =6000$  and  $\sum XY=4200$ . Frame two regression equations and estimate ice cream sales when the temperature is 25 degrees Celsius

**OR**

(b) A manufacturing company operates in two different locations, and the production output (in units) is recorded for each month. In Location A, the mean production is 350 units with a standard deviation of 20 units, and in Location B, the mean production is 400 units with a standard deviation of 30 units. The company decides to combine the production data from both locations to calculate an overall mean. Calculate the combined mean production

7. (a) Calculate Spearman's rank correlation coefficient and comment.

|                     |    |    |    |    |    |    |    |    |    |    |
|---------------------|----|----|----|----|----|----|----|----|----|----|
| Marks in Accounting | 35 | 30 | 60 | 56 | 40 | 45 | 54 | 39 | 52 | 44 |
| Marks in Law        | 36 | 24 | 42 | 47 | 32 | 33 | 43 | 20 | 57 | 41 |

**OR**

(b) Define non-probability sampling and discuss its applications in research.

8. (a) Calculate standard deviation and coefficient of variation from the following data

|           |     |     |     |     |      |       |
|-----------|-----|-----|-----|-----|------|-------|
| Marks     | 0-2 | 2-4 | 4-6 | 6-8 | 8-10 | 10-12 |
| Frequency | 3   | 4   | 5   | 2   | 6    | 8     |

**OR**

(b) Distinguish between large sample and small sample tests illustrating with suitable examples

9. (a) Calculate Karl Pearson's coefficient of skewness for the following frequency distribution

|           |   |    |    |    |    |    |    |
|-----------|---|----|----|----|----|----|----|
| Size      | 7 | 12 | 18 | 24 | 30 | 36 | 44 |
| Frequency | 4 | 8  | 9  | 18 | 8  | 10 | 5  |

**OR**

(b) Price index number of wheat(X) and cereals (Y) at 12 successive seasons are given below. Suggest what will be the value of Y when X is expected to be 120.

|   |    |    |     |     |    |    |    |     |    |    |     |
|---|----|----|-----|-----|----|----|----|-----|----|----|-----|
| X | 84 | 88 | 102 | 101 | 84 | 72 | 84 | 83  | 87 | 97 | 100 |
| Y | 79 | 83 | 97  | 90  | 82 | 84 | 88 | 100 | 88 | 80 | 102 |

10. (a) A car manufacturer claims that the average fuel efficiency of its latest model is 30 miles per gallon. A random sample of 50 cars of the same model is taken, and the average fuel efficiency is found to be 28 miles per gallon with a standard deviation of 4 miles per gallon. Test the manufacturer's claim at a significance level of 0.05.

**OR**

(b) Find median and mode from the following data

|                 |       |       |       |       |       |       |       |
|-----------------|-------|-------|-------|-------|-------|-------|-------|
| Marks           | 15-25 | 25-35 | 35-45 | 45-55 | 55-65 | 65-75 | 75-85 |
| No. of students | 4     | 6     | 9     | 18    | 7     | 6     | 3     |

**(5x9=45marks)**