School of Management

Department of Management Studies

Regulation R21

Syllabus Book

Department of Management Studies

Vision

To be a renowned business school to meet *industry requirements* by inculcating ethical values, leadership qualities and entrepreneurial spirit.

Mission

1. To equip the students with knowledge, skill and ability for understanding the contemporary functional areas of management and entrepreneurship.

2. To make the students to recognize the global competency level in all aspects of their profession.

3. To establish industrial platform to meet out the needs and requirements of the modern technology driven business world.

Programme Educational Objectives (PEOs):

PEO1 : To facilitate the students to solve complex problems with a data driven approach for a successful career in their profession.

PEO2 : To acquire skills to work in teams and assume leadership roles during their professional journey.

PEO3 : To promote the professional competence to develop potential leaders, managers and entrepreneurs with ethical and societal responsibility.

Programme Outcomes (POs):

PO1 : Apply the knowledge of management theories and practices for effective functioning of an organization.

PO2 : Foster analytical and critical thinking abilities for data-based decision making.

PO3 : Ability to develop the value based Leadership quality.

PO4 : Ability to understand, analyze and communicate the global, economic, legal, and ethical aspects of business.

PO5 : Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO6 : Develop and exhibit entrepreneurship skills

PO7 : Ability to pursue lifelong learning.

M.B.A. – Programme Structure (CBCS)
VTR PGM – 2021
Semester I Course Details

S. No.	Course Code	Course Title	Type	L	T	P	C
1	30211MG101	Principles of Management and Organizational Behaviour	PC	3	0	0	3
2	30211MG102	Business Regulatory Framework	PC	3	0	0	3
3	30211MG103	Economic Analysis for Business	PC	3	0	0	3
4	30211MG104	Quantitative Techniques	PC	3	1	0	4
5	30211MG105	Accounting for Managers	PC	3	1	0	4
6	30211MG106	Managerial Communication	PC	2	1	0	3
7	30211MG107	Entrepreneurship Development	PC	3	0	0	3
8	30211MG301	Information Technology for Business (Laboratory)	PC	0	0	4	2
9	30214MG401	Rural Development Programme	IL	0	0	4	2
10	30214MG402	Seminar - I Industry Analysis	IL	0	0	4	2
Total Credits							**29**

Semester II Course Details

S. No.	Course Code	Course Title	Type	L	T	P	C
1.	30211MG108	Marketing Management	PC	3	0	0	3
2.	30211MG109	Applied Operations Research	PC	3	1	0	4
3.	30211MG110	Financial Management	PC	4	0	0	4
4.	30211MG111	Human Resource Management	PC	3	0	0	3
5.	30211MG112	Business Research Methods	PC	3	0	0	3
6.	30211MG113	Operations Management	PC	3	0	0	3
7.	30211MG114	Business Ethics and Corporate Social Responsibility	PC	3	0	0	3
8.	30211MG302	Data analysis For Managers (Laboratory)	PC	0	0	4	2
9.	30214MG403	Seminar - II Market Survey	IL	0	0	4	2
Total Credits							**27**

Semester III Course Details

S. No.	Course Code	Course Title	Type	L	T	P	C
1	30211MG115	International Business Management	PC	3	0	0	3
2		Elective – I	PE	3	0	0	3
3		Elective – II	PE	3	0	0	3
4		Elective – III	PE	3	0	0	3
5		Elective – IV	PE	3	0	0	3
6		Elective – V	PE	3	0	0	3
7		Elective – VI	PE	3	0	0	3
8	30214MG801	Summer Internship	IL	0	0	8	4
9		MOOC Course	IL	2	0	0	2
10	30214MG404	Seminar - III Research Paper Writing	IL	0	0	4	2
Total Credits							**29**

Semester IV Course Details

S. No.	Course Code	Course Title	Type	L	T	P	C
1	30211MG116	Business Strategy	PC	3	0	0	3
2		Elective – VII	PE	3	0	0	3
3		Elective – VIII	PE	3	0	0	3
4	30214MG701	Project Work	IL	0	0	12	6
5	30214MG426	Seminar - IV Publication of Research Paper	IL	0	0	4	2
Total Credits							17

Course Category	Total Credits
Programme Core	56
Programme Elective	24
Independent Learning	22
Total	**102**

Programme Electives for Semester III

1. Digital Marketing Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG101	Consumer Behaviour and Marketing Research	3	0	0	3
2	30212MG103	Brand Management	3	0	0	3
3	30212MG147	Digital Marketing Services	3	0	0	3
4	30212MG148	Search Engine Optimization	3	0	0	3
5	30212MG149	Content Marketing and Communication	3	0	0	3
6	30212MG104	Sales and Distribution Management	3	0	0	3
7	30212MG106	Introduction to Digital Marketing	3	0	0	3
8	30212MG108	Online Reputation Management	3	0	0	3
9	30212MG109	Search Engine Marketing	3	0	0	3

2. Finance Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG110	Security Analysis and Portfolio Management	3	0	0	3
2	30212MG111	Merchant Banking and Financial Services	2	1	0	3
3	30212MG112	Corporate Finance	3	0	0	3
4	30212MG113	Cost Accounting and Decision Making	3	0	0	3
5	30212MG114	International Banking and Forex Management	3	0	0	3
6	30212MG158	Behavioural Finance	3	0	0	3

3. Human Resources Management Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG115	Industrial Relations and Labour Legislations	3	0	0	3
2	30212MG116	Training and Development	3	0	0	3
3	30212MG117	Performance Appraisal and Management	3	0	0	3
4	30212MG118	HR Analytics	3	0	0	3
5	30212MG119	Strategic Human Resource Management	3	0	0	3
6	30212MG120	Competency Mapping and Human Resource Planning	3	0	0	3

4. Business Analytics Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG121	Big Data, Social and Web Analytics.	3	0	0	3
2	30212MG122	Data Mining and Business Intelligence	3	0	0	3
3	30212MG123	Python for Data Analytics – Lab	0	0	6	3
4	30212MG124	Introduction to Data Analytics, AI and Cloud Computing	3	0	0	3
5	30212MG150	Basics of Functional Analytics	3	0	0	3
6	30212MG301	Python Programming Lab	0	0	6	3
7	30212MG160	Enterprise Resource Planning	3	0	0	3

5. Logistics and Shipping Management Electives

S. No.	Course/ Code	Course Name	L	T	P	C
1	30212MG126	Logistics and Supply Chain Management	3	0	0	3
2	30212MG127	Port Management and Operations	3	0	0	3
3	30212MG128	Multi Modal Transport and Risk Management	3	0	0	3
4	30212MG129	Shipping and Maritime Law	3	0	0	3
5	30212MG130	Marine Cargo Management	3	0	0	3
6	30212MG159	Warehouse Management	3	0	0	3

6. Technopreneurship Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG151	Business Plan and Ethics	3	0	0	3
2	30212MG152	IPR Management	3	0	0	3
3	30212MG153	Digital Innovations	3	0	0	3
4	30212MG154	International Strategic Management and Government Policy	3	0	0	3

Programme Elective for Semester IV

1. Digital Marketing Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG131	Performance Marketing	3	0	0	3
2	30212MG132	Retail Management	3	0	0	3
3	30212MG133	Services Marketing	3	0	0	3
4	30212MG134	Social Media Marketing	3	0	0	3

2. Finance Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG135	Derivatives Management	2	1	0	3
2	30212MG136	Joint Ventures, Mergers & Acquisitions	3	0	0	3
3	30212MG137	Fintech Banking Technology	3	0	0	3

3. Human Resource Management Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG138	Compensation and Reward Management	3	0	0	3
2	30212MG139	Human Resource Information System	3	0	0	3
3	30212MG140	Talent and Knowledge Management	3	0	0	3

4. Business Analytics Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG141	Data Visualization Using Python and Tableau.	3	0	0	3
2	30212MG142	Machine Learning and Artificial Intelligence	3	0	0	3
3	30212MG143	Managing Digital Innovation and Transformation	3	0	0	3

5. Logistics and Shipping Management Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG144	Marine and Cargo Insurance	3	0	0	3
2	30212MG145	Chartering Practices	3	0	0	3
3	30212MG146	EXIM and Custom Duties	3	0	0	3

6. Technopreneurship Electives

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG155	Technology and Global Business Linkage Opportunities	3	0	0	3
2	30212MG156	Global Start-up Exchange Incubation Program	3	0	0	3
3	30212MG157	Innovation and Start-up Management	3	0	0	3

Open Elective and Value-Added Courses for All Engineering Streams
Single Credit Courses

S. No.	Course Code	Course Title	Type	L	T	P	C
1	30213MG101	Management Insights from Indian Scriptures	OE	1	0	0	1
2	30213MG102	Stock Market Fundamentals	OE	1	0	0	1
3	30213MG103	Human Resource Management	OE	1	0	0	1
4	30213MG104	Organizational Psychology	OE	1	0	0	1
5	30213MG105	Basic Research Tools for Engineers	OE	1	0	0	1

Open Elective and Value-Added Courses for All Engineering Streams

3 Credit Courses

Sl. No	Course Code	Course Title	Type	L	T	P	C
1	30213MG106	Foundations of Digital Marketing	OE	3	0	0	3
2	30213MG107	Stress Management	OE	3	0	0	3
3	30213MG108	Cost Accounting for Engineers	OE	3	0	0	3
4	30213MG109	Introduction to Accounting	OE	3	0	0	3
5	30213MG110	Financial Management	OE	3	0	0	3
6	30213MG111	Customer Relationship Management	OE	3	0	0	3
7	30213MG112	Introduction to Logistics and Supply Chain Management	OE	3	0	0	3
8	30213MG113	Entrepreneurship Development	OE	3	0	0	3
9	30213MG114	Introduction to Fintech	OE	3	0	0	3
10	30213MG115	Management Concepts in Thirukkural	OE	3	0	0	3
11	30213MG116	Industrial Relations and Labour Laws	OE	3	0	0	3
12	30213MG117	Services Marketing	OE	3	0	0	3
13	30213MG118	Business Policy and Strategy	OE	3	0	0	3
14	30213MG119	Organizational Behaviour	OE	3	0	0	3
15	30213MG120	Managing Brands and Marketing Communications	OE	3	0	0	3
16	30213MG121	Consumer Behaviour	OE	3	0	0	3
17	30213MG122	Introduction to Training and Development	OE	3	0	0	3
18	30213MG123	Software Project Management	OE	3	0	0	3

Courses under SWAYAM / NPTEL

S. No	Course Code	Batch	Course Title	Type	L	T	P	C
1	30214MG405		Consumer Buying Behaviour	IL	2	0	0	2
2	30214MG406	2021-23	Advertising and Brand Management	IL	2	0	0	2
3	30214MG407		Business Analytics with Text Mining Using Python	IL	2	0	0	2
4	30214MG408		Business Environment	IL	2	0	0	2

5	30214MG409		Corporate Finance	IL	2	0	0	2
6	30214MG410		Customer Relationship Management	IL	2	0	0	2
7	30214MG411		Introduction to Digital Marketing	IL	2	0	0	2
8	30214MG413		Finance Accounting	IL	2	0	0	2
9	30214MG414		Innovation, Business Models and Entrepreneurship	IL	2	0	0	2
10	30214MG415		Introduction to Marketing Essentials	IL	2	0	0	2
11	30214MG416		Knowledge Management	IL	2	0	0	2
12	30214MG417		Management Information System	IL	2	0	0	2
13	30214MG418		Managing Services	IL	2	0	0	2
14	30214MG419		Marketing Management 1	IL	2	0	0	2
15	30214MG420		Marketing Management-2	IL	2	0	0	2
16	30214MG421		Marketing Research and Analysis	IL	2	0	0	2
17	30214MG422		Organization Development and Change in 21st Century	IL	2	0	0	2
18	30214MG423		Personality Development	IL	2	0	0	2
19	30214MG424		Principles of Human Resource Management	IL	2	0	0	2
20	30214MG425		The Future of Manufacturing Business: Role of Digital Technologies	IL	2	0	0	2
21	30214MG432		Entrepreneur and IP Strategy	IL	2	0	0	2
22	30214MG433		Consumer Behaviour	IL	2	0	0	2
23	30214MG434		Integrated Marketing Management	IL	2	0	0	2
24	30214MG435		International Marketing	IL	2	0	0	2
25	30214MG436		Intellectual Property Rights andCompetition Law	IL	2	0	0	2
26	30214MG437	2022-24	Business Analytics and Text miningModeling using Python	IL	2	0	0	2
27	30214MG438		Training for trainers	IL	2	0	0	2
28	30214MG439		E-business	IL	2	0	0	2
29	30214MG440		Designing Work organization	IL	2	0	0	2

30	30214MG441		Business-to-Business Marketing	IL	2	0	0	2
31	30214MG442		Business Analytics for ManagementDecision	IL	2	0	0	2
32	30214MG443		Organizational Behaviour	IL	2	0	0	2
33	30214MG444		AI in Marketing	IL	2	0	0	2
34	30214MG445		Sales and Distribution Management	IL	2	0	0	2
35	30214MG446		Project Management	IL	2	0	0	2
36	30214MG447		Leadership and Team Effectiveness	IL	2	0	0	2
37	30214MG448		Business Forecasting	IL	2	0	0	2
38	30214MG449		Human Behaviour	IL	2	0	0	2
39	30214MG450		Talent Acquisition and Management	IL	2	0	0	2
40	30214MG451		Investment Management	IL	2	0	0	2
41	30214MG452		Leadership for India Inc: Practical Concepts and Constructs	IL	2	0	0	2
42	30214MG453		Enhancing Soft Skills and Personality	IL	2	0	0	2
43	30214MG454		Foundations of Business Intelligence	IL	1	0	0	1
44	30214MG455		Foundations of Digital Marketing and E-Commerce	IL	1	0	0	1

Open Elective Courses offered to other Schools (UG Courses)

S. No	Course Code	Batch	Course Title	Type	L	T	P	C
1	10213MG401		Entrepreneurship Essentials	IL	3	0	0	3
2	10213MG402	2021-25	Basic of Language Science	IL	3	0	0	3
3	10213MG403		Foundation Course in Palliative care	IL	3	0	0	3
4	10213MG404		Sports psychology	IL	2	0	0	2

Open Elective Courses offered to other Schools (PG Courses)

S. No	Course Code	Batch	Course Title	Type	L	T	P	C
1	20233MG401	2023-25	Training and Development	IL	3	0	0	3

2	20233MG402		Intellectual Property	IL	3	0	0	3
3	20233MG403		Principles of Management	IL	3	0	0	3
4	20233MG404		Management Information System	IL	3	0	0	3
5	20233MG405		Operations and Supply Chain Management	IL	3	0	0	3
6	20233MG406		Advanced Decision Support System	IL	3	0	0	3
7	20233MG407		Entrepreneurship	IL	3	0	0	3

VTR PGM – 2021

Semester I Course Details

S. No.	Course Code	Course Title	Type	L	T	P	C
1	30211MG101	Principles of Management and Organizational Behaviour	PC	3	0	0	3
2	30211MG102	Business Regulatory Framework	PC	3	0	0	3
3	30211MG103	Economic Analysis for Business	PC	3	0	0	3
4	30211MG104	Quantitative Techniques	PC	3	1	0	4
5	30211MG105	Accounting for Managers	PC	3	1	0	4
6	30211MG106	Managerial Communication	PC	2	1	0	3
7	30211MG107	Entrepreneurship Development	PC	3	0	0	3
8	30211MG301	Information Technology for Business (Laboratory)	PC	0	0	4	2
9	30214MG401	Rural Development Programme	IL	0	0	4	2
10	30214MG402	Seminar - I Industry Analysis	IL	0	0	4	2
Total Credits							**29**

Semester I

Course Code	Course Title	L	T	P	C
30211MG101	PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	3	0	0	3

1. Preamble

This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management, human behaviour at the individual, group and organizational levels,

2. Prerequisite

Basic knowledge of Management concepts.

3. Links to Other Courses

Functional electives & Projects.

4. Course Educational Objectives

Through this course the students will be able to;
1. To study the principles of management and its functions.
2. To develop an understanding of the theory and principles of organization management and the resulting ability to practice effective and pragmatic management.
3. To understand the basic concepts of organizational behaviour and able to apply in personal and industrial setup.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the concepts and approaches of management.	K2
CO2	Outline the various functions of management.	K2
CO3	Identify the different principles of organizational behaviour in practical situations.	K3
CO4	Evaluate the appropriate leadership theories by assessing the power and politics prevailing in the organization.	K5
CO5	Solve the problems in group or team through effective negotiation.	K3

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	L	M	-	M	H
CO2	H	H	M	H	M	M	H
CO3	H	M	M	M	H	M	H
CO4	H	H	H	H	H	L	M
CO5	H	H	M	-	H	M	H

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Principles of Management   **L-9**
Introduction to Management - levels and roles in Management - Contribution of Henry Fayol, Taylor and Elton Mayo - Approaches to Management - Quantitative approach, Behavioural approach, Systems approach, Contingency approach.

Unit 2: Functions   **L-9**
Nature and purpose of planning- Planning process - Types of plans - Objectives - Managing by Objective (MBO) strategies - Nature and purpose of organizing - Organization structure - Formal and informal groups/ organization - Line and staff authority - Departmentation - Span of control - Centralization and decentralization - Delegation of authority - Staffing - definition, meaning and purpose - Directing - definition, meaning and purpose - Organization culture - Elements and types of culture - Control - process and types - Budgetary and non-budgetary control techniques.

Unit III: Organizational Behaviour   **L-9**
Definition - Nature and scope of organizational behaviour - Personality - types - Factors influencing personality - Theories - Learning - Types of learners - The learning process - Learning theories - Attitudes - Formation - Measurement - Perceptions - Importance - Factors influencing perception - Motivation - Importance - Types - Theories.

Unit IV: Leadership and Power   **L-9**
Meaning - Importance - Leadership styles - Theories - Leaders Vs Managers - Sources of power - Power centers - Power and Politics.

Unit V: Managing Group Behaviour   **L-9**
Foundations of Group Behaviour - Stages of Group Formation - Theories of Group Formation - Difference between Group & Team - Group Decision Making process; Steps Styles - Techniques of Decision Making - Conflict Management: Conflict Process, Types - Negotiations - Meaning & definition; Negotiations Process and Issues.

TOTAL: 45 PERIODS

8. Text Books
1. Harold Koontz, "Essentials of Management", Tata McGraw-Hill Education, 2010.
2. Stephen P. Robbins, "Organisational Behaviour", Pearson Education 13/E., 2009.

9. Reference Books
1. Ramesh B Rudani, "Management and Organizational Behaviour", McGraw Hill Book Co., 2012.
2. Keith Davis, "Human Behaviour at Work", -McGraw Hill Book Co., 2009.
3. Laurie Mullins, "Management & Organisational Behaviour", Pearson Education, Seventh Edition 2013.
4. Tripathi P.C, Reddy P, N. "Principles of Management", TATA 4, 5th Edition, 2012.

Course Code	Course Title	L	T	P	C
30211MG102	**BUSINESS REGULATORY FRAMEWORK**	3	0	0	3

1. Preamble

This course is primarily to study the branch of law which governs and regulates the trade and commerce.

2. Prerequisite

Basic knowledge about General Law.

3. Links to Other Courses

Provide basis to study Industrial Relations and Labour Welfare course and all law courses.

4. Course Educational Objectives

Through this course the students will be able: -

1. To give an exposure to such laws important and appropriate to a business organization.
2. To identify the fundamental legal principles behind contractual agreements.
3. To examine how businesses can be held liable in tort for the actions of their employees.
4. Understand the legal structure of different forms of business organizations and their responsibilities as an employer.
5. Develop critical thinking through the use of law cases.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Summarize the different types of contracts and describe the practical implications of Sale of Goods Act.	K2
CO2	Identify the essentials of negotiable instruments and its parties	K3
CO3	Outline the various Provisions in Industrial Law	K2
CO4	Apply the provisions of Companies Act for all stages of the company and evaluate the recent amendments in it.	K3
CO5	Outline the framework of Consumer Protection Act.	K2

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H					H	
CO2						H	
CO3	H	M	M	H	M		
CO4		M	M	H	M	H	
CO5	H			H			L

H- High; M-Medium; L-Low

7. **Course Contents**

Unit I: Law of Contract and Sale of Goods   **L-9**
Contract- definition, meaning - Essential elements of contract - Types of Contracts - Performance of the Contract - Discharge of Contracts - Breach of Contract and Remedies. Sale of Goods - Sales Contract - Goods - Warranties and conditions in sales contract - Performance of sales contracts - Conditional sales and rights of an unpaid seller.

Unit II: Law of Negotiable Instruments   **L-9**
Negotiable Instruments - Characteristics and Classification of Negotiable Instruments - Parties to a Negotiable Instrument - Crossing of Cheques and Protection to paying banker and collecting banker - Holder in due course - Liabilities of parties on dishonor of instruments.

Unit III: Industrial Law   **L-9**
Essentials of Factories Act 1948 - Payment of Wages Act 1936 - Minimum Wages Act 1948 - Industrial Disputes Act 1947.

Unit IV: Companies Act 2013   **L-9**
Companies Act, 1956: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, winding up - Comparative analysis between companies Acts 1956 and 2013 - Important changes - Revival and rehabilitation of sick companies - corporate social responsibility and its Implications on private companies.

Unit V: Economic Legislation   **L-9**
The Consumer Protection Act 1986 - The Limited Liability Partnership Act 2008 - Information Technology Act 2000.

                             TOTAL: 45 PERIODS

8. Text Books
1. Kapoor, N. D., "Elements of Mercantile Law", Sultan Chand & Sons, New Delhi, 2006.
2. Akhileswar Pathak, "Legal Aspects of Business", McGraw Hill Education, 5th Edition, 2006.

9. **Reference Books**
1. Maheshwari S. N. & Maheshwari, "Business Regulatory Framework", Himalaya Publishing House, 2006.
2. Kuchhal, M. C., "Business Law", Vikas Publishing House, New Delhi, 2007.
3. Singh, Avtar, "Company Law", Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2006.
4. Ramaiyya A., "Guide to the Companies Act", 16th edition, Lexis Nexis Butterworths, 2008.

Course Code	Course Title	L	T	P	C
30211MG103	**ECONOMIC ANALYSIS FOR BUSINESS**	**3**	**0**	**0**	**3**

1. Preamble

This course is designed to provide you with some of the tools and strategic insights from economics that are most useful for managerial decision-making. It helps you to analyze business problems and look at them from a number of different perspectives. It takes into account management decision-making in a variety of competitive environments and across a range of firm sizes. It is not only applicable and useful for business organizations, but also for government departments and non-profit organizations.

2. Prerequisite

To know the fundamental concept of economics in various aspects.

3. Links to Other Courses

Fundamental to MBA Programme.

4. Course Educational Objectives

Through this course the students will be able: -
1. To comprehend economic theories and principles so as to render the business so strong and act socially viable.
2. Explain the mechanics of supply and demand in allocating goods and services.
3. Identify relationships between production and costs and define key characteristics and consequences of different forms of markets
4. To understand the process of calculation of national income and various government policies.
5. To gain knowledge on the importance of money and monetary policies.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the fundamentals of economics	K2
CO2	Identify the dynamics of demand and supply.	K3
CO3	Apply the various production and cost analysis and Market structure to handle business decisions.	K3
CO4	Analyze the National Income and various Government Policies	K4
CO5	Utilize the role of money and its policy	K3

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						
CO2		M				M	H
CO3		M	L	H	L	M	H
CO4				H			H
CO5				H			H

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Introduction   **L-9**

Introduction: definition of Managerial Economics: Scope of Managerial Economics and other disciplines - decision making - Basic economic concepts in decision making- Objectives of a firm - the role and responsibility of managerial economist in the business.

Unit II: Demand and Supply Analysis   **L-9**

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand - Price, Income, Cross and Advertising Elasticity; measurement of Elasticity of Demand.; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making - Pricing methods.

Unit III: Production and Cost Analysis and Market Structure   **L-9**

Production: production functions - law of variable proportions - law of returns to scale - Optimal input combinations - Production - lines estimating production function - Economies of scale and diseconomies of scale. Cost analysis - Breakeven point analysis. Market - meaning - different market structures - Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Feature, pricing under monopoly, Price Discrimination.

Unit IV: National Income and Government Polices   **L-9**

National income - Concepts - circular flow of National Income - National income determination - Calculation of national Income - Aggregate demand and supply - Components of aggregate demand - Business Cycle - Role of Fiscal policy - Indian fiscal policies.

Unit V: The Role of Money and Monetary Policy   **L-9**

Money market - Demand and supply of money - money-market Structure and – Factors determinants of demand and supply of money - Measurement of money supply - Inflation and the impact - reasons for inflation - Types of inflation - The role of fiscal and monetary policy to control inflation - Globalization and its impacts.

                                                                                    TOTAL: 45 PERIODS

8. Text Books
1. Mehta, P.L"Managerial Economics", Sultan Chand and Sons, New Delhi, 2008.
2. Varshney R.L. and Maheshwari K.L., "Managerial Economics", Sultan Shand & son, 2010.

9. Reference Books
1. Hirschey Mark, "Economics for Managers", Thomson, India Edition, 2007.
2. Petersen Craig H. et al., "Managerial Economics", Pearson Education, 2006.
3. Damodaran Suma, "Managerial Economics", Oxford Press, 2006.
4. Dominick Salvatore, "Managerial Economics", Oxford Press, 2007.

Course Code	Course Title	L	T	P	C
30211MG104	**QUANTITATIVE TECHNIQUES**	3	1	0	4

1. Preamble

This course is designed as an introduction to basic statistical tools and quantitative methods for graduate students in urban planning. These will help you to become more critical consumers of statistical analyses, and to use statistical reasoning in making decisions. This introductory course emphasizes developing the necessary skills for expressing statistical ideas in clear simple language, which is an essential skill for effective planning practitioners.

2. Prerequisite

Business Statistics.

3. Links to Other Courses

Research Methodology and Project Work.

4. Course Educational Objectives

Through this course the students will be able: -
1. To develop the conceptual and practical knowledge of the students aimed at the intellectual pursuit of Management administration.
2. To make them to understand methods and processes of statistical analysis.
3. To expose them to the areas of application of knowledge in business firms and industrial organizations.
4. To enable them to acquire the knowledge of various non-parametric statistical tools.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the methods of central tendencies.	K2
CO2	Apply the rules of probability and its distribution.	K3
CO3	Identify the type of sampling techniques, proportions and its sample size.	K3
CO4	Analyze the data using parametric and non-parametric test.	K4
CO5	Evaluate the problem of correlation analysis, regression analysis method of least squares and index numbers.	K5

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		M			M		
CO2	L	M	L		M		
CO3				L			L
CO4						M	
CO5						M	

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Descriptive Measures   **L-9, T-3**

Collection of data - Classification of data - tabulation of data - Diagrammatic and graphic presentation of data - Measures of central tendency - Measures of variation and skewness.

Unit II: Introduction to Probability & Probability Distributions   **L-9, T-3**

Basic definition and rules for probability addition theorem - Multiplication theorem - Conditional probability - Bay's theorem - Simple problems of probability - Probability distributions: Binomial, Poisson, Normal and Uniform distributions.

Unit III: Sampling & Statistical Inference   **L-9, T-3**

Sampling techniques - sampling distribution and standard error - one sample and two sample tests for means and proportions of large samples (z-test) - One sample and two sample tests for means of small samples (t-test) - Sample size.

Unit IV: Non-Parametric Test   **L-9, T-3**

Chi-square test - Chi-square tests for independence of attributes - goodness of fit - Run test - Rank sum test - Mann Whitney U test and Kruskal Wallis test - One sample run test.

Unit V: Correlation and Regression   **L-9, T-3**

Correlation - Rank Correlation - Repeated Rank Correlation - Regression - Estimation of Regression line - Method of Least Squares - Applications of Odd and Even Case.

Total: 60 Periods

8. Text Books
1. Arora P. N. and Arora S., "Statistics for Management", S. Chand Publishing5th Edition.

9. Reference Books
1. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", Tata McGraw Hill Publishing Company Ltd., 6th Edition, New Delhi, 2012.
2. Vohra N. D, "Quantitative Techniques in Management", Tata McGraw Hill, 2010.
3. Anderson,, Sweeney Williams "Solutions Manual to Accompany An Introduction to Management Science Quantitative Approaches To Decision", Cengage , 12th Edition, 2012
4. Ken Black, "Applied Business Statistics", Wiley India Edition, 7th Edition, 2012.
5. Dahlia Remler, Gregg Van Ryzin, "Research Methods in Practice", Tata McGraw Hill, 2011.

Course Code	Course Title	L	T	P	C
30211MG105	**ACCOUNTING FOR MANAGERS**	3	1	0	4

1. Preamble

This course is designed for Managers to prepare financial statements to tell the outside world about their activities, performance, setbacks, opportunities and challenges. Those who are dealing with the business organizations benefit by being able to read, understand, analyze and interpret financial statements. Also, the course 'Accounting for Managers' thereby focuses on what the user of accounting information needs to know about accounting. For the purpose of analysis, techniques like Du Pont analysis, trend analysis, and year-on-year change analysis would be used. Annual reports of various companies would be used for analysis.

2. Prerequisite

A foundation / bridge course on accounting.

3. Links to Other Courses

Link to Management Accounting and Cost Accounting.

4. Course Educational Objectives

Through this course the students will be able: -
1. To instill analytical skills for achieving better careers in financial analysis.
2. To analyze and interpret the company's Annual Report s'.
3. To effectively use accounting information for managerial decision making.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the basics of accounting system	K2
CO2	Illustrate the Accounting Cycle	K2
CO3	Analyze the contents of annual reports.	K4
CO4	Identify the financial statements of the Company.	K3
CO5	Analyze the financial reports through cash flow statement	K4

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						H
CO2	H	H	H	H	H	M	H
CO3	H	H	H	M			H
CO4		H		H	H		H
CO5	L	H			M		H

H- High; M-Medium; L-Low

7. Course Contents
Unit I: The Accounting System   L-9, T-3
Accounting as a business language; Accounting function and its emerging role; financial accounting and management accounting - Accounting Concepts & Conventions: Generally Accepted Accounting Principles – Balance Sheet and Income Statement Concepts - Double Entry method - Accrual Basis Vs. Cash Basis - Understanding accounting transactions - Transaction analysis - Practice questions.

Unit II: Accounting Standards and Accounting Mechanics   L-9, T-3
Overview of all accounting standards **- A**ccounting Process; balancing accounts; The trial Balance - Adjusting entries - Preparation of P & L a/c and Balance sheet.

Unit III: Understanding Annual Reports   L-9, T-3
An introduction to annual reports - Consolidated and Standalone - Qualitative contents - Understanding Notes to accounts, Annual reports of banks and insurance companies and different companies and reports - Scrutiny of each item of the income statement & balance sheet and referring respective the schedules for understanding.

Unit IV: Analysis of Financial Statements   L-9, T-3
Liquidity ratios - Activity ratios - Solvency ratios - Profitability ratios in terms of sales and in terms of investment - Stock market valuation ratios - Du Pont Analysis: Using ratios as a tool for analysis - Constructing a Du Pont Chart - Showing the effect of change of individual item on profitability.

Unit V: Cash Flow Statement – Financial Reporting   L-9, T-3
Presentation and understanding of cash flow statement; Cash flow Statement as per Accounting Standard-3; Analysis of cash flow positions positive versus negative cash flows from Annual Reports and interpreting the same.

Total: 60 Periods

8. Text Books
   1. Narayanaswamy R., "Financial Accounting: A Managerial Perspective", 5th Edition, PHI Learning, 2006.

9. Reference Books
   1. Hanif and Mukherjee, "Financial Accounting", 1st Ed., McGraw Hill Education, 2018.
   2. Ambrish Gupta, "Financial Accounting for Management: An analytical perspective" Pearson, 2018.
   3. Horngren, Sundem, Elliott, & Philbrick, "Introduction to Financial Accounting", Ninth Edition, Prentice Hall, 2006.
   4. Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe, Bradford D. Jordan, Modern "Financial Management", International Edition, 2011.
   5. Elliott, B. and Elliott, J., "Financial Accounting and reporting", 12th Edition. Prentice Hall, 2008.

Course Code	Course Title	L	T	P	C
30211MG106	**MANAGERIAL COMMUNICATION**	2	1	0	3

1. Preamble

This course will provide students the skills vital for every manager to be adept at business organizations. All functions in an organization require communication. Communication for managers is focused on creating reading, comprehension, writing and speaking skills in every student. The emphasis is on 'learning by doing'.

2. Prerequisite

Basic knowledge about interpersonal and mass communication skills.

3. Links to Other Courses

Fundamental to MBA courses and all Professional PG disciplines.

4. Course Educational Objectives

Through this course the students will be able: -
1. To understand the basics of communication.
2. To understand the real time problems through structured case study analysis methods.
3. To understand the importance of verbal and nonverbal communication.
4. To enable the students to develop and enhance skills for drafting clear, concise, audience centric Business documents.
5. To provide an insight into what employers look for during an employment interview and pre-employment testing and to improve reading and Comprehension Skills of students.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the concept of communication.	K2
CO2	Identify the best way of reading and analyzing the case-based learning.	K3
CO3	Explain the importance of verbal and non-verbal communication.	K2
CO4	Interpret the corporate documentation for professional communication.	K2
CO5	Demonstrate the student's presentation skills for better exposure in corporate world.	K2

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						M
CO2	H	H					
CO3					M		M
CO4	H	H	M	M	M	M	
CO5		H	M	M		M	

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Understanding Communication   L-9
Meaning & Definition, Role, Classification - Purpose of communication - Communication Process - Characteristics of successful communication - Importance of communication in management - Communication structure in organization - Communication in conflict resolution - Communication in a cross - cultural setting.

Unit II: Recent Trends: Case Method of Learning   L-9
Understanding the case method of learning - Different types of cases - Reading a case properly: previewing, skimming, reading, scanning - Case analysis approaches: Systems, Behavioral, Decision, and Strategy - Analyzing the case - Discussing and Presenting a Case Study.

