



**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
(SCHEME & SYLLABUS)

(Effective from Academic Year 2024-25)



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

**2024**

## 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 M<sup>2</sup>), 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 is offering three PG programmes (MBA (General), MBA (Travel and Tourism) and MBA (Shipping and Logistics)) 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 Programmes**

IMK is offering three full-time MBA programmes

1. MBA ( General)-40 Seats
2. MBA (Travel and Tourism)-40 Seats
3. MBA (Shipping and Logistics)-25 Seats

### **MBA (General)**

This is a two year full-time programme. This programme is designed to equip students with a broad understanding of various business disciplines, fostering a holistic approach to decision-making and problem-solving. The curriculum is meticulously crafted to cover key areas such as finance, marketing, human resources, and operations. The program provides ample opportunities for internships, industry interactions, and collaborative projects, ensuring that graduates are well-prepared to make significant contributions in the competitive business landscape.

### **MBA (Travel and Tourism)**

This is a two year full-time programme. The programme provides students with the knowledge and skills they need to succeed in the tourism and hospitality industry. The programme offers a holistic learning experience, emphasising critical thinking, informed decision-making, and effective leadership skills essential for success in a globalised marketplace. Students engage in practical case studies, industry projects, and internships, gaining hands-on experience and networking opportunities within the tourism sector. Upon completion of the programme, graduates emerge as competent and confident professionals ready to tackle the challenges of the tourism and hospitality industry, whether in management roles, entrepreneurship endeavours, or further academic pursuits.

### **MBA (Shipping and Logistics)**

This is a two year full-time programme. The programme provides students with in-depth knowledge and skills in shipping, logistics, and supply chain management. The program provides students with the necessary expertise to manage complex logistics operations and navigate the ever-evolving global shipping industry. The program includes core, elective, internship, and dissertation. The core courses give students a fundamental understanding of management functional areas such as marketing, finance, human resources, operations, etc. Elective courses allow students to specialise in a particular area of shipping and logistics. The internship enables them to know the niceties of the dynamic shipping and logistics industry.

The dissertation allows students to conduct independent research on a topic related to shipping and logistics.

### **Duration**

Two years Full Time (Four Semester)

### **Medium of Instruction**

English

### **Eligibility for Admission**

(i) The candidate should have passed the degree from any Indian University, under the regular stream, recognized by the University of Kerala and shall be in the 10+2+3 pattern (or in 10+2+4 pattern). In all the cases the student should have passed the degree examination with not less than 50% marks/equivalent grade (no rounding off allowed) in Part III /core plus complimentary in BA, B.Sc., B.Com. etc., or 50% marks/equivalent grade (no rounding off allowed) in aggregate in case of B.E/ B.Tech, B.Sc. (Agri.) and other 4/5 year degree courses. The candidates, who have passed MA/M.Sc./M.Com or any other PG Degree recognized by the University of Kerala with 50% of marks/equivalent grade in aggregate, are also eligible for admission. SC/ST, SEBC and differently abled candidates shall be given relaxation of 5%, 2% and 5% respectively

### **AND**

(ii) The candidates should possess a valid score from any one of the entrance examinations conducted by K-MAT, C-MAT or CAT. The scores obtained during the just previous or current academic year alone be considered.

*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.*

### **Admission Procedure**

The provisional rank list for admission to all the MBA programmes will be prepared on the basis of the score obtained by the candidate in the entrance examination (80% weightage), Group Discussion (10% weightage) and Personal Interview (10% weightage). The admission to a programme will be done based on the rank list and programme choice of the candidate.

### **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) (a) Ezhava (EZ)- 8% (b) Muslim (MU)- 7% (c) Latin Catholic /SIUC (LC)- 1% (d) Other Backward Christian (BX)- 1% (e) Other Backward Hindu (BH)- 3%	20

3	*Economically backward among forward communities (BPL)	10
4	Scheduled Castes/ Scheduled Tribes Scheduled Castes 15% 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 team work, 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 positive mind-set.
PO 4	Adapt to sustain in 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
EDE I		GENERIC COURSE I	40	60	100	2
<b>Total</b>			<b>320</b>	<b>480</b>	<b>800</b>	<b>23</b>
SEMESTER - II						
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
EDE II		GENERIC COURSE II	40	60	100	2
Total			360	540	900	24
SEMESTER - III						
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
Total			240	460	700	19
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
Total			200	400	600	18
Grand Total			1120	1880	3000	84
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:

<b>FINANCE</b>	
<b>Semester III</b>	
MGT-DE-F531	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
MGT-DE-F532	PROJECT FINANCE
MGT-DE-F533	INVESTMENT BANKING
MGT-DE-F534	FINANCIAL SERVICES
<b>Semester IV</b>	
MGT-DE-F541	BEHAVIOURAL FINANCE
MGT-DE-F542	STRATEGIC FINANCIAL MANAGEMENT
MGT-DE-F543	INTERNATIONAL FINANCIAL MANAGEMENT
MGT-DE-F544	COMMODITIES AND FINANCIAL DERIVATIVES
<b>HUMAN RESOURCE</b>	
<b>Semester III</b>	
MGT-DE-H531	HUMAN RESOURCE DEVELOPMENT
MGT-DE-H532	ORGANISATIONAL CHANGE AND DEVELOPMENT
MGT-DE-H533	CAREER MANAGEMENT
MGT-DE-H534	PERFORMANCE MANAGEMENT
<b>Semester IV</b>	
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
<b>TRAVEL AND TOURISM</b>	
<b>Semester III</b>	
MGT-DE-T531	TOURISM GEOGRAPHY
MGT-DE-T532	TOURISM PRODUCTS OF INDIA
MGT-DE-T533	TRAVEL AND TOUR OPERATORS MANAGEMENT
MGT-DE-T534	HOSPITALITY MANAGEMENT
<b>Semester IV</b>	
MGT-DE-T541	AIRPORT AND CARGO MANAGEMENT
MGT-DE-T542	EVENT MANAGEMENT
MGT-DE-T543	INTERNATIONAL TOURISM AND GLOBAL UPDATES
MGT-DE-T544	ECOTOURISM
<b>SHIPPING AND LOGISTICS</b>	
<b>Semester III</b>	
MGT-DE-S531	PORT AND SHIPPING MANAGEMENT
MGT-DE-S532	LOGISTICS AND SUPPLY CHAIN MANAGEMENT
MGT-DE-S533	MARITIME ECONOMICS
MGT-DE-S534	WAREHOUSE AND INVENTORY MANAGEMENT
<b>Semester IV</b>	
MGT-DE-S541	MARITIME LAW AND INSURANCE
MGT-DE-S542	CHARTERING PRACTICES
MGT-DE-S543	MARITIME LOGISTICS
MGT-DE-S544	INTERNATIONAL TRADE AND DOCUMENTATION

### Generic Courses (GC)

A student has to complete two compulsory generic courses (one in the first semester and the other in the second semester) during the two years from other departments where his/her choice of course is available. The generic courses offered by IMK for the students of other departments are the following:

Semester No.	Course Code	Name of the Course	Number of Credits
I	MGT-GC-511	TEAM BUILDING	2
	MGT-GC-512	MANAGING RURAL MARKETS	2
II	MGT-GC-521	CAREER MANAGEMENT	2
	MGT-GC-522	MANAGING DIVERSITY IN WORKPLACE	2
III	MGT-GC-531	ECOTOURISM	2
	MGT-GC-532	BASICS OF RETAILING	2
IV	MGT-GC-541	SIX SIGMA	2
	MGT-GC-542	RESPONSIBLE TOURISM	2

## **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

#### **References**

<b>1</b>	Hill, C. W., & McShane, S. L. (2008). Principles of management (pp. 404-20). New York: McGraw-Hill/Irwin.
<b>2</b>	Bhattacharya, D. (2012). Principles of management: Text and cases. New Delhi: Pearson Education.
<b>3</b>	Govindarajan, M., & Natarajan, S. (2005). Principles of management. New Delhi: PHI Learning Pvt. Ltd.
<b>4</b>	Duening, P. D. T. N., & Ivancevich, D. J. (2003). Management: Principles and Guidelines. Dreamtech Press.
<b>5</b>	Locke, E. (Ed.). (2011). Handbook of principles of organizational behavior: Indispensable knowledge for evidence-based management. John Wiley & Sons.
<b>6</b>	Buchanan, D. A., & Huczynski, A. (2019). Organizational behaviour. UK: Pearson
<b>7</b>	French, R. (2011). Organizational behaviour. USA: John Wiley & Sons.
<b>8</b>	Saha, J. M. (2006). Management and organizational behaviour. New Delhi: Excel Books India.
<b>9</b>	Wagner III, J. A., & Hollenbeck, J. R. (2020). Organizational behavior: Securing competitive advantage. UK: Routledge.
<b>10</b>	Champoux, J. E. (2010). Organizational behavior: Integrating individuals, groups, and organizations. UK; Routledge.

#### **e-Contents**

<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>
<b>5</b>	<a href="https://guides.monmouth.edu/principles_management">https://guides.monmouth.edu/principles_management</a>

**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

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<b>1</b>	Mehta, P.L. (2014). Managerial Economics – Analysis & Cases. New Delhi: Sultan Chand.
<b>2</b>	Joel Dean (2011). Managerial Economics. New Delhi: Prentice Hall.
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<b>4</b>	Damodar, N & Gujarati (2017). Basic Econometrics. New Delhi: Mc Graw Hill.
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<b>8</b>	Maheshwari, Y. (2012). Managerial Economics. New Delhi: PHI Learning.
<b>9</b>	Mark Hirschey (2008). Managerial Economics -An Integrative Approach. 1st Ed. Cengage Learning
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<b>1</b>	e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/view-f.php? Category=1405 (ME: P-11/M-01, M-02, M-10 &amp; M-05)">http://epgp.inflibnet.ac.in/view-f.php? Category=1405 (ME: P-11/M-01, M-02, M-10 &amp; M-05)</a>
<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

#### References

<b>1</b>	Gurinder Singh, Mahendra Kumar Jain & Ruchika Gupta (2020). Accounting for Managers. New Delhi: PHI Learning.
<b>2</b>	Dinesh D Harsolekar and Pinky Agarwal (2022). Accounting for Management. New Delhi: Taxman Publications.
<b>3</b>	Srinivasan, N.P. & M Sakthivel Murugan (2020). Accounting for Management. New Delhi: Sultan Chand and Sons.
<b>4</b>	Ramachandran, Ram Kumar Kakani (2017). Financial Accounting for Management. New Delhi: Tata McGraw Hill Publishing Company Ltd.
<b>5</b>	Arora M.N (2021). Cost and Management Accounting. New Delhi: Vikas Publishing House Private Limited.
<b>6</b>	Narayanaswamy, R. (2017). Financial Accounting: A Managerial Perspective (6th ed.). New Delhi: Prentice Hall of India.
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<b>8</b>	Banerjee, A. (2009). Financial Accounting. New Delhi: Excel Books.
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<b>10</b>	Banerjee, B.K. (2008). Financial Accounting: A Dynamic Approach. New Delhi: Prentice-Hall of India Pvt. Limited.