Unit III: Nonverbal & Verbal Communications   L-9
Non-Verbal Communication: Meaning - Principles of successful oral communication - Barriers to communication - Conversation control - Reflection and Empathy: two sides of effective oral communication - Modes of Oral Communication - Listening as a Communication Skill, Non-Verbal communication, Business etiquette. Verbal Communication: Purpose of writing - Clarity in writing - Principles of effective writing - Approaching the writing process systematically: The 3X3 writing process for business communication: Pre-writing - Writing - Revising - Specific writing features - Coherence - Electronic writing process.

Unit IV: Professional Communications   L-9
Part A: Business Letters and Reports: Introduction to business letters - Types of Business Letters - Writing routine and persuasive letters - Positive and Negative messages. Writing Reports: Purpose, Kinds and Objectives of reports - Organization &Preparing reports - Writing memos
Part B: Group Communication: Meetings - Planning meetings - objectives - participants - timing - venue of meetings - leading meetings. Meeting and Documentation: Notice, Agenda, and Resolution & Minutes.

Unit V: Presentation Skills   L-9
Presentation - Elements of presentation - Designing & Delivering Business Presentations - Advanced Visual Support for Managers - Employment communication**:** Introduction - Composing Application Messages   Writing CVs - Group discussions - Interview skills - Devices for communication, social media (Linked In).

                                                            TOTAL: 45 PERIODS

8. Text Book
1. Chaturvedi P.D, & Mukesh Chaturvedi, "Business Communication: Concepts, Cases and Applications", 2nd Edition, Pearson Education, 2011.
2. Lesikar, Flatley, Rentz & Pande, "Business Communication", 11th Edition, TMH, 2010.

9. Reference Books
1. Penrose, Rasberry, Myers, "Advanced Business Communication" 5th Edition, Cengage Learning, 2004.
2. Lehman, DuFrene, Sinha, "Business Communication" Cengage Learning, 2nd Edition, 2012.
3. Mary Ellen Guffey, "Business Communication: Process and Product" 3rd Edition, Cengage Learning, 2002.
4. Geraldine E. Hynes, "Managerial communication strategies and application", Himalaya Publishing, 2008.

Course Code	Course Title	L	T	P	C
30211MG107	**ENTREPRENEURSHIP DEVELOPMENT**	3	0	0	3

1. Preamble

This course is to develop entrepreneurial motivation and impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. This course gives insights about the environment that prevail to succeed as an entrepreneur and covers all the aspect to start a small business.

2. Prerequisite

Candidates should have basic knowledge about business to understand this subject

3. Related Courses

Business Ethics & Corporate Social responsibility

4. Course Educational Objectives

Through this course the students will be able: -
1. To know the basic concepts about entrepreneurship its types and the characteristics of successful entrepreneurs
2. To understand the entrepreneurial environment and the role of family in influencing entrepreneurs.
3. To create or generate ideas for business and to formulate a business plan, the ways to evaluate it and present it
4. To appraise the resources needed to start a small business and to study about the taxation benefits and types of investors.
5. To make students familiarize with the monitoring and evaluation of business. To understand how-to wind-up organization and to study about successful entrepreneurs

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the basic concepts of entrepreneurship.	K2
CO2	Build the entrepreneurial environment and its impact of entrepreneurs.	K3
CO3	Create the ideas for Business Plan Preparation	K6
CO4	Prioritize the resources needed to start a small business.	K5
CO5	Apply the strategy concept of Small Business Management	K3

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	L	M		H	H
CO2	M	H	M	H	M	H	L
CO3	H	H	L	M	M	H	H
CO4	L	H		H	M	H	H
CO5	M	H	M		H	H	H

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Introduction **L-9**
Entrepreneurship- Definition - Concept-Evolution - Characteristics of Successful Entrepreneur - Entrepreneurship as a Career - Entrepreneurial Decision process - Need for Entrepreneurs - Types of Entrepreneurs - Intrapreneur - Technopreneur - Netpreneur - Ecopreneur - Social Entrepreneurship.

Unit II: Entrepreneurial Environment **L-9**
Business Environment - Role of Family and Society Factors affecting Entrepreneur growth - Women Entrepreneurs - Agripreneurship - Entrepreneurship Development Programmes - Central and State Government Policies and Regulations

Unit III: Business Plan Preparation **L-9**
Sources of Business Ideas - Methods of generating ideas - Creative problem solving - Test of feasibility - Business Plan - Scope - Value - Evaluation - Presentation - Contents of Business Plan - Sample Business Plan

Unit IV: Launching of Small Business **L-9**
Finance and Human Resource Mobilization - Institutional finance to entrepreneurs - Institutional support to entrepreneurs - Taxation benefits - Role of Industries / Entrepreneurial association and Self-Help groups - Role of Incubators - Angel Investors - Venture capital

Unit V: Small Business Management **L-9**
Monitoring Business - Evaluation of Business - Preventing Sickness - Rehabilitation of Business - Exit strategy - Succession - Harvesting strategy - Biographical study of Entrepreneurs - Start-ups.

TOTAL: 45 PERIODS

8. Text Book
1. Khanka S.S., "Entrepreneurial Development", S. Chand and Company Limited, New Delhi, 2013.
2. Robert D Hisrich, Michael P Peters, "Entrepreneurship", 6th Ed., Tata McGraw Hill, New Delhi, 2010.

9. Reference Books
1. Mathew Manimala, "Entrepreneurship Theory at the Crossroads", Paradigms & Praxis, Biztrantra, 2nd Edition, 2012
2. Saravanavel P., "Entrepreneurial Development", Ess Pee kay Publishing House, Chennai, 2009.
3. Donald F Kuratko, T.V Rao, "Entrepreneurship: A South Asian perspective", Cengage Learning, 2012.
4. Shilpi Chakravarty, "Basis of Entrepreneurship Development", Amazon Kindle Ed., E-Book, 2017.

Course Code	Course Title	L	T	P	C
30211MG301	**INFORMATION TECHNOLOGY FOR BUSINESS (Laboratory)**	**0**	**0**	**4**	**2**

1. Preamble

This course Information Technology for Business provides an introduction to the basic concepts of data processing and preparing documents, presentations for business needs. Data driven decision making in business has grown enormously in the last few years, and today this sector is a multi-billion-dollar industry. This course covers the principles of business data processing for decision making in business functions.

2. Prerequisite

This course demands the understanding of fundamentals of computers in school level education

3. Links to Other Courses

This course is linked to IT & Business Analytics elective courses.

4. Course Educational Objectives

Through this course the students will be able: -
1. The goal is to train in word processing and business document creation with Microsoft Word, and teach the functionalities of Microsoft PowerPoint for creating business presentations.
2. To create knowledgebase in use of Excel and its basic features in spreadsheet manipulations.
3. To demonstrate the advanced features of Microsoft Excel.
4. To give practical exposure on Google drive and forms.
5. To create simple databases and generate reports.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Discover the various tools used under Ms Word	K4, S3
CO2	Utilize Ms Power point to make attractive presentations.	K3, S2
CO3	Evaluate advance excel tools to solve business problems.	K5, S3
CO4	Examine open-source web-based tools for document creation and management.	K4, S3
CO5	Assess business analytical and business intelligence tools like python, tableau, power BI and google studio.	K5, S3

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H			H			H
CO2				H			H
CO3	H	H		H			H
CO4				H			H
CO5	H	H		H		L	H

H- High; M-Medium; L-Low

7. Course Contents

1. Drafting Quotation Letter to the Company Using Tables in MS Word	CO1
2. Organizational Chart Using Smart Art in MS Word	CO1
3. Company Anniversary Invitation Letter Using Mail Merge in MS Word	CO1
4. Presentation About Company Profile Using Slide Masters and Transition in MS PowerPoint	CO2
5. Students Mark Statement Analysis Using Conditional Formatting	CO3
6. Employees Pay Roll Calculation Using Conditional Formatting and Pivot Tables	CO3
7. Order Tracking Using Vlookup Function	CO3
8. Calculation of Mean, Variance, Standard Deviation, Skewness and Kurtosis Using Statistical Functions in MS Excel	CO3
9. Creating Drive in Google, File Upload and Download	CO4
10. Online Survey Using Google Forms	CO4
11. Study on Numpy, Statsmodels, and Pandas Packages	CO5
12. Bar Chart using Python	CO5
13. Import CSV File and Display First Five Rows Using Python	CO5
14. Import Excel File and Show Last Five Rows Using Python	CO5
15. Descriptive Analytics Using Python	CO5
16. Dashboard Creation Using Tableau	CO5
17. Story Point in Tableau	CO5
18. Dashboard Creation Using Power BI	CO5
19. Data Visualization Using Google Data Studio	CO5

Total: 60 Periods

8. Rubrics for Internal Assessment

Rubrics for evaluation of laboratory experiment

Performance in conducting experiment (5)	Result and Analysis (3)	Viva Voce (3)	Record (4)	Total (15 Marks)

Rubrics for evaluation of model laboratory test experiment

Performance in conducting experiment (15)	Result and Analysis (5)	Viva Voce (5)	Total (25 Marks)

9. Rubrics for Semester end Laboratory Examination

Performance in conducting experiment (30)	Result and Analysis (20)	Viva Voce (10)	Total (60 Marks)

10. Text Books

1. Michael "Price Office in Easy Steps, In Easy Steps", 2019,
2. EMC Education Services, "Data Science and Big Data Analytics Discovering, Analyzing, Visualizing and Presenting Data", Wiley, 2019.
3. Daniel G. Murray, "Tableau Your Data! Fast and Easy Visual Analysis with Tableau Software", Wiley, 2nd Edition, 2016,

11. Reference Books

1. Kalilur. Rahman "Python Data Visualization Essentials Guide", BPB Publications, 2021.
2. Purna Chander Rao. Kathula, " Hands-on Data Analysis and Visualization with Pandas", BPB Publications, 2020.

Independent Learning

Course Code	Course Title	L	T	P	C
30214MG401	**RURAL DEVELOPMENT PROGRAMME**	0	0	4	2

1. **Preamble**

   Rural development is a unique and vital field, focusing on the improvement of the quality of life and economic well-being of people living in rural areas. Education is a cornerstone in rural development. It empowers individuals with the knowledge and skills needed to break the cycle of poverty and contribute to their community's economic and social growth. Infrastructure such as roads, electricity, water supply, and internet connectivity are crucial. Good infrastructure improves access to markets, education, health care, and other critical services.

2. **Prerequisite**

   Basic understanding about Rural Development

3. **Links to Other Courses**

   Fundamental to Rural Development Planning and Management.

4. **Description:**

   This course is included as an integral part of the curriculum to expose students to rural realities with an emphasis on rural development. The ultimate goal of rural development is to create a more balanced socio-economic landscape, where rural areas are not left behind in the progress of a nation. This rural development programme duration is 30 hours.

5. **Course Outcomes:**

   Upon successful completion of the village visit, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the overview of the Rural Development Program	K2
CO2	Identify the objectives of the field study.	K3
CO3	Make use of the observation and data collection of the field study.	K3
CO4	Analyze the problem identification of the field study.	K4
CO5	Interpret the solutions and implementation strategy of the field study.	K5

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1							
CO2	H	M					
CO3					M		
CO4	H	M	H	H			
CO5	H		H				

H- High; M-Medium; L-Low

7. Course Contents

- **Overview of Rural Development Programme -** Meaning – Concept of Rural Development – About UBA.
- **Rural Development Schemes -** Rural Development Schemes like MGNREGA, RSVY, IAY, SGRY in India.
- **Understanding Rural Society through Filed Study**
- **Education and Facilities in Rural Areas -** Problems of Schools and College Education. - Community Facilities and Services like Water, sanitation, electricity, housing, etc. - Rural Health Care Services.
- **Field Study Report Writing**

8. Course Rubrics

Evaluation Items	Marks
Rural Diary	10
Qualitative Feedback (Finding Gap)	20
Presentation	20
Rural report	30
Periodic Interaction with Guide	20

Course Code	Course Title	L	T	P	C
30214MG402	**SEMINAR - I INDUSTRY ANALYSIS**	**0**	**0**	**4**	**2**

1. Preamble

To gain insights into the historical, organizational, market related, financial, governance, leadership and social responsibility aspects of a real-world business organization. To gain exposure to the regional, national and global footprint of a real-world business organization. To identify the future plans of the real-world organizations using website, balance sheet and other information available in the public square.

2. Prerequisite

Seminar – I Industry analysis reports contain a wealth of information specific to industry type. This includes current trends, opportunities, threats, challenges, and critical issues. They also contain financial benchmark information that may be used for comparison against those in the industry. This report is a critical component of understanding the current state of a given industry.

3. Links to Other Courses

This course will assist to the students to know the managerial activities in organization, and its various functions.

4. **Course Outcomes:**

Upon successful completion of this course, students will be able to:

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the key principles and management philosophies of the industry's participants.	K2
CO2	Analyze the overall structure, different departmental hierarchies, and recent performance of an organization using trends and charts.	K4
CO3	Evaluate the positive and negative aspects, main difficulties, and potential facing a real-world business organization in the near future.	K5

5. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	L	M	L	M	M
CO2	M	H	L	H	M	L	M
CO3	M	H	M	H	M	M	M

H- High; M-Medium; L-Low

6. **Course content**

1, Enterprise: History and background

2. Organizational Structure

3. SWOT Analysis

Table: Rubrics for evaluation of seminar

Quality of Content (40 Marks)	Presentation (20 Marks)	Question and Answer (40 Marks)	Total (100 marks)

VTR PGM - 2021
Semester II Course Details

S. No.	Course Code	Course Title	Type	L	T	P	C
1.	30211MG108	Marketing Management	PC	3	0	0	3
2	30211MG109	Applied Operations Research	PC	3	1	0	4
3.	30211MG110	Financial Management	PC	4	0	0	4
4	30211MG111	Human Resource Management	PC	3	0	0	3
5.	30211MG112	Business Research Methods	PC	3	0	0	3
6.	30211MG113	Operations Management	PC	3	0	0	3
7.	30211MG114	Business Ethics and Corporate Social Responsibility	PC	3	0	0	3
8.	30211MG302	Data Analysis for Managers (Laboratory)	PC	0	0	4	2
9.	30214MG403	Seminar - II Market Survey	IL	0	0	4	2
Total Credits							**27**

Semester II

Course Code	Course Title	L	T	P	C
30211MG108	**MARKETING MANAGEMENT**	3	0	0	3

1. Preamble

This course provides the importance of marketing as the interface between the organization and the consumer and its potential to generate revenue. The course introduces basic concepts of   marketing like buying behavior, product planning and pricing, distribution channel, segmentation, targeting, positioning etc.

2. Prerequisite

The students could have the basic fundamentals of marketing concepts as a prerequisite to this course.

3. **Links to Other Courses**

Linked with Integrated Marketing Communications, Consumer Behavior, Sales and Distribution etc.

4. **Course Educational Objectives**

Through this course the students will be able: -
1. To understand the basic concepts of marketing.
2. To know the buyer attitude towards decision making and its process.
3. To understand product, it's branding and pricing concepts.
4. To understand the distribution channel and Integrated Marketing Communications.
5. To understand the basic fundamentals underlying of CRM, services, rural, digital etc.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the scope and philosophies of marketing.	K2
CO2	Identify the segmentation targeting positioning and buying behaviour	K3
CO3	Elaborate the concepts of product life cycle, branding and pricing.	K6
CO4	Determine the marketing channels and sales management.	K5
CO5	Make use of contemporary marketing approaches like digital, services, rural, international strategies with CRM.	K3

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L		M	L	M	H
CO2	M	H	M	H	H	H	M
CO3	M	H	L	M		H	M
CO4	M	H	M	H	H	H	M
CO5	M	H		H	H	H	M

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Introduction to Marketing   **L-9**
Definition of Marketing - Importance and Scope of Marketing - Philosophies of marketing management - Scanning marketing environment - Market Research - Marketing Mix.

Unit II: STP and Buying Behaviour   **L-9**
Market segmentation - Targeting and Positioning - Buying population - Key psychological process - Motivation, perception, learning, emotions and memory - Buying decision process -organizational Buying - buying process.

Unit III: Product Planning and Pricing   **L-9**
New Product Development - Product Life Cycle - Product Line & Product Mix - Brand Equity - Building brand equity - Packaging, labeling and warranties **-** Pricing Policies - Pricing Methods - Factors affecting pricing policies.

Unit IV: Marketing Channels and Sales Management   **L-9**
Channel design - Channel flows - Distribution Management - Retailing - Sales force - Advertising - Publicity - Personal Selling.

Unit V: Marketing in other areas   **L-9**
Basics of Customer Relationship Management, Service Marketing, Rural Marketing -   Digital Marketing - International Marketing Strategies - Marketing Ethics
                                         TOTAL: 45 PERIODS

8. Text Books
   1. Kotler, Kevin Keller, Mairead Brady, "Marketing Management: A South Asian per-spective" Pearson Education, 14th Edition, 2012.

9. Reference Books
   1. Saxena, "Marketing Management", Tata Mcgraw Hill, 4th edition, 2010.
   2. Ramaswamy, Namakumari, "Marketing Management: Global Perspective in India" Macmillan India Ltd, 4th edition, 2010.
   3. Sherlekar, "Marketing Management", Himalaya Publishing House, 4th edition, 2012.
   4. Arun Kumar, Meenakshi, "Marketing Management", Vikas Publishing House, 2nd Ed., 2010.
   5. Venugopal, "Marketing Management - A Decision making approach", Response, 1st Edition, 2010.

Course Code	Course Title	L	T	P	C
30211MG109	**APPLIED OPERATIONS RESEARCH**	3	1	0	4

1. Preamble

This course provides an in-depth insight into the concepts, theories, and techniques of Operations Research and Quantitative Techniques and their applications to planning, control, performance which could be successfully used for improving the quality of managerial decisions. This course has adopted a logical mathematical problems and solution approach to explain various aspects of Operations Research.

2. Prerequisite

Basic knowledge of mathematics and develop understanding of mathematical models.

3. Links to Other Courses

Research Methodology and Project Work

4. Course Educational Objectives

Through this course the students will be able: -
1. Ability to understand and analyze managerial problems in industry. more effectively.
2. Knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry.
3. Skills in the use of Operations Research approaches and computer tools in solving real problems in industry.
4. Mathematical models for analysis of real problems in Operations Research.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the concepts OR and illustrate the methods of LPP.	K2
CO2	Solve the transportation and assignment problem.	K3
CO3	Construct the network analysis and queuing theory models.	K3
CO4	Classify the types of replacement models and decision theory.	K2
CO5	Analyze the different models of game theory and the sequencing problems	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						
CO2		M					H
CO3			M		M	H	
CO4		M	M	M		H	H
CO5				M	M	H	H

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Introduction to OR and Linear Programming   **L-9, T-3**
Operation Research - Introduction, OR Models, Areas of Applications - Linear Programming (L.P.) - Formulation of L.P. Problem - Graphical Method – Excel solver - Minimization & Maximization Problems - Case in Linear Programming - Minimization & Maximization Problems.

Unit II: Transportation & Assignment Models   **L-9. T-3**
Transportation Models - Balanced / Unbalanced, Minimization / Maximization - The North-west Method, The Lowest Cost Method - Vogel's Approximation Method - The Stepping Stone Method - Modified Distribution (MODI) Method - Cases of degeneracy - Transportation problem with TORA - The Assignment Model (Hungarian Method) - Basic Assumptions.

Unit III: Network Analysis & Queuing Theory   **L-9, T-3**
Construction of Network - Rules & Precautions - C.P.M. & P.E.R.T. - Networks - Obtaining Critical Path - Time estimates for activities - Probability of completion of project - Determination of floats: total, free, independent & interfering - Queuing Theory - Single and Multi - Channel Models.

Unit IV: Decision Theory and Replacement Models   **L-9, T-3**
Decision making under risk - Decision trees - Decision making under uncertainty - Application of simulation techniques for decision making - Replacement Models - Replacement of Items that Deteriorate whose maintenance costs increase with time without change in the money value - Replacement of items that fail suddenly - Individual replacement policy & group replacement   policy - Cases on replacement theory.

Unit V: Game Theory and Sequencing   **L-9, T-3**
Game Theory - Definition - Saddle Point - Two Person Zero Sum Game - Pure and Mixed Strategies - Algebraic Solution Procedure - Graphical Solution - Principle of Dominance. Sequencing Problem - Processing of n Jobs through Two Machines and m Machines - Graphical Method of Two Jobs Machines Problem - Case in Game Theory.

Total: 60 Periods

8. Text Books
1. Kanti Swarup, P K Gupta, Man Mohan, "Operations Research", Sultan Chand & Sons, 2014.

9. Reference Books
1. Anderson, D.R., Sweeney, D.J., Williams, T.A, Martin, K, "An Introduction to Management Science: Quantitative Approach to Decision Making", South Western, 13th Edition, 2012.
2. Gupta P.K, Hira D.S, "Problem in Operations Research", S. Chand and Co, 2007.
3. Mohan, C, Deep, Kusum: "Optimization Techniques", New Age, 2009.
4. Mittal, K. V, Mohan, C. "Optimization Methods in Operations Research and Systems Analysis", New Age, 2003.
5. Hamdy A Taha, "Introduction to Operations Research", Prentice Hall India, Seventh Edition, Third Indian Reprint, 2004.

Course Code	Course Title	L	T	P	C
30211MG110	**FINANCIAL MANAGEMENT**	**4**	**0**	**0**	**4**

1. Preamble

This course is an introductory course in financial management. It builds upon the basic concepts introduced in the Foundations of Finance and stresses the modern fundamentals of corporate financial decision making with special reference to investment, financing and dividend distribution. The course is a blend of theory and practice.

2. Prerequisite

A foundation of accounting

3. Links to Other Courses

This course serves as a basis for Strategic Financial Management.

4. Course Educational Objectives

Through this course the students will be able: -

1. To familiarizes students with the financial aspects of identifying a business's monetary requirements, resource composition, fund origins and applications.
2. To risks and costs associated with different types of resources and financing.
3. To audits the course can take up careers in the finance department of manufacturing and service organizations.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the fundamentals of Financial Management	K2
CO2	Explain the capital structure and its theories	K2
CO3	Apply the Cost of Capital and leverage to improve the Financial Performance of Company	K3
CO4	Analyze the working capital and policies of different types of firms.	K4
CO5	Choose the appropriate capital budgeting techniques for making Investment decision	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						H
CO2							
CO3		M			M		
CO4		M					H
CO5			L		M	L	H

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Financial Management – Introduction   **L-12**
Introduction to Financial Management - Meaning, objectives, Goals of Financial Management - Finance Functions - Interface between Finance and other business functions - Role of finance managers - Time value of money: Introduction, Rationale, Future Value, Present Value, Present Value of Annuity - Future Value of Annuity.

Unit II: Capital Structure   **L-12**
Introduction to Capital Structure - Features of an Ideal Capital Structure - Factors Affecting Capital Structure - Capital Structure Theories.

Unit III: Cost of Capital & Leverage   **L-12**
Cost of Capital: Introduction - Meaning - Cost of Specific Sources of Finance, Weighted Average Cost of Capital - Introduction, Operating Leverage, Application of operating   leverage, Financial Leverage, Combined Leverage.

Unit IV: Working Capital Management   **L-12**
Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle Determinants - Working Capital Planning - Monitoring & Controlling - Working Capital Financing - Estimation of Working Capital - Working capital policy of different types of firms

Unit V: Capital Budgeting   **L-12**
Capital Budgeting: Purpose, objective, process and nature - Types of Projects - Evaluation Techniques: non-discounted and discounted cash flow approaches - payback period method, accounting rate of return, net present value, internal rate of return, modified internal rate of return, discounted payback period and profitability index - Project selection of unequal lives.

Total: 60 Periods

8. Text Book
1. Prasanna Chandra," Financial Management Theory and Practice", 9th edition, Tata McGraw Hill, 2012.

9. Reference Books
1. Aswat Damodaran, "Corporate Finance Theory and practice", John Wiley & Sons, 2011.
2. James C. Vanhorne," Fundamentals of Financial Management", PHI Learning, 11th Ed., 2012.
3. Brigham, "Financial Management Theory and Practice", 12th Edition, Cengage Learning, 2010.
4. Khan M.Y. and. Jain P.K., "Financial Management, Text, Problems and cases", Tata McGraw Hill, 6th edition, 2011.
5. Pandey M.," Financial Management", Vikas Publishing House Pvt. Ltd., 10th edition, 2012.

Course Code	Course Title	L	T	P	C
30211MG111	**HUMAN RESOURCE MANAGEMENT**	3	0	0	3

1. Preamble

This course provides students with the basic principles of human resource management how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. The students may apply the concepts in current work environments. The course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people etc.

2. Prerequisite

Basic knowledge of Organizational Behaviour and Principles of Management

3. Links to Other Courses

Talent Management, Performance Management, Labour Management.

4. Course Educational objectives

Through this course the students will be able: -

1. To provides a foundation in human resource management concepts, process and strategy.
2. To enable the students to build a career in HR.
3. It enables the students to understand the importance of training and development.
4. To impart theoretical knowledge and practice in the area of performance management.
5. To solve the issues in current work environment.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the importance of human resource management.	K2
CO2	Classify human resources planning in recruitment and selection process.	K2
CO3	Examine the training requirements to the individual and organizational development.	K4
CO4	Develop the performance-based compensation plan.	K3
CO5	Select the appropriate performance evaluation techniques.	K3

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						M
CO2		H	H	M		M	M
CO3	M	H				M	
CO4			H		M		
CO5		H	H	M	M		

H- High; M-Medium; L-Low

7. Course Contents

Unit I Introduction   **L- 9**
Evolution of Human Resource Management - The importance of the human factor -   Challenges -Inclusive growth and affirmative action - Role of human resource manager - Human resource policies - Computer applications in Human Resource Management - Human resource accounting and audit.

Unit II Human Resource Planning   **L-9**
Importance of Human Resource Planning - Forecasting human resource requirement - matching supply and demand - Internal and External sources. Recruitment - Selection - Induction -   Socialization benefits.

Unit III Training and Executive Development   **L-9**
Types of training methods - purpose - benefits - resistance. Executive development programmes - Common practices - Benefits - Self-development - Knowledge management.

Unit IV Sustaining Employee Interest   **L-9**
Introduction to Compensation plan - Reward - Motivation - Application of theories of motivation - Career management - Career Mobility Framework - Development of mentor - Protégé relationships - HR Work Day.

Unit V Performance Evaluation and Control Process   **L-9**
Method of performance evaluation - Feedback - Industry practices - Promotion, Demotion, Transfer and Separation - Implication of job change - The control process - Importance - Methods - Requirement of effective control systems grievances - Causes - Implications - Redressal methods – Exit Strategy.

TOTAL: 45 PERIODS

8. Text Book
1. Gary Dessler, "Human Resource Management", Pearson Education Limited, 2007.

9. Reference Books
1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. "Managing Human Resource", PHI Learning, 2012.
2. Decenzo and Robbins," Human Resource Management", Wiley, 8th Edition, 2007.
3. Bernadin,"Human Resource Management", Tata McGraw Hill, 8th edition, 2012.
4. Wayne Cascio, "Managing Human Resource", McGraw Hill, 2007.
5. Ivancevich, "Human Resource Management", McGraw Hill, 2012.

Course Code	Course Title	L	T	P	C
30211MG112	**BUSINESS RESEARCH METHODS**	**3**	**0**	**0**	**3**

1. Preamble

Business research is a process of planning, acquiring, analyzing and disseminating relevant data, information and insights to decision makers in ways that mobilize the organization to take appropriate actions that, in turn, maximize business performance.

2. Prerequisite

Basic concepts of quantitative techniques.

3. Links to Other Courses

Marketing Research, Summer Internship and Final Project.

4. Course Educational Objectives

Through this course the students will be able: -
1. Explain fundamental research philosophies and approaches pursued by business scholars.
2. Identify the methodological approaches that are suitable to investigate different types of research questions and hypotheses.
3. Interpret the meaning of the most important statistical indicators featured in quantitative analyses such as regression, factor analysis and structural equation modeling.
4. Describe the main features of different qualitative methods, including interview approaches, case studies, grounded theory analysis etc.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the fundamental of business research methods	K2
CO2	Identify the research design and measurement of scales.	K3
CO3	Examine the appropriate data collection methods and sampling techniques.	K4
CO4	Assess the suitable statistical techniques using SPSS.	K5
CO5	Utilize the vital components of research report writing and its ethics	K3

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	L	M	L	M	H
CO2	M	H	L	M	M	M	H
CO3	M	H		H	M	H	L
CO4	L	H	L	H		H	M
CO5	M	M	L	M	H	M	H

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Introduction   **L-9**
Business Research - Definition and Significance - the research process - Types of Research - Exploratory and causal Research - Theoretical and empirical Research - Cross - Sectional and time - series Research - Research questions / Problems - Research objectives - Research Hypotheses

Unit II: Research Design and Measurement   **L-9**
Research design - Definition - types of research design - exploratory and causal research design - Descriptive and experimental design - Variables in Research - Measurement and scaling -Different scales - Construction of instrument - Validity and Reliability of instrument.

Unit III: Data Collection   **L-9**
Types of data - Primary Vs Secondary data - Methods of primary data collection - Survey Vs Observation - Experiments - Construction of questionnaire and instrument - Validation of questionnaire - Sampling plan - Sample size - determinants optimal sample size - sampling techniques - Probability Vs Non–probability sampling methods.

Unit IV: Data Preparation and Analysis   **L-9**
Data Preparation - editing - Coding - Data entry - Validity of data - Qualitative Vs Quantitative data analyses - Bivariate and Multivariate statistical techniques - Application of statistical software for data analysis - SPSS & AMOS.

Unit V: Report Design, Writing and Ethics in Business Research   **L-9**
Research report - Different types - Contents of report - need of executive summary - Chapterization - contents of chapter - report writing - report format - ethics in research - significance of plagiarism, references and citation in research.

                                              TOTAL: 45 PERIODS

8. Text Book
1. Kothari C.R. & Gaurav Garg, "Research Methodology Methods and Techniques", New Age International, 4th Edition, 2019.

9. Reference Books
1. Alan Bryman and Emma Bell, "Business Research methods", Oxford University Press, 3rd Edition, New Delhi, 2011.
2. Uma Sekaran and Roger Bougie, "Research methods for Business", Wiley India, New Delhi, 5th Edition, 2012.
3. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, "Business Research methods - A South Asian Perspective", Cengage Learning, New Delhi, 8th Edition, 2012.
4. Donald R. Cooper, Pamela S. Schindler and J K Sharma, "Business Research methods', Tata Mc Graw Hill, New Delhi, 11th Edition, 2012.
5. Panneerselvam. R, "Research Methodology", PHI Learning, 2nd Edition, 2014.
6. Prahlad Mishra, "Business Research Methods", Oxford University Press, First Edition, New Delhi, 2015.

Course Code	Course Title	L	T	P	C
30211MG113	**OPERATIONS MANAGEMENT**	3	0	0	3

1. Preamble

This course is a process of planning, acquiring, analyzing and disseminating relevant data, information and insights to decision makers in ways that mobilize the organization to take appropriate actions that, in turn, maximize business performance.

2. Prerequisite

Basic concepts of production methods

3. Links to Other Courses

All specializations related to production management

4. Course Objectives

Through this course the students will be able: -
1. To provide a broad introduction to the field of operations management
2. Explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.
3. To understand the material and project management

5. Course Outcomes

Upon successful completion of the course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the concepts of operations management.	K2
CO2	Apply the demand forecasting, capacity planning and facility design.	K3
CO3	Identify the factors of product design, process, work study and motion study.	K3
CO4	Examine the concept of materials management and JIT analysis.	K4
CO5	Select the scheduling techniques, Johnson's algorithm and Gantt charts.	K3

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1							
CO2	H	H		M	H	H	
CO3	H	H	M	M	H	H	
CO4	H	H	M		H		H
CO5					H	H	H

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Introduction to Operations Management   **L-9**
Operations Management - Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy - Strategic fit, framework; Supply Chain Management

Unit II: Forecasting, Capacity and Facility Design   **L-9**
Demand Forecasting - Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods - Capacity Planning - Long range, Types, Developing capacity alternatives - Overview of sales and operations planning - Overview of MRP, MRP II and ERP. Facility Location - Theories, Steps in Selection, Location Models. Facility Layout - Principles, Types, Planning tools and techniques.

Unit III: Design of Product, Process and Work Systems   **L-9**
Product Design - Influencing factors, Approaches, Legal, Ethical and Environmental issues - Process - Planning, Selection, Strategy - Major Decisions - Work Study - Objectives, Procedure - Method Study and Motion Study - Work Measurement and Productivity - Measuring Productivity and Methods to improve productivity.

Unit IV: Materials Management   **L-9**
Materials Management - Objectives, Planning, Budgeting and Control - Purchasing - Objectives, Functions, Policies, Vendor rating and Value Analysis - Stores Management - Nature, Layout, Classification and Coding - Inventory - Objectives, Costs and control techniques - Overview of JIT - Six Sigma, Lean Management.

Unit V: Scheduling and Project Management   **L-9**
Project Management - Scheduling Techniques, PERT, CPM; Scheduling - work centers - nature, importance; Priority rules and techniques, Shop floor control; Flow shop scheduling - Johnson's Algorithm - Gantt charts; personnel scheduling in services.

TOTAL: 45 PERIODS

8. Text Book
   1. Aswathappa K and Shridhara Bhat K, "Production and Operations Management", Himalaya Publishing House, Revised Second Edition, 2008.

9. Reference Books
   1. William J Stevenson, "Operations Management", Tata McGraw Hill, 9th Edition, 2009.
   2. Russel and Taylor, "Operations Management", Wiley, Fifth Edition, 2006.
   3. Kanishka Bedi, "Production and Operations Management", Oxford University Press, 2004.
   4. Pannerselvam R, "Production and Operations Management", Prentice Hall India, Second Edition, 2008.
   5. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, "Operations and Supply Management", Tata McGraw Hill, 12th Edition, 2010.

Course Code	Course Title	L	T	P	C
30211MG114	**BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY**	**3**	**0**	**0**	**3**

1. Preamble

The globalization of business along with greater advances in technology has increased the complexity of ethical decision making in business. The purpose of this course is to help students improve their ability to make ethical decisions in business by providing them with a framework that they can use to identify, analyze, and resolve ethical issues in business decision making

2. Prerequisite

Principles of Management, Business Strategy and International Business Management

3. Related Courses

All the functional areas of Management

4. Course Educational Objectives

Through this course the students will be able: -
1. Learn to identify common ethical issues in business
2. Analyze and understand how businesspeople make ethical decisions and handle ethical issues
3. Learn about specific measures companies can take to build effective ethics programs
4. Understand major global ethics issues taking place in international business
5. Become familiar with how firms evaluate social responsibility activities.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the overview of business ethics and CSR.	K2
CO2	Classify the various CSR Issues and Human Rights	K3
CO3	Make use of CSR and Consumer Protection on Social Responsibility of Business	K3
CO4	Organize Ethics in International Business and its legal compliance	K3
CO5	Analyze the ethical issues of leading companies using Case Study	K4

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2	M	H	M			M	
CO3				H	M		H
CO4		H		H	M		H
CO5		H	M	H		M	H

High; M-Medium; L-Low

7. Course Contents

Unit I: Overview of Business Ethics & CSR   **L-9**
Definition & nature of Business ethics and CSR - Ethical and CSR problems in management in India - Ethical theories, Causes of unethical behavior & Ethical abuses; - Management of Ethics - Ethics analysis - Homer model

Unit II: CSR Issues   **L-9**
Environmental issues; balanced global environment Kyoto protocol of global warming, judicious use of natural resources. - Social issues; Labor and related issues - Ethics and human rights - Social responsibility of a business firm; Social responsibility of business stakeholder's response of Indian firms towards CSR.

Unit III: Social Responsibility of Business   **L-9**
CSR and Consumer Protection: Consumerism, unethical issues in functional aspects of management: sales, marketing and technology etc.; Ethics in practice - professional ethics for functional managers; impact of ethics on competitive strategy - Cost-benefit analysis of corporate social responsibility and good corporate citizenship

Unit IV: Ethics in International Business   **L-9**
Role of international trade and business organizations in developing business ethics and CSR, Legal compliance - Sarham Oxley Act (SOX) - Home and host country's regulations and compulsions of international agencies.

Unit V: Case Analysis   **L-9**
Case analysis top five successful and failure companies (leading corporate) in India

TOTAL: 45 PERIODS

8. Text Books
1. Khanka S.S., "Business Ethics and Corporate Social Responsibility", S. Chand Company and Pvt. Ltd., 1st Edition, 2014.

9. Reference Books
1. Larue Tone Hosmer, "The Ethics of Management", Richard D. Irwin Inc., 2010.
2. Luura P. Hartman Joe DesJardins, "Business Ethics", Mc Hill Education, 2013.
3. Joseph A. Patrick and John F. Quinn, "Management Ethics - integrity at work" Response Books: New Delhi, 1997.
4. Shaw W.H., "Business Ethics", Cengage Learning, 2016.
5. Sturtevant, F.D. "Business and Society" A Managerial Approach, 1990.
6. *Murthy C.S.V, "Business Ethics- Text and Cases", Himalayan Publishing House, 2010.*

Course Code	Course Title	L	T	P	C
30211MG302	**DATA ANALYSIS FOR MANAGERS (Laboratory)**	0	0	4	2

1. Preamble

Statistical analysis is playing a major role in project and research work. In the present era the top tier journals are expecting the researchers to use scientific approach to analyses the data collected through primary or secondary sources. This course will help the students to understand the process of analyzing the data and reporting the results in their research projects using SPSS software.

2. Prerequisite

This course demands the understanding of fundamentals of computers and statistics.

3. Links to Other Courses

This course is linked to Research Methodology and Project Work.

4. Course Educational Objectives

Through this course the students will be able: -
1. To classify the construct measurement process in social science research.
2. To demonstrate the univariate and Bivariate data analysis techniques.
3. To perform the data analysis using IBM SPSS.
4. To learn the process of reporting the results.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Examine tabular and diagrammatic representation of data using SPSS.	K4, S3
CO2	Analyze center of distribution and spread of the data.	K4, S3
CO3	Interpret hypothesis for parametric tests.	K5, S3
CO4	Interpret hypothesis for non - parametric test.	K5, S3
CO5	Assess the relationship between dependent and independent variables.	K5, S3

6. Correlation of COs with POs

CO Nos	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H		H			H
CO2	H	H		H			H
CO3	H	H		H			H
CO4	H	H		H			H
CO5	H	H		H			H

H- High; M-Medium; L-Low

7. Course Contents

1. Frequency table using SPSS	CO1
2. Graphical representation of data using SPSS	CO1
3. Central tendency using SPSS	CO2
4. Measures of dispersion using SPSS	CO2
5. Correlation	CO3, CO4
6. One Sample T-Test	CO3
7. Independent Sample T-Test	CO3
8. Paired sample T-Test	CO3
9. One-Way Anova	CO3
10. Chi-Square Test for goodness of fit	CO4
11. Chi-Square Test for Independence	CO4
12. Mann-Whitney U test	CO4
13. Krushkal Wallis test	CO4
14. Regression	CO5

Total: 60 Periods

8. Rubrics for Internal Assessment

Rubrics for evaluation of laboratory experiment

Performance in conducting experiment (5)	Result & Analysis (3)	Viva Voce (3)	Record (4)	Total (15 Marks)

Rubrics for evaluation of model laboratory test experiment

Performance in conducting experiment (15)	Result & Analysis (5)	Viva Voce (5)	Total (25 Marks)

9. Rubrics for End Semester Laboratory Examination

Performance in conducting experiment (30)	Result and Analysis (20)	Viva Voce (10)	Total (60 Marks)

10. Text Books
1. Greeson Ruben, "SPSS for Beginners: A Step-by-Step Guide to Learn about Statistical Data, Research Methods and Data Analysis Using the SPSS Program", MarkHollis publisher, 2021.
2. Roxy Peck, Chris Olsen and Jay Devore, "Introduction to Statistics and Data Analysis", 3rd Edition, Thomson Higher Education, 2018.

11. Reference Books
1. Jesus Salcedo, Keith McCormick, Jon Peck, Andrew Wheeler, SPSS Statistics for Data Analysis and Visualization, Wiley, 2017.
2. Andy Field, Discovering Statistics Using IBM SPSS Statistics, Sage Publications, 2018.

Independent Learning

Course Code	Course Title	L	T	P	C
30211MG403	**SEMINAR - II MARKET SURVEY**	**0**	**0**	**4**	**2**

1. Preamble

Market survey is playing a major role in project and research work. In the present era the top tier journals are expecting the researchers to use scientific approach to analyses the data collected through primary or secondary sources. This course will help the students to understand the process of analysing the data and reporting the results in their research projects using SPSS software.

2. Prerequisite

This course demands the understanding of fundamentals of Business Research methods.

3. Links to Other Courses

This course is linked to Business Research methods and Final projects.

4. Course Educational Objectives:

Through this course the students will be able: -
- ➢ Explain fundamental research philosophies and approaches.
- ➢ Identify the methodological approaches that are suitable to investigate different types of research questions and hypotheses.
- ➢ Interpret the meaning of the important statistical indicators.
- ➢ Describe the main features of different qualitative methods.
- ➢ Critically evaluate the quality of the methodological approaches covered in the course.

5. Course Outcomes

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the various approaches to collecting data related to the market.	K2
CO2	Identify the rules of possibilities and their distribution of data.	K3
CO3	Evaluate the type of sampling technique and its proportions and analyze the data using the statistical package	K5

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M	M	L	H	L	H
CO2	L	H	L	L	M	L	H
CO3	M	H	L;	M	M	L	H

H- High; M-Medium; L-Low;

7. Course Content:

Introduction: Identifying the Industry, collect the preliminary data about the industry.

Research Design: Effectively use the research design and measurement.

Data Collection and Analysis: Collecting the appropriate data based on the survey, preparation of data, analyses the qualitative and quantitative data and applying statistical software for data analysis SPSS.

Rubrics for evaluation of seminar

Quality of Content (40)	Presentation (20)	Question and Answer (40)	Total (100 marks)

VTR PGM - 2021
Semester III Course Details

S. No.	Course Code	Course Title	Type	L	T	P	C
1	30211MG115	International Business Management	PC	3	0	0	3
2		Elective – I	PE	3	0	0	3
3		Elective – II	PE	3	0	0	3
4		Elective – III	PE	3	0	0	3
5		Elective – IV	PE	3	0	0	3
6		Elective – V	PE	3	0	0	3
7		Elective – VI	PE	3	0	0	3
8	30214MG801	Summer Internship	IL	0	0	8	4
9		MOOC Course	IL	0	0	4	2
10	30214MG404	Seminar - III: Research Paper Writing	IL	0	0	4	2
Total Credits							**29**

Semester III - Programme Core

Course Code	Course Name	L	T	P	C
30211MG115	**INTERNATIONAL BUSINESS MANAGEMENT**	**3**	**0**	**0**	**3**

1. Preamble

This Course is to familiarize students with the Cross-Cultural behavior and its management for successful operations of the international firms. This course will discuss and describe will the theoretical foundations of international trade and enabling students to learn the pattern, structure and policy framework of international business management..

2. Prerequisite

Knowledge on Economics, Marketing Management and Business Ethics.

3. Links to Other Courses

Fundamental to all MBA courses

4. Course Educational Objectives

Through this course the students will be able to: -

1. To provide an opportunity to learn and understand how business is conducted in the international arena.
2. To allow students to gain managerial skills to meet the challenges in the global market.
3. This course will help to understand international strategies and foreign exchange
4. Students will acquire a comprehensive information about payment methods.
5. Students will learn trade related laws and strategies to enter into global markets.

5. Course Outcomes

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Build the drivers of international business and stages in globalization.	K3
CO2	Examine the theories of international trade and foreign direct investment	K4
CO3	Interpret the Foreign exchange management and foreign exchange markets in India.	K5
CO4	Analyze export and import finance measures.	K4
CO5	Discuss the multilateral trade laws like World Trade Organization – IPR, TRIPS, TRIMS, and GATS.	K6

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	L	H	M	M	
CO2	M	H	L	H	M		M
CO3	M	H	L	H	M	M	M
CO4	L	H		H	M	M	M
CO5	M	M	L	H	H	M	M

H-High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INTERNATIONAL BUSINESS ENVIRONMENT **L-9**
Definition and drivers of international business - Changing environment of international business - Country attractiveness - Globalization forces - Meaning, Dimensions and Stages in Globalization - Trading environment of international trade - Tariff and non-tariff barriers - Trade blocs and rise of new economies like Brazil, Japan, South East Asia and China as compared to India.

UNIT II: THEORIES OF INTERNATIONAL TRADE **L-9**
Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher - Ohlin Theory - Theories of Foreign Direct Investment: Product Life Cycle, Eclectic, Market Power, and Internationalization - Instruments of trade policy: voluntary export restraints, administrative policy, anti-dumping policy, balance of payment.

UNIT III: FOREIGN EXCHANGE MANAGEMENT **L-9**
Strategic compulsions - Strategic options - Global portfolio management Global entry strategy, different forms of international business - Introduction to foreign exchange management and definition - Management of foreign exchange with special reference of India - India's foreign exchange scenario - Fluctuations in foreign exchange rates and terminology of foreign exchange transactions and rate mechanism - Exchange rate policy and exchange control - Convertibility of the rupee in India - Foreign exchange markets in India - LERMS, convertibility – FEMA – Crypto Currency.

UNIT IV: INTRODUCTION TO INTERNATIONAL FINANCIAL MANAGEMENT **L-9**

Balance of Trade and Balance of Payment - Current Account Deficit - International Monetary Fund - Asian Development Bank and World Bank - Financial Markets and Instruments - Introduction to Export and Import Finance - Methods of payment in international trade – SVRAs - Introduction to current EXIM policy.

UNIT V: LATERAL AND MULTILATERALTRADE LAWS **L-9**
World Trade Organization - IPR, TRIPS, TRIMS, GATS, G20 policies- Ministerial Conferences International Marketing - Entry strategies - Market selection - Barriers - Global sourcing and its impact on Indian Industry - Globalization and internal reform process - India's competitive advantage in manufacturing and service sectors.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Francis Cherunilam, "International Business", PHI Learning Private Limited 5th Edition 2022

9. REFERENCE BOOKS
1. Cavusgil S.T., Knight,G. & Riesenberger, "International Business: the New Realities" J.R. Prentice Hall, 2ndEdition, 2017.
2. Venkateswaran N., "Interntional Business Management", New Age International Pvt. Ltd., 2019.
3. Francis Cherunilam, "International Business", PHI Learning Private Limited, 5th Edition 2022
4. Pradip Kumar Sinha, Sanchari Sinha, "International Business Management", Excel Books, 2022.
5. Bascunan F.L "International Business Management", Global Academic Publishers & Distributors, 2nd Edition, 2015.

PROGRAMME ELECTIVE
SEMESTER III

DIGITAL MARKETING

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG101	Consumer Behaviour and Marketing Research	3	0	0	3
2	30212MG103	Brand Management	3	0	0	3
3	30212MG147	Digital Marketing Services	3	0	0	3
4	30212MG148	Search Engine Optimization	3	0	0	3
5	30212MG149	Content Marketing and Communication	3	0	0	3
6	30212MG104	Sales and Distribution Management	3	0	0	3
7	30212MG106	Introduction to Digital Marketing	3	0	0	3
8	30212MG108	Online Reputation Management	3	0	0	3
9	30212MG109	Search Engine Marketing	3	0	0	3

Course Code	Course Name	L	T	P	C
30212MG101	**CONSUMER BEHAVIOUR AND MARKETING RESEARCH**	**3**	**0**	**0**	**3**

1. PREAMBLE

This course introduces the theory of consumer behaviour and relates it to the practice of marketing. It provides an in-depth understanding of the consumers' buying processes and their determinants as relevant for marketing decision making.

2. PREREQUISITE

The students should have studied the course "Marketing Management".

3. LINKS TO OTHER COURSES

This course has links to courses like Sales and Distribution management, and Integrated Marketing Communications.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. Know the essence of consumer behavior and understand the consumer decision making process.
2. Study the individual determinants of consumer behaviour.
3. Understand the sector-specific consumer behaviour
4. Identify the group influence on consumer behaviour.
5. Understand the marketing research process and methodology

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Interpret the essence of the concept of consumer behavior and consumer decision making process.	K2
CO2	Explain the various factors for determining individual consumer behavior.	K2
CO3	Make use of sector-specific Consumer Behaviour.	K3
CO4	Summarize the factors influence on Consumer Behavior in external environment.	K2
CO5	Examine the consumer's behavior using marketing methods and its research process.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		L	H			H
CO2	M			H			
CO3					M		
CO4		M		H	M		H
CO5		M				L	H

H- High; M-Medium; L-Low

7. COURSE CONTENTS:
UNIT I: INTRODUCTION **L-9**
Introduction to Consumer Behaviour (CB): Nature and Importance of CB, Consumer Decision making process: Problem recognition - Information search process and evaluation - Purchasing process - Post purchase behavior - Factors influencing CB - Digital Consumer

UNIT II: INDIVIDUAL DETERMINANTS OF CB **L-9**
Individual determinants of CB: Personal factors - age, occupation, life cycle stage, lifestyle - Economic factors - Personality: nature, theories, self-concept - Psychological factors - Motivation: needs/motives & goals, theories - Perception: process, factors - Learning: principles, theories - Attitudes and beliefs.

UNIT III: SECTOR SPECIFIC CONSUMER BEHAVIOUR **L-9**
Retail CB and type of retail shoppers - Behaviour of rural consumers - CB in service sector - Reaching out to the customers in the digital world.

UNIT IV: GROUP DETERMINANTS OF CB **L-9**
Social class, Lifestyle profile of social class, Application to CB - Culture: characteristics, Cross cultural understanding - Reference group influence - types of consumer relevant groups, factors affecting group influence, application of reference group concept, family decision making, Family Life Cycle (FLC), Opinion leadership and personal influence.

UNIT V: MARKETING RESEARCH **L-9**
Marketing Research - Introduction - Process - Problem definition - Research design - Sampling techniques - Data collection methods - Questionnaire designing - Data analysis & interpretation - Report writing.
                                                                    TOTAL: 45 PERIODS
8. TEXT BOOK
1. Leon G Schiffman, Leslie Lazar Kanuk "Consumer Behavior", Pearson Education New Delhi, 2018.

9. REFERENCE BOOKS
1. John O'Shaughnessy Palgrave "Consumer Behaviour: Perspectives, Findings and Explanations", MacMillan, 2013.
2. Ramneek Kapoor, Nnamdi O. Madichie. "Consumer Behaviour: Text and Cases", Pearson, 1st Edition, 2015.
3. Jain P.C. and Monika Bhatt., "Consumer Behavior in Indian Context", 2nd Edition, S. Chand & Company, 2018.
4. David Mothersbaugh, Delbert Hawkins, Susan Bardi Kleiser,"Consumer Behaviour Building Marketing Strategy" Tata McGraw Hill, 2020
5. Paul Peter, "Consumer Behavior and Marketing Strategy", Tata McGraw Hill, Indian Edition, 7th Edition, 2005.

Course Code	Course Name	L	T	P	C
30212MG103	**BRAND MANAGEMENT**	**3**	**0**	**0**	**3**

1. PREAMBLE

The course provides students an understanding of brands, branding, and brand equity. This course provides students with insights into how profitable brand strategies can be created and to train and how to build a brand and equipping them with the required skills to measure and manage brand equity.

2. PREREQUISITE

The student should have completed the course "Marketing Management".

3. LINKS TO OTHER COURSES

Advertising and Sales Promotion, Consumer Behaviour and Marketing Research.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. Know the basics of Brand management and develop a consumer-centric approach to building, evaluating strategies that build brand equity for new and existing brands.
2. Understand the Brand Positioning.
3. Measure brand image, loyalty and performance.
4. Evaluate brand valuation and Co-branding.
5. Enable the brand in current trends.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the concepts of branding.	K2
CO2	Examine the best brand positioning and brand building strategies.	K4
CO3	Interpret the brand image and brand loyalty.	K2
CO4	Make use of brand valuation methods	K3
CO5	Identify the global branding strategies	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						M
CO2		M			H		
CO3	M				H	H	M
CO4			L	M		H	
CO5		M		M	H	H	

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: BUILDING THE BRAND AND BRAND IDENTITY   **L-9**
Introduction: Definition of brand - Importance of brands - Branding challenges and opportunities - Brand equity concept - Brand equity models - Brands vs. Products. Constituents of a brand: Brand elements - Brand identity - Image and Personality - Brand DNA, Kernel, Codes and Promises - Brand at point of distribution and point of purchase. Brand personality: David Aaker's Model, Kapferer's Model.

UNIT II: BRAND POSITIONING AND BRAND BUILDING   **L-9**
Brand positioning: Basic concepts - Risks - Brands and consumers - Crafting of brand elements - Product / Brand differentiation strategies - Competitive advantage through strategic positioning of brands - Points of parity - Points of difference - Brand building: Designing marketing programmes to build brands - Role of social media in brand building - Managing and sustaining brands in long-term- Digital marketing strategies.

UNIT III: BRAND IMAGE AND BRAND LOYALTY   **L-9**
Brand image: Image dimensions, Brand associations & image, Brand identity: Brand perspectives, Levels and Prisms. Managing brand image - Stages - Functional, Symbolic and Experiential brands - Brand audits - Brand loyalty.

UNIT IV: BRAND VALUATION AND CO-BRANDING   **L-9**
Brand valuation: Methods of valuation - Implications for buying & selling brands. Leveraging brands: Brand extension - Brand licensing - Co-branding - Brand architecture and portfolio management.

UNIT V: BRANDING IN PRACTICE   **L-9**
Branding in practice: Handling name changes and brand transfer - Brand revitalization and rejuvenation - Global branding strategies - Building and managing brands across boundaries - Branding industrial products, Services and retailers - Building brands online - Taking Indian brands global.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Keller, K.L.," Strategic Brand Management", Pearson, 5th Edition, 2019

9. REFERENCE BOOKS
1. Chevalier, M. and Mazzalovo, G., "Luxury Brand Management: A World of Privilege", John Wiley and Sons, 2nd Edition, 2012
2. Gupta, N.R., "The Seven Principles of Brand Management", Tata McGraw-Hill Education, 2011.
3. Rosenbaum-Elliot, R, Percy, L & Pervan, S, "Strategic brand management", Oxford University Press, Oxford, UK. , 4th Edition, 2018.
4. Aaker, D., "Building Strong Brands", Simon & Schuster, 2012.
5. Kumar, R, "Consumer Behaviour and Branding: Concepts, Readings and Cases The Indian Context", Pearson, 2009.

Course Code	Course Name	L	T	P	C
30212MG147	**DIGITAL MARKETING SERVICES**	**3**	**0**	**0**	**3**

1. PREAMBLE
The course on Digital Marketing Services helps the students to gain solid understanding of key marketing concepts, skills and potential customers. In order to bring more traffic, the digital marketers need to make their product and services visible in the digital world to reach the customers.

2. PREREQUISITE
Start Leading Digital Marketing projects

3. LINKS TO OTHER COURSES
SEO, SEM, Content Marketing, User Generated Content

4. COURSE EDUCATIONAL OBJECTIVES
Through this course the students will be able: -
1. To reach their Targeted Clients and understand them based on information from digital marketing, including gender, age, geography, and educational level.
2. To recognize the value of potential visitors and convert them into customers.
3. To use content marketing involves publishing informative articles, tutorials, guides, and other online content that engages target audience.
4. To post advertisements and content on Facebook and other well-known platforms to reach its target audience.

5. COURSE OUTCOMES
Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Summarize the fundamental usage and working principles of Digital Marketing.	K2
CO2	Examine the persuasive quality content for higher rate of conversion.	K4
CO3	Choose the right channel for traffic and lead generation.	K3
CO4	Develop the potential content for websites and Google campaign	K3
CO5	Analyze SEO for getting freelancing project and budget allocation for Digital Marketing.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2	M						L
CO3		M		H	M		
CO4				H		M	
CO5		M	L	H	M	M	

H- High; M-Medium; L-Low

7. COURSE CONTENT

UNIT I: INTRODUCTION TO DIGITAL MARKETING   **L-9**

Introduction to online digital marketing- Importance of digital marketing - Traditional Vs. Digital Marketing - significance of online marketing in real world - Increasing visibility - Visitors' engagement - Bringing targeted traffic – marketing funnel – buying persona.

UNIT II: CONTENT MARKETING   **L-9**

Content marketing and its role in brand building, Building a successful content strategy, paid versus free content, creating persuasive and compelling content, Elements of effective content promotion, Successful content marketing in current scenarios, Analyzing efforts of content marketing in digital marketing – content creation using AI like ChatGpt.

UNIT III: SOCIAL MEDIA ADVERTISEMENT   **L-9**

Introduction to social media marketing-Difference between organic reach and paid advertisements-Instagram marketing -Assert creation using Canva-Basics of Facebook Ads-How to create Paid Ads using Facebook Ads-Advanced Facebook & Instagram Ads-Lead generation strategy on Facebook & Instagram ads -Ads budget allocation-usage of social medias

UNIT IV: GOOGLE ADS AND CREATING WEBSITES   **L-9**

Basics-Google search Ads-Google display Ads-YouTube Ads-Introduction to Google analytics-Google webmaster tools-Google tag manager. Google Business/Review - Create Websites with Word press-Blog-Add keywords in websites-E-commerce websites-Best Website check list.

UNIT V: SEARCH ENGINE OPTIMIZATION   **L-9**

Introduction-Types of SEO-ON Page SEO-OFF Page SEO-SEO checklist for business-Local SEO and optimization- Process of getting Free Lancing project - Content and Blog Writing-Budget Allocation for digital marketing-Best Resource and certificate to get started in Digital Marketing

                                                TOTAL: 45 PERIODS

8. TEXT BOOK

1. Mathur, Vibha, Arora, Saloni, "Digital Marketing" PHI Learning Pvt. Ltd. October 2020.
2. Aleksej Heinze, Gordon Fletcher, Tahir Rashid "Digital and Social Media Marketing: A Results-Driven Approach", Taylor & Francis, 2016.

9. REFERENCE BOOKS

1. Cecilia Figueroa "Introduction to Digital Marketing 101" BPB Publication, 6 September 2019.
2. Charles F. Hofacker,"Digital Marketing Communicating, Selling and Connecting", Edward Elgar Publishing, Incorporated, 2018.

Course Code	Course Name	L	T	P	C
30212MG148	**SEARCH ENGINE OPTIMIZATION**	3	0	0	3

1. PREAMBLE

This course is to familiarize in fulfilling users' search needs by creating relevant, high-quality content and providing the best possible user experience. It helps to improve the website's visibility in search engines

2. PREREQUISITE

Fundamental and Advance Level of SEO

3. LINKS TO OTHER COURSES

SEO, SEM, PPC SEO application

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
1. Explain fundamental of SEO, importance of Marketing funnel and how it works
2. For optimizing the content, key word should be analyzed for generating the leads.
3. Optimizing the content both in On Pages and OFF Pages
4. Get the status of our potential customers using Google analytics.
5. To get traffic and visibility from both organic and paid search.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs.	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the Pivotal concepts of SEO	K2
CO2	Analyze the suitable keywords and optimize the same in the websites.	K4
CO3	Select the on-off page optimization and Search Engine Guidelines.	K3
CO4	Interpret the SEO tools for Website Analysis.	K2
CO5	Identify the primitive Search Engine Marketing concepts.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2		M		H	H	M	M
CO3	M			H			M
CO4		M	L		H	M	
CO5				H	H		

H- High; M-Medium; L-Low

7. COURSE CONTENT

UNIT I: Introduction to Search Engine Optimization   **L-9**

Search Engine Optimization - How does Search Engine work-SEO fundamental and concept-Understanding the SERP-Google Processing-Indexing-Crawling.

UNIT II: Analysis and Keyword Research   **L-9**

Keyword research and analysis-types of keywords-Tools used for keyword research-Localized keyword-competitor website keyword analysis-choosing right keyword to the project.

UNIT III: On-page Optimization and Off-page Optimization   **L-9**

Domain selection-Hosting selection-Meta data optimization-URL optimization-Internal linking-301 redirection-404 error page-H1, H2, H3 Tags optimization. Link building tips and techniques-Search engine guidelines based back link creation on landing page.

UNIT IV: SEO Updates with Analysis and Google Adwords   **L-9**

Google panda-Penguin-humming bird algorithm –Google penalties-SEO tools for website analysis and optimization-Adwords account and campaign basics-Adword targeting and placement-bidding and budgeting-Adwords Tools

UNIT V Search Engine Marketing   **L-9**

Search engine marketing -Market analysis -Strategizing and managing PPC campaigns-Search Engine Marketing Campaign -Marketing Bid management plan -Ad writing techniques -Designing effective landing pages-Performance tracking and monitoring-Reporting and analysis.

                                        TOTAL: 45 PERIODS

8. TEXT BOOK

1. Subhankar Das, "Search Engine Optimization and Marketing", CRC Press, 2021.

9. REFERENCE BOOKS

1. Jerri L. Ledford, "SEO: Search Engine Optimization Bible", Wiley, 2015.
2. Eric Enge, Stephan Spencer, Rand Fishkin, Jessie Stricchiola "The Art of SEO"· "O'Reilly Media", 2009.
3. Prabir Rai Chaudhuri "SEO: The Complete Guide for Beginnersbooks.google.com", 2022.

Course Code	Course Name	L	T	P	C
30212MG149	CONTENT MARKETING AND COMMUNICATION	3	0	0	3

1. PREAMBLE

This course helps to attract, engage, and retain an audience by creating and sharing relevant articles, videos, podcasts, and other media. This approach establishes expertise, promotes brand awareness, and keeps your business top of mind when it's time to buy what you sell.

2. PREREQUISITE

Fundamental and application of Content Marketing.

3. LINKS TO OTHER COURSES

Digital Marketing, Content Marketing, User Generated Marketing etc.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
1. Identify the needs and wants of the potential customers and create convincing content.
2. Tailoring the right content according to the drag the potential customers.
3. Bringing more traffic and leads of the potential customers
4. Critically evaluate the quality of the content and create campaign.\
5. Examine the available information and develop Advertisement campaign.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

CO Nos.	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Summarize the strategy used for effective content creation for the websites	K2
CO2	Identify the effective content for lead generation.	K3
CO3	Develop the persuading content for bringing the traffic.	K3
CO4	Examine the appropriate strategy for content marketing.	K4
CO5	Make use of available information and create Ad campaign	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						
CO2		H					M
CO3		H		H	H	H	
CO4			M	H	H	H	
CO5		H	M	H	H	H	M

High; M-Medium; L-Low

7. COURSE CONTENT
UNIT I: INTRODUCTION **L-9**

Digital Marketing-Marketing funnel- significance of online marketing in real world - Google Tag Manager: Setup, Word Press, Shopify, Squarespace - Naming Conventions - interface. Increasing visibility - Visitors' engagement - Bringing targeted traffic

UNIT II: DEEP DIVE INTO CONTENT CREATION **L-9**

Building a successful content strategy, paid versus free content, creating persuasive and compelling content, Elements of effective content promotion, Blog creation- Designing and building a web owned presence- advertising on social media

UNIT III: TONALITY- TAILORING THE CONTENT ACCORDING TO THE CHANNEL L-9

Design Essentials- Characteristics of an ad-How to create attractive creative- Colour theory - Designing tools -Understanding aesthetics -Understanding design essentials – typography, colours and themes- Blog Posts, Whitepapers, Case Studies, Infographics etc. Basics of Visual Design

UNIT IV: CONTENT MARKETING **L-9**

Content marketing and its role in brand building- Successful content marketing in current scenario- Analyzing efforts of content marketing in digital marketing -Ad-sense, Blogging, and Affiliate marketing

UNIT V CAMPAIGN PLANNING **L-9**

Situation analysis, Defining communication objectives. Defining target audience and building buyer persona. - Identify the Unique Selling Point for communications- Creativity and idea generation. - Defining customer-centric communication. - Writing creative briefs. - Proposal writing. - Marketing communication tools.

TOTAL: 45 PERIODS

8. TEXT BOOK

1. Joe Pulizzi, "How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses", McGraw Hill LLC, 2015.

9. REFERENCE BOOKS

1. Kaufman, Ira and Chris Horton, "Digital Marketing: Integrating Strategy and Tactics with Values", New York, Routledge, 2014.
2. Jane Heaton, "Content Marketing in a week", John Murray Press, 2016.
3. Sonja Jefferson, Sharon Tanton, "Valuable Content Marketing How to make Quality Content Your Key to Success", Kogan Page, 2015.

Course Code	Course Name	L	T	P	C
30212MG104	**SALES AND DISTRIBUTION MANAGEMENT**	3	0	0	3

1. PREAMBLE

This course provides an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution. It emphasizes on the practicing manager's problems and dilemmas and helps develop skills critical for generating, evaluating and selecting sales and distribution strategies. The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

2. PREREQUISITE

The student should have completed the course "Marketing management".

3. LINKS TO OTHER COURSES

Consumer Behaviour and Marketing Research.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. Understand the roles and responsibilities of sales function.
2. Discuss Performance evaluation methods, ethics and trends in sales.
3. Know the manpower planning design based on sales forecast.
4. Manage, motivate and lead sales force.
5. Framing policies and plan for sales organization and channels.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	-Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Summarize the Diverse roles, responsibilities and policies of sales function in the corporate sector.	K2
CO2	Outline the sales Hierarchy and performance standards	K2
CO3	Identify and controlling the sales Effort.	K3
CO4	Construct the man power planning based on sales forecast	K3
CO5	Inference the role of distribution in Marketing Mix	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M				H	M	
CO2			M				
CO3		M	M				
CO4		M			H		
CO5	M			L	H	M	L

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: FIELD SALES FORCE AND CORPORATE SALES　　　　　　**L-9**
Organisation framework of the field sales force: types of field sales organization - career in field sales management. Field sales manager - Tasks and responsibilities - Relation with salesman and relationships with top management - Operating environment for field sales force - Theories of selling - Personal selling process - prospecting - Online selling - scope, potential, merits and demerits.

UNIT II: SALES HIERARCHY AND PERFORMANCE STANDARDS　　　**L-9**
Information and planning: Qualities and role - Hierarchy of objectives and goals, Concept of strategies and tactics, importance - Emerging issues in selling aspects ethical and legal aspects of selling, measures for making selling an attractive career, Recent trends in selling, Sales organization structures - Sales audit and analysis.

UNIT III: CONTROLLING THE SALES EFFORT　　　　　　　　**L-9**
Sales forecasting: methods - Sales budget: types - Sales quotas - Sales territories - Sales controlling and sales cost analysis.

UNIT IV: SALES ORGANISATION　　　　　　　　　　　　　**L-9**
Staffing - Determining manpower requirements - Recruiting, Methods and the selection system - Managerial evaluation - Man power planning - Tasks, Skill, Qualification, Responsibilities, Tools and Methods of Selection - Training, Motivational and compensation procedures for sales force - Method of financial incentives and its purpose - Designing a compensation plan - Salesmanship - Sales Positions - Sales meeting and sales contest.

UNIT V: ROLE OF DISTRIBUTION IN MARKETING MIX　　　　　**L-9**
Distribution: Role of distribution in the marketing mix - Transport and handling: Economics of transportation, Determining optimum mode of transport - Organisation, machines, Procedures and documentation - Dealer network: Role of middlemen / dealer in marketing and distribution - Dealer functions at wholesale and retail level - Strategic plan of network - Location, Selection - Appointment and termination of dealers - Morale and motivation.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Still R.R., "Sales Management: Decision Strategy and Cases," Pearson, 6th Edition, 2017.

9. REFERENCE BOOKS
1. Havalder, K. and Cavale, V.,"Sales and Distribution Management", Tata McGraw-Hill Education, 3rd Edition, 2017.
2. Mallik, P.K., "Sales Management", Oxford University Press, 2012.
3. Hair, J.F., Anderson, R.E., Mehta, R. and Babin, B," Sales Management", South western, 2020.
4. Kapoor, S. and Kansal, P.,"Basics of Distribution Management: A Logical Approach", PHI Learning, 2009.
5. Cron, W.L. and De Carlo, T.E., "Sales Management: Concepts and Cases", Wiley India Pvt. Ltd., 10th Edition, 2011.