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<b>1</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)
<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
<b>MGT-CC-514</b>	<b>Quantitative Techniques</b>	<b>CORE</b>	<b>50</b>	<b>7</b>	<b>3</b>	<b>3</b>

**Course Objectives:**

<b>1</b>	To discuss fundamental role of quantitative analysis in managerial decision-making, encompassing problem definition, model development, and the application of mathematical models
<b>2</b>	To discuss statistical measures of central tendency and dispersion, along with permutation, combination, and probability theory, to address management challenges effectively
<b>3</b>	To evaluate probability distributions like binomial and Poisson distributions to make informed decisions and predictions within management contexts
<b>4</b>	To examine sampling theory and statistical inference techniques to draw reliable conclusions from data, including hypothesis testing and estimation methods
<b>5</b>	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
<b>CO1</b>	Understand the basic concepts and components data collection and presentation	<b>K1, K2</b>
<b>CO2</b>	Develop skills in applying the probability theory	<b>K2, K3</b>
<b>CO3</b>	Summaries different tests of significance in large and small sample theory	<b>K4, K5</b>
<b>CO4</b>	Articulate moment measures of Skewness, Kurtosis and solving problems related to management application	<b>K5, K6</b>
<b>CO5</b>	Summarize, analyse the interpret data for decision making	<b>K3, K5</b>
<b>CO6</b>	Apply Correlation and Regression analysis	<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	S	S	S	S	S	S	M	S	S	S	S
<b>CO2</b>	S	S	S	S	M	S	S	S	S	S	S	S	S
<b>CO3</b>	M	S	M	M	S	M	M	M	L	M	M	M	M
<b>CO4</b>	L	L	M	L	M	L	L	L	L	S	L	L	L
<b>CO5</b>	S	S	S	S	S	S	S	S	S	S	S	S	S
<b>CO6</b>	S	S	S	S	S	M	S	S	S	S	M	S	S

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

Module	Course Contents	Hours
<b>I</b>	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	<b>10</b>
<b>II</b>	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	<b>8</b>

<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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<b>1</b>	Gupta, M. P. (2011). Quantitative techniques for decision making. New Delhi: PHI Learning Pvt. Ltd.
<b>2</b>	Gupta, S.P., & P K Gupta (2022). Quantitative Techniques and Operations Research. New Delhi: Sultan Chand & Sons.
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5	<a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1424">http://epgp.inflibnet.ac.in/view-f.php?Category=1424</a>

**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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<b>1</b>	Heizer, J., Render, B., Munson, C and Sachan, A. (2017). Operations Management (12th ed.). New Delhi: Pearson Education.
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<b>3</b>	Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). Operations and Supply Chain Management (15th ed.). Chennai: Mc Graw Hill.
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<b>5</b>	Bedi, K. (2014). Production and Operations Management (3rd ed.). New Delhi: Oxford University Press.
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<b>8</b>	Prasad, S., & Babbar, S. (2000). International operations management research. Journal of operations management, 18(2), 209-247.
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3	<a href="https://onlinelibrary.wiley.com/doi/abs/10.1016/0272-6963(80)90005-4">https://onlinelibrary.wiley.com/doi/abs/10.1016/0272-6963(80)90005-4</a>
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. 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 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

#### **References**

<b>1</b>	Ledgerwood, G., & Broadhurst, A. (2000). Environment, Ethics and the Corporation. UK: Springer.
<b>2</b>	Kolb, R. W. (Ed.). (2007). Encyclopedia of business ethics and society. New York: Sage Publications.
<b>3</b>	Newton, L. H. (2008). Business ethics and the natural environment. UK: John Wiley & Sons.
<b>4</b>	Parboteeah, K. P., & Cullen, J. B. (2018). Business ethics. UK: Routledge
<b>5</b>	Rezaee, Z. (2019). Business sustainability, corporate governance, and organizational ethics. UK: John Wiley & Sons.
<b>6</b>	Hoffman, W. M., Frederick, R. E., & Schwartz, M. S. (Eds.). (2014). Business ethics: Readings and cases in corporate morality. UK: John Wiley & Sons.

7	Crane, A., Matten, D., Glozer, S., & Spence, L. J. (2019). Business ethics: Managing corporate citizenship and sustainability in the age of globalization. USA: Oxford University Press.
8	Melé, D. (2019). Business ethics in action: Managing human excellence in organizations. London: Bloomsbury Publishing.
9	Tencati, A., & Perrini, F. (Eds.). (2011). Business ethics and corporate sustainability. UK: Edward Elgar Publishing.
10	Becker, C. (2018). Business ethics: methods and application. UK: Routledge.
<b>e-Contents</b>	
1	<a href="https://business-ethics.com/">https://business-ethics.com/</a>
2	<a href="https://sbeonline.org/">https://sbeonline.org/</a>
3	<a href="https://www.entrepreneurship.org/articles/2002/12/eight-elements-of-an-ethical-organization">https://www.entrepreneurship.org/articles/2002/12/eight-elements-of-an-ethical-organization</a>
4	<a href="https://managementhelp.org/businessethics/index.htm">https://managementhelp.org/businessethics/index.htm</a>
5	<a href="http://www.ethicaledge.com/index.html">http://www.ethicaledge.com/index.html</a>

**SEMESTER - 1**  
**CORE COURSE : INFORMATION TECHNOLOGY FOR MANAGEMENT**

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

**Course Objectives:**

<b>1</b>	To learn basic concepts of Information Technology for managers
<b>2</b>	To understand basic concepts of Internet and websites, domains, and security therein
<b>3</b>	To recognise security aspects of IT in business and advanced security features
<b>4</b>	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
<b>5</b>	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
<b>CO1</b>	Understand the fundamentals of information technology	<b>K1, K2</b>
<b>CO2</b>	Understand the role of word processing in information technology for management and its application at individual, organizational level	<b>K2, K3</b>
<b>CO3</b>	Understand and apply Excel in different functional areas of a business	<b>K2, K3, K4</b>
<b>CO4</b>	Understand, develop and apply database management systems	<b>K2, K5, K6</b>
<b>CO5</b>	Understand and apply networking, telecommunication and e-commerce	<b>K2, K3, K6</b>
<b>CO6</b>	Understand and apply information security management	<b>K2, 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	S	S	M	S	M	M	S	S	S	M	M	S
<b>CO2</b>	S	M	S	M	M	S	S	S	S	M	S	S	S
<b>CO3</b>	S	S	S	M	S	M	M	S	S	S	S	S	M
<b>CO4</b>	M	M	S	S	S	S	S	S	S	M	M	S	S
<b>CO5</b>	S	M	S	S	S	S	S	S	S	S	M	M	S
<b>CO6</b>	M	S	M	M	S	S	S	M	M	S	S	S	S

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

Module	Course Contents	Hours
<b>I</b>	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.	<b>8</b>
<b>II</b>	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	<b>10</b>
<b>III</b>	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.	<b>10</b>
<b>IV</b>	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,	<b>12</b>

	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	
<b>V</b>	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	<b>10</b>
<b>VI</b>	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	<b>10</b>
<b>TOTAL</b>		<b>60</b>

#### Facilitating the Achievement of Course Learning Outcome

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<b>I</b>	Understand the fundamentals of information technology	Discuss the fundamentals of information technology	Seminars, Class test
<b>II</b>	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
<b>III</b>	Understand and apply Excel in different functional areas of a business	Explain Excel using cases and illustrations	Presentations, Class test
<b>IV</b>	Understand, develop and apply database management systems	Discuss the concept and application of DBMS through live cases or examples	Case analysis, Presentations
<b>V</b>	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
<b>VI</b>	Understand and apply information security management	Discuss security threats and corrective measures information technology arena	Case studies, Assignments

#### References

<b>1</b>	Young, J. (2023). IT for Business: A Student's Guide to the Technology of Business. USA: Cornella Academic Publishing.
<b>2</b>	O'Brien, J.A. (2009). Introduction to Information Systems. New Delhi: Tata McGraw-Hill.
<b>3</b>	Curley, M. G., Curley, M. (2004). Managing Information Technology for Business Value: Practical Strategies for IT and Business Managers. United States: Intel Press.
<b>4</b>	Principles Of Business Management. (2000). India: Atlantic Publishers & Distributors (P) Limited.
<b>5</b>	Potter, T. (2010). Introduction to Computers. Singapore: John Wiley & Sons (Asia) Pvt Ltd
<b>6</b>	Shankar, D. S. (2012). IT Services Business Management: Concepts, Processes and Practices. New Delhi: PHI Learning.
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<b>8</b>	Lientz, B., Larssen, L. (2012). Manage IT as a Business. Netherlands: Taylor & Francis.
<b>9</b>	Hughes, B. (2008). Exploiting IT for Business Benefit. United Kingdom: British Computer Society.
<b>10</b>	Norton, P. (2010). Introduction to Computers. New Delhi: Tata McGraw-Hill

#### e-Contents

<b>1</b>	<a href="https://www.google.co.in/books/edition/IT_for_Busines">https://www.google.co.in/books/edition/IT_for_Busines</a>
<b>2</b>	<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>
<b>3</b>	<a href="https://www.google.co.in/books/edition/Release_It/Ug9QDwAAQB">https://www.google.co.in/books/edition/Release_It/Ug9QDwAAQB</a>
<b>4</b>	<a href="https://www.google.co.in/books/edition/Design">https://www.google.co.in/books/edition/Design</a>
<b>5</b>	<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.		
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4	Fletcher, I. P. (2022). Intellectual Property Law (9th ed.). New Delhi: Oxford University Press.		
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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>

<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 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
<b>II</b>	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
<b>III</b>	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
<b>IV</b>	Apply appropriate sampling method and decide on sample size	Lecturing session on sample size determination and sampling methods	Presentation, Case analysis
<b>V</b>	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
<b>VI</b>	Creative presentation of the research work and output	Writing exercise to familiarise with research Report	Presentation, Discussion

<b>References</b>	
<b>1</b>	Uma Sekharan (2006). Research Methods for Business. (4 <sup>th</sup> Edition). New York: John Wiley and Sons Inc.
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<b>1</b>	<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>
<b>2</b>	<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>
<b>3</b>	<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>
<b>4</b>	<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>
<b>5</b>	<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
MGT-CC-523	Human Resource Management	CORE	40	10	10	3