Course Code	Course Name	L	T	P	C
30212MG106	**INTRODUCTION OT DIGITAL MARKETING**	3	0	0	3

1. PREAMBLE

Formulation of this course is to familiarize with concepts such as E-Mail Marketing, Digital display and social media such as Facebook, Twitter and LinkedIn.

2. PREREQUISITE

For an optimum grasp from this course, candidates can have a basic knowledge of E-commerce.

3. LINKS TO OTHER COURSES

Digital Marketing, and E-commerce.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. Know the essential philosophies and practices of marketing and digital marketing technologies.
2. Understand the knowledge on content marketing.
3. Know the programmatic advertising and video content strategy.
4. Create the knowledge of gamification and its impact on digital marketing.
5. Familiarize with methodologies, tools and technologies involved in digital marketing.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the Fundamentals of Digital Marketing	K2
CO2	Outline the role, of brand and strategy of content building in digital marketing business.	K2
CO3	Interpret the importance of consumer generated content for brands using Programmatic advertising.	K2
CO4	Analyze the application of gamification in digital marketing.	K4
CO5	Apply Models and Techniques in digital marketing.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2			L				H
CO3				M			H
CO4	M	M			M		H
CO5		M		M	M	L	

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: INTRODUCTION TO DIGITAL MARKETING   **L-9**

Introduction to online digital marketing- Importance of digital marketing - Traditional Vs. Digital Marketing - significance of online marketing in real world - Google Tag Manager: Setup, Word Press, Shopify, Squarespace - Naming Conventions - interface. Increasing visibility - Visitors' engagement - Bringing targeted traffic.

UNIT II: CONTENT MARKETING   **L-9**

Content marketing and its role in brand building, Building a successful content strategy, paid versus free content, creating persuasive and compelling content, Elements of effective content promotion, Successful content marketing in current scenarios, Analyzing efforts of content marketing in digital marketing.

UNIT III: AFFILIATE MARKETING   **L-9**

Programmatic advertising: Components-Affiliate marketing - The building blocks of affiliate marketing, Tools of the trade and setting up a campaign. Video marketing - Video content strategy, Video production step by step, video promotion and tool used in video marketing.

UNIT IV: GAMIFICATION   **L-9**

Definition and History, Principles of Gamification, Elements of Gamification, Applications of Gamification, Gamification and Behaviorism, Gamification and its role in Digital Marketing, Gamification and Game vertexing, Future of Gamification.

UNIT V: SCENARIO PLANNING   **L-9**

Overview and process: Technology and medial and scope, Future of media - Strategic tools framework, New evolving formats, driving forces shaping media framework, Future media revenue models and media lifecycle, Delivery and distribution models.

                                    TOTAL: 45 PERIODS

8. TEXT BOOK

1. Vandana Ahuja, "Digital Marketing", Oxford University Press, 2015.

9. REFERENCE BOOKS

1. Kaufman, Ira and Chris Horton, "Digital Marketing: Integrating Strategy and Tactics with Values", New York, Routledge, 2014.
2. Bell, David R., "Location Is (Still) Everything: The Surprising Influence of the Real World on How We Search, Shop, and Sell in the Virtual One", New Harvest, 2014.
3. Stokes, "Rob and the Minds of Quirk, eMarketing: The essential guide to marketing in a digital world", Quirk Education Ltd., 5th Edition, 2013.
4. Burby, J., & Atchison, "Actionable web analytics: using data to make smart business decision", John Wiley & Sons, 2009.
5. Puneet Singh Bhatia, "Fundamentals of Digital Marketing", Pearson Education, First edition, 2019.

Course Code	Course Name	L	T	P	C
30212MG108	**ONLINE REPUTATION MANAGEMENT**	3	0	0	3

1. PREAMBLE

This course will help students in strengthening and promoting positive online image. It also helps in defending the brand from deceitful activities and persons / firms online and downplaying or removing negative listings / image online.

2. PREREQUISITE

For an optimum grasp from this course, students can have a basic knowledge of E- commerce, social marketing.

3. LINKS TO OTHER COURSES

Digital Marketing and e-commerce.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to:
1. Understand the Online Reputation Management.
2. Study the tools for effective Listening for brand conversations.
3. Measure the sentiment for a Brand in online image.
4. Know the defending the brand from deceitful activities
5. Gain insights in ORM Strategy.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the online reputation management.	K2
CO2	Make use of tools for effective listening and brand conversations.	K3
CO3	Apply the business matrices for the brand.	K3
CO4	Identify the strategy to deal with negative conversation.	K3
CO5	Examine the innovative ORM methods and strategies in their business.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L			M			
CO2						H	
CO3		M		M			
CO4			M		L	H	
CO5		M	M			H	L

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INTRODUCTION TO ONLINE REPUTATION MANAGEMENT   L-9
Online reputation management: Opportunities and trends - Relevant global & local ORM success stories - Online reputation threats - Examine the demerits of digital reputation management.

UNIT II: LISTEN ONLINE FOR BRAND CONVERSATION   L-9
Brand conversations: Importance of listening online - Tools for effective listening: Google alert, Tweet deck, Hoot suite, Radian - Competitive research - Exercise: Real time listening. Managing incidents - Formulating the right response, the rogue employee, the backfiring campaign - social listening.

UNIT III: SENTIMENT FOR A BRAND   L-9
Analyzing and measuring sentiment for a brand: correlation between sentiment and business metrics - measuring and analyzing sentiment for a brand - Exercise: real time analysis & measurement- Positive brand sentiment - working on listing, build and develop reputation, onward monitor and manage reviews.

UNIT IV: DEALING WITH NEGATIVE CONVERSATION   L-9
Negative conversations on social media - Importance of acknowledgement - Effective response to negative conversations - Public vs Private resolution - Online reputation threats - strategic financial threats, social and environmental threats, behavioral and legal threats, operational and technological threats.

UNIT V: CREATING ORM STRATEGY   L-9
ORM strategy framework: From objectives to measurement - Exercise: creating & presenting ORM strategy - Handling crisis - The changing face of crisis, preparing for a crisis, Responding to a crisis, and Recovering from a crisis.
                                        TOTAL: 45 PERIODS

8. TEXT BOOK
1. Srinivas R. Pingali ,Shankar Prakash, Jyothi R. Korem , "Digital Transformation   Strategies Theory and Practice", Sage publication, 2021.
2. Elias M Award, "Electronic Commerce from Vision to Fulfilment", PHI, 3rd Edition, 2006.

9. REFERENCE BOOKS
1. Kevin Pho, Susan Gay, "Establishing, Managing, and Protecting Your Online Reputation", American Association for Physician, 2013.
2. David Szetela and Joseph Kerschbaum," Pay-Per-Click Search Engine Marketing: An Hour a Day", John Wiley & Sons, Inc., 2010.
3. Srinivas R. Pingali ,Shankar Prakash, Jyothi R. Korem , "Digital Transformation Strategies Theory and Practice", Sage publication, 2021.
4. Gail Z.Marting , "The Essential Social Media Marketing Handbook: A New Roadmap for Maximizing Your Brand, Influence and Credibility", Rupa Publications India, 2018.
5. Charlie Pownall, "Managing Online Reputation: How to Protect Your Company on   Social Media" Springer, 2015.

Course Code	Course Name	L	T	P	C
30212MG109	**SEARCH ENGINE MARKETING**	3	0	0	3

1. PREAMBLE
The objective of this course is to gain the knowledge necessary to increase the search engine visibility of a website on the world's popular search engines and directories. This course will provide up-to-date and practical search marketing information and the students able to get practice at real-world search challenges.

2. PREREQUISITE
Basic knowledge of e-commerce.

3. LINKS TO OTHER COURSES
Digital Marketing, Mass Communication and e-commerce.

4. COURSE EDUCATIONAL OBJECTIVES
Through this course the students will be able to:
1. Explore and getting to know about Google search. Know about Web Sales.
2. Study the Overview of Google Adwords, Microsoft Ad Center and Yahoo Search Marketing.
3. Learn how search engines work andto improve rankings for any type of websites.
4. Understand based personalization of marketing at internet scale.
5. Optimize the performance of campaigns.

5. COURSE OUTCOMES
Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the search engines process and its significant.	K2
CO2	Select the website goal and success using different search marketing programs	K3
CO3	Examine the Google Ad words for search results.	K4
CO4	Develop a standard operating procedure to maximize search engine performance.	K3
CO5	Identify the performance of campaigns optimization.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1						H	
CO2		M				H	
CO3		M					
CO4							M
CO5				L	L	H	M

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: INTRODUCTION TO SEARCH ENGINE MARKETING **L-9**

Search Engine Optimization - Basics of SEO - Scope - Techniques: On - Page and Off-page - Landing Behavior - Ranking: Organic Search Matches, Paid Placement Matches - Google rank - Paid vs Organic result - Web Pages for the organic index, Concepts of crawlers, robots and spiders.

UNIT II: SEARCH MARKETING PROGRAMS **L-9**

Web Sales - Measure Web Site's Success, Traffic: Page Views, Visits and Visitors, Search Marketing Success: Assess Current Situation - Search Landing Pages - Landing Pages Indexed - Competitors' Search Rankings - Keyword Demand, Missed Opportunities and Future Traffic - Site Indexed.

UNIT III: GOOGLE AD WORDS **L-9**

Search Filters - Attract Links to Your Site - Google AdWords: Keywords, Ad Groups , Ad Copy, Geo Targeting, Demographic Targeting, Search Re-targeting, Goal Set up: Search Console: search queries, Add sitemaps, set up Google Search Console using a domain: Property, Domain, Subdomain, URL and URL Prefix, PPC ROI Tracking - Types of tracking, Google Display Network - Ad Formats - Types of Targeting - Dynamic Ad Creation - Video Ads - Location Targeting - Google Partners - Bidding Strategies - Ad scheduling - Ad delivery and Ad rotation, Google set up.

UNIT IV: BEYOND SEARCH MARKETING **L-9**

Web 2.0: Blogs, Micro-blogging, Wikis, Ratings and reviews and Message Boards - New Media: Images, Podcasts, Videos, and Widgets - Social-Media: Viral Marketing, Types of social media, Social media and search - Optimize your website search: Revenue metrics, Usage metrics, Survey metrics and Result metrics.

UNIT V: CAMPAIGN OPTIMIZATION **L-9**

Create campaign goals - Display campaigns, Shopping campaigns, Video campaigns, App campaigns - Conversion tracking - Performance metrics - Quality score - Bid management - Monitor PPC activity with Google analytics. Remarketing campaigns: understanding customer behavior, creating custom audience - Remarketing Ads.

TOTAL 45 PERIODS

8. TEXT BOOK
1. Bill Hunt and Mike Moran, "Search Engine Marketing, Inc. Driving Search Traffic to Your Company's Web Site", IBM Press, 2015.
2. Rob Stokes and the Minds of Quirk.,"E-Marketing: The essential guide to marketing in a digital world". Quirke Marketing Ltd, 2020.

9. REFERENCE BOOKS
1. David Szetela and Joseph Kerschbaum, "Pay-Per-Click Search Engine Marketing: An Hour a Day", John Wiley & Sons, Inc., 2010.
2. Dale Davies , Paul Grimwood , "How to Get to the Top of Google in 2022: The Plain English Guide to SEO", Kindle Edition, 2022.
3. Srinivas R. Pingali, Shankar Prakash, Jyothi R. Korem , "Digital Transformation Strategies Theory and Practice", Sage publication, 2021.

PROGRAMME ELECTIVE

SEMESTER III

FINANCE

Sl. No.	Course Code	Course Name	L	T	P	C
1	30212MG110	Security Analysis and Portfolio Management	3	0	0	3
2	30212MG111	Merchant Banking and Financial Services	2	1	0	3
3	30212MG112	Corporate Finance	3	0	0	3
4	30212MG113	Cost Accounting and Decision Making	3	0	0	3
5	30212MG114	International Banking and Forex Management	3	0	0	3
6	30212MG158	Behavioural Finance	3	0	0	3

Course Code	Course Name	L	T	P	C
30212MG110	**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**	**3**	**0**	**0**	**3**

1. PREAMBLE

The goal of the course is to become familiar with the theory and empirical evidence related to investment management. Topics will include fundamentals of security selection and valuation, the functioning of capital markets, optimal portfolio construction, and elements of investors' psychology, performance evaluation, and risk measurement.

2. PREREQUISITE

Financial Management and Accounting for Mangers studied in previous semesters.

3. LINKS TO OTHER COURSES

Financial Management and Merchant Banking and Financial Services.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To familiarize the students with the functioning of securities markets.
2. An in-depth insight into the Indian stock exchanges and how to protect the investors through credit rating.
3. Managing investment in primary market and secondary market.
4. To acquaint the students in respect to the investment decisions related to Derivative market.
5. Establishing appropriate investment objectives, developing optimal portfolio strategies, estimating risk return trade-offs, evaluating investment performance .

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the concept of Investment and identifies the alternatives to investors	K2
CO2	Analyze the regulatory bodies of security market	K4
CO3	Illustrate the fundamental analysis of investment planning.	K2
CO 4	Identify the market indicators in several aspects	K3
CO5	Choose the various methods of portfolio and evaluate investment	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	L	H	H	H	H
CO2	M	M	H	L			H
CO3	M	H	H	H	M		H
CO4	M	H	M	M	H	L	H
CO5	M	H	M	M	L		H

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INVESTMENT SETTING **L-9**
Financial and economic meaning of investment - characteristics and objectives of investment - Types of Investment - Alternative choice of investment and evaluation of risk and return concepts.

UNIT II: SECURITIES MARKETS **L-9**
Financial Market - Segments types - Participants in financial Market - Regulatory Environment - Primary market methods of floating new issues - Book building - SEBI regulatory framework - SEBI departments - Stock exchanges in India BSE, India INX, MSE, NSE, NCDEX, MCX and OTCEI.

UNIT III: FUNDAMENTAL ANALYSIS **L-9**
EIC framework, Forecasting techniques, Valuation of Equity Stocks: Approaches of equity stock valuation, Index features, concept, applications and valuation.

UNIT IV: MARKET INDICATORS **L-9**
Fundamental analysis Vs technical analysis - Charting methods - Market indicators - Trend reversals patterns - Moving average - Exponential moving average - Oscillators - Efficient market theory.

UNIT V: PORTFOLIO MANAGEMENT **L-9**
Portfolio analysis - Portfolio selection - Capital asset pricing model - Portfolio revision - Portfolio evaluation - Mutual funds.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Punithavathy Pandian, "Security Analysis and Portfolio management", Vikas publishing House PVT Ltd. 2nd Edition, 2018.

9. REFERENCE BOOKS
1. Kevin S., "Security Analysis and Portfolio Management", PHI learning Pvt. Ltd., 2017.
2. Subrata Mukherjee, "Security Analysis and Portfolio Management", Vikas Publishing House Pvt. Ltd., e-Books, 2021.
3. Sankara Narayanan, "Security Analysis and Portfolio Management with CAPM", ANE Books Chennai, 2016.
4. Ahuja, "Security Analysis and Portfolio Management", Atlantic publishing Co., 2016.
5. Samir K. BARUA and other," Portfolio Management", Tata McGraw Hill, 2017.

Course Code	Course Name	L	T	P	C
30212MG111	MERCHANT BANKING AND FINANCIAL SERVICES	2	1	0	3

1. PREAMBLE
The goal of the course is to become familiar with the theory of services rendered by Merchant Banking.

2. PREREQUISITE
Financial Management and Accounting for Mangers studied in previous semesters

3. LINKS TO OTHER COURSES
Financial Management and Security Analysis and Portfolio Management

4. COURSE EDUCATIONAL OBJECTIVES
Through this course the students will be able to: -
1. To familiarize the students with the concepts of Financial Management.
2. An in-depth insight into the Various Financial Services.
3. Managing investment in primary market and secondary market.
4. To acquaint the students in respect to the investment decisions related to Derivative market.
5. Establishing appropriate investment objectives, developing optimal portfolio strategies, estimating risk-return tradeoffs, evaluating investment performance and portfolio revision technique.

5. COURSE OUTCOMES
Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the concepts of Indian Financial System	K2
CO2	Interpret the issue management	K2
CO3	Choose the factoring and bank asset by the investors	K3
CO4	Analyze the fund based financial market.	K4
CO5	Make use of the digital banking and credit rating.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M		H		M	H
CO2		H	L	H	M	H	H
CO3		M	M		L	H	H
CO4	H	H	M	H	H		H
CO5	M	M		M	M		H

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INTRODUCTION   L-6, T-3
Financial services industry - Emergence - Developments - Fund based and non-fund based activities - Modern activities - New financial products and services, Innovative financial instruments - Challenges ahead.

UNIT II: ISSUE MANAGEMENT   L-6, T-3
Merchant banking - Issues management intermediaries - Merchant bankers / lead managers - Underwriters - Bankers, Brokers and registrars to an Issue - Share transfer agents - Debenture / Trustees - Portfolio managers - Issue management activities / Procedures - Eligibility norms - Pricing or Issues - Promoters' contribution - Issue of Indian Depository Receipts (IDR) - Issue advertisement - Issue of debt instruments - Book building - Green shoe Option - E-IPO - Private placement - Bought out deals - Placement with FIs, MFs, FIIs, etc.

UNIT III: FACTORING AND BANK ASSETS   L-6, T-3
Factoring and forfeiting - Modus operandi, types, functions - Factoring in India - Bills discounting - Real estate industry - Housing finance system, National housing bank, NHB RESIDEX, Govt. Schemes - Credit Risk Guarantee Fund Trust for Low Income Housing (CRGFTLIH), Asset Liability Management in Banks.

UNIT IV: MUTUAL FUNDS   L-6, T-3
Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India - SEBI's directives for Mutual Funds, Private Mutual Funds, Asset Management company - Unit Trust of India - Evaluation of Performance of Mutual Funds - Money Market Mutual Funds - Mutual funds and RBI Guidelines.

UNIT V: DIGITAL BANKING AND CREDIT RATING   L-6, T-3
E-Payment system, Internet Banking, Online payment system - Card Payments, E-cheque, E-wallet, Mobile-wallet; Credit rating: Regulatory framework - Credit rating agencies - Rating process and methodology - Rating symbols / grades.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Gurusamy S, "Merchant Banking and Financial Services", Vijay Nicole and Tata McGraw Hill, 4th Edition, New Delhi, 2012.

9. REFERENCE BOOKS
1. Donald E. Fischer & Ronald J. Jordan, "Security Analysis & Portfolio Management", PHI Learning, 8th edition, New Delhi, 2011.
2. Prasanna Chandra, "Investment analysis and Portfolio Management," Tata McGraw Hill, 2011.
3. Kevin, "Securities Analysis and Portfolio Management", PHI Learning, 2012.
4. Bodi, Kane, Markus, Mohanty, "Investments," Tata McGraw Hill, 8th Edition, 2011.
5. Madhu Vij & Swati Dhawan, "Merchant Banking and Financial Services", McGraw Hill Education, 2011.

Course Code	Course Name	L	T	P	C
30212MG112	CORPORATE FINANCE	3	0	0	3

1. PREAMBLE
The goal of the course is to become familiar with the theory and empirical evidence   related to Corporate Finance.

2. PREREQUISITE
 Financial Management and Accounting for Managers studied in previous semesters.

3. LINKS TO OTHER COURSES
 Financial Management and Merchant Banking and Financial Services.

4. COURSE EDUCATIONAL OBJECTIVES
Through this course the students will be able to: -
1. An in-depth insight into the corporate financial structure.
2. To know the factors affecting investment decision.
3. To appraise the Equity financing models.
4. To acquaint the students in respect to the debt financing.
5. Establishing appropriate measures to understand the corporate fund-raising methods.

5. COURSE OUTCOMES
Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the concept of Indian capital marketing.	K2
CO2	Identify the Short-term working capital finance.	K3
CO3	Apply Standards, methods and interpretations of financial reporting.	K3
CO4	Analyze the Pricing Model and Financing decision.	K4
CO5	Examine the understanding of the corporate fund raising.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	M	M	L		H
CO2	M	M		M	L		H
CO3		H		H		M	H
CO4	H	H	M	H	H		H
CO5	M	H	H	L	M	M	H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: INDUSTRIAL FINANCE   **L-9**
Indian Capital Market – Basic problem of Industrial Finance in India - Equity - Debenture Financing - Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports - role of EXIM bank and commercial banks - Finance for rehabilitation of sick units.

UNIT II: SHORT TERM-WORKING CAPITAL FINANCE   **L-9**
Estimating working capital requirements - Approach adopted by Commercial banks, Commercial paper - Public deposits and inter corporate investments.

UNIT III: ADVANCED FINANCIAL MANAGEMENT   **L-9**
Appraisal of Risky Investments - certainty equivalent of cash flows and risk adjusted discount rate - risk analysis in the context of DCF methods using probability information, nature of cash flows - Sensitivity analysis; Simulation and investment decision - Decision tree approach in investment decisions.

UNIT IV: FINANCING DECISION   **L-9**
Simulation and financing decision - cash inadequacy and cash insolvency - determining the probability of cash insolvency - Financing decision in the context of option pricing model and agency costs - Inter-dependence of investment - financing and Dividend decisions.

UNIT V: CORPORATE GOVERNANCE   **L- 9**
Corporate governance - SEBI guidelines - Corporate disasters and ethics - Corporate   social responsibility - Stakeholders and ethics - Ethics, Managers and professionalism.

                            TOTAL: 45 PERIODS

8. TEXT BOOK
1. Pandey I.M., "Financial Management", Vikas Publishing House Pvt., Ltd., 11th Edition, 2016.

9. REFERENCE BOOKS
1. Richard A. Brealey, Stewat C.Myers and Mohanthy, "Principles of Corporate Finance", Tata McGraw Hill, 8th Edition, 2016.
2. Brigham and Ehrhardt, "Corporate Finance - A focused Approach", Cengage Learning, 1st Edition, 2008.
3. M.Y Khan, "Indian Financial System", Tata McGraw Hill, 5th Edition, 2008.
4. Smart, Megginson, and Gitman, "Corporate Finance", 1st Edition, 2008.
5. Krishnamurthy and Viswanathan, "Advanced Corporate Finance", PHI Learning, 2008.

Course Code	Course Name	L	T	P	C
30212MG113	**COST ACCOUNTING AND DECISION MAKING**	**3**	**0**	**0**	**3**

1. PREAMBLE

This course observes the financial planning and asset allocation of high net-worth individuals and also includes private banking, estate planning, investment management with a goal of sustaining and growing long term wealth.

2. PREREQUISITE

A foundation level knowledge of financial concepts and its applications are highly essential to understand the financial decisions.

3. LINKS TO OTHER COURSE

Accounting for Managers

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. The students will be enabled to understand the concept of Cost Accounting.
2. To be well versed of the basic concepts and processes in determination of cost and benefits of business activities.
3. To apply the techniques of process costing.
4. Empower the students to analyze and interpret the financial figures through various tools in Marginal costing.
5. To appraise the techniques of managerial decision making.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the fundamentals of Cost Accounting Concept.	K2
CO2	Examine the various Cost analysis and revenue management.	K4
CO3	Apply the methods of process costing for the better industrial performance.	K3
CO4	Analyze the various tools in Marginal costing.	K4
CO5	Apply the techniques of Managerial Decision making.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	M		M		L	H
CO2	H	M	M	M	M		H
CO3	L	H		M	M		H
CO4	M	H			H		H
CO5		H	L		L	H	H

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INTRODUCTION **L-9**
Nature and scope of Cost Accounting - Cost Accounting Vs Financial Accounting and Management Accounting - Cost analysis, concepts and Classifications - Installation of costing systems - cost centers and profit centers - Responsibility Accounting.

UNIT II: COST SHEET **L-9**
Elements of Cost - Direct and Indirect costs - Cost sheets - Purpose of cost sheet -Specimen of Cost Sheet - Tenders and Quotations - Cost ascertainment - Cost allocation -Cost analysis - Cost control - Standard costing - Process costing - Target costing - Activity based costing - Balance Score Card - Revenues management.

UNIT III: PROCESS COSTING **L-9**
Process costing - Types of industries using process costing - Important aspects of process - Basic steps for solution of problems in process costing - Process costing with normal loss - Abnormal loss - Abnormal gain - Adjustment of scrap value - Inter profits in process costing.

UNIT IV: MARGINAL COSTING **L-9**
Definition of marginal cost - Marginal costing - Advantages and limitations of marginal costing - Costing and cost volume profit analysis: variable cost - fixed cost - contribution - Break Even analysis - Breakeven point - Profit volume ratio - margin of safety - angle of incidence - Profit planning - simple problems.

UNIT V: DECISION MAKING **L-9**
Short term and long-term Decision Making - Relevant cost concepts - Fixed cost / sunk cost and decision making - Comparison of total cost and total revenue - Opportunity cost - Multiple alternative decisions - Some short-term decisions - Retain of replace decisions - Make or buy decisions - Decision to shut down facilities - Raw material decisions - Expand or contract - Decision making and limiting factors.
                                                                            TOTAL: 45 PERIODS

8. TEXT BOOK
1. Maheswari S.N.," Cost accounting ", Tata Mc Graw Hill Co. 2016.

9. REFERENCE BOOKS
1. Khan M.Y. and Jain P.K.," Cost and Management Accounting problem and cases" Tata Mc Graw Hill, 2013.
2. Andreas Taschner, Michel Charifzadeh, "Management and Cost Accounting", Margham publications Pvt. Ltd., 2015.
3. Khan M.Y., "Cost Accounting' Mc Graw Hill India, 2014.
4. ZVI Bodie and others, "Investments, Special Indian" Tata McGraw Hill, 2017.
5. Bhalla V.K., "Investment Management", S. Chand & Company Ltd., 2012.

Course Code	Course Name	L	T	P	C
30212MG114	**INTERNATIONAL BANKING AND FOREX MANAGEMENT**	**3**	**0**	**0**	**3**

1. PREAMBLE

This course teaches the functions of various international institutions' performance and International financial institutions operational mechanism of foreign exchange market in India.

2. PREREQUISITE

Accounting for Managers, Financial Management and Merchant Banking and Financial Services.

3. LINKS TO OTHER COURSES

This course has links with Merchant Banking and Financial Services

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To understand the functions and working of financial Institutions.
2. To enable the students to deal in the International Market.
3. It will also enable the students to learn about the Merger and Acquisition
4. It aims to improve the knowledge in Foreign Exchange Market.
5. It examines the Forex Business and RBI regulations.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the international Banking and Financial in-stitutions.	K2
CO2	Demonstrate the process of overseas expansion and its approach.	K2
CO3	Build the project and Infrastructure finance.	K3
CO4	Inference the framework of Foreign Exchange Market.	K4
CO5	Explain the Forex Business and regulations of RBI.	K2

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						H
CO2	H				L	M	H
CO3		L				M	H
CO4	H			M			H
CO5				M			H

H- High; M-Medium; L-Low

7. COURSE CONTENTS .
UNIT I: INTERNATIONAL BANKING **L-9**
Overview - International Financial Institutions / Development Banks, Offshore Banking Units, SEZs - International Financial Institutions: IMF; IBRD, BIS, IFC, ADB - Legal and Regulatory aspects of international banking.

UNIT II: INTERNATIONAL FINANCE **L-9**
Introduction, Process of overseas expansion - Reasons for cross-border investing - The theory of investment - techniques of project evaluation - Approaches for investment under; Methods of raising equity and debt resources through ECBs, ADRs/GDRs, ECCBs and other types of Bonds in international markets.

UNIT III: PROJECT AND INFRASTRUCTURE FINANCE **L-9**
Project and Infrastructure Finance - Investments both in India and abroad - joint ventures abroad by Indian Corporates - Financing of mergers and acquisitions

UNIT IV: FRAMEWORK OF FOREIGN EXCHANGE **L-9**
Framework of Foreign Exchange: Sources and Uses of Foreign Exchange-Balance of Payments; Foreign Exchange Market Mechanism - Different types of exchange rates, exchange rate determination, convertibility of Indian Rupee; Role of Banks in Forex markets - Functions of a Forex Department, Maintenance of foreign currency accounts.

UNIT V: FOREIGN EXCHANGE TRANSACTIONS **L-9**
Foreign Exchange Transactions - Purchase and Sale transactions - Spot Vs Forward transactions - Forward Margins - Interbank Deals - Cover deals - Trading - Swap deals - Arbitrage Operations - Factors determining Forward margins.
TOTAL: 45 PERIODS

8. TEXT BOOK
1. Ranganathan M & Madhumathi R., "Investment analysis & Portfolio Management", Pearson Education, New Delhi, 2016.

9. REFERENCE BOOKS
1. Sharpe, William and Gordon, "Investments", Prentice Hall of India, New Delhi, 2018.
2. Rustagi R.P., "Investments Analysis and Portfolio management", Sultan Chand & Sons, New Delhi, 2017.
3. Bhalla V.K., "Investment Management", S. Chand and Company, New Delhi, 2016.
4. Fisher & Jordan, "Security Analysis and Portfolio Management," Prentice Hall of India, New Delhi, 2016.
5. Arokiaraj Necholas Niha Asif K., "International Banking and Foreign Exchange Management", Himalayas Publishing House, New Delhi, 2016.

Course Code	Course Name	L	T	P	C
30212MG158	**BEHAVIOURAL FINANCE**	3	0	0	3

1. PREAMBLE

This course on Behavioural Finance explores the psychological influences and behavioural aspects that affect the decisions of financial practitioners. By integrating insights from psychology with traditional financial theories, this course aims to provide students with a more comprehensive understanding of market dynamics and investor behaviour.

2. PREREQUISITE

Introduction to Finance and Fundamentals of OB or have equivalent knowledge.

3. LINKS TO OTHER COURSES

Behavioural Finance ties in with courses like Corporate Finance, Merchant Banking

4. COURSE EDUCATIONAL OBJECTIVES

1. To understand the key psychological factors that influence financial decision-making.
2. To analyze how behavioral biases affect market outcomes.
3. To apply concepts of behavioral finance to personal and corporate financial decision-making.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's) Mention K LEVEL
CO1	Outline the behavioural finance principles	K2
CO2	Utilize analytical skills to assess the validity of the efficient market hypothesis against behavioural critiques.	K3
CO3	Identify leadership dynamics in financial decision-making.	K3
CO4	Examine the influence of global economic, legal, and ethical considerations on behavioural finance theories.	K4
CO5	Identify the behavioural finance concepts to improve strategic decision-making and achieve organizational goals,	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						M
CO2	H	H	H	H			
CO3	H	H	H	H		H	M
CO4			H	H	L	H	
CO5	H	H		H		H	

H-High; M-Medium & L-Low

7. COURSE CONTENTS
UNIT I: AN INTRODUCTION TO BEHAVIOURAL FINANCE   L-9
Behavioural Finance: An Overview - Nature - Scope - Significance - Theoretical framework of BF- Characteristics of Behavioural Finance & Different Biases - Prospect Theory - Framing - Mental accounting - Loss Aversion - Influence of behavioural biases on investment decision making in different region.

UNIT II: IMPLICATIONS OF DIMENSIONS OF BEHAVIOURAL FINANCE   L-9
Implication of Dimensions - Rational Managers Vs Irrational Investors - Efficient market hypothesis & alternate market hypothesis - Expected Utility Theory - Calculation based on probability approach

UNIT III: KNOWING MARKET ANOMALIES, HEURISTICS & BEHAVIORAL BIASES L-9
Market Anomalies - Causes & Effects - Evidences of Calendar Effects - January effect - Weekend effect - Turn-of-the year effect - Fundamental Anomalies - Technical Anomalies - Insights from Expert - Concept of Heuristics - Familiarity & Related Heuristics - Representativeness & Related biases - Anchoring as a bias - Emotional Bias - Evaluation and Assessment

UNIT - IV: UNDERSTANDING INVESTOR'S BEHAVIOR   L-9
Portrait of an Individual Investor & Institutional Investors - Implications of biases - Influence of Emotions - Behavioural Portfolio Theory - Models of Behavioural Finance- Barnewell Two-Way Model - BBK Five-way model (Big Five Personality Tests) Simulation

UNIT V: BEHAVIOURAL CORPORATE FINANCE   L-9
Behavioural Corporate Finance - Rational Managers & Irrational Investors - Valuation - Capital Budgeting & Investment Decisions - Dividend Policy Decisions - Future Direction in Behavioural Finance - Neurofinance - Points to Remember while applying Behavioural Finance - Behavioural Components of Financial Planning

TOTAL: 45 PERIODS

8. Text Book
1. Chandra, P., "Behavioural Finance," Tata McGraw Hill Education, Chennai (India), 2017.

9. Reference Books

1. Ackert, Lucy, Deaves, Richard, "Behavioural Finance; Psychology, Decision Making and Markets," Cengage Learning, 2010.
2. Forbes, William, "Behavioural Finance," Wiley, 2009.

PROGRAMME ELECTIVE

SEMESTER III

HUMAN RESOURCE MANAGEMENT

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG115	Industrial Relations and Labour Legislations	3	0	0	3
2	30212MG116	Training and Development	3	0	0	3
3	30212MG117	Performance Appraisal and Management	3	0	0	3
4	30212MG118	HR Analytics	3	0	0	3
5	30212MG119	Strategic Human Resource Management	3	0	0	3
6	30212MG120	Competency Mapping and Human Resource Planning	3	0	0	3

Course Code	Course Name	L	T	P	C
30212MG115	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	3	0	0	3

1. PREAMBLE

This course provides an in-depth insight into study of 'Industrial Relations'. It is an endeavor to understand the importance of positive employer employee relation workplace setting, in order to achieve optimum productivity.

2. PREREQUISITE

Basic knowledge of Human Resources Management.

3. LINKS TO OTHER COURSE

Human Resource Projects.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. Understand the dynamics of employer-employee relationships in the workplace.
2. Gain knowledge of the legal frameworks governing labour relations and employment practices.
3. Develop negotiation and conflict resolution skills relevant to industrial disputes.
4. Explore ethical considerations and social responsibilities in employment practices.
5. Analyze contemporary issues and trends influencing industrial relations and labour legislation.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Summarize the basics and dimensions of industrial relations.	K2
CO2	Develop positive employee relations	K3
CO3	Identify various sources of security schemes and applications of Industrial relations	K3
CO4	Examine the Employees' Provident Funds Act and Employees State Insurance Act.	K4
CO5	Make use of the Industrial Employment (Standing order) Act, 1946 and Factories Act.	K3

6. CORRELATION OF COs WITH POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						
CO2	H		M		M		H
CO3	H	H	M	H	M		
CO4		H		H			H
CO5		H		H			H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: BACKGROUND TO INDUSTRIAL RELATIONS   **L-9**

Understanding Employer - Employee Relations / Industrial Relations - Approaches to Industrial Relations - Changing Dimensions of Industrial Relations in India. Trade Unions **-** Growth of Trade Unions - Managerial Associations - Employers' Associations Government Labour Policies - Approaches to IR - Impact of globalization on IR.