**Course Objectives:**

1	To discuss the management of human resources and strategies in managing people professionally in view of changing business contexts
2	To explain human resource policies and practices that they need to know regardless of their field of managerial functions
3	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
CO1	Understand the role and trends in HRM	K1, K2
CO2	Learn and analysing and designing of jobs and the human resource functions	K2, K4
CO3	Familiarize the concepts of training and development	K2, K3
CO4	Conceptualize compensation management- wage and salary administration	K2, K4
CO5	Understand and apply collective bargaining and worker's participation in management	K2, K3, K5
CO6	Understand and implement international human resource management practices and models	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	Human Resource Management in Organizations: Concept- HR functions and Global Environment-Changing Role of HR Manager-Current Trends in Human Resources Management.	9
II	Job Analysis: Concept-Human Resource Planning- Demand and Supply Forecasting- Downsizing and Retention-Talent Acquisition-Recruitment-Selection and Induction- Performance Management Systems and Strategies.	9
III	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.	12
IV	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.	9
V	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.	12

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.		
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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

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<b>1</b>	Chandrasekar, K. S. (2010). Marketing management Text and cases. New Delhi: Tata McGraw-Hill.
<b>2</b>	Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2018). Marketing management: an Asian perspective. New Delhi: Pearson
<b>3</b>	Deepak, R. K. A., & Jeyakumar, S. (2019). Marketing management. New Delhi: Educreation Publishing.
<b>4</b>	Lancaster, G., & Massingham, L. (2010). Essentials of Marketing Management. United Kingdom: Routledge.
<b>5</b>	Wilson, R. M., & Gilligan, C. (2012). Strategic marketing management. United Kingdom: Routledge.
<b>6</b>	Homburg, C., Kuester, S., & Krohmer, H. (2009). Marketing management. New Delhi: McGraw-Hill Higher Education.
<b>7</b>	Keegan, W. J. (2011). Global marketing management. New Delhi: Pearson Education India.
<b>8</b>	Baker, M., & Hart, S. (2008). The marketing book. United Kingdom: Routledge.
<b>9</b>	Hackley, C. (2003). Doing research projects in marketing, management and consumer research. UK: Routledge.
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**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

#### References

<b>1</b>	Khan, M.Y. & P.K. Jain (2008). Financial Management, Text, problems, and cases. New Delhi: Tata McGraw - Hill publishing company Limited.
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<b>2</b>	<a href="https://www.wallstreetmojo.com/financial-management/">https://www.wallstreetmojo.com/financial-management/</a>
<b>3</b>	<a href="https://www.managementstudyguide.com/financial-management.htm">https://www.managementstudyguide.com/financial-management.htm</a>
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**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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<b>2</b>	Konar, N. (2011). Communication skills for Professionals. New Delhi: Prentice Hall.
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<b>8</b>	Ajay Pandit, Rajendra Pal, J.S.Korlahalli (2013). Essentials of Business Communication. New Delhi: Chand & Sons.
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<b>1</b>	<a href="http://epgp.inflibnet.ac.in/view_f.php?category=">http://epgp.inflibnet.ac.in/view_f.php?category=</a>
<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>
<b>5</b>	<a href="https://www.amity.edu/gurugram/naac/1.3.2%20value_added_courses_manual/1.3.2%20value_added_courses_manual/communication%20skills%20-%20syllabus%202018%20(manual).pdf">https://www.amity.edu/gurugram/naac/1.3.2%20value_added_courses_manual/1.3.2%20value_added_courses_manual/communication%20skills%20-%20syllabus%202018%20(manual).pdf</a>

**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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<b>6</b>	Roy, R. (2008). Entrepreneurship Management. United Kingdom: Oxford University Press.
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<b>8</b>	Chandra, P. (2015). Projects: Planning, Analysis, Selection, Implementation and Review. New Delhi: Tata McGraw Hill
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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

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<b>1</b>	Hillier, F. S., & Lieberman, G. J. (2015). Introduction to operations research. New Delhi: McGraw-Hill.
<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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<b>e-Contents</b>	
<b>1</b>	<a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1407">http://epgp.inflibnet.ac.in/view-f.php?Category=1407</a>
<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			
1	Aboul Ella Hassanien, Mohamed Elhoseny (2019). Cybersecurity and Secure Information Systems: Challenges and Solutions in Smart Environments. Germany: Springer International Publishing.		
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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

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### 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:**

<b>Unit No.</b>	<b>Course Learning Outcomes</b>	<b>Teaching &amp; Learning Activity</b>	<b>Assessment Tasks</b>
<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

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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
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1	Williamson, J. P. (1991). The investment banking handbook (Vol. 11). USA: John Wiley & Sons.		
2	Tata, F. (2020). Corporate and Investment Banking: Preparing for a Career in Sales, Trading, and Research in Global Markets. Germany: Springer International Publishing.		
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<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

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<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.		
2	Phillips, J. J. (2009). HRD trends worldwide. UK: Routledge.		
3	Carbery, R., & Cross, C. (2017). Human resource development: A concise introduction. Germany: Bloomsbury Publishing.		
4	McGuire, D. (2014). Human Resource Development. United Kingdom: SAGE Publications.		
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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.		
2	Singh, K. (2009). Organisation Change and Development. India: Excel Books.		
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4	Smither, R., Houston, J., & McIntire, S. (2016). Organization development: Strategies for changing environments. UK: Routledge.		
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6	Bhattacharyya, D. K. (2011). Organizational Change and Development. India: Oxford University Press.		
7	Bradford, D. L., & Burke, W. W. (Eds.). (2005). Reinventing organization development: New approaches to change in organizations. UK: John Wiley & Sons.		
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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/ Presentation, 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

<b>1</b>	Arulmani, G., Bakshi, A. J., Leong, F. T., & Watts, A. G. (2014). Handbook of career development. International Perspectives. New York: Springer.
<b>2</b>	Gray, D. A., Gault, F. M., Meyers, H. H., & Walther, J. E. (2014). Career planning. In Career stress in changing times (pp. 44-59). UK: Routledge.
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<b>4</b>	Lorenzen, E. A. (2020). Career Planning and Job searching in the information age. UK: CRC Press.
<b>5</b>	Brown, S. D., & Lent, R. W. (Eds.). (2004). Career development and counselling: Putting theory and research to work. USA: John Wiley & Sons.
<b>6</b>	Vondracek, F. W., Lerner, R. M., & Schulenberg, J. E. (2019). Career development: A life-span developmental approach. UK: Routledge.
<b>7</b>	Blustein, D. (2013). The psychology of working: A new perspective for career development, counselling, and public policy. UK: Routledge.
<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
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<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>

<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>	Learn the elements of effective performance management	Introducing the theoretical foundations of performance management through lectures and case studies	Assignment, Presentation
<b>II</b>	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
<b>III</b>	Conceptualize job evaluation – methods, pay structures	Discussion of the relation between performance management and pay through case studies	Assignment, Class test
<b>IV</b>	Learn measuring performance and measurement issues	Discussion of performance measures and issues in measurement with case studies	Group assignment, Presentation
<b>V</b>	Understand performance methodology development and its implementation	Presentation and discussion on performance review and conducting constructive performance management review	Roleplay, Assignment
<b>VI</b>	Develop and implement performance management practices	Explaining approaches to performance management training and evaluation with examples	Case study, Class test

References	
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<b>1</b>	<a href="https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001767/M023846/ET/1507203937Mod3PerformanceManagementSystemText.pdf">https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/S001610/P001767/M023846/ET/1507203937Mod3PerformanceManagementSystemText.pdf</a>
<b>2</b>	<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>
<b>3</b>	<a href="http://www.geektonight.com">www.geektonight.com</a>
<b>4</b>	<a href="http://www.mec.edu.in">www.mec.edu.in</a>
<b>5</b>	<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			
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3	Chunawalla S A (2010), Advertising, Sales and Promotion Management. New Delhi: Himalaya Publishing House.		
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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/S0019850188900156">https://www.sciencedirect.com/science/article/abs/pii/S0019850188900156</a>		
4	<a href="https://isocholar.sscldl.in/index.php/indjst/article/view/129310">https://isocholar.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			
1	Chandrasekhar, K.S.(2013). Product management – text and cases. New Delhi: Himalaya Publishers		
2	Ramanuj Majumdar(2004). Product management. New Delhi: Prentice Hall of India.		
3	Pranam, A. (2017). Product Management Essentials: Tools and Techniques for Becoming an Effective Technical Product Manager. United States: Apress.		
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5	YLR Moorthi,(2011), Brand Management. New Delhi: Vikas publishing.		
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9	Varley, R. (2014). Retail product management: buying and merchandising. UK: Routledge.		
10	Gagandeep Singh (2021). Product Management and Strategy: The Ultimate Guide That Creates Real Value. (n.p.): Chennai: Notion Press.		
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2	<a href="https://generalassembly/">https://generalassembly/</a>		
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+manageme nt+&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/ Group discussions, 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/ 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/ 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, Presentation
<b>V</b>	Analyze and implement sales force training	Familiarize with training through presentation/ role play	Case study/ Group discussion, Presentation
<b>VI</b>	Evaluate the performance of sales personnel and examine the criteria used for evaluation	Conduct discussions using live examples/cases	Seminar, Class test

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<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.
<b>3</b>	Still, R. R., Cundiff, E. W., Govoni, N. A. P. (1994). Sales Management: Decisions, Strategies, and Cases. Singapore: New Delhi: Prentice-Hall.
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2	<a href="https://www.youtube.com/watch?v=qGea0jAjeeU&amp;list=PLbRMhDVUMngdmGnnyiR0ATlxIKEJ2VpMW&amp;index=3">https://www.youtube.com/watch?v=qGea0jAjeeU&amp;list=PLbRMhDVUMngdmGnnyiR0ATlxIKEJ2VpMW&amp;index=3</a>
3	<a href="https://www.youtube.com/watch?v=vCqFKF5Pmkg&amp;list=PLbRMhDVUMngdmGnnyiR0ATlxIKEJ2VpMW&amp;index=4">https://www.youtube.com/watch?v=vCqFKF5Pmkg&amp;list=PLbRMhDVUMngdmGnnyiR0ATlxIKEJ2VpMW&amp;index=4</a>
4	<a href="https://www.youtube.com/watch?v=eZrHYyDGrG8&amp;list=PLbRMhDVUMngdmGnnyiR0ATlxIKEJ2VpMW&amp;index=10">https://www.youtube.com/watch?v=eZrHYyDGrG8&amp;list=PLbRMhDVUMngdmGnnyiR0ATlxIKEJ2VpMW&amp;index=10</a>
5	<a href="https://www.youtube.com/watch?v=BHz592Kc9GU&amp;list=PLbRMhDVUMngdmGnnyiR0ATlxIKEJ2VpMW&amp;index=24">https://www.youtube.com/watch?v=BHz592Kc9GU&amp;list=PLbRMhDVUMngdmGnnyiR0ATlxIKEJ2VpMW&amp;index=24</a>

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

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

**Course Objectives:**

<b>1</b>	To discuss the unique challenges involved in managing the services and analyze the Strategies to deal with these challenges
<b>2</b>	To make an appraisal of the necessary strategies to create a service excellence
<b>3</b>	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
<b>CO1</b>	Understand the structure, growth and functions of service sector	<b>K1, K2</b>
<b>CO2</b>	Create, deliver and perform service	<b>K3, K4, K6</b>
<b>CO3</b>	Recall the 7 P's in services marketing	<b>K4, K5</b>
<b>CO4</b>	Understand assess consumer behavior in services	<b>K2, K4, K5</b>
<b>CO5</b>	Understand and apply differentiation and retention strategies applicable to service marketing	<b>K2, K3</b>
<b>CO6</b>	Understand the marketing of different service sectors	<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	L					S	S	S	S	S
<b>CO2</b>	M	S	S						M	M	M	S	S
<b>CO3</b>	M	S	M			S			M	M	S	S	S
<b>CO4</b>	L	S	M	M						M	M	S	S
<b>CO5</b>	M	M	S	S			S			S	S	S	S
<b>CO6</b>		M				S						S	

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

Module	Course Contents	Hours
<b>I</b>	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	<b>8</b>
<b>II</b>	Creating, Delivering and Performing Service: Basic, articulated and exciting attributes – Services blueprints	<b>6</b>
<b>III</b>	Pricing Strategies: Promotional mix and communication efforts- Delivery of services through intermediaries, People, Process and Physical evidence.	<b>8</b>
<b>IV</b>	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	<b>8</b>
<b>V</b>	Segmentation: Positioning- Differentiation and retention strategies applicable to service marketing–Relationship marketing–Measuring customer satisfaction surveys-Design and analysis.	<b>8</b>
<b>VI</b>	Marketing of Service Sector: Banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, caretaking etc.	<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	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			
1	Gilmore, A. (2003). Services Marketing and Management. United Kingdom: SAGE Publications.		
2	Rao (2011). Services Marketing:.. (2011). India: Pearson Education India.		
3	Helen Woodruffe (1998). Service Marketing. New Delhi: Macmillan India.		
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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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**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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### 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
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**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>
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**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/ Group discussions, 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, 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/ Group discussions/
IV	Analyse and evaluate the strategy implementation issues	Case study analysis, seminars, group discussions to understand the strategy implementation issues	Case Study/ 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, 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/ Debates
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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
<b>MGT-DE-F541</b>	<b>Behavioural Finance</b>	<b>Elective</b>	<b>30</b>	<b>9</b>	<b>6</b>	<b>2</b>

**Course Objectives:**

<b>1</b>	To discuss the nature, scope, objectives, significance, and applications of behavioural finance in financial markets and investment decision-making.
<b>2</b>	To explain the psychology of financial markets and investor behaviour, including the factors influencing investor decision-making processes.
<b>3</b>	To explore behavioural finance market strategies, prospect theory, and mental accounting techniques employed by investors.
<b>4</b>	To examine the building blocks of behavioural finance, including cognitive psychology, limits to arbitrage, and the role of risk in investment decisions.
<b>5</b>	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
<b>CO1</b>	Demonstrate a comprehensive understanding of the theories, concepts, and methodologies of behavioural finance and their application in financial markets.	<b>K1, K2</b>
<b>CO2</b>	Critically analyze the impact of external factors, emotions, and psychological traits on investor behavior and financial market dynamics.	<b>K4, K5</b>
<b>CO3</b>	Develop strategies for employing behavioural finance market strategies, prospect theory, and mental accounting techniques in investment decision-making.	<b>K3, K6</b>
<b>CO4</b>	Apply cognitive psychology principles and knowledge of limits to arbitrage in evaluating risk and making informed investment decisions.	<b>K3</b>
<b>CO5</b>	Develop empirical data and systematic approaches to incorporate behavioural factors into corporate decision-making processes, enhancing corporate performance and risk management strategies	<b>K5, K6</b>
<b>CO6</b>	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	<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	M	S	S	S	S	L	S	S	M	S	S
<b>CO2</b>	S	S	M	S	M	M	S	S	M	S	S	M	S
<b>CO3</b>	M	M	S	S	S	S	S	S	S	S	S	S	S
<b>CO4</b>	S	M	M	M	L	M	L	M	M	M	L	M	M
<b>CO5</b>	S	S	S	M	M	M	S	M	L	M	M	L	M
<b>CO6</b>	S	S	S	S	S	S	S		L	S	S	S	S

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

Module	Course Contents	Hours
<b>I</b>	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.	<b>7</b>
<b>II</b>	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	<b>8</b>

<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

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<b>3</b>	<a href="https://www.tandfonline.com/toc/hbhf20/current">https://www.tandfonline.com/toc/hbhf20/current</a>
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**SEMESTER - 4**  
**FINANCE ELECTIVE: STRATEGIC FINANCIAL MANAGEMENT**

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

**Course Objectives:**

<b>1</b>	To discuss the potential goals and evaluate strategies to help clients achieve their goals
<b>2</b>	To study the basics of implementing the financial Plan and monitoring the financial plan.
<b>3</b>	To explain the financial goals of strategic financial management
<b>4</b>	To discuss how to create profits for the business over the long run
<b>5</b>	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
<b>CO1</b>	Understand the financial goals and strategy	<b>K1, K2</b>
<b>CO2</b>	Familiarize with financial strategy for capital structure	<b>K2, K3</b>
<b>CO3</b>	Identify appropriate strategic cost analysis	<b>K3</b>
<b>CO4</b>	Evaluate various aspects of financial restructuring	<b>K5</b>
<b>CO5</b>	Adopt innovative financial engineering tools	<b>K4, K6</b>
<b>CO6</b>	Review and evaluate ethical issues in strategic finance	<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	M	S	M	M	S	S	S	M	M	S
<b>CO2</b>	S	M	S	M	M	S	S	S	S	M	S	S	S
<b>CO3</b>	S	S	S	M	S	M	M	S	S	S	S	S	M
<b>CO4</b>	M	M	S	S	S	S	S	S	S	M	M	S	S
<b>CO5</b>	S	M	S	S	S	S	S	S	S	S	M	M	S
<b>CO6</b>	M	S	M	M	S	S	S	M	M	S	S	S	S

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

Module	Course Contents	Hours
<b>I</b>	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	<b>10</b>
<b>II</b>	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	<b>5</b>
<b>III</b>	Internal Cost Profit Analysis: Strategic cost analysis-Cost profit sales analysis using product and project- Present performance and result ratio- Analysis of post expansion	<b>5</b>
<b>IV</b>	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	<b>10</b>
<b>V</b>	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	<b>5</b>

<b>VI</b>	Strategic Financial Decisions: Management Buyout - MBO' - Importance of MBO-Ethical issues in strategic finance- assessment of ethical financial performance- transparency in operation	<b>10</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 financial goals and strategy	Analyse and the financial goals and strategies Indian and foreign companies	Seminars, Case analysis
<b>II</b>	Familiarize with financial strategy for capital structure	Evaluate the financial statements of corporate to know their strategies for capital structure	Group discussion, Case studies
<b>III</b>	Identify appropriate strategic cost analysis	Conduct cost analysis using published statements of corporates	Presentation, Case analysis
<b>IV</b>	Evaluate various aspects of financial restructuring	Discuss the restructuring practices of companies using live cases	Case studies
<b>V</b>	Adopt innovative financial engineering tools	Evaluate the changes in the efficiency of companies using innovative financial re-engineering tools	Case studies, Class test
<b>VI</b>	Review and evaluate ethical issues in strategic finance	Discuss case studies to review and evaluate ethical issues in strategic finance	Case studies

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<b>2</b>	<a href="#">Strategic Financial Management (SFM) – Amrita Vishwa Vidyapeetham</a>
<b>3</b>	<a href="https://www.google.co.in/books/edition/Strategic_Financial_Management">https://www.google.co.in/books/edition/Strategic_Financial_Management</a>
<b>4</b>	<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>
<b>5</b>	<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

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<b>2</b>	Hill, C. W. L., & Hult, G. T. M. (2018). Global Business Today. McGraw-Hill Education.
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<b>4</b>	Levi, M. D. (2001). International Finance. McGraw Hill International.

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<b>6</b>	Pilbeam, K. (2000). International Finance. Macmillan.
<b>7</b>	Prentice Hall. (2011). International Financial Management. Prentice Hall.
<b>8</b>	Prentice Hall India Pvt. Ltd. (2005). International Financial Management.
<b>9</b>	Shapiro, A. C. (2017). Multinational Financial Management. Wiley.
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<b>1</b>	<a href="http://epgp.inflibnet.ac.in/view-f.php?Category=1413">http://epgp.inflibnet.ac.in/view-f.php?Category=1413</a>
<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, 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, 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, Presentation

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**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
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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			
1	Christiansen, N., & Tett, R. (Eds.). (2013). Handbook of personality at work (pp. 477-478). New York, NY: Routledge.		
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4	<a href="http://www.vit.ac.in">www.vit.ac.in</a>		
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**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 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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2	Goldberg, S. B., Sander, F. E., Rogers, N. H., & Cole, S. R. (2020). Dispute resolution: Negotiation, mediation, arbitration, and other processes. Aspen Publishing.
3	Menkel-Meadow, C. J., Schneider, A. K., & Love, L. P. (2020). Negotiation: processes for problem solving. Aspen Publishing.
4	Zartman, I. W. (2007). Negotiation and conflict management: Essays on theory and practice. Routledge.
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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

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<b>2</b>	Smith, T. (2013). HR analytics: The what, why and how. Numerical Insights LLC.
<b>3</b>	Diez, F., Bussin, M., & Lee, V. (2019). Fundamentals of HR analytics: A Manual on becoming HR analytical. Emerald Publishing Limited.
<b>4</b>	Edwards, M. R., & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metric. Kogan Page Publishers.
<b>5</b>	Sesil, J. C. (2013). Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. FT Press.
<b>6</b>	Walsh, M. (2021). Hr Analytics Essentials You Always Wanted To Know. Vibrant Publishers.
<b>7</b>	Rosett, C. M., Hagerty, A., & Rosett. (2021). Introducing HR Analytics with Machine Learning. Springer International Publishing.
<b>8</b>	Khan, N., & Millner, D. (2023). Introduction to people analytics: a practical guide to data-driven HR. Kogan Page Publishers.
<b>9</b>	Fitz-Enz, J., & John Mattox, I. I. (2014). Predictive analytics for human resources. John Wiley & Sons.
<b>10</b>	Bauer, T., Erdogan, B., Caughlin, D., & Truxillo, D. (2019). Fundamentals of human resource management: People, data, and analytics. Sage Publications.