UNIT II: POSITIVE EMPLOYEE RELATIONS   **L-9**

Management of Conflict in Industry - Principle of Natural Justice Causes and Settlement of Industrial Disputes/ Statutory Measures of conflict resolution Industrial Disputes' Act 1947 - Building Positive Employee Relations - Participative Management - Management and re-dressal of grievances - Management of positive discipline - Quality of Work Life (QWL) - Labour Welfare.

UNIT III: INTERNATIONAL DIMENSION OF INDUSTRIAL RELATIONS   **L-9**

International Labour Organization - Social security schemes in some leading countries Recognition of trade unions - Practices in some foreign countries. Employees' Compensation Act 1923 - Object & Applicability of the Act - Concepts governing - Compensation - Contributory negligence - Employers liability - Total & partial disability.

UNIT IV: EMPLOYEES' PROVIDENT FUND   **L-9**

Object & Applicability of the Act - Employees State Insurance Act 1948 - Object - Scope & Applicability of the Act - Definitions - Scheme of Contribution - ESI Corporation Composition - Powers & Duties - Benefits under the ESI Scheme - The EPF Scheme -   Contribution - Rate of interest & Withdrawals - The Employees' Pension Scheme 1995 - Membership & contribution - Benefits under Pension Fund Scheme 1995. - Maternity Act 1961.

UNIT V: INDUSTRIAL EMPLOYMENT (STANDING ORDER) ACT- 1946   **L-9**

Objective - Scope & Applicability of the Act - Definitions - Concept & Nature of Standing - Orders Certification Process - Penalties & Procedure. The Factories Act 1948 - Object- Scope & Applicability - the Act - Definitions - Approval - Licensing & Registration of Factories - The Inspecting staff - Powers - Duties of Inspectors - Health - Safety & Welfare of the Workers.

TOTAL: 45 PERIODS

8. TEXT BOOK

1. Sharma R.C, "Industrial Relations and Labour Legislation", PHI Learning Private Limited, Latest Edition, 2016.

9. REFERENCE BOOKS

1. Gupta CB, Kapoor N.D., Tripathi PC, "Industrial Relations and Labor Legislation", Sultan Chand, 6th Edition, 2020.
2. Sreenivasan M.R., "Industrial Relations and Labour Legislation", Margham Publications, 3rd Edition, 2012.
3. Singh BD "Industrial Relations; Emerging Paradigms", Excel Publications, Second Edition, 2010.
4. Singh, B.D "Labour Laws for Managers", Delhi, Excel Publications, 2nd Edition, 2009.
5. Monappa A, "Industrial Relations", TMG Publication, 39th reprint, 2010.

Course Code	Course Name	L	T	P	C
30212MG116	**TRAINING AND DEVELOPMENT**	3	0	0	3

1. PREAMBLE

This course is the new paradigm of globalization and technological advancement have substantially changed the way organizations function and the employees work and develop. The need for employee learning emphasis training and development function plays an important role. To provide competitive advantage - organizations need to   develop the required talent through training and proper coaching or mentoring.

2. PREREQUISITE

Basic knowledge of Human Resource Management

3. LINKS TO OTHER COURSES

Human Resources Management

4. COURSE EDUCATIONAL OBJECTIVES

The major objectives of the course are to:
1. Facilitate understanding of the role and importance of training in organizations.
2. Equip students with both theoretical concepts and practical techniques to manage the training and development function in an organization.
3. Provide an insight to gain sustainable competitive advantage through effective training & development process in an organization.
4. To make systematic study of both training and training aids.
5. To empower the students with theoretical knowledge about evaluation of training.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the role and relevance of training, difference between training and development and interpret various types of learning.	K2
CO2	Illustrate the different training need and assessment.	K2
CO3	Explain the various methods of training and computer-based training methods.	K2
CO4	Identify the trainer credibility, traits of successful trainers and implementation of training and training aids.	K3
CO5	Analyze the effectiveness of training programs for executive level management.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						H
CO2		H	H				H
CO3	H	H				H	H
CO4	H		H	M	M	H	
CO5		H	H	M	M	H	

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INTRODUCTION TO TRAINING & DEVELOPMENT AND LEARNING THEORIESL-9
Training - Role and Relevance - Difference between Training & Development - Training and Education - Classification of Learned Capabilities - Types of Learning: Experiential - Action Blended - Problem-based - Self-directed Learning - Reinforcement theory and Kolb's Learning Styles.

UNIT II: TRAINING NEEDS ANALYSIS   **L-9**
Introduction to Training Design and Implementation - Needs Analysis and Needs Assessment Performance Analysis - Job Analysis - Task Analysis - Learner Analysis - Context Analysis and Skill Gap Analysis.

UNIT III: TRAINING METHODS   **L-9**
On-the-job Training - Scope and Effectiveness - Classroom Methods: Advantages and disadvantages - Lectures and Demonstration - Games &Simulations - Computer - Based Training Methods - Types of E-learning and Computer Based Training (CBT) - Guidelines for online instructors - CBT Methods Programmed Instruction - Blended Learning - Off the Job training.

UNIT IV: TEACHING & FACILITATION SKILLS   **L-9**
Trainer Credibility - Personal Conduct - social practices - facilitation skills and content expertise Traits of successful trainers - Selection & Training of trainers - Trainer competencies - Technical business - interpersonal intellectual. Implementation of Training and Training Aids - Elements in an Instructional strategy - Different Aids   require for Training - Simulators -   Props - and Activity sheets etc. - Effective seating arrangement - Transfer of Training - Four types of difficult trainees.

UNIT V: EVALUATION OF TRAINING   **L-9**
Introduction of Training Evaluation - Donald Kirkpatrick's Evaluation Model - Measuring Training Effectiveness - Data Collection methods and designs for Evaluation - ROI of Training Programs. Employee and Management Development - Integration: Strategies and Management Characteristics - Outbound Training - Training for Executive Level Management - Component of Learning Organization - Exercise - Design and write down objectives of some organizational training like diversity training- cross-functional training - on-boarding (orientation) training.

TOTAL: 45 PERIODS
8. TEXT BOOKS
   1. Raymond A. Noe, "Employee Training and Development", McGraw Hill, 9th Edition, 2018.
9. REFERENCE BOOKS
  1. Pandu Naik G, "Training and Development", Excel Books, First Edition, 2008.
  2. Janakiram B., "Training &Development" Biztantra Publication, 2nd Edition, 2011.
  3. Dipak Kumar Bhattacharyya, "Training and Development: Theories and Applications", SAGE Texts; First edition, 2015.
  4. Nick Blanchard P. & James W. Thacker, "Effective Training: Systems, Strategies and Practices", Pearson Education, India, 4th Edition, 2010.
  5. ERASMUS, "Managing Training and Development", Oxford University Press, 2006

Course Code	Course Name	L	T	P	C
30212MG117	PERFORMANCE APPRAISAL AND MANAGEMENT	3	0	0	3

1. PREAMBLE

This course helps the success of an organization depends on the competent leadership at all organizational levels. Performance competence helps a person undertake challenging assignments- encourages and energizes the people- builds effective networks - and ultimately takes the organization to greater heights. Further effectiveness in employees through appraisal also depends on performance management.

2. PREREQUISITE

Basic knowledge of Human Resources Management

3. LINKS TO OTHER COURSES

Human Resources Management

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. Help students understand organizational performance and global leadership traits.
2. Assess changing environmental needs and essential skills for effectiveness, and understand follower characteristics.
3. Teach students about appraisal factors that impact performance evaluation.
4. Introduce students to the importance of performance appraisal.
5. Assist students in learning various performance appraisal approaches.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Summarize the employee needs for performance management.	K2
CO2	Explain the ability to analyze the appraisal in themselves	K2
CO3	Analyze the techniques to transform a group of individuals into a collaborative team.	K4
CO4	Build high performance through shared mission and collective responsibility	K3
CO5	Interpret the effectiveness of performance appraisal method	K2

6. CORRELATION OF CO's WITH PO's

CO Nos	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H			H			H
CO2	H	M			H		
CO3	H		M			H	H
CO4			M	H	H	H	
CO5		M		H	H	H	H

H- High; M-Medium; L-Lw

7. COURSE CONTENTS

UNIT I: INTRODUCTION TO PERFORMANCE MANAGEMENT   **L-9**

Definition of Performance Management - Evolution of Performance Management - Definitions and Differentiation of Terms Related to Performance Management -Importance of Performance Management - Linkage of Performance Management to Other HR Processes

UNIT II: HUMAN RESOURCE ACCOUNTING SYSTEM   **L-9**

Developing Human Resource Accounting systems - Implementation of Human Resource accounting - Integrated of accounting with other accounting systems - Recent advancements and future directions in Human Resource Accounting.

UNIT III: PERFORMANCE MANAGEMENT PLANNING AND DEVELOPMENT   **L-9**

Introduction - Performance Management Planning - the Planning Process - PerformanceAgreement - Drawing up the Plan - Evaluating the Performance Planning Process. Manager's Responsibility in Performance Planning Mechanics and Documentation - Employee's Responsibility in Performance Planning Mechanics and Documentation.

UNIT IV: PERFORMANCE APPRAISAL   **L-9**

Definitions and Dimensions of PA - Purpose of PA and Arguments against PA - Necessity of Performance Appraisal and its Usage by Organizations - Characteristics of Performance Appraisal - Performance Appraisal Process - Mistakes made by Human Resource Department.

UNIT V: PERFORMANCE APPRAISAL METHODS   **L-9**

Performance Appraisal Methods - Traditional Methods - Modern Methods - Performance Appraisal of Bureaucrats - New Approach - Performance Evaluation Performance Improvement Plan (PIP).

                                                        TOTAL: 45 Periods

8. TEXT BOOKS

1. Dewakar Goel., "Performance Appraisal and Compensation Management A Modern Approach" PHI Learning, 2nd Edition, 2015.

9. REFERENCE BOOKS

1. T.V.Rao, "Performance Management: Toward Organizational Excellence" SAGE Response; Second Edition, 2015.
2. Cokins,G.. "Performance Management: Integrating Strategy Execution, Methodologies, Risk and Analytics", John Wiley and Sons, 2009.
3. A S Kohli,. T Deb, "Performance Management", Oxford University Press, Second Edition, 2008.
4. Kevin R. Murphy, Jeanette N. Cleveland, Madison E. Hanscom "Performance Appraisal and Management" SAGE Publications, 1st edition, 2018.
5. Pulakos, Elaine. "Performance Management: A New Approach for Driving Business Results". Chichester, UK: Wiley, 2009.
6. Deepak Sharma, "Performance Management and Appraisal System: Text and Cases", Regal Publications, 2nd edition, 2011.

Course Code	Course Name	L	T	P	C
30212MG118	HR ANALYTICS	3	0	0	3

1. PREAMBLE

This course presents a thorough and systematic coverage of the metrics and measures related to the HR practices. The course aims at providing fundamental knowledge and exposure of the metrics and measures – concepts - theories and practices in the field of Human Resources in the changing global scenario.

2. PREREQUISITE

Basic knowledge of Human Resource Management.

3. LINKS TO OTHER COURSES

Functional electives & projects.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able:
1. To develop an understanding of the theory and principles of human resource management and the ability to practice effective and pragmatic management.
2. To understand the basic concepts of organizational behavior.
3. To comprehend the metrics and measures related to human resource management.
4. To understand the basic concepts of development metrics.
5. To understand the basic concepts of compensation metrics.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the basic level of HR analytics.	K2
CO2	Develop the implementation of HR intelligence and workforce scorecard.	K3
CO3	Analyze the recruitment tools based on staffing metrics.	K4
CO4	Develop the performance evaluation using development metrics.	K3
CO5	Identify the variables in salary and wages based on performance.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2	M	H	H		H	M	
CO3		H		M		M	H
CO4		H	H	M	H		H
CO5			H		H		H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: INTRODUCTION TO HR ANALYTICS   L-9
Introduction - Definition of HR analytics - Need for HR Analytics - Contribution of HR Analytics - Approaches to HR Analytics - Human Resource analytics applications - Role of HR in building organizational capabilities - People Capability Maturity Model - Talent analytics and maturity model.

UNIT II: HR INTELLIGENCE FRAMEWORK   L-9
Leadership practices: engagement practices - access to knowledge practices - People research & analytics practices - HR intelligence cycle; Organizational Intelligence Model (OIM); HR intelligence implementation - HR Scorecard; Workforce Scorecard; constructing HR scorecard - Illustrate the framework of HR workforce scorecard - Measurement Map.

UNIT III: STAFFING METRICS   L-8
Recruiting tools and practices an overview - Measure the quality of hire - Measuring the quality of applicants - Measuring the costs of hiring - Recruitment analytics and on boarding analytics Talent retention metrics - Staffing analytics performance & skill gap analytics-Attrition metrics manpower planning metrics - Push and pull model.

UNIT IV: DEVELOPMENT METRICS   L-9
Training ROI - Training evaluation models - Tracking the value of career management measurement - Performance metrics - EFQM (European Foundation for Quality Management) - Baldridge criteria - The intuitive non-analytic framework for Performance Management - The HR Analytics to improve talent decisions.

UNIT V: COMPENSATION METRICS   L-9
Calculating various wage / salary related measures - Variable pay systems - Types of executive compensation - Quantitative application in compensation - Percentiles - Cost benefit analysis and comp ratios - Mistakes in compensation designing - Employee benefits - Calculation of incentives - Measuring the impact of weak incentives - Monitoring planned and unexpected absence of employees - The cost impact of unplanned absences and staffing.

TOTAL: 45 PERIODS

8. TEXTBOOKS
1. Ramesh Soundararajan and Kuldeep Singh, "Winning on HR Analytics", Sage Publication, 2016.

9. REFERENCE BOOKS
1. Mike West, "People Analytics", Dummies, 1st edition, 2019.
2. Fitz,enz, J, How to Measure Human Resource Management, Tata Mc Graw Hill; Third edition, 2001.
3. Fitz,enz, J, "The ROI of Human Capital: Measuring the Economic Value of Employee Performance", AMACOM; Second Edition, 2009.
4. Dipak Kumar Bhattacharyya, "HR Analytics: Understanding Theories and Applications", SAGE Publications Pvt, Ltd; First edition, 2017.
5. Cascio, W,F, "Costing Human Resources: The Financial Impact of Behavior in Organizations (Kent Series in Human Resource Management)", PWS Pub Co; 3rd Edition, 1991.

Course Code	Course Name	L	T	P	C
30212MG119	STRATEGIC HUMAN RESOURCE MANAGEMEMNT	3	0	0	3

1. PREAMBLE

This Course provides students with the new technologies and developments to manage the human resources at corporate level. The students may apply the strategies in current work environment. It paves the way for those who are preparing for the careers like CEO- HR specialists - Generalists- directors and business leaders.

2. PREREQUISITE

Basic knowledge of Organizational Behavior and Principles of Management.

3. LINKS TO OTHER COURSES

Talent Management and Performance Management

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To provides a foundation in strategic human resource management concepts process and strategy.
2. To enable the students to build a career in HR.
3. It enables the students to understand the importance of training and development.
4. To impart theoretical knowledge and practice in the area of performance management.
5. To solve the issues in current work environment.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Interpret the human resources strategy and its organizational capability.	K2
CO2	Develop the human resource planning process.	K3
CO3	Compare the linkage between business strategy and T&D	K4
CO4	Identify the Performance measurement approaches to enhance organization performance.	K3
CO5	Identify the recent HR trends in Global environment.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2		H	H		M		
CO3	M	H	H			H	H
CO4		H	H	M	M	H	H
CO5				M		H	H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: BUSINESS STRATEGY AND ORGANIZATIONAL CAPABILITY   **L-9**
SHRM overview-Role of HR in changing Environment-Corporate and Business Strategy Aligning HR with Strategy-Building HR strategy for competitive advantage - Managing modern work force (global scenario of equal employment opportunity - discrimination)

UNIT II: STRATEGIC HR PLANNING   **L-9**
Business Strategy and HRP - Turn around- Retrenchment - Mergers and Acquisitions - Strategic HR Planning and Acquisition - Job Analysis and Talent Management - HRP Process - HRP and Outsourcing - Head Hunting - Strategic Recruitment and Selection - IT enabled acquisition Local issues in Staffing - Alternatives to hiring - Introduction to social media hiring and its impact, Employee surveys online.

UNIT III: STRATEGIC HUMAN RESOURCES DEVELOPMENT   **L-9**
Corporate Strategy and Career Systems - Career Planning - Training and Development - SHRM approaches to Training and Development - Linkage between Business Strategy and Training Executive Developments - recent approaches in Training and development – working conditions & family welfare.

UNIT IV: STRATEGIC PERFORMANCE MANAGEMENT   **L-9**
Strategic Performance Management – Performance Measurement approaches - Effective performance Measurement - Compensation - Rewards - Trends in Top level Executive Compensation - Strategic Linkage of Performance Management and Compensation - Employee Engagement - Managing Employee Relations: Ethics and Fair Treatment at Work - Grievance Handling - Unions and Strategic Collective Bargaining - Managing Exit.

UNIT V: GLOBAL ENVIRONMENT OF HR   **L-9**
Global Environment of HR - Change & Diversity - Difference between Global and Domestic HRM Cross Cultural context - Cross Cultural Education and Training Programs - Social Accountability sustainability - Strategic HR Issues in Global Assignments - Competencies of HR Professional in SHRM Scenario.
                                                                  TOTAL: 45 PERIODS
8. TEXT BOOK
1. Kesho Prasad. "Strategic Human Resource Development Concepts and Practices", PHI Learning, 2012.

9. REFERENCE BOOKS
1. Catherine Bailey- David Mankin- Clare Kelliher- Thomas Garavan- "Strategic Human Resource Management"- Oxford University Press, 2018.
2. Richard Regis- "Strategic Human Resource Management and Development"- Excel Books India- 2008.
3. Boxall, P. and Purcell, J., "Strategy and human resource management", Houndmills, Basingstoke, Hampshire: Palgrave Macmillan, 2003.
4. Marchington, M. and Wilkinson, A., "Human resource management at work", London: Chartered Institute of Personnel and Development. 2012.
5. Porter, M., "Competitive advantage". New York: Free Press, 1985.
6. Feza Tabassum Azmi, "Strategic Human Resource Management: Text and Cases", Kindle Edition, Vol-1, 2019.

Course Code	Course Name	L	T	P	C
30212MG120	COMPETENCY MAPPING AND HUMAN RESOURCE PLANNING	3	0	0	3

1. PREAMBLE

This course provides students an understanding of competency based human resource management by the way of equipping them with the techniques of identifying and defining the competencies- mapping competencies according to organization- role-functions and jobs- developing and validating generic and specific competency models. Designing and developing assessment center for competency assessment- application of competency-based approach in processes like Recruitment- Selection- Performance management-Career path- Training and development and Compensation.

2. PRE-REQUISITE

Basic knowledge of Human Resource Management

3. LINKS TO OTHER COURSE

Performance management, Strategic Human Resource Management and Entrepreneurship Development.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To understand the fundamentals of competency.
2. To make the students understand the importance of Competency Mapping.
3. Experience the process of competency mapping and profiling and mapping competencies according to organization role, function and tasks.
4. To plan and design the competency assessment tools through the assessment center approach.
5. To develop an understanding about competency-based HR planning.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Classify the competencies career level.	K2
CO2	Analyze the appropriate competency mapping techniques	K4
CO3	Identify the competency requirements for various sectors	K3
CO4	Develop various reliable competency model.	K3
CO5	Interpret the need for career planning and growth	K2

6. CORRELATION OF CO's WITH PO's

CO Nos	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						H
CO2	M	M			H		
CO3			H		H	H	H
CO4		M	H	M	H	H	
CO5			H	M		H	H

H-High; M-Medium & L-Low

7. COURSE CONTENTS

UNIT I: INTRODUCTION TO COMPETENCY   **L-9**
Introduction - Concept and Meaning - Types/Classification of competencies – Usage of competencies at entry and mid - Career level.

UNIT II: COMPETENCY MAPPING   **L-9**
Introduction - Purpose and benefits - Competency mapping at different levels - Corporate companies / institutions - HR interview and Individual level methods of competency mapping - Assessment center - Critical Incident Techniques - Questionnaire method - Psychometric tests.

UNIT III: PROCESS OF COMPETENCY MAPPING   **L-9**
Identifying competency requirement for various sectors of employment / various jobs IT - ITES Insurance - Banking and other financial service - Entertainment - Health service - Private education and training and defining competency requirements - skills- tasks - activities and technologies / techniques used for various types of jobs in service sector.

UNIT IV: COMPETENCY MODELS   **L-9**
Steps for developing a valid competency model - Goleman's emotional intelligence model - Aspects of emotional intelligence - Self-awareness – Social-awareness - Self-management and Relationship Management.

UNIT V: HUMAN RESOURCE MANAGEMENT AND CAREER PLANNING   **L-9**
Human Resource planning - Man power demand - Forecasting analysis of performance and productivity - Recruitment: function - Policies and sources - Screening of applicants - Testing attitudes - Induction and its steps - Training and development: Need for training - Performance appraisal and standards – Employee retention programs.

                                                        TOTAL: 45 PERIODS

8. TEXT BOOK
1. Seema Sanghi, "The Handbook of Competency Mapping: Understanding Designing And Implementing Competency Models In Organizations", Sage Publications India Private Limited, 2016.

9. REFERENCE BOOK
1. Lyle M.Spencer- Signe M. Spencer, "Competence at work models for Superior Performance", Wiley India Pvt. Ltd., New Delhi, 2008.
2. Srinivas R. Kandula, "Competency-based human resource management", PHI Learning Pvt. Ltd., 2013
3. Ganesh Shermon, "Competency based HRM" McGraw Hill Education, 2004.
4. Raman Preet, "Future of Human Resource Management: Case Studies with Strategic Approach" Wiley Future of Human Resource Management: Case Studies with Strategic Approach" Wiley, 2019.
5. Ramesh Soundararajan, "Winning on HR Analytics: Leveraging Data for Competitive Advantage" Sage Publications India Pvt Ltd, 1st Edition, 2016.
6. Seema Sanghi, "The Handbook of Competency Mapping: Understanding Designing and Implementing Competency Models In Organizations", Sage Publications India Private Limited, 2016.

PROGRAMME – ELECTIVE
III SEMESTER

BUSINESS ANALYTICS

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG121	Big Data, Social and Web Analytics.	3	0	0	3
2	30212MG122	Data Mining and Business Intelligence	3	0	0	3
3	30212MG123	Python for Data Analytics – Lab	0	0	6	3
4	30212MG124	Introduction to Data Analytics, AI and Cloud Computing	3	0	0	3
5	30212MG150	Basics of Functional Analytics	3	0	0	3
6	30212MG301	Python Programming Lab	0	0	6	3
7	30212MG160	Enterprise Resource Planning	3	0	0	3

Course Code	Course Name	L	T	P	C
30212MG121	**BIG DATA, SOCIAL AND WEB ANALYTICS**	**3**	**0**	**0**	**3**

1. PREAMBLE

This course gives an introduction to big data and some of its applications in various fields. The course aims at providing a practical understanding of the social and web analytics tools and techniques for mining data of the users in the websites and social networks. It also describes the use of big data for the monitoring of social media (for instance LinkedIn, Facebook, and Twitter) for market growth and brand management

2. PREREQUISITE

This course demands the understanding of fundamentals of websites and social media applications.

3. LINKS TO OTHER COURSES

Data Mining and Data Analytics

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To understand the components of the social network and fundamental of Big Data.
2. To model and visualize the social network.
3. To understand the techniques used for understanding the users' behaviour in the social network.
4. To understand the real-world application of web and social analytics.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the concept of big data.	K2
CO2	Interpret the various modeling and visualization tools in big data.	K2
CO3	Identify the data mining communication modules.	K3
CO4	Explain the text and opinion mining concepts.	K2
CO5	Examine the tools for social network analysis.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						
CO2		M					M
CO3							M
CO4		M					
CO5				L	L		

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: INTRODUCTION TO BIG DATA   **L-9**
Introduction to Big data and social networks - Hadoop, HIVE, PIG, Map Reduce, YARN and HiveQL for handling big data - Emergence of the social web - Statistical properties of social networks – Development of social network analysis - Blogs and online communication models.

UNIT II: MODELLING AND VISUALIZATION   **L-9**
Visualizing online social networks. A taxonomy of visualizations. Graph representation, Centrality, Clustering, Node-Edge Diagrams, visualizing social networks with Matrix Based Representations- Node-Link Diagrams. Azure ML, H2O, SPARK.

UNIT III: MINING COMMUNICATION MODULES   **L-9**
Aggregating and reasoning with social network data - Extracting evolution of Web Communication – Modules from as series of web archive - Detecting communities in   social networks - Evaluating communities - Core methods for community detection and mining.

UNIT IV: TEXT AND OPINION MINING   **L-9**
Text Mining in Social Networks - Opinion extraction - Sentiment classification and clustering – Temporal sentiment analysis - Wish analysis - Product review mining - Review classification, tracking sentiments towards topics over time.

UNIT V: TOOLS FOR SOCIAL NETWORK ANALYSIS   **L-9**
UCINET, PAJEK, ETDRAW, Splus, SIENA and RSIENA. Real world Social Networks analysis (Facebook, whatsapp, twitter etc.)

                                          TOTAL: 45 PERIODS

8. TEXTBOOK
1. Amir Vahid Dastjerdi, Rajkumar Buyya, Rodrigo N Calbeiros, "Big Data Principles and Paradigms" Todd Green, 2016.
2. Charu C. Aggarwal, "Social Network Data Analytics", Springer; 2011.
3. Maksim Tsvetovat and Alexander Kouznetsav, "Social Network Analysis for Startups" O'Reilly Media, 2nd Edition, 2012.

9. REFERENCE BOOKS
1. GuandongXu, Yanchun Zhang and Lin Li, "Web Mining and Social Networking – Techniques and applications", Springer, 1st edition, 2011.
2. Giles, Mark Smith, John Yen, "Advances in Social Network Mining and Analysis", Springer, 2010.
3. Ajith Abraham, Aboul Ella Hassanien, "Computational Social Network Analysis: Trends, Tools and Research Advances", Springer, 2009.
4. Toby Segaran, "Programming Collective Intelligence", O'Reilly, 2012.
5. Sule Gündüz-Ogüdücü, A. Sima Etaner-Uyar, "Social Networks: Analysis and Case Studies", Springer, 2014.

Course Code	Course Name	L	T	P	C
30212MG122	**DATA MINING AND BUSINESS INTELLIGENCE**	**3**	**0**	**0**	**3**

1. PREAMBLE

As the big data continues to reverberate through every aspect of life, this course aims to impart knowledge on use of data mining techniques for deriving business intelligence to achieve organizational goals. Use of Tableau and R to build, assess, and compare models based on real data sets and cases with an easy-to-follow learning curve.

2. PREREQUISITE

Foundation knowledge of Business Analytics

3. LINKS TO OTHER COURSES

To all courses in Business Analytics area

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To differentiate, design and assess various business intelligence (BI) and Data mining models.
2. To Identify and translate real-world business problems into BI and Data mining problems.
3. To Exhibit ability in pre-preparing and visualizing the right data towards these problems.
4. To Implement efficient data mining and BI strategies to solve these problems.
5. To Enhance knowledge and skills in the current trends in the management and use of data mining and Business Intelligence.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Interpret the concept of data mining and business intelligence.	K2
CO2	Summarize data management concepts.	K2
CO3	Utilize data exploration and pattern discovery.	K3
CO4	Analyze the concept of prediction modeling.	K4
CO5	Make use of various data mining techniques.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		L				H
CO2	M						
CO3		H					
CO4		H				L	H
CO5		H					H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: INTRODUCTION TO DATA MINING AND BUSINESS INTELLIGENCE   L-9

Introduction to Data mining and Business Intelligence - General Overview of Data mining and its related technologies - Machine Learning, Artificial Intelligence - Stages of Data mining – Process CRISP model of data mining - Data mining Techniques Introduction to R Basic Statistical Techniques – Applications

UNIT II: DATA MANAGEMENT   L-9

Data Management, Warehousing and OLAP Technology - Data Warehouse and DBMS Multidimensional Data Models - Data Warehouse Architecture - OLAP operations

UNIT III: DATA PRELIMINARIES FOR ANALYTICS   L-9

Data Exploration and Pattern Discovery - Data cleaning, transformation, and reduction - Developing Intuition about data - Introduction to Tableau - Basic visualization - Clustering - Agglomerative and Divisive clustering

UNIT IV: ALGORITHMIC TOOLS & METRICS   L-9

Data Mining Algorithm: Prediction - The prediction task - Training and testing - Classification and predictive modeling; Decision trees, logistic regression, and instance-based methods as classification tools; Using R to build models - Estimating classifier accuracy (hold-out, cross validation)

UNIT V: ALGORITHMIC PATTERNS & ASSOCIATIONS   L-9

Data Mining Algorithm: Mining Frequent Patterns and Associations rules - Basic Concepts - Item sets – Frequent Item sets Mining Algorithms - Mining Various Kinds of Association Rules - Multilevel and Multidimensional - Association Rule Mining vs Correlation Analysis – Data modelling.

TOTAL: 45 PERIODS

8. TEXT BOOK

1. Kris Jamsa, "Introduction to Data Mining and Analytics with Machine Learning in R and Python", Jones & Bartlett learning, 2020.
2. Pang-Ning Tan, Michael Steinbach, and Vipin Kumar, "Introduction to Data Mining", Pearson India, 2016.
3. Jiawei Han, Jian Pei, Hanghang Tong, "Data Mining Concepts and Techniques", Mogran Kaufmann, 4th Edition, 2022.
4. EMC Education Services, "Data Science and Big Data Analytics Discovering, Analyzing, Visualizing and Presenting Data", Wiley, 2015.

9. REFERENCE BOOKS

1. Alex Berson and Stephen J. Smith, "Data Warehousing, Data Mining and OLAP", Tata McGraw– Hill Edition, Thirteenth Reprint, 2008.
2. XLMiner by Shmueli, G., Patel, N. R., & Bruce, P. C. "Data Mining for Business Intelligence": Concepts, Techniques, and Applications in Microsoft Office Excel 2010.
3. Galit Shmueli, Nitin R.Patel, and Peter C.Bruce, "Data Mining for Business Intelligence", Wiley Publisher.2010
4. Shumeli, Bruce, Yahav Patel and Lichtendahl Jr., "Data Mining for Business Analytics", Wiley, 2021.
5. Gordon Linoff and Michael Berry, "Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management", Wiley, 3rd Edition, 2011.

Course Code	Course Name	L	T	P	C
30212MG123	PYTHON FOR DATA ANALYTICS – LAB	0	0	6	3

1. PREAMBLE

This course Python for Data Analytics-Lab is aimed at providing a practical understanding of the data analytics and machine learning techniques in Python which are used for data analysis in the business.

2. PREREQUISITE

This course demands the understanding of basic computer skills.

3. LINKS TO OTHER COURSES

Data Mining and Data Analytics

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. Understand fundamentals of Python - Juypter note book.
2. Understand the data structure, data frames, and Packages.
3. Imparting knowledge of the classification and machine learning techniques.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Demonstrate installation of python, jupyter notebook and libraries.	K2, S2
CO2	Outline the concept of data structures.	K2, S2
CO3	Make use of inferential statistics analysis using Python.	K3, S3
CO4	Apply group operations in Python.	K3, S3
CO5	Analyze the concept of machine learning.	K4, S3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1							H
CO2	M	H		M			H
CO3		H		M		L	H
CO4		H					H
CO5	M	H					H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

1	Write a program for Accessing or Importing Data using python	CO1
2	Consider the sample data Mean velocity: 0.2474, 0.1235, 0.1737, 0.1824 Standard deviation of velocity: 0.3314, 0.2278, 0.2836, 0.2645. Write a Python program to create bar plots with error bars on the same figure. Attach a text label above each bar displaying the means.	CO2
3	Write a python program to perform a chi-test using python programming in Jupiter notebook.	CO5
4	Write a python program to implement k-nearest neighbours classification using python in Jupiter notebook.	CO5
5	Write a python program to implement linear regression using python in Jupiter notebook.	CO4
6	Implement Naïve Bayes Theorem to Classify the English Text using Jupiter notebook	CO3
7	Write a python program to implement SVM (Support Vector Machine) in Jupiter notebook	CO3

TOTAL: 90 PERIODS

8. TEXT BOOK
1. Mark Lutz, O'reilly, "Learning Python", 5th Edition, 2018.

9. REFERENCE BOOKS
1. Michael Dawson, 'Python Programming for the Absolute Beginner", Premier Press, 2nd Edition, 2003
2. Cornelius Leondes, "Image Processing and Pattern Recognition", Academic Press, Volume 5, 1st Edition.
3. S Lovelyn Rose, L Ashok Kumar, and D Karthika Renuka, "Deep Learning Using Python", Wiley, 2019.
4. Dr. R. Nageswara Rao, "Machine Learning in Data Science Using Python", DreamTech Press, 2022.

Course Code	Course Name	L	T	P	C
30212MG124	**INTRODUCTION TO DATA ANALYTICS, AI AND CLOUD COMPUTING**	**3**	**0**	**0**	**3**

1. PREAMBLE

This course Introduction to Data Analytics, AI and Cloud computing is aimed at providing an overall understanding of the data analytics, artificial intelligence and cloud computing domain and its important aspects from the business perspective.

2. PREREQUISITE

This course demands the understanding of fundamentals of computers and data tables in college level education.