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<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	Reynolds, Wells (2010). Consumer Behaviour. New Delhi: McGraw Hill..
2	Schiff man, Leon G,Leslie Lazar Kanuk, (2012) Consumer Behavior. New Delhi: Pearson Prentice Hall.
3	David L Loudone, Albert J.Della,Bitta(2014). Consumer Behaviour Concept and Applications. New Delhi: McGraw Hills.
4	Assael, H. (1995). Consumer Behaviour and marketing Action Ohio, South Western.
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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>
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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

#### References

<b>1</b>	Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava, (2014) Retail Management, Oxford University Press,
<b>2</b>	Gibson Vedamani (2003), Retailing management, Jaico.
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<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>
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<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=ccff21hevriuR0-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=ccff21hevriuR0-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

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**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			
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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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**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:

Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
<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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SEMESTER -4													
OPERATION ELECTIVE-TOTAL PRODUCTIVE MAINTENANCE													
Course Code		Course Name				Category		Lecture hr	Tutorial hr	Practical hr	Credit		
MGT-DE-O543		Total Productive Maintenance				Elective		40	5	0	2		
Course Objectives:													
1	To discuss the processes, elements and factors that makes up the total productive maintenance management												
2	To explain the various decision areas in manufacturing system and their inter relationships												
3	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		
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	S	M	S	S	
CO6	M	M	M	S		L	M	S	S		M	M	S
S- Strong; L- Low; M-Medium													
Module													
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	
TOTAL												45	

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			
1	Joel Levitt (2009). Handbook of Maintenance Management. Industrial Press		
2	Don Nyman, Loel Levitt (2010). Maintenance Planning, Scheduling and Coordination. Industrial Press		
3	Ramamurthy, P. (2003), Production and Operations Management, New Age International Publication (P) Limited.		
4	Nicholas, John.M. (2008). Competitive Manufacturing Management. New Delhi: Tata McGraw Hill Education		
5	TPM Club India - Kobetsu Kaizen Manual, CII Institute.		
6	Kalakota, R. and Robinson, M. (2001). M-Business–The race to Mobility. New York: McGraw-Hill		
7	Nakajima, S. (1988). Introduction to total productive maintenance (TPM), Cambridge, MA: Productivity Press.		
8	Chaffey, D. (2002). E-business and e-commerce management–strategy, implementation and practice. Harlow: Prentice Hall		
9	Stalk, G. and Hout, T.M. (1990). Competing against time: How time-based competition is reshaping global markets. New York: Free Press.		
10	Ferdows, K. and De Meyer, A. (1990). Lasting Improvements in Manufacturing Performance: In Search of a New Theory. Journal of Operations Management.		
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1	<a href="http://world-class-manufacturing.com">http://world-class-manufacturing.com</a>		
2	e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/view-f.php?">http://epgp.inflibnet.ac.in/view-f.php?</a> Category=1398 (OM: P-04//M-05)		
3	e-PG Pathshala : <a href="http://epgp.inflibnet.ac.in/view-f.php?">http://epgp.inflibnet.ac.in/view-f.php?</a> Category=1398 (OM: P-04/M-04)		
4	<a href="https://www.leanproduction.com/tpm/">https://www.leanproduction.com/tpm/</a>		
5	<a href="https://www.plant-maintenance.com/articles/tpm_intro.pdf">https://www.plant-maintenance.com/articles/tpm_intro.pdf</a>		

**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>

**SEMESTER - 1**  
**GENERIC COURSE: TEAM BUILDING**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-511	Team Building	GENERIC COURSE	35	5	5	2

**Course Objectives:**

1	To discuss the characteristics of team
2	To examine the factors that influence team performance and team effectiveness
3	To impart skills for team building
4	To familiarize with team building activities and different leadership styles
5	To familiarize with technology in team building

**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 and characteristics of a team	K1, K2
CO2	Understand and analyse team development and its stages	K2, K4
CO3	Understand and analyse team building process	K2, K3, K4
CO4	Understand and apply team building activities and leadership	K2, K3, K5
CO5	Impart quality set for a leader	K5, K6
CO6	Understand and apply technology in team building	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	M	L	S	S	M	M	S	S
CO2	S	M	M	S	M	M	L	S	S	S	M	S	S
CO3	S	S	S	S	S	S	M	S	S	S	S	S	S
CO4	S	S	M	S	S	S	S	S	S	S	M	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	M	S	S

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

Module	Course Contents	Hours
I	Team: Definition and concept – Difference between Group and Team – Characteristics of Team – Types of Teams.	8
II	Team Development: Tuckman's Team Development Stages – Characteristics of Effective Teams – Importance of Teams in Organization – Team Dynamics.	8
III	Team Building: Meaning and concept – Team Building Process – Advantages of Team Building – Challenges in Team Building	8
IV	Team Building Activities: Indoor and Outdoor Team Building activities – Leadership Behaviour and styles: Lewin's (Iowa) Leadership Styles – Transformational Leadership – Transactional Leadership Style - Charismatic Leadership.	8
V	Team Leadership: Role of a Team Leader – Qualities of an effective team Leader – Belbin Team Roles – Ginnett Team Effectiveness Leadership Model (TELM) - High Performance Teams (HPTs) and leadership.	6
VI	Application of Technology in Team Building: Advantages of adopting Technology for Team Building – Technology challenges in virtual teams.	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 and characteristics of a team	Interactive lectures, readings, case studies and class discussions to understand the concepts of team	Presentation, Class test
II	Understand and analyse team development and its stages	Case study analysis and group discussions to understand the characteristics of effective team	Case study, Presentation
III	Understand and analyse team building process	Interactive lectures, readings, case studies and class discussions to understand the process and importance of team building	Group discussions, Presentation
IV	Understand and apply team building activities and leadership	Case study analysis, role play, group discussions to familiarise with team building activities and understand the impact of different leadership styles.	Case study, Assignment
V	Impart quality set for a leader	Case studies, group discussions to understand the qualities of an effective team leader	Case study, Class test
VI	Understand and apply technology in team building	Seminars and debates to familiarize with technology in team building	Seminar, Assignment
References			
1	Mittal, R. (2014). Leadership: Personal effectiveness and team building. New Delhi: Pearson		
2	Maddux, R. B. (1994). Team Building: An Exercise in Leadership. United Kingdom: Kogan Page.		
3	Iszatt-White, M., Saunders, C. (2017). Leadership. United Kingdom: Oxford University Press.		
4	Parker, G. M., Kropp, R. P. (1992). Team Building: A Sourcebook of Activities for Trainers. United Kingdom: Kogan Page.		
5	Miller, B. C. (2015). Quick Team-Building Activities for Busy Managers: 50 Exercises That Get Results in Just 15 Minutes. United States: AMACOM.		
6	Midura, D. W., Glover, D. R. (2005). Essentials of Team Building: Principles and Practices. United Kingdom: Human Kinetics.		
7	Dyer, W. G., Dyer, J. H., Dyer, W. G. (2013). Team Building: Proven Strategies for Improving Team Performance. United Kingdom: Wiley.		
8	Antonakis, J., & Day, D. V. (2012). The Nature of leadership. New York: SAGE publications.		
9	Dyer, W. G. (1995). Team Building: Current Issues and New Alternatives. United Kingdom: Addison-Wesley.		
10	MacArthur, J. F. (2006). The Book on Leadership. United States: Thomas Nelson.		
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1	<a href="https://www.businessballs.com/team-management/team-building-games-training-ideas-and-tips/">https://www.businessballs.com/team-management/team-building-games-training-ideas-and-tips/</a>		
2	<a href="https://theinvestorsbook.com/team-building.html">https://theinvestorsbook.com/team-building.html</a>		
3	<a href="https://www.youtube.com/watch?v=Ihv0KFFSdCE&amp;list=PLLy_2iUCG87A90Fhyadnrxr1Yy6fcd0SKs&amp;index=2">https://www.youtube.com/watch?v=Ihv0KFFSdCE&amp;list=PLLy_2iUCG87A90Fhyadnrxr1Yy6fcd0SKs&amp;index=2</a>		
4	<a href="https://www.youtube.com/watch?v=dBo0WcxaYbM&amp;list=PLLy_2iUCG87A90Fhyadnrxr1Yy6fcd0SKs&amp;index=12">https://www.youtube.com/watch?v=dBo0WcxaYbM&amp;list=PLLy_2iUCG87A90Fhyadnrxr1Yy6fcd0SKs&amp;index=12</a>		
5	<a href="https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A==">https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=pFWoOGIrQIgD7gCpsE/J3A==</a>		

**SEMESTER - 1**  
**GENERIC COURSE: MANAGING RURAL MARKETS**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
<b>MGT-GC-512</b>	<b>Rural Marketing</b>	<b>GENERIC COURSE</b>	<b>36</b>	<b>3</b>	<b>6</b>	<b>2</b>

**Course Objectives:**

<b>1</b>	To discuss the evolution of rural market in global context
<b>2</b>	To examine the classification in rural marketing
<b>3</b>	To discuss product management in rural marketing
<b>4</b>	To familiarize with technology, research and promotion in rural marketing
<b>5</b>	To discuss trends in rural marketing

**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 concepts of rural marketing	<b>K1, K2</b>
<b>CO2</b>	Discuss market decision in rural marketing	<b>K2</b>
<b>CO3</b>	Conceptualize new product development and branding in rural marketing	<b>K2, K3</b>
<b>CO4</b>	Understand the role of promotion in rural marketing	<b>K3, K4</b>
<b>CO5</b>	Understand the advanced practices in rural marketing	<b>K4, K5</b>
<b>CO6</b>	Familiarize the trends in rural marketing	<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>	Evolution of Rural Marketing in Indian and Global Context - Definition- Nature –Scope- Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio - Cultural-economic & other environmental factors affecting in Rural Marketing - A comparative Analysis of Rural Vs Urban Marketing-Potential, Size & Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing	<b>7</b>
<b>II</b>	Market Decisions:-Rural Market Mix- Product / Service Classification in Rural Marketing - Segmentation, Targeting and positioning- Rural Consumer Behaviour- Buying Process	<b>7</b>
<b>III</b>	Product Management in Rural Marketing:-Product Decisions- New Product Development in Rural Marketing - Brand Management in Rural Marketing- Managing Physical distribution in Rural Marketing- - Sales force Management in Rural Marketing.	<b>8</b>
<b>IV</b>	Research, Technology and Promotion: -Rural Marketing Research-Retail & IT models in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India. CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.	<b>8</b>

<b>V</b>	Trends in Rural Marketing:-e-Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing-Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing	<b>7</b>
<b>VI</b>	Case studies: ITC, AMUL, Lijjad Pappad, Kudumbasree	<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 concept of rural marketing and the factors influencing rural marketing	Introducing the theoretical foundations of rural marketing through lecture and case studies	Assignment
<b>II</b>	Learn classification in rural marketing	Explaining different approaches in rural marketing with examples	Group discussion
<b>III</b>	Understand product management in rural marketing	Discuss branding and its classification with cases	Written assignment
<b>IV</b>	Understand IT and ethics in rural marketing	Presentation on impact of technology in rural marketing	Assignment, Class test
<b>V</b>	Understand trends in rural marketing	Discussion on rural marketing in global context with examples	Case analysis, Quiz
<b>VI</b>	Familiarize different organization under rural marketing	Discuss strategies followed by organizations in rural marketing	Case study, Class test

#### References

<b>1</b>	Krishnamacharyulu, C. S. G. (2011). Rural marketing: Text and Cases, 2/E.New Delhi: Pearson Education India.
<b>2</b>	Kashyap, P., & Raut, S. (2005). The Rural Marketing Book (Text & Practice)(With Cd).New Delhi Dreamtech Press.
<b>3</b>	Gopalaswamy, T. P. (2009). Rural marketing-environment, problems.New Delhi: Vikas Publishing House.
<b>4</b>	Mathur, U. C. (2008). Rural marketing. New Delhi: Excel Books.
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<b>6</b>	Singh, A. K., & Pandey, S. (2005). Rural marketing: Indian perspective. New Delhi: New Age International.
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<b>8</b>	Van der Ploeg, J. D. (2018). The new peasantries: rural development in times of globalization. United Kingdom: Routledge.
<b>9</b>	Pride, W. M., & Ferrell, O. C. (2004). Marketing: concepts & strategies.New Delhi: Dreamtech Press.
<b>10</b>	Kumar, S. R. (Ed.). (2012). Case studies in marketing management. New Delhi: Pearson Education India.