3. LINKS TO OTHER COURSES

Data mining and data analytics

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. Understanding the Role of Data Analyst and Data science in business.
2. To understand the basic concepts of artificial intelligence and machine learning.
3. To understand the application of business analytics.
4. Understanding the basic concept of Data Science Project Life Cycle.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Demonstrate the concept of analytics.	K2
CO2	Explain the various data management methods.	K2
CO3	Utilize the concept of data mining and big data.	K3
CO4	Examine the various AI and machine learning methods.	K4
CO5	Make use of the concept of cloud computing.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H			M		H
CO2		H			M		H
CO3	H	H					H
CO4		H					H
CO5	H			L			H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: INTRODUCTION TO ANALYTICS   **L-9**
Introduction: Definition of business analytics. Historical overview of data analysis, Data science - Definition, Applications for data science, Data scientists, roles and responsibility.

UNIT II: DATA MANAGEMENT   **L-9**
Data Collection - Data Management - Organization and sources of data - Importance of data quality - Dealing with missing or incomplete data - data classification - Data science Project Life Cycle: Business requirement, Data acquisition, preparation.

UNIT III: DATA MINING AND BIG DATA   **L-9**
The origins of data mining - data mining tasks - OLAP and multidimensional data analysis - Basic concept of Association analysis and cluster analysis - Big data, Hadoop, HIVE and Mapreduce.

UNIT IV: AI AND MACHINE LEARNING   **L-9**
Introduction to Machine Learning: History and Evolution - AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science - Supervised learning, Unsupervised learning, Reinforcement learning - Frameworks for building machine learning systems.

UNIT V: CLOUD COMPUTING   **L-9**
Introduction-Benefits, business and IT perspective. Virtualization - Cloud services requirements - Cloud and dynamic Infrastructure - Cloud computing characteristics - Cloud Adoption. Cloud models, Cloud characteristics - Security in a public cloud, Public versus Private clouds.

                                                                TOTAL: 45 PERIODS

8. TEXT BOOK
1. Andrzaj M Gocinski, James Broberg, Rajkumar Buyya, "Cloud Computing Principles and Paradigms", Wiley, 2010.

9. REFERENCE BOOKS
1. Pang-Ning Tan, Michael Steinbach, Vipin Kumar, "Introduction to Data Mining", Pearson Education India, 2017.
2. Ger Koole, "An Introduction to Business Analytics", Lulu.com, 2019.
3. Andreas C. Müller, Sarah Guido, O'Reilly, 'Introduction to Machine Learning with Python: A Guide for Data Scientists" 1st Edition, 2018.
4. Laura Igual Santi Seguí," Introduction to Data Science", Springer, 2019.
5. Michael Kavis, "Architecting the Cloud Design Decisions for Cloud Computing Service Models (SaaS, PaaS, and IaaS)", Wiley, 2014.
6. Bhimasankaram Pachiraju, Sridhar Seshadri, "Essentials of Business Analytics: An Introduction to the methodology and its application", Springer, 2019.

Course Code	Course Name	L	T	P	C
30212MG150	**BASICS OF FUNCTIONAL ANALYTICS**	**3**	**0**	**0**	**3**

1. PREAMBLE

Basics of Functional Analytics is aimed at providing an overall understanding of the introduction to business analytics and a theoretical aid to business decision making. Descriptions of business problems, important analytical techniques that can be deployed by managers in business situations are included in this course.

2. PREREQUISITE

This course demands the understanding of functional areas of business.

3. LINKS TO OTHER COURSES

Data mining and data analytics

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To understand the concept of business analytics and its applications in various functional areas of business.
2. To understand the benefits of Human Resource, Supply Chain, Customer, Business Process and Financial Analytics.
3. To understand analytical concepts involved in functional analytics.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

Cs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the functional roles in analytics	K2
CO2	Apply the uses of human resource and supply chain analytics	K3
CO3	Examine the uses of customer analytics in business.	K4
CO4	Interpret the uses of business process analytics.	K2
CO5	Identify the benefits of financial analytics	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L					H	
CO2		H	L		H	H	H
CO3		H			H	H	
CO4		H		L		H	H
CO5					H	H	H

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INTRODUCTION   **L-9**
Business Analytics – Goals – Domains of business analytics – Choice making process in business organizations. Business Roles in analytics – First level users – Second level users – Third level users. Functional Analytics – Types of functional analytics – Uses of functional analytics.

UNIT II: HUMAN RESOURCE ANALYTICS AND SUPPLY CHAIN ANALYTICS   **L-9**
Human Resource Analytics – Uses – Workforce planning – Attrition analysis – Employee performance management – Reward management and incentive design – Talent management and engagement – Employee productivity and training – Compensation and benefits planning – Recruitment analytics – Manpower forecasting. Supply chain Analytics – Uses – Supply network strategy – Working capital analytics – E-finance scorecard – Supplier rating model – SKU rationalization – Spend analytics – Supplier performance analytics – Inventory analytics – Bill of materials analysis.

UNIT III: CUSTOMER ANALYTICS   **L-9**
Customer Analytics – Uses – Cross product holdings – Product level holdings – Attrition analysis – Churn analysis – Cohort analysis – Cross sell analysis – Customer profitability analysis – Customer Feedback analysis - Prescreen score – Campaign profit score – Lifetime value – New customer analysis – Cross holding analysis – Product offer analysis – Customer spend analysis – Customer risk profile analysis – Social media analytics.

UNIT IV: BUSINESS PROCESS ANALYTICS   **L-9**
Business Process Analytics – Uses – New business analysis – Fraud analytics – Marketing analytics – Campaign performance analysis – Campaign affinity – Campaign performance analysis – Sales analysis – Yield management – Service resolution analysis – Process re-engineering – Fish bone diagram - Simulation – New operations analytics.

UNIT V: FINANCIAL ANALYTICS   **L-9**
Financial Analytics – Uses – Measuring financial impact: Product profitability analysis – Cash management – Interest rate risk analytics – Liquidity analytics – Spread analysis – Pricing analytics – Retail credit risk analytics – Mortgage analytics – Insurance analytics.
                                                                                     TOTAL: 45 PERIODS
8. TEXT BOOK
  1. Dinabandhu Bag, "Business Analytics", Routledge Taylor and Francis Group, 2017.

9. REFERENCE BOOKS
  1. Martin R. Edwards, Kirsten Edwards, "Predictive HR Analytics", Kogan Page, 2019.
  2. Kurt Y. Liu, "Supply Chain Analytics", Springer International Publishing, 2022.
  3. Mark J. Bennett, Dirk L. Hugen, "Financial Analytics with R" Cambridge University Press, 2016.

Course Code	Course Title	L	T	P	C
30212MG301	**PYTHON PROGRAMMING LAB**	**0**	**0**	**6**	**3**

1. Preamble

This course is aimed at providing a practical understanding of the data analytics and machine learning techniques in Python which are used for data analysis in the business.

2. Prerequisite

This course demands the understanding of basic computer skills.

3. Links to Other Course

Data Mining and Data Analytics

4. Course Educational Objectives

Through this course the students will be able: -
   4. Understand fundamentals of Python - Juypter note book.
   5. Understand the data structure, data frames, and Packages.
   6. Imparting knowledge of the classification and machine learning techniques.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Demonstrate installation of python, jupyter notebook and libraries.	K2, S2
CO2	Examine the concept of data structures and group operations.	K4, S3
CO3	Assess Data visualization using matplot lib.	K5, S3
CO4	Assess inferential statistics using Python.	K5, S3
CO5	Make use of the concept of machine learning.	K3, S3

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1							H
CO2	H	H		H			H
CO3		H		H		L	H
CO4		H					H
CO5	H	H					H

H- High; M-Medium; L-Low

7. Course Contents

1.	Study on installation of python, jupyter notebook and libraries.	CO1
2.	Write a program to perform different Arithmetic Operations on numbers in Python.	C02
3.	Write a program to create, concatenate and print a string and accessing sub-string from a given string.	C02
4.	Write a python script to print the current date in the following format "Sun May 29	C02
5.	Write a program to create, append, and remove lists in python	C02
6.	Write a python program to find largest number among three numbers.	C02
7.	Write a Python script that prints prime numbers less than 20.	C02
8.	Write a Python class to reverse a string word by word.	C02

9. Create a class named 'Rectangle' with two data members- length and breadth and a method to calculate the area which is 'length*breadth'. The class has three constructors which are: C02

   1 - having no parameter - values of both length and breadth are assigned zero.

   2 - having two numbers as parameters - the two numbers are assigned as length and breadth respectively.

   3 - having one number as parameter - both length and breadth are assigned that number.

   Now, create objects of the 'Rectangle' class having none, one and two parameters and print their areas.

10. Create a class named 'Programming'. While creating an object of the class, if nothing is passed to it, then the message "I love programming languages" should be printed. If some String is passed to it, then in place of "programming languages" the name of that String variable should be printed.   C02

    For example, while creating object if we pass "Java", then "I love Java" should be printed.

11. A school has following rules for grading system: C02

    a. Below 25 - F

    b. 25 to 45 - E

    c. 45 to 50 - D

    d. 50 to 60 - C

    e. 60 to 80 - B

f. Above 80 - A

Ask user to enter marks and print the corresponding grade.

12. A company decided to give bonus of 5% to employee if his/her year of service is more than 5 years.   C02

Ask user for their salary and year of service and print the net bonus amount.

13. Ask user to enter age, sex (M or F), marital status (Y or N) and then using following rules print their place of service.   C02

if employee is female, then she will work only in urban areas.

if employee is a male and age is in between 20 to 40 then he may work in anywhere

if employee is male and age is in between 40 t0 60 then he will work in urban areas only.

And any other input of age should print "ERROR".

14. Write a program to print a number given by user but digits reversed. E.g.-   C02

INPUT: 123   OUTPUT: 321

INPUT : 12345   OUTPUT : 54321

15. Take a list of length n where all the numbers are non-negative and unique. Find the element in the list possessing the highest value. Split the element into two parts where first part contains the next highest value in the list and second part hold the required additive entity to get the highest value. Print the list where the highest value gets splitted into those two parts.   C02

Sample input: 4 8 6 3 2

Sample output: 4 6 2 6 3 2

16. Sorting refers to arranging data in a particular format. Sort a list of integers in ascending order (without using built-in sorted function). One of the algorithm is selection sort. Use below explanation of selection sort to do this.   C02

17. Write a function "perfect()" that determines if parameter number is a perfect number. Use this function in a program that determines and prints all the perfect numbers between 1 and 1000.   C02

[An integer number is said to be "perfect number" if its factors, including 1(but not the number itself), sum to the number. E.g., 6 is a perfect number because 6=1+2+3].

18. Create a Time class and initialize it with hours and minutes.   C02

1. Make a method addTime which should take two-time object and add them. E.g.- (2 hour and 50 min)+(1 hr and 20 min) is (4 hr and 10 min)

2. Make a method displayTime which should print the time.

3. Make a method DisplayMinute which should display the total minutes in the Time. E.g.- (1 hr 2 min) should display 62 minute.

19. Create a file and enter text "Hello learners! Welcome to the Python course. Enjoy learning.". Write another function to read the data from the file and display it. — C02

20. From a list containing ints, strings and floats, make three lists to store them separately. Use Lambda function — C02

21. **Case study:** — CO3, C04

Description:

The Student Performance Dataset is a dataset designed to examine the factors influencing academic student performance. The dataset consists of 10,000 student records, with each record containing information about various predictors and a performance index.

Variables:

• Hours Studied: The total number of hours spent studying by each student.

• Previous Scores: The scores obtained by students in previous tests.

• Extracurricular Activities: Whether the student participates in extracurricular activities (Yes or No).

• Sleep Hours: The average number of hours of sleep the student had per day.

• Sample Question Papers Practiced: The number of sample question papers the student practiced.

Target Variable:

• Performance Index: A measure of the overall performance of each student. The performance index represents the student's academic performance and has been rounded to the nearest integer. The index ranges from 10 to 100, with higher values indicating better performance.

22. Study on Exploratory Data Analysis (EDA), Model Building and Model Verification. — CO5

Total: 90 Periods

8. Rubrics for Internal Assessment

Rubrics for evaluation of laboratory experiment

Performance in conducting experiment (5)	Result and Analysis (3)	Viva Voce (3)	Record (4)	Total (15 Marks)

Rubrics for evaluation of model laboratory test experiment

Performance in conducting experiment (15)	Result and Analysis (5)	Viva Voce (5)	Total (25 Marks)

9. Rubrics for Semester End Laboratory Examination

Performance in conducting experiment (30)	Result and Analysis (20)	Viva Voce (10)	Total (60 Marks)

10. Text Book
1. Mark Lutz, O'reilly, "Learning Python", 5th Edition, 2018.

11. Reference Books
1. Michael Dawson, 'Python Programming for the Absolute Beginner", Premier Press, 2nd Edition, 2003
2. Cornelius Leondes, "Image Processing and Pattern Recognition", Academic Press, Volume 5, 1st Edition.
3. Lovelyn Rose S., L Ashok Kumar, and D Karthika Renuka, "Deep Learning Using Python", Wiley, 2019.
4. Nageswara Rao R., "Machine Learning in Data Science Using Python", DreamTech Press, 2022.

Course Code	Course Name	L	T	P	C
30212MG160	**ENTERPRISE RESOURCE PLANNING**	**3**	**0**	**0**	**3**

1. PREAMBLE

An Enterprise Resource Planning (ERP) system is a comprehensive software solution designed to streamline and integrate business processes across various departments and functions within an organization. ERP systems facilitate the flow of information between all business functions and manage connections to stakeholders. They typically include modules for finance, human resources, supply chain management, manufacturing, procurement, and other core areas of a company's operations.

2. PREREQUISITE

Fundamental of Business Analytics

3. LINKS TO OTHER COURSES

IT for Managers and all specializations

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
   1. To understand the basic concept of ERP systems
   2. To study the steps and activities in the ERP life cycle
   3. To develop a process driven thinking towards business process
   4. To gain knowledge on various ERP functional modules
   5. To know the emerging trends in ERP.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the evolution of ERP	K2
CO2	Identify the ERP Implementation strategy	K3
CO3	Summarize the functional modules of ERP	K2
CO4	Make use of the technological areas of ERP	K3
CO5	Analyze the utility of ERP for various industries	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						
CO2	H	H	H	H	M	H	H
CO3	H	H	H	H	M	H	H
CO4	H	H	H				H
CO5	H			H		H	

H- High; M-Medium; L-Low

7. COURSE CONTENT

UNIT I: ERP Overview   **L-9**
Definition – Need – History of ERP – Benefits - ERP and Enterprise Applications – Emerging Trends – ERP-A Subset of Enterprise Applications

UNIT II: Implementation and Support   **L-9**
Life Cycle, Methodologies and Strategy – Business Case and Return on Investment Analysis for ERP – ERP Package Selection – ERP Project Team and Project Organization Structure – ERP Project Management – Business Process Reengineering – Business Modelling – Gaps Identification and Strategies to Bridge the Gap – Configuring and Testing– Managing ERP Security- Data Migration – Cutover Planning and Go Live Preparation – Training – Success or Failure of ERP Implementation

UNIT III: ERP Functional Modules   **L-9**
Human Resource Management – Financial Management – Procurement and Inventory Management Through ERP – Supplier Relationship Management – Production Planning and Execution – Supply Chain Planning – Sales and Service -Logistics Execution: Warehouse and Transport Management – Customer Relationship Management – Quality Management – Maintenance Management and Enterprise Asset Management.

UNIT IV: Technology areas of ERP   **L-9**
Portal, Content Management and Knowledge Management – Data Warehousing, Data Mining, Business Intelligence and Analytics – New Technologies for Deploying ERP

UNIT V ERP for Industries   **L-9**
ERP for Different Manufacturing Industries – Petroleum, Oil and Gas Companies, Auto Industry, Pharma, Consumer Product Goods, Mining Industry – ERP for different Service Industries – Retail. Healthcare, Educational Institutions, Telecom, Banks, Insurance and Utility Companies

TOTAL: 45 PERIODS

8. TEXT BOOK
  1. Rajesh Ray, "Enterprise Resource Planning Text and Cases, Tata McGraw Hill, 2017.

9. REFERENCE BOOKS

1. Ellen Monk, Bret Wagner, "Concepts in Enterprise Resource Planning", Cengage learning, 3rd Edition, 2012.
2. Murthy C.S.V., "Enterprise Resource Planning (ERP) Text and Case Studies" Himalaya Publication, 2008.
3. Alexis Leon, "Enterprise Resource Planning", McGraw Hill, 2nd Edition, 2018
4. David L. Olson,"Managerial Issues of Enterprise Resource Planning Systems", McGraw Hill, 2008.
5. Robert Jacobs F. and Clay Whybark D., "Why ERP? A primer on SAP Implementation", McGraw Hill, 2000.
6. Ashim Raj Singla, "Enterprise Resource Planning", 2nd Edition, Cengage Learning, 2019.

PROGRAMME ELECTIVE
SEMESER III

LOGISTICS AND SHIPPING MANAGEMENT

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG126	Logistics and Supply Chain Management	3	0	0	3
2	30212MG127	Port Management and Operations	3	0	0	3
3	30212MG128	Multimodal Transport and Risk Management	3	0	0	3
4	30212MG129	Shipping and Maritime Law	3	0	0	3
5	30212MG130	Marine Cargo Management	3	0	0	3
6	30212MG159	Warehouse Management	3	0	0	3

Course Code	Course Name	L	T	P	C
30212MG126	**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**	3	0	0	3

1. PREAMBLE

This course is to give students a managerial knowledge of basic concepts and principles of logistics. These include the management of core logistics functions, cost integration, warehouse and inventory, material handling and distribution, transportation, cargo and its regulation and documentation process.

2. PREREQUISITE

Basic knowledge of Logistics and Supply Chain Management.

3. LINKS TO OTHER COURSES

All Diplomas, post graduate diploma, master degree courses related to logistics.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
1. To provide an understanding of logistics while emphasizing the importance of SCM in different industries.
2. To impart methods, modes and regulations related to logistics that the student can incorporate with the current business scenario.
3. To understand about Supply Chain Management.
4. To know about strategic lead time management in logistics.
5. To understand the recent developments in Logistics and Supply Chain.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the concepts, terminology of logistics and significance of customer service in logistics.	K2
CO2	Apply suitable logistics performance measurement and costing methods.	K3
CO3	Apply the strategic framework of supply chain management	K3
CO4	Analyze and Implement strategic lead-time and JIT Management in supply chain operations.	K4
CO5	Identify the current trend of Logistics and Supply Chain Management.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H					H	H
CO2	H	M			H	H	
CO3	H		M	H	H	H	H
CO4		M	M	H	H		
CO5				H			H

H- High, M-Medium, L-Low

7. COURSE CONTENTS
UNIT I: LOGISTICS MANAGEMENT-OVERVIEW **L-9**
Logistics Management: Definition - Objectives and scope - Logistics and Competitive Strategy - Competitive advantage - Gaining competitive advantage through logistics - The mission of logistics management - The marketing and logistics interface - Customer service - Customer service and customer retention - Service-driven logistics system -Setting customer service priorities.

UNIT II: PERFORMANCE MEASUREMENT AND COSTS **L- 9**
Performance Measurement - Need, System, Levels and Dimensions - Internal and External Performance Measurement - Logistics Audit - Total Logistics Cost - Concept, Accounting Methods - Cost: Identification, Time Frame and Formatting.

UNIT III: SUPPLY CHAIN **L-9**
Introduction - Objective - Importance - Decision Phases - Process views of supply chain - Enablers / Drivers of Supply Chain Performance - Supply chain strategy - Supply Chain Performance Measures - Challenges in supply chain - Push-Pull systems - Emerging models for Block chain Technology - Blockchain technology and factors affecting Supply Chain - Supply Chain finance.

UNIT IV: STRATEGIC LEAD-TIME AND JIT MANAGEMENT **L-9**
Time based competition - The concept of lead time - Logistics pipeline management logistics value engineering - The lead time gap - Just In Time (JIT) and quicker response logistics - The Japanese philosophy - Implications for logistics - Quick response logistics vendor managed inventory - Logistics information system - Logistics system dynamics Production strategies for quick response.

UNIT V: **CURRENT TRENDS** **L-9**
Logistics Information Systems - Need, characteristics and design - E-Logistics - Structure and Operation - Automatic Identification Technologies - Reverse Logistics - Scope, design and as a competitive tool - Agile Supply Chains - Agro Supply Chains - Supplier Selection: Auctions & Negotiation - Creating a world class supply base - Supplier Development - World Wide Sourcing - World class manufacturing – ONDC – National Logistics Policy.
TOTAL: 45 PERIODS

8. TEXT BOOK
1. Sople V.V., "Logistics Management", Pearson Education, 2009.
2. Sunil Chopra and Peter Meindl, "Supply Chain Management-Strategy Planning and Operation", PHI Learning / Pearson Education, 2007.

9. REFERENCE BOOKS
1. Saikumari V. and Purushothaman S , "Logistics and Supply Chain Management", Sultan Chand & sons, 2022.
2. Janat Shah, "Supply Chain Management: Text and Cases", Pearson, 1st Edition, 2009.
3. Donald J Bowersox,SD David J Closs, M Bixby Cooper, "Supply chain Logistics Management", McGraw Hill Education, 2nd Edition, 2013.
4. Yuen Ha Lun, Kee Hung Lai, Tai Chiu Edwin Cheng, "Shipping and Logistics Management", Springer, 2018.

Course Code	Course Name	L	T	P	C
30212MG127	PORT MANAGEMENT AND OPERATIONS	3	0	0	3

1. PREAMBLE

This course is to familiarize the fundamental functions, operations, ownership and management structure of the ports and terminals.

2. PREREQUISITE

For an optimum grasp from this course, candidates will need to revive basic knowledge of different functions of Port Structure, Port Operations.

3. LINKS TO OTHER COURSES

Post graduate diploma, master degree courses related to Shipping Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
1. To familiarize the basics of port its functions and operations.
2. To know about the pricing policies in Ports and Ports Operation.
3. To create the knowledge of port administration and ownership.
4. To know about pricing and its regulatory framework.
5. To understand port administration functions.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Summarize the basics of port and its functions.	K2
CO2	Identify the phases and technical development of ports.	K3
CO3	Utilize the categories of berth, EC and cargo handling procedures in ports.	K3
CO4	Make use of the pricing policies used by ports.	K3
CO5	Analyze the ownership structure, control, safety and administration of ports.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						H
CO2	H				M	H	
CO3	H	H		H			H
CO4		H	M	H		H	H
CO5		H	M	H	M	H	H

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: PORT STRUCTURE AND FUNCTIONS **L-9**
Introduction - Importance of Ports - Types and Layout of the Ports – Organisational structure - Fundamental observations - Main functions and features of ports: Infrastructure and connectivity - Administrative functions - Operational functions - Main services: Services and facilities for ships - Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional "added value" service - Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores, CHA.

UNIT II: PORT DEVELOPMENT **L-9**
Phases of port development - Growth in word trade - Changes in growth - Development in terminal operation - Shipping technology and port - Ship knowledge - Ship development and port development - Port time and ship speed - Technical development affecting port.

UNIT III: PORT OPERATIONS **L-9**
Berths - Number required - Berth size and layout Terminals - Types of Berths -Pre-shipment planning, the stowage plan and on-board stowage - Cargo positioning and stowage on the terminal - Developments in cargo / container handling and terminal operation - Safety of cargo operations - Cargo security.

UNIT IV: PRICING AND REGULATORY FRAMEWORK FOR PORTS **L-9**
Port cost - Total port charges - Typical port revenue and expenditure - Port pricing - Costs - Current port charges - Global regulatory organizations: Conventions and reports. Environment regulation: Port environmental pollution - Environmental management system - HAZMAT (Hazardous Materials) - BWM (Ballast Water Management). Port Security: ISM, ISPS Occupation Safety and Health Administration - ISO 14000.

UNIT V: PORT ADMINISTRATION, OWNERSHIP AND MANAGEMENT **L-9**
Port ownership structure - Types of port ownership and administration - Organizations concerning ports - Boards governing the ports - Rise and fall of Ports - Information technology in ports. Port ownership in Indian context: Acts governing the Ports in India - Port ownership structure in India

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Patrick M.Alderton. "Port Management and Operations", Informa Law Category from Routledge, 2008.
2. Maria G.Burns, "Port Management and Operations", Ist Edition Press, CRC, 2015.

9. REFERENCE BOOKS
1. Stephen Pettit, "Anthony Beresford , Port Management: Cases in Port Geography, Operations and Policy", Kogan Page, 1st edition, 2017
2. Harry Geerlings ,Bart Kuipers ,Rob Zuidwijk , "Ports and Networks: Strategies, Operations and Perspectives", Routledge, 1st edition, 2017.
3. Alan E.Branch , "Elements of Port Operation and Management", Springer, 2012.
4. Altekar Rahul V, "Supply Chain Management-Concept and Cases", PHI, 2005.

Course Code	Course Name	L	T	P	C
30212MG128	**MULTI-MODAL TRANSPORT AND RISK MANAGEMENT**	**3**	**0**	**0**	**3**

1. PREAMBLE

This course presents a thorough and systematic coverage of multi modal theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts. theories and practices in the field of logistics management, its behavior at the individual, group and organizational levels.

2. PREREQUISITE

Basic knowledge of different Multimodal Transportation and its risk concepts.

3. LINKS TO OTHER COURSES

Functional electives & Projects.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
1. To develop an understanding of the theory and principles of logistics management and the resulting ability to practice effective and pragmatic management.
2. To understand the basic concepts of multi transport.
3. To comprehend the fundamental concepts of logistics management.
4. To know about various conventions in transportation.
5. To understand the basic concepts of Agency.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Infer the concept of multi-modalism.	K2
CO2	Apply the best mode of transportation.	K3
CO3	Identify the right cargo handling and appropriate Custom selection.	K3
CO4	Select the viable Convention pertaining to Cargo	K3
CO5	Examine the functions of port agency.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						H
CO2		H			H	M	H
CO3	H	H	H	M		M	H
CO4		H	H	M	H		
CO5	H		H		H		

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INTRODUCTION **L-9**
Concept of Multimodal Transportation in India – Multi-modalism / Inter-modalism - Routes - Evolution - Basic Intermodal System - Modal Interface - Factors outline of shipper favour Multi-modalism - Factors in Development - Features - Multi-Modalism Strategy - Components. Type of cargoes - Container leasing methods - Infrastructure requirements - Consolidation of cargoes, deconsolidation - ICDs, CFSs, CYs. Cargoes loss prevention and insurance - Impact of Stowage Planning - European Agreement concerning the Carriage of Dangerous Goods by Road (ADR).

UNIT II: MODES OF TRANSPORTATION **L-9**
Modes of Transport and Multi-modalism - Rail, Road, Inland Waterways, Short Sea Shipping, Air - Characteristics, Physical Assets for Multimodal Transport Logistics - Description and Use - Containers for sea, rail, road and air; Handling Equipment for all modes, Physical Assets for MT Logistics - Description and Use – Terminals: Ports, Rail, Road, Inland Waterways, Airport, Risk Management in Transportation.

UNIT III: CARGO HANDLING **L-9**
Cargo and Container handling - terminal design and layout, operational flows, warehousing operations, value addition, last mile connectivity - Special Cargo and container handling - Hazardous, Refrigerated, ODC, other Special types of cargo and containers, Documentary Credit and MT - INCOTERMS 2022, Customs Procedures – Indian Experience and comparison with international norms.

UNIT IV: CONVENTIONS RELATING TO MULTIMODAL TRANSPORT **L-9**
Cargo Liability Convention: International Conventions relating to Bill of Lading (The Hague and Hague/Visby Rules (Appendix 8) - Hamburg Rule - Convention relating to Through Transport operation by Land, Rail, Air - Conventions relation to Dangerous Cargo - Carriage of Perishable Goods - International Convention for safe containers, 1972 (CSC).

UNIT V: PORT AGENCY **L-9**
Agency Duties & Authority - General Principles of the Law of Agency - Types of agents in Maritime Business and the duties performed by them - Duties and Rights of Principals - Duties and Rights of Agents - Role of Tramp ship Agents (Port Agency) - Services offered by Port Agency - Services offered by Owners protecting Agency - Preparation of Statement of Facts - Disbursement Account -Role of Liner Agents - services offered by Liner Agency - Marketing activities performed by Liner Agents.
                                              TOTAL: 45 PERIODS
8. TEXT BOOK
1. Dr. Hariharan K. V. , "Container & Multimodal Transport Management", Shroff Publishers & Distributers Private Limited Mumbai, First edition, 2002.
2. Slim Hammad, MekkiKsouri, "A Textbook on Container & Multimodal Transport Management", Wiley-ISTE, 2014.

9. REFERENCE BOOKS
1. Hertz and Alfredson Hertz, Susanne; Monica Alfredsson., "Strategic development of third-party logistics providers", Elsevier Science, 2003.

2. MekkiKsouri and Slim Hammadi,"Multimodal Transport Systems", 2013.
3. Capt. Ramesh G. Khare , "Management & Operation of Container Terminals &   Multi-Modal Transport Logistics", Sterling Book House, 2019.
4. Shapiro Jeremy F, "Modeling the Supply Chain", Thomson Learning, Second Reprint, 2002.

Course Code	Course Name	L	T	P	C
30212MG129	**SHIPPING AND MARITIME LAW**	3	0	0	3

1. PREAMBLE
The course deals with the knowledge of legal perspective and its practices to improve the business in shipping and maritime. To study the importance of Indian contract act, rights and duties involved in shipping and Maritime Law.

2. PREREQUISITE
For an optimum grasp from this course, students will need to revive basic knowledge of maritime laws.

3. LINKS TO OTHER COURSES
All Diplomas, post graduate diploma, master degree courses related to logistics and shipping.

4. COURSE EDUCATIONAL OBJECTIVES
Through this course the students will be able
1. To study the importance of Indian Contract Act, rights and duties involved in shipping and maritime law.
2. To impart the knowledge on Indian sale of goods act.
3. To create the knowledge of legal perspective and its practices to improve the business in shipping and maritime.
4. To understand about cargo, claim enquiry.
5. To know about measures of damage and loss.

5. COURSE OUTCOMES
Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the types of contracts pertaining to maritime law.	K2
CO2	Apply appropriate sale agreements and contracts with parties involved in trade.	K3
CO3	Identify the practical bill of lading for contract of carriage.	K3
CO4	Analyze the Complaint Redressal function and liabilities of carriers.	K4
CO5	Make use of the bill of lading and its claims	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			H			H
CO2	M			H	M		H
CO3			M		M		H
CO4			M	H			H
CO5		L					H

H- High, M-Medium, L-Low

7. COURSE CONTENTS
UNIT I: INDIAN CONTRACT ACT, 1872 **L-9**
Law - Types of Law - Contract - Meaning - Essential Elements - Offer and Acceptance, Consideration - Capacity - Consent - Legality of object - Quasi contract - Discharge of Contract - Breach of Contract - Remedies. Contract of Indemnity and Guarantee - Bailment: Rights and Duties of Bailor and Bailee - Contract of Agency: - Creation of Agency - Rights and Duties of Agent and Principal - Termination of Agency.

UNIT II: THE SALE OF GOODS ACT, **1930** **L-9**
Contract of Sale: Essentials - Sale and Agreement to Sell - Conditions and Warranties: Caveat Emptor - Sale by non-owners - Delivery of Goods - Rights and Duties of the Buyers and Sellers. International Sales of Goods - Contracting Parties - Charter Parties - The types of Charter Ship-owners' obligations in getting to the load port - Express & Implied contract on loading - Payment of freight - Special clauses - Remedies for non-payment.

UNIT III: **LAWS ON CARRIAGE OF GOODS** **L-9**
The Bills of Lading Act 1855 And the Carriage of Goods by Sea Act 1992 - Private and Common Carriers - Types of Contracts - International Conventions on Carriage of Goods by Sea, Hague Rules, Hague-Visby Rule 1968 - Hamburg Rules 1978 - Rotterdam Rules 2009 - Bill of Lading - Forms and Functions: Types of Bill of Lading - Important Clauses in Liner Bill of Lading - Charter parties and Bill of Lading - Seaway Bills - Letter of Indemnity.

UNIT IV: THE CARGO CLAIM ENQUIRY **L-9**
Duties, Rights and Liabilities of Common Carriers under: The Carriers Act, 1865 - The Railways Act, 1989 - The Carriage by Road Act, 2007 - The Carriage by Air Act, 1972 - Indian Consumer Protection Act, 1986 - Objects - Rights of Consumers - Consumer Dispute Procedure of Filing Complaint - Procedure for redressal of Complaints.

UNIT V: PROVING LOSS OR DAMAGE IN TRANSIT **L-9**
The Evidential Hierarchy of Lading Statements - Bill of Lading Statements and Contractual Actions against the Carrier - Tort Actions against the Carrier - Actions against the person who actually signed the Bill of Lading - Limitation of Liability - Claims subject to limitation - The right to limit - Jurisdiction - Other limitation regimes.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Alen E. Branch & Michael Roberts, "Elements of Shipping", Routledge, 9th Edition, 2014.
2. Peter Broodie, "Commercial Shipping Handbook", Routledge, 2nd Edition, 2013.
3. Yvonne Baatz, "Maritime Law", Informa Law from Routledge, 2020.
4. N.D. Kapoor, "Elements of Mercantile Law", Sultan Chand & Sons, New Delhi, 2020.

9. REFERENCE BOOKS
1. Shukla M.C., "Mercantile Law", Sultan Chand & Co., New Delhi, 2011.
2. Samareshwar Mahanty, "Maritime Jurisdiction and Admiralty Law In India", Universal Law Publishing, Second Edition, 2017.
3. Simon Baughen, "Shipping Law", Routledge, 2018.
4. Pandit M.S. and Shobha Pandit, "Business Law", HPH, Mumbai, 2010.

Course Code	Course Name	L	T	P	C
30212MG130	MARINE CARGO MANAGEMENT	3	0	0	3

1. PREAMBLE

This course provides a clear and comprehensive introduction to the principal elements involved in the management of marine cargo and the carriage of goods by sea. The course analyses key theories and discuss in the maritime freight sector, it is equally instructive on practice of Marine Cargoes.

2. PREREQUISITE

The students can have the basic fundamentals of cargo and shipping terms as a prerequisite to this course.