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<b>1</b>	<a href="https://www.fao.org/4/Y4851E/y4851e04.htm">https://www.fao.org/4/Y4851E/y4851e04.htm</a>
<b>2</b>	<a href="https://www.deskera.com/blog/rural-marketing/">https://www.deskera.com/blog/rural-marketing/</a>
<b>3</b>	<a href="https://egyankosh.ac.in/bitstream/123456789/78943/3/Unit-18.pdf">https://egyankosh.ac.in/bitstream/123456789/78943/3/Unit-18.pdf</a>
<b>4</b>	<a href="https://unfoldmart.com/2023/02/13/the-four-as-of-rural-marketing/">https://unfoldmart.com/2023/02/13/the-four-as-of-rural-marketing/</a>
<b>5</b>	<a href="https://www.researchgate.net/publication/318983492_Winning_Rural_Markets_in_India_through_Sustainable_Marketing">https://www.researchgate.net/publication/318983492_Winning_Rural_Markets_in_India_through_Sustainable_Marketing</a>

SEMESTER – 2															
GENERIC COURSE : CAREER MANAGEMENT															
Course Code		Course Name			Category		Lecture hr		Tutorial hr		Practical hr		Credit		
MGT-GC-521		Career Management			GENERIC COURSE		38		4		3		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		Discuss Career Paths, Transitions and Plateaus										K2, K3			
CO3		Conceptualize Counselling for Employee Development										K2, K3			
CO4		Categorize application of Assessment Centers in Competency building										K3, K4			
CO5		Discuss the relevance of ethics in Career Development										K5			
CO6		Appraise intervention strategies										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												8	
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.												8	
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	
												TOTAL		45	
Facilitating the Achievement of Course Learning Outcomes:															
Unit No.		Course Learning Outcomes				Teaching & Learning Activity					Assessment Tasks				
I		Introduction to career management				Introducing the theoretical foundations of career development and its theories through lecture and case studies					Assignment, Presentation				

<b>II</b>	Career Paths, Transitions and Plateaus	Explaining career path and laddering for career development with examples	Group discussion
<b>III</b>	Counselling for employee development	Discuss counselling for employees and importance of competency in career development	Assignment, Class test
<b>IV</b>	Application of assessment centers and issues in career development	Discussion on assessment centers in career building with cases	Assignment, Presentation
<b>V</b>	Ethics in career development	Discussion on relevance of ethics and competency mapping in career development with examples	Case study, Presentation
<b>VI</b>	Intervention strategies in career management	Explaining intervention strategies in career management through case studies	Case study, Class test

## References

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<b>5</b>	Brown, S. D., & Lent, R. W. (Eds.). (2004). Career development and counselling: Putting theory and research to work. UK: John Wiley & Sons.
<b>6</b>	Vondracek, F. W., Lerner, R. M., & Schulenberg, J. E. (2019). Career development: A life-span developmental approach. UK: Routledge.
<b>7</b>	Blustein, D. (2013). The psychology of working: A new perspective for career development, counselling, and public policy. UK: Routledge.
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## e-Contents

<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.html">www.businessballs.com/businessballs-site-map.html</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 - 2**  
**GENERIC COURSE: MANAGING DIVERSITY IN WORKPLACE**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
<b>MGT-GC-522</b>	<b>Managing Diversity in Workplace</b>	<b>GENERIC COURSE</b>	<b>38</b>	<b>4</b>	<b>3</b>	<b>2</b>

**Course Objectives:**

<b>1</b>	To discuss the business case and organizational reasons for diversity and inclusion
<b>2</b>	To examine the principles of inclusion, diversity, multiculturalism, and social justice in the context of human resource practices
<b>3</b>	To discuss the best practices and policies for creating more inclusive work environments

**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 concepts of diversity at individual perspectives	<b>K1, K2</b>
<b>CO2</b>	Discuss primary dimensions of diversity	<b>K2</b>
<b>CO3</b>	Conceptualize social identity and culture in diversity	<b>K2, K3</b>
<b>CO4</b>	Categorize secondary dimensions of diversity	<b>K3, K4</b>
<b>CO5</b>	Understand the ethical and legal implications in diversity	<b>K4, K5</b>
<b>CO6</b>	Familiarize organizational strategies in managing diversity	<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>	Foundations of Diversity Learning: Individual Perspectives of Diversity Prejudice-stereotypes-discrimination -Privilege -Differences and Conflict Organizational diversity.	<b>8</b>
<b>II</b>	Primary Dimensions of Diversity: Race, ethnicity, age, gender, sexual orientation, physical and mental challenges-Differences between primary and secondary dimensions of diversity.	<b>7</b>
<b>III</b>	Group memberships: Social Identity-Organizational adaptation—Culture-Practice-Policies-Effective communication among cultures.	<b>7</b>
<b>IV</b>	Secondary Dimensions of Diversity: Social class, Religion, Appearance/weight, language/communication, Military Service-Impact on work and Personal experiences -Ramifications of social class privileges.	<b>8</b>
<b>V</b>	Ethical, legal, media and marketing issues in managing diversity: Ethical and Legal implications in managing diversity-Business opportunities and diverse consumers-Media effectiveness in reaching diverse consumers.	<b>7</b>
<b>VI</b>	Organizational Strategies for Managing Workforce Diversity: Workplace inclusion strategies through corporate leadership-Diversity Training-Mentoring, Employee resource groups-supplier diversity programs-Corporate social responsibility initiatives.	<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	Analyse individual perspectives of diversity	Explain the concept of diversity with examples	Assignment, Presentation
II	Analyse primary and secondary dimensions of diversity	Discuss the role and relation between primary and secondary dimensions of diversity with case studies	Group discussion
III	Effective communication and culture in managing diversity.	Explain group membership in diversity with case studies	Assignment, Class test
IV	Secondary dimensions of diversity	Discuss the elements in secondary dimensions of diversity with examples	Assignment, Case study
V	Assess ethical issues in managing diversity	Discuss the ethical and legal implications in managing diversity using case studies	Role play, Group discussion
VI	Assess contemporary organizational strategies for managing workforce diversity	Explain strategies in diversity and its importance with real cases	Case study, Class test
References			
1	Kirton, G., & Greene, A. M. (2015). The dynamics of managing diversity: A critical approach.United Kingdom: Routledge.		
2	Triana, M. (2017). Managing diversity in organizations: A global perspective.United Kingdom: Routledge.		
3	Riccucci, N. M. (2021). Managing diversity in public sector workforces.United Kingdom: Routledge.		
4	Hays-Thomas, R. (2016). Managing workplace diversity and inclusion: A psychological perspective.United Kingdom Routledge.		
5	Cañas, K. A., & Sondak, H. (2010). Opportunities and challenges of workplace diversity. New York: Prentice Hall.		
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10	Syed, J., & Ozbilgin, M. (2019). Managing diversity and inclusion: An international perspective. New York: Sage.		
e-Contents			
1	<a href="http://www.disabled.gr">www.disabled.gr</a>		
2	<a href="http://www.edf-feph.org">www.edf-feph.org</a>		
3	<a href="http://www.eeoc.gov">www.eeoc.gov</a>		
4	<a href="http://www.globaledge.msu.edu">www.globaledge.msu.edu</a>		
5	<a href="http://www.ec.europa.eu">www.ec.europa.eu</a>		

**SEMESTER - 3**  
**GENERIC COURSE : ECOTOURISM**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-531	Ecotourism	GENERIC COURSE	36	6	3	2

**Course Objectives:**

1	To discuss the fundamental principles and objectives of ecology
2	To examine the various types of ecosystems and their sustainable management techniques
3	To analyze the function of ecological indicators and their role in assessing the health and stability of ecosystems
4	To examine the relationship between tourism and ecology, including the impact of pollution on natural environments
5	To familiarize the knowledge and skills necessary for planning and implementing eco-friendly tourism initiatives, promoting sustainable development and community involvement

**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, functions and management of ecology	K1, K2
CO2	Familiarize tourism geography and the concept of sustainable development	K2, K4
CO3	Conceptualize ecotourism, its trends, and functions	K2, K3
CO4	Familiarize ecotourism policies, planning and implementation	K4, K5, K6
CO5	Understand the various ecotourism development agencies	K2, K4
CO6	Analyze and evaluate various eco-tourism scenario of various destinations	K4, K5

**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	Environmental Ecology : Ecosystems - Sustainable Ecosystems - Food chain, Food Web, Ecological Indicators - Environment - Biodiversity and its Conservation	7
II	Sustainable Development : Pollution and its effect - Types & Measures to control pollution - Environmental degradation - Energy Environment Nexus - Ecological Footprints - Carrying Capacity - Environmental Impact Assessment (EIA)	9
III	Ecotourism : Trends and Functions of Ecotourism - Ecotourism in Protected Areas - Ecofriendly Products - Mass Tourism Vs Ecotourism - Ecotourism Activities - Trekking, Canoeing, Angling, Paragliding, Scuba Diving, Folk Dance and Music, Ethnic Cuisine. etc	9
IV	Eco-Development : Community-Based Ecotourism - Ecotourism & Poverty Alleviations - Rio Summit 1992 - Kyoto Protocol 1997 - Paris Conference on Climate Change 2015	7
V	Eco-Tourism Development Agencies: The International Ecotourism Society (TIES), UNWTO, UNDP, UNEP, WWF, Ministry of Tourism (GOI), The Ministry of Environment, Forests and Climate Change (MoEF&CC)	7