3. LINKS TO OTHER COURSES

This course has links to courses like Marine Insurance, Port and Operations Management, Supply Chain Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
1. Understand the basic concepts of cargo vessels.
2. Knowledge of basic chartering and its types.
3. Ability to understand shipping organization and shipping process.
4. Learn cargo and ship security risks and awareness.
5. Understand the roles and responsibilities of shipping agents and marine authorities.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the basics of vessel traffic monitoring and different categories of cargoes and vessels.	K2
CO2	Identify the diverse types of chartering and its functions	K3
CO3	Apply the functioning of different shipping organizations and the shipping Cycle	K3
CO4	Select the suitable marine cargo security systems	K3
CO5	Examine the different procedures and reports related to voyage and marine.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						H
CO2	H	H		H		M	H
CO3	H		H		M	M	H
CO4		H	H	H			
CO5		H	H	H	M		

H- High, M-Medium, L-Low

7. COURSE CONTENTS

UNIT I: CARGOES AND VESSEL   **L-9**
Overview of UNCLOS - issues - Definition of territorial maritime limits - vessel traffic monitoring various stages - Cargoes and Vessels - Types of marine cargo traffic - Deep-sea cargoes and its categories - Short-sea traffic - its categories - Types of cargo vessel -General, container, bulk, RO-RO, oil field - The nature of cargoes - The port system - The development of containerization – multi-modalism. Bills of lading and cargo claims Routing services Load lines. Non-bulk dry cargoes - Stowage factors - Dangerous cargo and IMDG Code - Bills of lading and cargo claims, Routing services - Load lines.

UNIT II: CHARTERING   **L-9**
Chartering - Bareboat (demise) – Types of Charter: voyage charter - time charter and bareboat charter – break bulk cargo - Bulk Carriage - Liquid bulk cargoes - Handling of homogeneous bulk cargoes Bulk cargoes maritime organization - International Maritime Organization (IMO) - Comité Maritime International - United Nations Commission on International Trade Law INCOTERMS, The agents influence upon the charter - The port agents' role in charter party Cost of loading and discharge - Bill of lading Terminology and abbreviations - Time charter - The agents influence upon the charter - The port agents' role in charter party negotiations.

UNIT III: THE SHIPPING ORGANISATION AND SHIPPING PROCESS   **L-9**
Agencies - freight forwarder - liner/port/shipping agent -   NVOCC/container operator - shipping line - vessel charterer and customs broker - shipping process - RO-RO (ROLL-ON / ROLL-OFF) Shipments - Freight documentation - The bill of lading - Sea waybill - CMR consignment note Shipping Market Cycle - Shipping cycles and shipping risk - Overview of shipping cycles - Sailing shipping cycles - Tramp market cycles - Bulk shipping market cycles - Lessons from two centuries of Cycles - Prediction of shipping cycles.

UNIT IV: MARINE CARGO SECURITY   **L-9**
Introduction - origin and need for cargo security - ISPS Code - security level Factors categories of security levels - functional requirements - ENS System - EORI - movement reference number - Risk Type A, B, C – Multi-modalism And Shipper Awareness

UNIT V: ROLES AND RESPONSIBILITIES   **L-9**
Perspectives from bridge and shore – VTS-AIS-GPS - procedures in voyage of a cargo vessel - The role of the shipping agency - perceived anomalies in marine reporting requirements of the national maritime authority - reporting to the port of destination reporting of in restricted international waterways - details in the report - shared responsibility between the owners of the vessel and the agents.

                                                                        TOTAL: 45 PERIODS
8. TEXT BOOK
1. Mark Row Botham, LLOYD'S, "Introduction to Marine Cargo Management – Practical Shipping Guides", 2014.

9. REFERENCE BOOKS
1. Lun Y.H.V, Lai K.H.,Cheng T.C.E., "Shipping and Logistics Management", Springer New York, 2010.
2. Peter Brodie, "Commercial Shipping Handbook", Informa Law from Routledge 2013.

3. Karin Andersson, Selma Brynolf, Fredrik Lindgren, Magda Wilewska-Bien, "Shipping and the Environment", Springer New York, 2016.
4. Dhar P. N, "Global Cargo Management", Kanishka Publishing House, 2018.
5. Evi Plomaritou, Anthony Papadopoulos, "Shipbroking and Chartering Practice", Routledge, 2019.

Course Code	Course Name	L	T	P	C
30212MG159	WAREHOUSE MANAGEMENT	3	0	0	3

1. PREAMBLE

This course teaches everything that one needs to know to manage a warehouse. It explores topics like supply chain management, health and safety concerns and managing staff to train to run an efficient warehouse. It also examines effective technological solutions employed in modern warehouses.

2. PREREQUISITE

The students can have the basic fundamentals of logistics management as a prerequisite to this course.

3. LINKS TO OTHER COURSES

This course has links to courses like Logistics and Supply Chain Management, Port and Operations Management etc.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
1. To understand the various types of warehouse operations, the rationale behind stockholding, warehouse location and number considerations.
2. To explore the trade-offs and challenges faced by warehouse managers
3. To learn the comprehensive processes involved in Warehousing.
4. To understand the necessity, selection process, and implementation of Warehouse Management Systems (WMS)
5. To comprehend and implement health and safety practices in warehouse operations

5. COURSE OUTCOMES (C0)

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the role of warehousing	K2
CO2	Explain the role of warehouse manager in Ware-house	K2
CO3	Identify the various warehouse process involved in warehousing	K3
CO4	Make use of the warehouse management system (WMS)	K3
CO5	Analyze the health and safety practices in warehouse	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1				M	H		
CO2	H		M		H	H	
CO3	H				H	H	
CO4	H	M				H	M
CO5	h	M	M	M		H	M

H- High, M-Medium, L-Low

7. COURSE CONTENTS
Unit I: Role of Warehousing **L-9**
Introduction - Types of warehouse operation – Reasons for holding stock -Warehouse location- Number of warehouses - Supply chain trends affecting warehouses - The growth of e-fulfilment and its effect on the warehouse -Specialized warehousing

Unit II: Role of the warehouse manager **L-9**
Introduction - Warehouse trade-offs - The warehouse manager's challenges - Lean warehousing - People management -People challenges - Attracting and retaining warehouse employees - An ageing and constantly changing workforce - Operating hours - Training - Warehouse audit - Quality systems

Unit III: Warehouse processes **L-9**
Receiving and put-away - Introduction- Receiving - Pre-receipt - In-handling - Preparation - Offloading - Checking - Cross docking - Recording - Quality control - Put-away - pick preparation- Warehouse pick area layout- Picker to goods- Goods to picker - Types of automated picking - Examples of automated picking systems - Handling equipment - Storage equipment - Order-picking methods- Paper pick lists - Pick by label - Pick by voice - Barcode scanning - Radio frequency identification - Pick by light/pick to light - Put to light - Comparisons - Cost of errors - Deciding on type of picking system and equipment - Warehouse costs - Outsourcing

Unit IV: Warehouse management systems **L-9**
Introduction – Need for WMS in a company - Choosing a WMS - The process - Selecting the right - What to look for in a system - Selecting a partner - Before the final decision - Implementation - Software as a service - Cloud computing

Unit V: Health and safety **L-9**
Introduction - Risk assessments - Layout and design - Fire safety - Slips and trips - Manual handling - Working at height - Vehicles - Forklift trucks - Warehouse equipment legislation - First aid – Cold storage facility – Safety audit and training.

TOTAL: 45 PERIODS

8. Text Books:
1. Gwynne Richards, Warehouse Management: The Definitive Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse, 4th edition, (New Delhi: Kogan Page, 2021).
2. Gwynne Richards, Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse, 3rd edition, (New Delhi: Kogan Page, 2018).
3. Edward Frazzle, World Class Warehousing and Material Handling, 2nd edition, (New Delhi: McGraw-Hill Education, 2016).

9. Reference Books:
1. Villivalam Rangachari Rangarajan, Basics of warehouse and Inventory Management (The pillars of business logistics) Northern Press 2022.
2. James A Thompkins and Jerry D Smith, The Warehouse Management., 2nd Edition, 1998, Thompkins Publishers, USA.
3. Chapman Stephen Et al., Introduction to material Management, Person2017.

PROGRAMME ELECTIVE
SEMESER III

TECHNOPRENEURSHIP

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG151	Business Plan and Ethics	3	0	0	3
2	30212MG152	IPR Management	3	0	0	3
3	30212MG153	Digital Innovations	3	0	0	3
4	30212MG154	International Strategic Management and Government Policy	3	0	0	3

Course Code	Course Title	L	T	P	C
30212MG151	**Business Plan and Ethics**	3	0	0	3

1. Preamble

This course introduces Business plan and Business ethics as the modern managerial approach to ethical questions in business environment. It gives not only understand of main theoretical concepts, but also developing skills of identification, analysis and permission of ethical dilemmas on a workplace and managing ethics in organizations.

2. Prerequisite

The course is based on the knowledge and competences provided by the following disciplines: General management and Economic analysis of a firm.

3. Links to Other Courses

Business strategy

4. Course Educational Objectives

Through this course the students will be able: -
1. To understand the key components of a successful venture.
2. To get clear knowledge about the source of Business plan.
3. To be familiarize with business plan components.
4. To know the business ethics and dimension of social responsibility.
5. To get in-depth knowledge about ethical decision-making process.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Summarize the factors for successful Business Plan	K2
CO2	Identify the suitable Business Plan Sources	K3
CO3	Choose the Viable Business Plan Components	K3
CO4	Examine the Theories and ethical issues in the business.	K4
CO5	Make use of ethical decision making in their business.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H					H	
CO2		H					
CO3	H				H	H	
CO4	M			H			M
CO5			M				M

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Business and Business Parameters   **L-9**
Business Plan - meaning- reason for preparing business plan, Structure and Topics f a Business Plan - management and organizational plan-the common considerations - factors of successful business -capital management- financial control - evaluation, revision, and update.

Unit II: Business Plan Sources   **L-9**
Business plan process - sources of information - Internet, government sources and statistics - offline research resources - library - SBDC'S -Trade and industries associations - sources of market research - evaluating data- benefits of market study -coverage of market study - information sources.

Unit III: Business Plan Components   **L-9**
The Executive summary - company description - Industry analysis and trends - Target market - Competition - strategic position and risk assessment - Marketing plan and sales strategy - operations - Technology plan -management and organization.

Unit IV: Business Ethics   **L-9**
Definition and importance-The Theory of values of business ethics- Emerging ethical issues in business- Ethical Leadership- Ethics as a dimension of social responsibility- Corporate Governance- Global Practices

Unit V: The Ethical Decision-Making Process   **L-9**
Basics in Mind Management -Individual factors, organizational factors- Nash's Twelve Point Prescription - Frameworks for Ethical Thinking - Decision-Making Models - Normative Frameworks - Ethical Decision-making.

                                                                     Total: 45 Periods

8. Text Book
1. Modh, Satish, Ethical Management: Text and Cases in Business Ethics and Corporate Governance. 2nd edition, Macmillan Publishers India Ltd, 2014.
2. Master Steve, "Smart Business Plan", Silk Road Publishing (Toronto, Canada),2022

9. Reference Books
1. Mathur, U.C., Corporate Governance and Business Ethics: Text and Cases, Macmillan Publishers India Ltd, New Delhi, 2005.
2. Farooq, M., "Business Plan template: Answer the questions, complete your Business Plan", Linkowing University Press.,2019.
3. Hisrich, Peters, & Shepherd, "Entrepreneurship",10th Edition, Boston, MA: Irwin, McGraw Hill,2017.
4. Spinelli, & Adams., "New Venture Creation: Entrepreneurship for the 21st Century", 10th Edition, Boston, MA: Irwin McGraw-Hill, 2017.
5. Timmons, Zacharakis, & Spinelli, "Business Plans that Work: A Guide for Small Business", New York, NY: McGraw-Hill,2018.

Course Code	Course Title	L	T	P	C
30212MG152	**IPR Management**	**3**	**0**	**0**	**3**

1. Preamble

This course presents a thorough and systematic coverage of IPR Management for entrepreneurs. Technological developments like internet, digital databases, social networking, and digital rights management have immense effect on the core of copyrights and other IPR Issues. A balance between intellectual property rights and knowledge management isessential for prolong growth and control of information explosion.

2. Prerequisite

Basic knowledge of finance and management.

3. Links to Other Courses

Innovation and Start-up Management

4. Course Educational Objectives

Through this course the students will be able: -
1. Understand fundamental aspects of Intellectual Property Rights.
2. Disseminate knowledge on Copy right, Trademarks and patents.
3. Relate that IPR protection provides an incentive to inventors for further research work and investment in R & D, which leads to creation of new and better products.
4. Aware about current trends in IPR and Govt. steps in fostering IPR.
5. Study about international IP regime.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

Cos	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the Intellectual property Rights and its implications in developing countries	K2
CO2	Utilize the theories of Intellectual property Rights	K3
CO3	Examine the law of copyright, patents and trademarks.	K4
CO4	Identify the Contemporary Issues in IPR	K3
CO5	Interpret the Global IP Regime	K2

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						M
CO2		H		H	M	H	
CO3	M						
CO4		H				H	M
CO5			M				

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Intellectual Property Rights **L-9**

Nature and Characteristics of Intellectual Property -Origin and Development of Intellectual Property – categories of Intellectual Property-IPR in India -Strategies and Challenges- IPR Implications for Developing Countries- Analysis of Intellectual Property Rights Using Emerging Technologies in the Digital Age.

Unit II: Theories of Intellectual Property **L-9**

Rationale for Protecting Intellectual Property- Balancing the Protection of IPR and Public Policy - IPR Awareness in the Industry & MSME- Training Program for Enforcement Agencies- Theories of IPR- International Institutions and basic International Conventions.

Unit III: Law of Copyright, Patents and Trademark **L-9**

Classes of Copyrights - Criteria for Copyright- Copyrights and Internet -Non-Copyright Work - Judicial Powers of the Registrar of Copyrights - Copyright Symbol - Validity of Copyright - International Copyright Agreements, Conventions and Treaties - Patents- Patentability and Procedures for Grant of Patents- Patent Authorities- Patent and Human Right Issues- Patent Agents & Emerging Issues- Registration of Trademarks.

Unit IV: Contemporary Issues in IPR **L-9**

IP Organizations in India -Industrial Designs -The Impact of Internet on IPR - E-Commerce and IPR issues - Design: concept of novel and original - Procedure for registration, effect of registration and term of protection Geographical Indication (GI) Geographical indication: Difference between GI and trademarks - Procedure for registration, effect of registration and term of protection.

Unit V: International IP Regime **L-9**

World Intellectual Property Organisation (WIPO) – Functions of WIPO – Membership – GATT Agreement – Major Conventions on IP – Berne Convention – Paris Convention – TRIPS agreement.

Total: 45 Periods

8. Text Book
1. Rupinder Tewari and Mamta Bhardwaj," Intellectual Property Rights - A Primer for Academia, Tata-McGraw Hill, New Delhi, 2021

9. Reference Books
1. Narayanan P., Copyright and Industrial Designs, Third Edition, Eastern Law House, New Delhi, 2007.
2. Steven D Anderman, Interface Between Intellectual Property Rights and Competition Policy, Cambridge University Press, 2007.
3. Ahuja V.K., Law relating to Intellectual Property rights, 2 nd Edition, LexisNexis, 2013.
4. Paul Goldstein, International Copyright: Principles, Law, and Practice, Oxford University Press, 2012.

Course Code	Course Title	L	T	P	C
30212MG153	**Digital Innovations**	**3**	**0**	**0**	**3**

1. Preamble

Formulation of this course is to familiarize with concepts such as E mail Marketing, Digital Display and Social-media such as Face book, Twitter and LinkedIn.

2. Prerequisite

For an optimum grasp from this course, candidates can have a basic knowledge of Ecommerce.

3. Links to Other Courses

Innovation and Startup Management

4. Course Educational Objectives

Through this course the students will be able: -
1. Understand the relevance of different types of digital platforms and digital media.
2. Understand the knowledge on content marketing.
3. Know the Programmatic advertising and Video content strategy.
4. Create the knowledge of gamification and its impact on digital marketing.
5. Familiarize with methodologies, tools and technologies involved in digital market.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Compare the traditional marketing and digital marketing	K2
CO2	Select the Online Market Place for digital marketing business	K3
CO3	Examine the technological factors for Online Macro Environment	K4
CO4	Identify the components of Marketing Mix through digital Media	K3
CO5	Choose the Reliable tools and techniques in digital marketing.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2		H	M				
CO3			L		L		
CO4	H						
CO5	H						

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Introduction to Digital Marketing   **L-9**
Transformed marketing- multichannel marketing-types of online media-digital marketing platform-key features of digital marketing strategy-strategic framework for developing digital marketing-application of digital marketing-5S's of Internet marketing-difference between e-commerce and e-business.

Unit II: Online Market Place Analysis   **L-9**
Situational analysis for digital marketing-digital marketing environment-consumer choice and digital influence-online consumer behaviour and implementation for marketing-new channel structure-business model for e-commerce.

Unit III: Online Macro Environment   **L-9**
Technological factors-URL strategy-infrastructure component of the Internet-web page standard-graphical images-animated graphical information's, audio and video standards, mobile apps, WIFI, blue tooth wireless application-emerging techniques-assessing the market value technology-economic forces-political forces-legal forces.

Unit IV: Digital Media and Technology on the Marketing Mix   **L-9**
Product: Option for varying the core product-offering digital products-changing the external products-velocity of new product development-diffusion, price: price transparency, alternative pricing structure, new channel structure, channel conflict, place-promotion.

Unit V: Digital Marketing Implementation and Practice   **L-9**
Delivery - the online customer experience-campaign-planning for digital media-marketing communications using digital media channels, evaluation and improvement of digital channel performance-business -to -consumer-digital marketing practice, business -to-business digital marketing practice.

                                                  Total: 45 Periods

8. Text Book
1. Dave Chaffey, Fiona Ellis-Chadwick, Digital Marketing Strategy, Implementation and practice 6th edition, Pearson,2016.
2. Puneet Singh Bhatia; "Fundamentals of Digital Marketing ", Pearson Education; First edition, 2019.

9. Reference Books
1. Kaufman, Ira, and Chris Horton. "Digital Marketing: Integrating Strategy and Tactics with Values", New York, Routledge, 2014.
2. Bell, David R., "Location is (Still) Everything: The Surprising Influence of the Real World on How We Search, Shop and Sell in the Virtual One", New Harvest, 2014.
3. Vandana Ahuja, "Digital Marketing", Oxford University Press, 2015.
4. Stokes, "Rob and the Minds of the Quirk, eMarketing: The essential guide to Marketing in a digital world", Quirk Education Ltd., 5th Edition, 2013.
5. Oliver Busch, "Programmatic Advertising: The Successful Transformation to Automated Data-Driven Marketing in Real-Time", Springer, 2016.

Course Code	Course Title	L	T	P	C
30212MG15	**International Strategic Management and Government Policy**	**3**	**0**	**0**	**3**

1. Preamble

The process of internationalization together with continuous technology improvements, especially in the last three decades, has brought unprecedented flows of goods, services, labour and capital across national boundaries. World trade has become increasingly important, foreign direct investment is growing, and the competitive pressures on many industries and firms have intensified.

2. Prerequisite

Basic understanding about International Business policy.

3. Links to Other Courses

Innovation and Startup Management

4. Course Educational Objectives

Through this course the students will be able: -
1. To understand the core concepts and models underlying contemporary international strategic management
2. To know their practical application to real issues facing real world companies.
3. To demonstrate a critical understanding of the complex nature of the international business environment
4. To familiarize students to corporate, functional strategies and government policies.
5. To understand about foreign trade policy.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the core concept of Globalization Context	K2
CO2	Develop Global Level Entry Strategies	K3
CO3	Identify the Current and future trend in Globalization	K3
CO4	Summarize the Foreign Trade and its Policy	K2
CO5	Examine the Social Responsibility of the Global Firms	K4

6. CORRELATION OF CO's WITH PO's

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						
CO2	M			H		H	
CO3	H						
CO4	H		H				
CO5	M	H	M	H			

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Global Contexts **L-9**
Core concepts-critical role of a firm-Globalization of markets and Competition, The Emerging Global Environment, Globalization, Societies and Cultures, Globalization, - The Global Integration/Local Responsiveness Grid.

Unit II: Global Strategies **L-9**
Designing a global Strategy- The global functional model-Assessing Countries' Attractiveness; Entry Strategies; Global Strategic Alliances; Global Mergers and Acquisitions- Entry strategies.

Unit III: Managing Globally **L-9**
Global Marketing; Global Operations and Digital Networks; Global Innovation; Global Financial Management; Global Human Resource Management; Designing a Global Organization, Current and Future Trends in Globalization.

Unit IV: Foreign Trade and Policy **L-9**
Hedging against currency fluctuations- Project finance-India's Foreign trade and Policy Direction and composition of India's Foreign Trade. Export – Import Policy, Export Promotion and Institutional set up. Deemed exports, Rupee convertibility.

Unit V: The Social Responsibility of the Global Firm **L-9**
Global companies and corruption-The practice of corruption and the role of global companies-Global companies and environmental protection -Global corporations and labour practices- Global companies and human rights - Social responsibility and global firms: an on-going challenge.

Total: 45 Periods

8. Text Book
1. Philippe Lasserre, Global Strategic Management, Oxford: Macmillan Education:Palgrave 2018,4th edition

9. Reference Books
1. Charles E. Hill, "International Business: Competing in the Global Marketplace", Tata McGraw Hill, 10th Edition, 2015.
2. Charles Hill, Arun Kumar Jain, "International Business: Competing in the Global Marketplace", Tata McGraw Hill, 6th Edition, 2008.
3. Ghanshyam Sharma, "International Trade Theory and Practice, Centrum Press, 2010.
4. Francis Cherunilam. "International Business", PHI, 2019.
5. Joshi, Rakesh Mohan, "International Business", Oxford University Press, 2009.

INDEPENDENT LEARNING

SEMESTER III

S. No.	COURSE CODE	COURSES	L	T	P	C
1	30214MG801	Summer Internship	0	0	8	4
2		MOOC course	0	0	4	2
3	30214MG404	Seminar - III Research Paper Writing	0	0	4	2

Course Code	Course Name	L	T	P	C
30214MG801	SUMMER INTERNSHIP	0	0	8	4

1. Preamble

This independent learning aims to develop an understanding of real-time problems /challenges in contemporary areas of management. The course offers thorough problem-based learning approach, guided by realistic and challenging industry requirements. The course provides on-job training on current industry-relevant problem through supervised self-learning approach.

2. Prerequisite

Knowledge on Research Methodology

3. Links to Other Courses

This course has links to courses like Research Methodology, Quantitative Techniques.

4. Course Educational Objectives:

Through this course the students will be:

1. To provide industrial exposure to student to the real time problems related to contemporary areas of management
2. Enable the students to work on short industry projects and come up with the solutions commensurate with the assigned problem to the students.
3. To impart skills in preparing detailed report describing the project and results/findings.
4. Identify gap in existing knowledge to help develop a specialization

5. Course Outcomes

Upon successful completion of this course, students will be able to:

COs	Course Outcomes	Level of learning domain (Based on revised Bloom's)
CO1	Develop on the job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.	K3
CO2	Examine the organizational culture and dynamics and link with the academic learnings.	K4
CO3	Appraise the practical application of Business knowledge	K5
CO4	Examine actual supervised professional experiences and get insight in working of the real organizations.	K4
CO5	Conduct a structured study by identifying specific functional area and create and present a systematic report of the study.	K6

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	H		H			H
CO2	M	H		M			H
CO3		M		H	H		H
CO4		H	M	M	H	M	H
CO5		H	M			H	H

Continuous assessment scheme for Internship

Review I (10)	Review II (15)	Assessment by Internship Guide (15)	Total (40 marks)

Rubrics for evaluation of Summer Internship

Internship Preparation (20)	Presentation(20)	Question andAnswers (20)	Total (60 marks)

Course Code	Course Name	L	T	P	C
30214MG801	**MOOC COURSE**	**0**	**0**	**4**	**2**

The Massive Open Online Course (MOOC) offered by the online platform like Swayam, NPTEL can be taken by the students those are approved and listed by respective Board of Studies. Students shall earn a minimum of two (2) credits from these courses and he/she need to submit the course certificate along the scorecard in the department to transfer the credit within 30 days of completing the online course. The students shall undergo the MOOCs course during any time after the first semester.

Course Code	Course Name	L	T	P	C
30214MG404	**SEMINAR III - RESEARCH PAPER WRITING**	**0**	**0**	**4**	**2**

1. Preamble

Through this independent learning model research paper writing, students will be able to advance their creative thinking in contemporary business disciplines. This will give researchers a platform to examine multiple investigations conducted in various fields and get insight from them.

2. Prerequisite

Basic knowledge of Research methodology.

3. Links to Other Courses

Functional electives & Projects.

4. Course Educational Objectives

Through this course the students will be able to;
1. To study the different ways of developing ideas for research.
2. To determine the advantage of conducting literature review.
3. To understand the steps involved in research.
4. To identify the various parts of a research paper.
5. To develop and present a research paper.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of learning domain (Based on revised Bloom's)
CO1	Outline various methods for generating research ideas	K2
CO2	Explain the steps for writing a research paper	K5
CO3	Develop and present a research paper	K6

6. Correlation of COs with POs

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	M	L	L	L	H
CO2	L	H	L	M	M	L	H
CO3	M	H	L	M	M	L	H

H- High; M-Medium; L-Low

7. Course Contents

1. Formulation a research question
2. Develop a research plan
3. Develop a research paper

Rubrics for evaluation of seminar

Quality of Content (40 Marks)	Presentation (20 Marks)	Question and Answer (40 Marks)	Total (100 Marks)

M.B.A – PROGRAMME STRUCTURE (CBCS)

VTR PGM - 2021

SEMESTER IV COURSE DETAILS

S. No.	Course Code	Course Title	Type	L	T	P	C
1	30211MG116	Business Strategy	PC	3	0	0	3
2		Elective – VII	PE	3	0	0	3
3		Elective – VIII	PE	3	0	0	3
4	30214MG701	Project Work	IL	0	0	12	6
5	30214MG426	Seminar – IV: Publication of Research Paper	IL	0	0	4	2
TOTAL CREDITS							17

PROGRAMME CORE

SEMESTER IV

Course Code	Course Name	L	T	P	C
30211MG116	**BUSINESS STRATEGY**	3	0	0	3

1. PREAMBLE

This course covers the coordination and integration of the efforts within the different functional areas of an organization for dealing with an uncertain future. This comprises of formulating a business strategy for each individual unit of the firm, formulating a corporate strategy, and implementing these strategies.

2. PREREQUISITE

Managerial Economics, Financial Accounting and Quantitative Techniques.

3. LINKS TO OTHER COURSES

IBM and all functional electives.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -

1. To understand the basic concepts of business strategy, corporate governance and corporate social responsibility.
2. To assess the likely sustainability of firm strategies and competitive positions.
3. To identify the basic types of strategic alliances.
4. To access and manage the corporate culture's fit with a new strategy also understand the basic evaluation and control process.
5. To decide when to innovate internally and when to use alliances.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the business strategy rudimentary and significance	K2
CO2	Analyze the framework of industries.	K4
CO3	Assess the various types of strategies and its importance.	K5
CO4	Identify the strategy for effective implementation	K3
CO5	Classify various strategic issues faced by the organizations in its operation.	K2

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M	L	M	L		H
CO2	M	H		H	M	M	M
CO3	M	H	M	H	L	H	H
CO4	M	H	M	M	H	L	H
CO5	M	H		M	H	M	H

H-High; M-Medium & L-Low

7. COURSE CONTENTS
UNIT I: INTRODUCTION TO BUSINESS STRATEGY   L-9
Meaning and nature of business strategy, its importance and relevance, characteristics of business strategy, the business strategy process - Relationship between a company's strategy and its business model - Strategy formulation - Developing Strategic vision and mission for a company - Setting Objectives - Strategic and Financial Objectives.

UNIT II: INDUSTRY ANALYSIS   L-9
Analyzing a company's external environment - The strategically relevant components of a company's external environment - Industry Analysis - Porter's dominant economic features - Competitive environment analysis - Porter's five force model - Industry driving forces - key success factors - Concept and implementation - Resource and capabilities durability of competitive advantage - Analysis of the company's present strategies - SWOT Analysis - Mc Kinsey's 7's Framework - Value chain Analysis - Bench marking.

UNIT III: THE STRATEGIES   L-9
Generic Competitive Strategies - Low cost, Differentiation, Best cost, focused strategies - Strategic alliances, collaborative partnerships, mergers and acquisition, joint ventures strategies - Outsourcing Strategies - International Business level strategies - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile (OCP)-Strategic Advantage Profile (SAP) - Corporate Portfolio Analysis (CPA).

UNIT - IV: STRATEGY IMPLEMENTATION, EVALUATION & CONTROL   L-9
The implementation process - Resource allocation - Designing organizational structure - Designing Strategic Control Systems - Matching structure and control to strategy - Strategy implementation: staffing and directing evaluation & control in strategic management.

UNIT V: STRATEGIC ISSUES   L-9
Strategic Marketing Issues - Strategic financial issues - Strategic Research & Development Issues - Strategic operational issues - Strategic HRM issues - Environmental Sustainability issues - Strategic issues in managing technology and innovation - Strategic issues for Non-Profit organizations - Strategic issues in entrepreneurial ventures & small businesses.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Charles W.L. Hill, Melissa. Schilling and Gareth R. Jones, "Strategic Management An Integrated Approach", Cengage Learning India Private Limited, 12th Edition, 2021.

9. REFERENCE BOOKS
1. John A. Pearce II, Richard B. Robinson, Amita Mital, "Strategic Management: Planning for Domestic and Global Competition", McGraw Hill Education, 14th Edition, 2018.
2. Srinivasan R., "Strategic Management: The Indian Context", Prentice Hall India Learning Private Limited, 6th Edition, 2016.
3. Jeremy Kourdi, "Business Strategy: A Guide to Effective Decision-Making", The Economist Publisher, 2015 Edition.
4. Jeyarathnam M., "Strategic Management", Himalaya Publishing House, 5th Edition, 2014.
6. Prasad L.M, "Strategic Management", Sultan Chand & Sons Publisher, 7th Ed, 2018.

PROGRAMME ELECTIVE
SEMESTER IV

DIGITAL MARKETING

Sl.no.	Course Code	Course Name	L	T	P	C
1	30212MG131	Performance Marketing	3	0	0	3
2	30212MG132	Retail Management	3	0	0	3
3	30212MG133	Services Marketing	3	0	0	3
4	30212MG134	Social Media Marketing	3	0	0	3

Course Code	Course Name	L	T	P	C
30212MG131	PERFORMANCE MARKETING	3	0	0	3

1. PREAMBLE

This course will familiarize the students with digital channels and platforms by targeting the right audiences. It helps to leverage the consumer to deliver more personalized engagements across media, channels, and devices by interactions and optimize the value of the customers and segments through strategic use of connected CRM.

2. PREREQUISITE

The students should have completed the Marketing Management and should have basic knowledge about E-commerce.

3. LINKS TO OTHER COURSES

Customer Relationship Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -

1. Understand the digital platform marketer and performance marketing for business.
2. Know the key market drivers for programmatic advertising.
3. Find the benefit from the Google stack.
4. Get knowledge about e-CRM technologies and implementation of Customer Relationship Management in the organizations.
5. Identify the emerging trends in Internet Communities and social media marketing.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the preliminary aspects of platform marketer.	K2
CO2	Classify the various programmatic advertising and models that can implement for their business.	K2
CO3	Utilization of suitable Internet Online Mix	K3
CO4	Organize the essentials of operational CRM and its implementation	K3
CO5	List the impact of internet communities and electronic payment system	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						
CO2		H	L		M	L	
CO3				M			M
CO4		H			M		M
CO5		H		M			

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: PLATEFORM MARKETER   **L-9**
Internet Basics: Internet, Intranet, Extranet, Portals, Web and Wireless - Concept of e-Business - e-Marketing. Markets including B2C, B2B and C2C - Platform Marketer, Performance marketing professionals - Essentials of performance marketing - Evaluation of performance marketing platforms- Types, advantages and disadvantages of Performance Marketing **-** Importance of performance marketing and digital marketing - Display advertising.

UNIT II: PROGRAMMATIC ADVERTISING   **L-9**
Concept - Programmatic Process: Demand-side Platforms, Data Management Platforms, Supply-side Platforms - Setting the Right Goals: Brand Awareness - Impression, Interested Buyers - Clicks, Potential Leads - Conversions, programmatic model: Pricing: auction or fixed - Access: open or closed - Guaranteed Impressions - Programmatic Ad Campaigns - Programmatic advertising platform: SmartyAds, Simpli.fi, MediaMath.

UNIT III: INTERNET MARKETING MIX   **L-9**
The Internet Marketing Mix: model of 7P's - Steps - Online Distribution Channels: Search Engines, Display Ads, and Social media: Posts and Ads - Digital word-of-mouth - Google stack: Marketing Platform, Analytics 360, Search Ads 360, Data studio, Google shopping - Customer Experiences on the Web: The web's unique capabilities.

UNIT IV: OPERTAIONAL CRM   **L-9**
Six e's of e-CRM - features, CRM vs e-CRM - Call center management, Internet and website, Direct mail, Effective direct mail message - CRM Subsystems: Contact Management, Campaign Management, Sales Force Automation Choosing CRM Tools / Software Package: Shortlisting prospective CRM vendors - Setting evaluation criteria for the appropriate CRM package, selection CRM implementation - CRM systems and Implementation - Implementation of CRM systems Applications in various industries: Applications in manufacturing, banking hospitality and telecom Sectors - Ethical issues in CRM implementation.

UNIT V: INTERNET COMMUNITIES & SOCIAL MEDIA MARKETING   **L-9**
Internet Communities: Building Partnerships through Community - User Generated Content, Blogs - Legal and Ethical Issues: Privacy and Security Concerns - Electronic Payment System, RTGS, NEFT - Different types of payment modes, e-cash, e-cheque, e-money, debit cards, credit cards, Internet banking - e-Security - Firewalls. The Future of e-Marketing - Social Media Marketing: Face book, Twitter, LinkedIn - Online risk control mechanisms.