<b>VI</b>	Protected Areas and Ecotourism Destinations: Nandadevi Biosphere Reserve - Sundarban National Park - Periyar Tiger Reserve - Neyyar Wildlife Sanctuary - Thenmala Ecotourism - Ecotourism in Uttarakhand & Himachal Pradesh	<b>6</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 ecology principles and their significance, including objectives and basic laws.	Engage students in discussions on ecology principles, laws, and objectives, encouraging active participation and understanding.	Presentation, Case study
<b>II</b>	Explore the diversity of ecosystems and their sustainable management.	Visit diverse ecosystems and study sustainable management practices through real-world examples, fostering hands-on learning experiences.	Class test
<b>III</b>	Analyze the function of ecological indicators and their role in ecosystem health.	Conduct experiments to analyze ecological indicators and their implications for ecosystem health, followed by data analysis sessions.	Assignment, Case study
<b>IV</b>	Evaluate the concept of biodiversity and its conservation strategies.	Assign research projects on biodiversity conservation, culminating in presentations to share findings and insights with peers.	Group discussion
<b>V</b>	Assess the relationship between tourism and ecology, including the impact of pollution.	Analyse the impact of pollution on ecosystems, followed by discussions on mitigation measures.	Group discussion, Presentation, Class test
<b>VI</b>	Develop skills in eco-friendly tourism planning and implementation.	Engage students in planning eco-friendly tourism initiatives through role-playing exercises and collaborative group projects, emphasizing community participation and stakeholder engagement.	Case study, Field visits

### References

<b>1</b>	Chaudhury, S. K. (Ed.). (2006). Culture, ecology, and sustainable development. New Delhi: Mittal Publications.
<b>2</b>	Raina, A. K. (2005). Ecology, wildlife and tourism development: principles, practices and strategies. New Delhi: Sarup & Sons.
<b>3</b>	Hill, J. L., & Gale, T. (Eds.). (2009). Ecotourism and environmental sustainability: Principles and practice. England: Ashgate Publishing, Ltd.
<b>4</b>	Page, S. J., & Dowling, R. K. (2001). Ecotourism. New Delhi: Pearson Education Limited.
<b>5</b>	Stronza, A., & Durham, W. H. (Eds.). (2008). Ecotourism and conservation in the Americas (Vol. 7). United States: CABI International.
<b>6</b>	Prabhas C Sinha, (2006) 'Guidelines for Human Environmental Sustainable development, Global environment law, Policy and action plan. New Delhi: SBS publications.
<b>7</b>	Patterson, C. (2007). The Business of Ecotourism: The Complete Guide for Nature and Culture-based Tourism Operators. United States: Trafford Publishing.
<b>8</b>	Garrod, B., & Wilson, J. C. (Eds.). (2003). Marine ecotourism: issues and experiences. UK: Channel View Publications.
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<b>10</b>	Higham, J. E. (Ed.). (2007). Critical issues in ecotourism: Understanding a complex tourism phenomenon. United Kingdom: Routledge.

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<b>1</b>	<a href="https://ecotourism.org/">https://ecotourism.org/</a>
<b>2</b>	<a href="https://sustainabledevelopment.un.org/">https://sustainabledevelopment.un.org/</a>
<b>3</b>	<a href="https://www.thenmalaecotourism.com/index.html">https://www.thenmalaecotourism.com/index.html</a>
<b>4</b>	<a href="https://en.unesco.org/">https://en.unesco.org/</a>
<b>5</b>	<a href="http://wiienviis.nic.in/Home.aspx">http://wiienviis.nic.in/Home.aspx</a>

**SEMESTER - III**  
**GENERIC COURSE: BASICS OF RETAILING**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-532	Basics of Retailing	GENERIC COURSE	35	6	4	2

**Course Objectives:**

1	To develop marketing competencies in retailing and retail consulting
2	To equip for positions in the retail sector or positions in the retail divisions of consulting companies
3	To foster the development of the students more about retailing and retail consulting
4	To impart with necessary knowledge base of retailing and understand the importance of retailing in the application of strategic marketing
5	To assess basics of management of retail marketing

**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 retail marketing	K1, K2
CO2	Discuss on retail marketing	K3
CO3	Conceptualize, Pricing and Channel of Distribution	K2, K3
CO4	Categorize Retail Operation	K3
CO5	Discuss on Retail in India and its evolution	K3
CO6	Discuss on Non retail formats	K3

**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	Retail management concept and trend - Definition and meaning – Characteristics – Functions – Trends in retailing – Types of retailing – Forms of retailing – Factors influencing retailing – Retail theories – Wheel of retailing.	7
II	Retail Marketing - Advertising and sales promotion – Store positioning – Retail marketing mix – CRM advertising in retailing – Retail merchandising – Merchandise planning – Buying function – Markups and markdown in merchandise management – Visual merchandising – Category management – Shrinkage in retail merchandise management.	7
III	Pricing And Channel of Distribution - Retail pricing – Pricing factors – Pricing methods – Retail pricing strategies - Promotion pricing – Competitive pricing – Clearance pricing – Pre-emptive pricing – Value Pricing - Every Day Low Pricing (EDLP) strategy – Retailing channels – Criteria for selection of suppliers – Channel choice - Intensive – Selective and home delivery models – Careers in retailing – Recruitment – Selection - Training.	8
IV	Retail Operation - Elements or components of retail store operation – Store administration – Store manager – Responsibilities – Store maintenance – Store security – Store planning – Design and layout – Location planning and its importance – Retailing image mix – Effective retail space management – Floor space management – Inventory management – Management of receipts – Customer service – Management of Retail Outlet or Store.	8

<b>V</b>	Retail in India - Evolution and size of retail in India – Drivers of retail change in India – Challenges to retail developments in India – Emergence of MNCs in retailing.	<b>7</b>
<b>VI</b>	New retail formats – Malls: Types – Membership- Category killers – Warehouse clubs – Ethnic and home design centres – Multi channel retailing – Foreign direct investment in retail industry.	<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>	Gain a deep idea in retail concepts and its connecting elements.	A deep lecture in the basic concept and provide presentation for the retail elements.	Presentation
<b>II</b>	Know about retail promoting and its various pattern of practice.	A narration on the retail promotion and discussion on current practices.	Assignment
<b>III</b>	Perceive understanding in Pricing and Channel of Distribution	Presenting the idea of pricing and distribution and engages with brain storming discussion.	Class test
<b>IV</b>	Attain knowledge about Retail Operation and its various elements.	A real-life example of retail operation and situation analysis.	Case study, Presentation
<b>V</b>	Understanding about retail evolution in India.	A complete literature review and learner based self-written assignment.	Assignment, Presentation
<b>VI</b>	Knowledge about non retail formats.	Explain the concept with examples and case studies.	Case study, Class test

#### **References**

<b>1</b>	Gibson G. Vedamani,(2017). Retail management – functional principles and Practice, Mumbai: Jaico.
<b>2</b>	Harjit Singh,(2018). Retail Management, New Delhi S. Chand Publication.
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<b>8</b>	SN Mitra,(2013).Retail Management, New Delhi: Indian Books
<b>9</b>	Madhavan,(2009). Introduction to Retailing , Chennai: Vijay Nicole Imprints Private Limited.
<b>10</b>	Joel D.Wisner , Keah – Choon Tan , G.Keong Leong,(2007).Principles of Supply Chain Management A Balanced Approach– New Delhi: Cengage,

#### **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://fileman.csuglobal.edu/course_support/syllabi/MKG410_CV_Syllabus.pdf">https://fileman.csuglobal.edu/course_support/syllabi/MKG410_CV_Syllabus.pdf</a>

**SEMESTER - 4**  
**GENERIC COURSE : SIX SIGMA**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-541	Six Sigma	GENERIC COURSE	36	3	6	2

**Course Objectives:**

1	To discuss the concept of six sigma
2	To examine the levels of six sigma
3	To familiarize the six sigma methodologies
4	To discuss measure and improvement phase in six sigma
5	To assess sampling analysis in six sigma

**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 basic concepts in six sigma	K1,K2
CO2	Evaluate the quality practices of world class firms	K5
CO3	Facilitate the selection and use of six sigma methodology	K2, K3
CO4	Detailed understanding of six sigma tools used in define phase	K2
CO5	Detailed understanding of six sigma tools used in measure and analyse phase	K2
CO6	Apply process optimization tools	K3

**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	Six Sigma-Origin,Basic concepts, Goals of six Sigma, Concept of root cause Analysis,need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation	7
II	Cost of quality at various levels of sigma, Competitive level- concept of world class, Six Sigma Methodology-DMAIC Approach, SIPOC concept, Voice of Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in Service sector-Successful implementation of six sigma in global companies such as Motorola, GE,Bosch and in service sector- case study on Mumbai Dabbawalas	7
III	Six Sigma Improvement Methodologies-Problem Solving Concept, Selection of Improvement projects, Six Sigma Process Models, Shanin Design of Experiments, Taguchi Approach, Applications of DOE	8
IV	Define phase, Measure and Improve Phase-Phenomenon, Detailing and illustration on DOE tools for problem Solving with examples-Paired Comparison, Product/Process Search, Component Search, Modified Component Search,Multivariate Analysis, Variable Search, Criteria for identifying the cause and root cause	8
V	Six Sigma-Improve, Control Phase-root cause validation-Better Vs. Current Estimation approach-Tools used in Improve &Control Phase, Precontrol Charts for on line monitoring of process ,Variation Analysis, Steps in Variation Analysis	7

<b>VI</b>	Sampling Analysis-Introduction to Process Optimization-Stages in Process optimization-Planning, Analysis, Improvement, control-Factorial Analysis, Construction of Math model for process optimization, Concept of Optimal Solution	<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>	Introduction to six sigma	Presentation and discussion on concept, role and levels in six sigma	Assignment
<b>II</b>	Cost of quality at various levels of sigma	Explain the methodologies and levels in six sigma	Case study, Presentation
<b>III</b>	Six Sigma Process Models	Discussion on various approaches in six sigma	Class test, Assignment
<b>IV</b>	Measurement and tools used in six sigma	Presentation on Component Search, Modified Component Search, Multivariate Analysis,	Assignment
<b>V</b>	Tools used in Improve & Control Phase	Discussion on Variation Analysis, Steps in Variation Analysis,	Presentation, Assignment
<b>VI</b>	Introduction to sampling analysis	Presentation on Stages in Process optimization-Planning, Analysis	Class test

#### References

<b>1</b>	Joseph A. De Feo, William Barnard(2010), "Juran Institute's Six Sigma Breakthrough And Beyond: Quality Performance Breakthrough Methods.", New York, McGraw Hill Books
<b>2</b>	Goh, T. N. (2002). A strategic assessment of Six Sigma. Quality and reliability engineering international, 18(5), 403-410. Hoboken: John Wiley & Sons
<b>3</b>	Eckes, G. (2003). Six Sigma for everyone. Hoboken: John Wiley & Sons.
<b>4</b>	Basu, R. (2009). Implementing six sigma and lean. United Kingdom: Routledge.
<b>5</b>	Patel, S. (2017). The tactical guide to six sigma implementation. New York: Productivity Press.
<b>6</b>	Adams, C., Gupta, P., & Wilson, C. (2007). Six sigma deployment. United Kingdom: Routledge.
<b>7</b>	Gygi, C., & Williams, B. (2012). Six sigma for dummies. Hoboken: John Wiley & Sons.
<b>8</b>	Thomsett, M. C. (2004). Getting started in six sigma. Hoboken: John Wiley & Sons.
<b>9</b>	Yang, K., Basem, S., & El-Haik, B. (2003). Design for six sigma (pp. 184-186). New York: McGraw-Hill.
<b>10</b>	Snee, R. D. (2003). Leading Six Sigma: a step-by-step guide based on experience with GE and other Six Sigma companies. New Jersey: Ft Press.

#### e-Contents

<b>1</b>	<a href="https://www.simplilearn.com/what-is-six-sigma-a-complete-overview-article">https://www.simplilearn.com/what-is-six-sigma-a-complete-overview-article</a>
<b>2</b>	<a href="https://www.isixsigma.com/getting-started/what-six-sigma/">https://www.isixsigma.com/getting-started/what-six-sigma/</a>
<b>3</b>	<a href="https://www.emerald.com/insight/content/doi/10.1108/09544780410541909/full/html">https://www.emerald.com/insight/content/doi/10.1108/09544780410541909/full/html</a>
<b>4</b>	<a href="https://www.tandfonline.com/doi/pdf/10.1080/08982110008962595?casa_token=Aq3rLEQDHcAAAAA:Kt-L4oe02C3W9x6aAGjB7t9rSzjqc5YLRBdS0iwdqNGoJyy6LkhgylaBwr5a_wqxxTzau8TFZEPI">https://www.tandfonline.com/doi/pdf/10.1080/08982110008962595?casa_token=Aq3rLEQDHcAAAAA:Kt-L4oe02C3W9x6aAGjB7t9rSzjqc5YLRBdS0iwdqNGoJyy6LkhgylaBwr5a_wqxxTzau8TFZEPI</a>
<b>5</b>	<a href="https://onlinelibrary.wiley.com/doi/abs/10.1002/qre.491?casa_token=C6rAB4Mr9_wAAAAA:MTN5e0ym3VX8PndOyM5Gattoo5XV1frykHhoZx663Ug45frUGqldJEpnGVGingqpsog-MSRvKSIYwBw">https://onlinelibrary.wiley.com/doi/abs/10.1002/qre.491?casa_token=C6rAB4Mr9_wAAAAA:MTN5e0ym3VX8PndOyM5Gattoo5XV1frykHhoZx663Ug45frUGqldJEpnGVGingqpsog-MSRvKSIYwBw</a>

**SEMESTER - 4**  
**GENERIC COURSE - RESPONSIBLE TOURISM**

Course Code	Course Name	Category	Lecture hr	Tutorial hr	Practical hr	Credit
MGT-GC-542	Responsible Tourism	GENERIC COURSE	35	5	5	2

**Course Objectives**

1	To define key concepts of responsible tourism
2	To analyze principles of responsible tourism
3	To evaluate case studies of responsible tourism initiatives
4	To develop strategies for implementing responsible tourism practices
5	To synthesize and evaluate different approaches to responsible tourism 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 fundamental concepts and definitions of tourism and its various forms and types	K1, K2
CO2	Analyze the motivations behind travel and explore future trends in the tourism industry	K2, K4
CO3	Identify and comprehend the principles and key characteristics of responsible tourism, including its role in empowering communities	K2, K3
CO4	Evaluate the environmental, economic, and social dimensions of sustainable tourism planning and development	K3, K4
CO5	Examine the roles of different agencies, including the public sector, tourism industry, and voluntary sector, in promoting responsible tourism	K4, K5
CO6	Critically analyze current approaches to responsible tourism management and evaluate new initiatives and strategies	K5, K6

**Programme Outcomes (POs):**

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

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

Module	Course Contents	Hours
I	Introduction to tourism and concepts and definitions, Forms and types of tourism Motivation of travel , Future trends	7
II	Responsible Tourism, Key Characteristics of Responsible Tourism, Empowering Community through Tourism, Community based Tourism and Global Climate change-issues and challenges	7
III	Understanding and conceptualizing sustainable tourism planning and responsible tourist development, its dimensions Environmental Dimension, Economic Dimension, Social Dimension.	7
IV	Role of different agencies in responsible tourism: Public Sector, Tourism Industry, Voluntary Sector, Host Community, Media, Tourist In Coastal Areas and Sea, Rural Area, Urban Areas, Mountainous Regions, Islands, Developing Countries.	9
V	Responsible Tourism & its Dimensions: Nature and Scope of Sustainable Tourism, Critiques of Current Thinking in Sustainable Management, New Approaches to Responsible Tourism Management	6

VI	Tourism policy and tourism development, Responsible tourism initiatives of Kerala Tourism, RT mission		9
TOTAL			45
Facilitating the Achievement of Course Learning Outcomes:			
Unit No.	Course Learning Outcomes	Teaching & Learning Activity	Assessment Tasks
I	Understand the fundamental concepts and definitions of tourism and its various forms and types	Conduct interactive lectures and discussions on the fundamental concepts and definitions of tourism.	Quiz, Class test
II	Analyze the motivations behind travel and explore future trends in the tourism industry	Engage students in group activities to analyze different motivations for travel and discuss future trends.	Roleplay
III	Identify and comprehend the principles and key characteristics of responsible tourism, including its role in empowering communities	Organize case study sessions to explore examples of responsible tourism initiatives and their impacts.	Case analysis
IV	Evaluate the environmental, economic, and social dimensions of sustainable tourism planning and development	Facilitate workshops and exercises focusing on sustainable tourism planning and development.	Presentation
V	Examine the roles of different agencies, including the public sector, tourism industry, and voluntary sector, in promoting responsible tourism	Arrange guest lectures from experts in the field to discuss the roles of various agencies in responsible tourism.	Role play, Class test
VI	Critically analyze current approaches to responsible tourism management and evaluate new initiatives and strategies	Conduct field trips to observe and assess real-world examples of responsible tourism practices.	Field trip
References			
1	Fennell, D. A. (2012). Ecotourism (3rd ed.). UK: Routledge.		
2	Goodwin, H. (2011). Tourism, Responsibility, and Sustainability: Discourses and Practices. UK: CABI.		
3	Gössling, S., & Hall, C. M. (2013). Tourism and Water: Interactions, Impacts and Challenges. UK: Channel View Publications.		
4	Hall, C. M., & Lew, A. A. (2009). Understanding and Managing Tourism Impacts: An Integrated Approach. UK: Routledge.		
5	Higham, J., & Lück, M. (2019). Marine Ecotourism: Issues and Experiences. UK: Channel View Publications.		
6	Holden, A. (2017). Tourism Resilience and Adaptation to Environmental Change: Definitions and Frameworks. UK: Routledge.		
7	Honey, M. (2008). Ecotourism and Sustainable Development: Who Owns Paradise? (2nd ed.). Washington: Island Press.		
8	Mowforth, M., & Munt, I. (2015). Tourism and Responsibility: Perspectives from Latin America and the Caribbean. UK: Routledge.		
9	Sharpley, R. (Ed.). (2014). Tourism and Development: Concepts and Issues. UK: Channel View Publications.		
10	Weaver, D. B. (2014). Sustainable Tourism: Theory and Practice. UK: Routledge.		
e-Contents			
1	<a href="https://www.coe.int/ru/web/cultural-routes/world-tourism-organization">https://www.coe.int/ru/web/cultural-routes/world-tourism-organization</a>		
2	<a href="https://itmitourtraining.com/">https://itmitourtraining.com/</a>		
3	<a href="https://www.keralatourism.org/responsible-tourism/">https://www.keralatourism.org/responsible-tourism/</a>		
4	<a href="https://www.lonelyplanet.com/">https://www.lonelyplanet.com/</a>		
5	<a href="https://amenitiz.com/en/blog/importance-of-responsible-and-sustainable-tourism/">https://amenitiz.com/en/blog/importance-of-responsible-and-sustainable-tourism/</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 (Rs)	Variable 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)**

## **Annexure - V**

**Reg No:** .....

**Name**.....

**Third Semester MBA CSS Degree Examination, February 2024**

**(Generic Course)**

**MGT-GC-531 ECOTOURISM**

**Time: 2 Hrs.**

**Max.marks:60**

### **PART A**

**(Answer all questions. Each question carries 2 marks)**

1. List out the five biosphere reserves in India.
2. Differentiate between food chains and food webs.
3. Describe the concept of environmental impact assessment.
4. Differentiate between the biotic and abiotic components of the ecosystem.
5. Write a short note on Rio Summit 1992.

**(5x2=10 Marks)**

### **PART B**

**(Answer any 3 questions. Each question carries 10 marks)**

6. Discuss the measures that can be implemented to control pollution in tourist areas. How sustainable tourism practices help mitigate pollution?
7. Describe the 17 goals of sustainable development of the United Nations.
8. Define biodiversity and discuss its importance for ecosystem functioning and human well-being.
9. Explain the concept of community-based eco-tourism and its benefits for both communities and the environment.
10. Discuss the role of ecotourism policies in promoting sustainable development and environmental conservation.

**(10x3=30 Marks)**

### **PART C**

**(Compulsory Question)**

11. A groundbreaking study, considered the largest of its kind, has revealed a staggering toll of 5 million lives lost annually worldwide due to air pollution from fossil fuel usage. This number significantly surpasses previous estimations, shedding light on the urgent need for action. Published in The BMJ, the study emphasizes the critical role of transitioning to clean, renewable energy sources in saving lives and combating climate change.

Conducted by an international team of researchers from the UK, US, Germany, Spain, and Cyprus, the study utilized advanced modeling techniques to analyze the impact of fossil fuel emissions on global health. Their findings indicate that air pollution from fossil fuels, encompassing industrial processes, power generation, and transportation, contributes to

approximately 5.1 million avoidable deaths each year globally. This alarming figure constitutes 61% of the total estimated 8.3 million deaths attributed to outdoor air pollution from all sources in 2019.

The Global Burden of Disease 2019 study, Nasa satellite observations of fine particulate matter, population demographics, and atmospheric modelling. By employing these comprehensive approaches, the researchers aimed to provide more accurate estimates of mortality linked to fossil fuel-related pollution. The results underscore the profound impact of fossil fuel emissions on public health, positioning ambient air pollution as the leading environmental risk factor for illness and premature death. Furthermore, the study highlights the variability in previous estimations of mortality attributable to air pollution sources, emphasizing the need for standardized methodologies in such assessments.

The study offers hope by suggesting that transitioning away from fossil fuels towards renewable energy sources could yield substantial health benefits. By implementing policies to reduce fossil fuel usage, societies worldwide stand to mitigate the devastating toll of air pollution on human health and well-being.

- a) What are the common sources of air pollution apart from fossil fuel usage?
- b) How does the burning of fossil fuels contribute to air pollution?
- c) What measures the individuals can take to reduce their exposure to air pollution in their daily lives?

**(1x20=20 Marks)**