                                                                                      TOTAL: 45 PERIODS
8. TEXTBOOK
   1. Kamlesh K.Bajaj and Debjani Nag, "E-commerce- the cutting edge of Business", Tata McGraw Hill Publications, 9th reprint, 2020.
9. REFERENCE BOOKS
   1. Peelan, E., "Customer Relationship Management", Pearson Education, 2019.
   2. Mary Lou Roberts, Paul D. Berger, "Direct marketing management", Prentice Hall Publications, 2nd Edition, 2020
   3. Chet Meisner, "The Complete Guide to Direct Marketing- Creating Break through Programs that Really Work", Kaplan Publishing, 2018

4. Bharat Bhasker, "Electronic Commerce – Frame work technologies and Applications", Tata McGraw Hill Publications, 3rd Edition, 2009.
5. Craig Dempster, John Lee, "The Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, Plus the Latest High-Growth Digital Advertising Platforms", Willey, 2015.

Course Code	Course Name	L	T	P	C
30212MG132	RETAIL MANAGEMENT	3	0	0	3

1. PREAMBLE

The course is to examine how the broad range of functional areas delivers the desired retail proposition to the customer applied to different retail types and retailers of different sizes. Retail strategy sets the competitive stance to be taken in management of stores; retail management delivers the customer experience.

2. PREREQUISITE

The student should have completed the following course marketing management.

3. LINKS TO OTHER COURSES

Digital Marketing, Services Marketing, Consumer Behaviour and Marketing Research.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. Study the importance of retail industry.
2. Learn Ethics in Retailing, International Retailing and Future of Retailing.
3. Aware about the consumer buying decision process for Retail.
4. Know the retail marketing mix.
5. Understand the Store Layout and Design.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Summarize the elementary concepts of retailing	K2
CO2	Outline the consumerism and future of retail industry	K2
CO3	Make use of Consumer Behavior in Retailing	K3
CO4	Outline the marketing mix and stakeholders' aspects in Retailing.	K2
CO5	Examine the viable merchandising and information technology in retailing	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2						M	
CO3			M				M
CO4	M		M		M		
CO5		L			M	M	M

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INTRODUCTION TO RETAILING **L-9**
Introduction to Retail Marketing - Retail Environment - The Growing Importance of Retail Industry - Retail Formats - Influencing factors - Present Indian retail scenario - Government of India policy implications on retails.

UNIT II: CONSUMERISM **L-9**
Introduction to consumerism - Ethics in retailing - International retail structures - Future of retail industry and marketing - Inventory - Warehousing - Sales Promotion.

UNIT III: CONSUMER BEHAVIOUR IN RETAILING **L-9**
Consumer Behavior in the Retail Context - Buying Decision Process - Its Implication for Retail Management - Retail planning process - Factors to consider - Preparing a complete business plan - implementation - Risk analysis.

UNIT IV: MARKETING MIX AND STAKEHOLDERS' FEEDBACK IN RETAIL **L-9**
Retail Marketing Mix - 9P's - Merchandise Management - Sales Promotion - POP promotions - Negotiating with Suppliers, Vendors and Dealers - Human Resource Management in Retailing - Manpower planning - Recruitment and training - Compensation - Performance appraisal.

UNIT V: RETAILING DESIGN AND MERCHANDISING **L-9**
Retail Store Layout - Design, display, merchandising - Private Brands - National Brands - Buying and handling facts in In-store - The impact of Information Technology in retailing.
TOTAL: 45 PERIODS

8. TEXT BOOK
1. Swapna Pradhan, "Retail Merchandising", McGraw Gill Publishing House, 2020.

9. REFERENCE BOOKS
1. Berman, B., Evans, J. and Mathur, M., "Retail Management: A Strategic Approach", 13th Edition, Pearson, 2021.
2. Goldrick, P., "Retail Marketing", 2nd Edition, McGraw-Hill Education, 2008.
3. Ramkrishnan and Y.R.Srinivasan, "Indian Retailing Text and Cases", Oxford University Press, 2008.
4. Miller, D., "Retail Marketing", Tilde University Press, 2011.

Course Code	Course Name	L	T	P	C
30212MG133	**SERVICES MARKETING**	3	0	0	3

1. PREAMBLE
This module is designed to help you develop an understanding of the unique marketing needs and challenges faced by service organizations and manufacturing firms that use service as a competitive strategy in an increasingly challenging global environment. Service businesses are an increasingly dominant force in world economics.

2. PREREQUISITE
The student should have completed the following courses Marketing management, CRM, Consumer Behaviour and Marketing Research.

3. LINKS TO OTHER COURSES
Marketing Management, CRM, Consumer Behaviour and Marketing Research.

4. COURSE EDUCATIONAL OBJECTIVES
Through this course the students will be able to:
5. COURSE OUTCOMES
Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the concepts of service marketing.	K2
CO2	Explain the 7p's marketing mix for Services.	K2
CO3	Make use of demand and supply for Capacity Planning.	K3
CO4	Examine the SERVQUAL Model and identify quality gaps.	K4
CO5	Relate the marketing strategies of various services.	K2

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2	M						H
CO3		H	M		M	M	H
CO4		H		L		M	H
CO5		H	M		M		

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INTRODUCTION TO SERVICE MARKETING **L-9**
Marketing services: Introduction - Growth of the service sector - The concept of service - Characteristics of service - Classification of service - Barriers and issues in services marketing in the Indian context.

UNIT II: SERVICE MARKETING MIX **L-9**
Marketing mix in service marketing: The 7P's: Product decision, Pricing, Strategies and Tactics, Promotion of service and placing of distribution methods for services - Additional dimension in services marketing - People, Physical evidence and process.

UNIT III: MANAGEMENT OF SERVICES **L-9**
Effective management of service marketing: Marketing demand and supply through capacity planning and segmentation - Internal marketing of services - External versus Internal orientation of service strategy.

UNIT IV: MANAGING SERVICE QUALITY **L-9**
Delivering quality service: Causes of service - Quality gaps - The customer expectations versus perceived service gap, Factors and techniques to resolve perceived service gap - Quality standards, External communication to the customers - The promise versus delivery gap - Developing appropriate and effective communication about service quality - Measuring service quality - SERVQUAL - Service quality function development.

UNIT V: MARKETING STRATEGIES OF SERVICES **L-9**
Marketing of service with special reference: Financial services - Health service - Hospitality services including travel, hotels and tourism - Professional service - Public utility services - Educational services - Service advertising strategies.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Lovelock, C., Wirtz, J. and Chatterjee, J., "Services Marketing", 7th Edition, Pearson, 2017.

9. REFERENCE BOOKS
1. Bateman, J.E. and Hoffman, D., "Services Marketing", Cengage Learning, 4th Edition, 2012.
2. Gronoos, C., "Service Management and Marketing: Customer Management in Service Competition", Wiley India, 3rd Edition, 2011.
3. Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., "Services Marketing", Tata McGraw-Hill Education, 5th Edition, 2017.
4. Shanker, Ravi, "Services Marketing-The Indian perspectives Text and Readings", Excel Books, New Delhi, 1st edition, 2002.

Course Code	Course Name	L	T	P	C
30212MG134	**SOCIAL MEDIA MARKETING**	3	0	0	3

1. PREAMBLE

The aim of this course is to understand and plan content for online marketing and to learn how to use social media to meet organization's acquisition and brand objectives; Learn to incorporate best social media practices into marketing campaign.

2. PREREQUISITE

For an optimum grasp from this course, candidates can have a basic knowledge of E-Commerce.

3. LINKS TO OTHER COURSES

All Diplomas, post graduate diploma, master degree courses related to Digital Marketing, and E-Commerce.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. Study the basics of social media marketing.
2. Understand the concepts and functioning of different social media networks.
3. Know about the social news and book marking.
4. Understand the strategy, tactics and practice of social media marketing.
5. Get the working knowledge on software for social media integration and analytics.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Infer the basics of social media in marketing	K2
CO2	Identify the role of influencer marketing	K3
CO3	Interview the necessity of social news and social concepts.	K3
CO4	Examine the strategy followed in Campaign Management	K4
CO5	Make use of software's for social media integration and analytics.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						
CO2	H						H
CO3				M	M		H
CO4	H		L		M		H
CO5		L		M		L	

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: INTRODUCTION TO SOCIAL MEDIA MARKETING **L-9**
Meaning of social media marketing- Introduction to social media platforms - Building a successful social media marketing -Internet marketing, opportunities and challenges - Digital marketing framework - Digital marketing mix - Impact of digital channels on IM.

UNIT II: ROLE OF INFLUENCER MARKETING, TOOLS & PLAN **L-9**
LinkedIn marketing: Importance of LinkedIn marketing - framing LinkedIn strategy - Lead generation through LinkedIn - Content strategy- Analytics and targeting, Twitter marketing: Compare and contrast between Twitter marketing and other forms of digital marketing - Framing content strategy - Twitter advertising campaigns,

UNIT III: SOCIAL NEWS AND SOCIAL BOOKMARKING **L-9**
Introduction, Digg, Reddit, Stumble Upon, Ratings and Reviews, Introduction, Yelp, Other Sites, Forums, Research, Engaging audience - Web 2.0 meaning, importance of UGC (User Generated Content) and answer sites; Quora threads and their significance.

UNIT IV: STRATEGY, TACTICS AND PRACTICE CAMPAIIGN MANAGEMENT **L-9**
Monitoring, Research - Campaigns versus ongoing strategy, Integration, calls to action, Measurement, Targeting and re-marketing, Metrics, Goal setting.

UNIT V: SOFTWARE FOR SOCIAL MEDIA INTEGRATION AND ANALYTICS **L-9**
Hoot suite, Social harvest, Google analytics social reports; Radian and its importance in sale force's marketing cloud - Moz analytics.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Seema Gupta," Digital Marketing", Mc-Graw Hill, 2020.
2. Melissa S. Barker, Donald I. Barker, Nicholas F. Bormann, Debra Zahay, Mary Lou Roberts, "Social Media Marketing: A Strategic Approach", Cengage, 2017.

9. REFERENCE BOOKS
1. Barker, "Social Media Marketing: A Strategic Approach, Cengage"; 3rd Edition, 2016.
2. Tim Kitchen, Tashmeem Mirza, "Profitable Social Media Marketing: Growing you. Business using Facebook, Twitter, Google+, LinkedIn and more", Exposure Publishing; 1st Edition, 2013.
3. Liana Li Evans, "Social Medi Marketing: Strategies for Engaging in Facebook Twitter & Other Social Media", Que Press; First Edition, 2010.
4. Jauhari, V. and Dutta, K., "Services: Marketing, Operations and Management", Oxford University Press, 2009.

PROGRAMME ELECTIVE
SEMESTER IV

FINANCE

S. No	Course Code	Course Name	L	T	P	C
1	30212MG135	Derivatives Management	2	1	0	3
2	30212MG136	Joint Ventures, Mergers & Acquisitions	3	0	0	3
3	30212MG137	Fintech Banking Technology	3	0	0	3

Course Code	Course Name	L	T	P	C
30212MG135	DERIVATIVES MANAGEMENT	2	1	0	3

1. PREAMBLE

This course examines the future, option and forward market. This course also emphasis the importance and functions of derivative market.

2. PREREQUISITE

A foundation level knowledge of financial concepts and its applications are highly essential to understand the financial decisions.

3. LINKS TO OTHER COURSES

Security Analysis and Portfolio Management, Investment Management and Risk Management and Insurance Planning.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
1. The students will be assisted to identify and apply the concepts of different type of Contracts.
2. To be well versed of the basic concepts and processes in determination of future market.
3. To understand derivative management and its uses.
4. To create awareness about swaps.
5. To know the regulatory framework of Derivatives.\

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the theories and risks in derivative Models.	K2
CO2	Select the future contract and price in derivatives market.	K3
CO3	Identify the Option trading in financial mapping	K3
CO4	Construct the SWAP portfolio and identify the financial intermediary.	K3
CO5	Examine the appropriate derivatives market in India.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	H	H				M
CO2			H				
CO3		H				M	
CO4						M	
CO5		H	H				M

H- High; M-Medium; L-Low

7. COURSE CONTENTS
UNIT I: INTRODUCTION   **L-6, T-3**
Derivatives - Definition - Types - Theory of derivatives - Products and markets - Random behaviour of assets - Black-Scholes model - Binomial model - Uses and advantages of Derivatives - Risks in Derivatives.

UNIT II: FUTURES CONTRACT   **L-6, T-3**
Specifications of Futures Contract - Margin Requirements - Marking to Market - Hedging - Futures - Types of Futures Contracts - Securities, Stock Index Futures, Currencies and Commodities - Delivery Options - Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT III: OPTIONS   **L-6, T-3**
Definition - Exchange Traded Options, OTC Options - Specifications of Options - Call and Put Options - American and European Options - Intrinsic Value and Time Value of Options - Option payoff, options on Securities, Stock Indices, Currencies and Futures - Options pricing models - Differences between Future and Option contracts.

UNIT IV: SWAPS   **L-6, T-3**
Definition of SWAP - Interest Rate SWAP - Currency SWAP - Role of Financial Intermediary - Warehousing - Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs - Credit Risk.

UNIT V: DERIVATIVES IN INDIA   **L-6, T-3**
Evolution of Derivatives Market in India - Regulations - Framework - Exchange Trading in Derivatives - Commodity Futures - Contract Terminology and Specifications for Stock Options and Index Options in NSE - Stock futures and Index futures in NSE - Interest Rate Derivatives.

                                                                     TOTAL: 45 PERIODS

8. TEXT BOOK
1. John.C.Hull, "Options, Futures & other Derivative Securities", PHI Learning, 7th   Edition, 2016.

9. REFERENCES BOOKS
1. Stulz, "Risk Management and Derivatives," Cengage Learning, 1st Edition, 2018.
2. Varma, Derivaties and Risk Management, 1st Edition, 2018.
3. David Dubofsky, "Option and Financial Futures Valuation and Uses", McGraw Hill International Edition, 2016.
4. GuptaS.L., "Financial Derivatives- Theory, Concepts and Practice," Prentice Hall of India, 2017.
5. Keith Redhead, "Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs", PHI Learning, 2016.

Course Code	Course Name	L	T	P	C
30212MG136	**JOINT VENTURES, MERGERS & ACQUISITIONS**	3	0	0	3

1. PREAMBLE

The goal of the course is to become familiar with the theory of services rendered by international level.

2. PREREQUISITE

Orientation about Accounting and Financial Management

3. LINK TO OTHER COURSES

Accounting for Managers and Financial Management

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation.
2. To undertake post-merger valuation, methods of payment and financing options at global level.
3. To enable to apply the valuation techniques to M&A as well as Joint Venture assessment and decision making

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Illustrate the Challenges and obstacles faced in Joint Venture	K2
CO2	Explain the process of merger and acquisition	K2
CO3	Build the Corporate Restructuring Strategy.	K3
CO4	Analyze the techniques of deal valuation and evaluation of company	K4
CO5	Identify the formalities of Post Merger evaluation	K3

6. CORRELATION OF CO's WITH PO's:

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		M				H
CO2	M				L		H
CO3		M	M	M		H	H
CO4		M		M		H	H
CO5				M		H	H

H- High; M-Medium; L-Low6.

7. COURSE CONTENTS
UNIT I: JOINT VENTURES **L-9**
Concept & meaning of joint ventures - Need & types of joint ventures - Structures & problems faced in joint ventures - Joint ventures and strategic alliance - Some relevant case study of successful and failed Joint Ventures.

UNIT II: MERGERS AND ACQUISITIONS **L-9**
Introduction to mergers - types of mergers - theories of mergers & acquisitions - Cross-border mergers and acquisitions - Issues and challenges in cross border M&A - Handling cross-culture and taxations issues in cross-border M&A - Analysis of post-merger performance.

UNIT III: DEMERGER **L-9**
Demerger - Types of demergers - Reverse merger - Buyback of shares - Leverage buy-out strategy - Merger strategy growth - Synergy: Operating synergy, financial synergy, and diversification - Takeover and its types - Takeover strategy - Takeover bids - Legal framework for mergers and acquisitions - Leverages and buyouts.

UNIT IV: DEAL VALUATION AND EVALUATION **L-9**
Deal valuation and evaluation: Factors affecting valuation basics - Methods of valuation - Cash flow approaches - Economic value added - Sensitivity analysis and valuation under takeover regulation - Valuation for slump sale - Cost-benefit analysis and swap ratio determination

UNIT V: POST-MERGER EVALUATION **L-9**
Post-merger evaluation: Financial evaluation of mergers & acquisitions - Impact on shareholders' wealth - Methods of payment and financing options in mergers & acquisitions - Financing decision, Merger - Acquisition and competition Law 2002 - SEBI takeover code 2011 and criteria for negotiating friendly takeover.

TOTAL: 45 PERIODS

8. TEXT BOOKS
1. Fred Weston J., Kwang S. Chung, Susan E. Hoag. "Mergers, restructuring and corporate control", Prentice Hall of India, 2018.

9. REFERENCE BOOKS

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A, "Takeovers, Restructuring and Corporate Governance", Pearson Education, 2nd Edition, 2015.
2. Sundarsanam, "Creating Value from Mergers and Acquisitions", Pearson Education, 1st Edition, 2016.
3. Narayankar, Ravi, "Merger and Acquisitions Corporate Restructuring, Strategy and Practices", International Book House Pvt. Ltd, 2nd Edition, 2016.
4. Boeh, Kevin K and Beamish, Paul W. "Mergers and Acquisitions Text and Cases", Sage South Asia, 2019.
5. David Dubofsky, "Option and Financial Futures Valuation and Uses", McGraw Hill International Edition, 2016.

Course Code	Course Name	L	T	P	C
30212MG137	**FINTECH BANKING TECHNOLOGY**	3	0	0	3

1. PREAMBLE

Financial technology, commonly called "Fin-Tech", is now a highly used buzzword. The financial services industry, once considered most resistant to disruption, is undergoing a continuous transformation brought in by the never-ending stream of digital disruptions.

2. PREREQUISITE

Finance or Technology background.

3. LINKS TO OTHER COURSES

To courses in areas of Finance and Technology.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To create a fundamental understanding of the role played by Fin-Tech across finance functions and services.
2. To know about the technology that is enabling Fin-Tech.
3. To explain the Fin-tech trends to address financial modelling, Blockchain and Cryptocurrency.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Infer the background of Financial Services Industry.	K2
CO2	Develop the data management process in Fin-tech	K3
CO3	Explain the Big data, Insurance Technology and Risk associated with crypto market	K2
CO4	Identify the Blockchain Services in FinTech Banking	K3
CO5	Analyze the future of Fin Tech in financial service Industry	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						H
CO2		M					H
CO3		M	H	M		H	H
CO4			H	M		H	H
CO5			H			H	H

H- High; M-Medium; L-Low.

7. COURSE CONTENT
UNIT I: INTRODUCTION **L-9**
FinTech future prospects and potential issues - Global FinTech investments digital banking - Impact of digital technology on banking sector - Changes in customer buying behavior - Newago payments and remittances - Social media based remittances - Digital mortgages - Global financial instruments, Asset management and capital markets.

UNIT II: DATA & TECHNOLOGY **L-9**
Introduction - History of data regulation - Data in financial services - Application of data analytics in finance - Methods of data protection: GDPR compliance and personal privacy - AI and future of FinTech - Digital identity - Change in mindset: Regulation 1.0 to 2.0 -KYC to KYD - AI & governance - New challenges of AI and Machine Learning - Challenges of data regulation - Data is the new oil: Risk of breach - The future of data-driven finance.

UNIT III: BIG DATA **L-9**
Big data in the financial services industry - Internet of Things (IOT) - IOT in financial services - Innovative wealth management - Personal finance management - InsurTech - P2P insurance block chained insurance - Risk associated with crypto market - Cost associated with crypto market investment - Crypto currency wallets

UNIT IV: BLOCK CHAIN **L-9**
Block chain - Components of Block Chain - Public and private keys - Crypto currencies distributed ledgers - Impact of block chain in financial services - Applications of block chain in financial services - Clearing and settlement - Trade finance - Compliances - Know Your Customer - Anti money laundering.

UNIT V: FUTURE OF FINTECH **L-9**
Effect of emerging technologies on financial services - Innovation through Data, Fintech Banks, Fintech Supermarkets - Impact of Fintech on Retail – Green Finance – Definition, purpose, factors, and the role of green finance.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Susanne Chishti and Janos, "The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries", Wiley reprint, 2016.

9. REFERENCE BOOKS
1. Paolo Sironi, "FinTech Innovation: From Robo-Advisors to Goal Based Investing and Gamification", John Wiley & Sons, 2016
2. Jacob William, "FinTech: The Beginner's Guide to Financial Technology", Create Space Independent Publishing Platform, 2016.
3. Seth Swanson, "Fintech: for Beginners! Understanding & utilizing the power of Financial Technology", Create Space Independent Publishing Platform, 2016.
4. Chris Skinner, "Digital Banking – Strategies", McGraw Hill, 2014.

PROGRAMME ELECTIVE

SEMESTER IV

HUMAN RESOURCE

Sl. No.	Course Code	Course Name	L	T	P	C
1	30212MG138	Compensation and Reward Management	3	0	0	3
2	30212MG139	Human Resource Information System	3	0	0	3
3	30212MG140	Talent and Knowledge Management	3	0	0	3

Course Code	Course Name	L	T	P	C
30212MG138	**COMPENSATION AND REWARD MANAGEMENT**	3	0	0	3

1. PREAMBLE

This course is designed to create symbiotic relationship between talent and organization to accelerate performance improvements by instituting talent management system that ensures identification- management and development of talent portfolio.

2. PREREQUISITE

Basic knowledge in Compensation and Reward Management course.

3. LINKS TO OTHER COURSES

Provide basis to do the projects in HRM specialization.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To understand the basics of Compensation Management.
2. To establish a foundation for Reward development.
3. To learn how to engage and retain employees.
4. To understand the role of strategic Reward management.
5. To learn about Compensation Management.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Classify the various compensation system and tools	K2
CO2	Identify the rewarding performance and its challenges	K3
CO3	Build the suitable performance pay system	K3
CO4	Examine the best practices for developing employee benefits.	K4
CO5	Plan the appropriate remuneration for top executives and its justification	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1						H	H
CO2	M	H	H	H		H	
CO3	M	H		H			H
CO4			H	H	M		
CO5		H	H		M	H	H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: COMPENSATION – INTRODUCTION   **L-9**
Compensation - Designing a compensation system - Job Vs individual pay - Compensation tools - Types of compensation - Employees satisfaction and Motivation issues in compensation design - The legal environment and pay system governance.

UNIT II: REWARDING   **L-9**
Rewarding performance - Pay for performance - Challenges - Meeting the challenges for pay for performance systems.

UNIT III: PAY SYSTEM   **L-9**
Types of pay for performance plans - Designing pay for performance plans for executives and sales people - Incentives - Fringe benefits - Wage fixation - Wage payment.

UNIT IV: EMPLOYEE BENEFITS   **L-9**
Designing benefits - An overview of benefits - The benefits strategy - Legally required benefits - Voluntary benefits - Administering benefits - Retirement Plans including VRS/Golden Handshake Schemes - Dearness Allowance Concept.

UNIT V: REMUNERATION   **L-9**
Remuneration to top executives - Computation of remuneration - Extent of pay - Justification of paying more - Compensation systems in IT companies including ESOP - Issues - Remedial measures - Long term settlements.

                                                  TOTAL: 45 PERIODS

8. TEXT BOOK
   1. Biswanath Ghosh, "Compensation and Reward Management" Sterling Publication, 1st edition, 2015.

9. REFERENCE BOOKS
   1. Janice Caplan, Kogan, "The Value of Talent: Promoting Talent Management Across the Organization" Sage publication, 2010
   2. Bhatia S.K, "New compensation management in changing environment", Deep and Deep Publishers, New Delhi, 2003.
   3. Sanjeev P Sahni & jeevan deep Sehgal, "Strategic Compensation Management and Design", Bloomsbury Publishing India Pvt. Ltd, 1st edition, 2020.
   4. Dipak Kumar Bhattacharyya, "Compensation Management" Oxford University Press, Second Edition, 2014.
   5. Gupta. C.B, "Human Resource Management", Sultan Chand publishers, New Delhi, 2005.

Course Code	Course Name	L	T	P	C
30212MG139	**HUMAN RESOURCE INFORMATION SYSTEM**	3	0	0	3

1. PREAMBLE

This course is designed to understand the concept of Human Resource Information Systems by instituting the applications of HRIS in Organizations.

2. PREREQUISITE

Basic Human Resource Management.

3. LINKS TO OTHER COURSE

Human Resource Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To understand the basics of Human Resource Information System.
2. To establish a foundation for Information System.
3. To learn how to engage and retain employees.
4. To understand the role of Human Resources.
5. To learn about Information systems.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Infer the Role IT for HR manager.	K2
CO2	Identify the pivotal aspects of data management in HR	K3
CO3	Make use of the various approaches of HR management process.	K3
CO4	Classify the authority and responsibility flows in organisation	K2
CO5	Examine the effectiveness of human resource information system	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M		H			H	
CO2	M	H					
CO3		H	H		H	H	H
CO4			H	H	H	H	H
CO5		H		H	H		H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: DATA & INFORMATION NEEDS FOR HR MANAGER   L-9
Sources of Data - Role of IT in HRM - IT for HR Managers - Concept - Structure & Mechanisms of HRIS - Programming Dimensions & HR Manager - ERP

UNIT II: DATA MANAGEMENT   L-9
Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision making concepts for Information System Design.

UNIT III: HR MANAGEMENT PROCESS   L-9
Modules on HR Planning - Recruitment - Selection - Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

UNIT IV: ORGANIZATIONAL STRUCTURE   L-9
Organization Structure & Related Management Processes - Authority & Responsibility Flows Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review.

UNIT V: SECURITY, SIZE & STYLE OF ORGANIZATIONS   L-9
Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries - HRIS & Employee Legislation - An Integrated View of HRIS.

TOTAL: 45 PERIODS

8. TEXT BOOK

1. Satish M. Badgi. "Human Resources Information Systems", Sage Publication, 3rd Edition, 2014.

9. REFERENCE BOOKS
1. Michael J Kavanagh, Dr.Mohan Thite, "Human Resources Information Systems", 2nd Edition, Sage Publications, 2009.
2. Teresa Torres,Coronas, Mario Arias Oliva "Encyclopedia of Human Resources Information Systems: Challenges in e,HRM" IGI Global's InfoSci® platform, 2008.
3. Richard D. Johnson, Kevin D. Carlson, Michael J. Kavanagh "Human Resource Information Systems", Sage Publications, 5th Edition, 2020.
4. Ashok K Gupta, "Developing Human Resource Information System", Daya Publishing House, New Delhi, 2016.
5. Michael J. Kavanagh, Richard D. Johnson, "Human Resource Information Systems Basics, Applications and Future Directions", Sage Publications, 2017
6. Dr.Mohammad Salameh, Dr.Melanie Lourens, Dr.S Sriranjani Mokshagundam, Dr.K. Suresh Kumar, "Human Resource Information System", Book Rivers, 1st Edition, 2022.

Course Code	Course Name	L	T	P	C
30212MG140	TALENT AND KNOWLEDGE MANAGEMENT	3	0	0	3

1. PREAMBLE

This course is designed to create symbiotic relationship between talent and organization to accelerate performance improvements by instituting talent management system that ensures identification- management and development of talent portfolio.

2. PREREQUISITE

Human Resource Management.

3. LINKS TO OTHER COURSES

Provide basis to do the projects in HRM specialization.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To understand the basics of Talent Management.
2. To establish a foundation for talent development.
3. To learn how to engage and retain employees.
4. To understand the role of strategic Talent management.
5. To learn about Global Talent Management.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the requirement to align Talent Management System with strategic objectives of the business.	K2
CO2	Outline the steps required to conduct an effective talent review of performance and potential.	K2
CO3	Make use of the key requirements to attract, acquire and retain skilled talent.	K3
CO4	Identify the best practices for developing strategic talent management.	K3
CO5	Examine the effectiveness of Global talent management strategy.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M						
CO2	M	H				H	
CO3		H	H		M		H
CO4		H	H	M	M	H	H
CO5			H	M		H	H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: INTRODUCING A TALENT MANAGEMENT SYSTEM   **L-9**
Talent Management - Definition-building blocks of a Talent Management - Role and importance of Job Core Competencies through Job Descriptions - Job Analysis and Job Design - Elements of Talent Planning - Understand and explain creation of a Diversity initiative into the Talent management process.

UNIT II: TALENT DEVELOPMENT   **L-9**
Talent Development: Training and Coaching - Talent Integration: Leadership & Building, Teams appraising and rewarding performance: Feedback & Responsibility - Appraisal & Reward Systems - The Mercer Talent Simulation Game.

UNIT III: TALENT RETENTION   L**-9**
Talent Retention & Succession planning - Programs for high potentials - job crafting - The talent life cycle - Challenges for the field of strategic talent management – HR Business Partnering.

UNIT IV: KNOWLEDGE MANAGEMENT   **L-9**
Introduction to Knowledge Management - KM Myths - KM Life Cycle - Understanding Knowledge; Intelligence, Experience, Common Sense, and Cognition - Types of Knowledge; Expert Knowledge, Human Thinking and Learning.

UNIT V: KNOWLEDGE MANAGEMENT SYSTEM LIFE CYCLE   **L-9**
Challenges in Building KM Systems - Conventional vs KM System Life Cycle (KMSLS) Knowledge Creation and Knowledge Architecture - Nonaka's Model of Knowledge Creation and Transformation - Knowledge Architecture.

                                                              TOTAL: 45 PERIODS

8. TEXT BOOK
1. Lance A. Berger, Dorothy R. Berger, "The Talent Management Handbook", McGraw Hill Education; 3rd edition, 2018.
2. PeterMassingham, "Knowledge Management", Sage Publication, 1st edition, 2020.

9. REFERENCE BOOKS
1. T.S. Ravi, "Knowledge Management", Margham Publications, 1st edition, 2015.
3. Elias.M.Award & Hassan M.Ghaziri "Knowledge Management" Pearson Education 2007.
4. Bharath V., "Talent and Knowledge Management", Clever Fox Publishing, 1st Edition, 2021.
5. C.W. Holsapple, "Handbooks on Knowledge Management", International Handbooks on Information Systems, Vol 1 and 2, 2003.
6. Guus Schreiber, Hans Akkermans, AnjoAnjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga, "Knowledge Engineering and Management", Universities Press, 2001.

PROGRAMME ELECTIVE

SEMESTER IV

BUSINESS ANALYTICS

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG141	Data Visualization Using Python and Tableau	3	0	0	3
2	30212MG142	Machine Learning and Artificial Intelligence	3	0	0	3
3	30212MG143	Managing Digital Innovation and Transformation	3	0	0	3

Course Code	Course Name	L	T	P	C
30212MG141	**DATA VISUALIZATION USING PYTHON AND TABLEAU**	3	0	0	3

1. PREAMBLE

The course of python and Tableau is aimed at providing a practical understanding of the data visualization techniques which are most used in business for data visualization with real life examples.

2. PREREQUISITE

This course demands the understanding of fundamentals of computers, and data tables in college level education.

3. LINKS TO OTHER COURSES

Data mining and Data analytics.

4. COURSE EDUCATIONAL OBJECTIVES.

Through this course the students will be able to: -
1. To understand the implementation of descriptive statistics in Python.
2. To understand the basic concept of data visualization with Python and Tableau.
3. To apply graphic functions to summarize and visualize data in the form of bars and charts and types of visual representations.
4. To understand the representation of histogram, pyramids, and box plot in Python.
5. To understand the visualization of time series and scatter plot.

5. COURSE OUTCOMES

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Explain the concept of descriptive analytics using python.	K2
CO2	Identify the various python packages for visualization of data	K3
CO3	Analyze categorical data for visualization.	K4
CO4	Apply the components and features of Tableau	K3
CO5	Illustrate Tableau to create chart, Dashboard and Graphics	K2

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	H		H			H
CO2		H		H		H	H
CO3		H		H			H
CO4	M	H		H		H	H
CO5		H		H		H	H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: DESCRIPTIVE ANALYSIS   L-9
Descriptive Analysis using Python: Computing an overall summary of a variable and an entire data frame. Descriptive statistics by groups, Simple frequency distribution: one categorical variable, Two-way contingency table: Two categorical variables.

UNIT II: PACKAGES   L-9
Basic concept in Python: Pandas, Data frames, Import of data. Multiple Charts, Output of charts, Colour settings, Python packages and functions related to visualization.

UNIT III: GRAPHICS IN PYTHON   L-9
Visualization of categorical data in python: Bar chart, Column chart with two-line labelling, Pie charts and other types of chart visualizations. Histogram, Box plots for group, scatter diagrams. Reading box plots. Outliers.

UNIT IV: INTRODUCTION TO TABLEAU   L-9
Introduction to Tableau environment and user interface - Reading data - Basic components of tableau interface – Features - Linking of tables - Joins.

UNIT V: CHART AND GRAPHICS IN TABLEAU   L-9
Chart and graphics in tableau - Identifying dimensional and summary data - Data analysis in tableau - Dashboards - Publishing graphics.
                                                            TOTAL: 45 PERIODS

8. TEXT BOOKS
1. Purna Chander Rao, Kathula, "Hands-on Data Analysis and Visualization with Pandas", BPB Publications, 2020.
2. Daniel G. Murray, "Tableau Your Data Fast and Easy Visual Analysis with Tableau Software", Wiley, 2nd Edition, 2016.

9. REFERENCE BOOKS

1. Michael Dawson, "Python Programming for the Absolute Beginner", Premier Press, 2nd Edition, 2003.
2. Mark Lutz, O'reilly, "Learning Python", 5th Edition, 2017.
3. Kalilur Rahman, "Python Data Visualization Essentials Guide", bpb, 2021.
4. Alexander Loth, Nate Vogel, Sophie Sparkes," Visual Analytics with Tableau", Wiley, 2019.
5. Lindy Ryan, "Visual Data Storytelling with Tableau", First Edition, Pearson, 2018.
6. Cornelius Leondes, "Image Processing and Pattern Recognition", Academic Press, Volume 5, 1st Edition, 2016.

Course Code	Course Name	L	T	P	C
30212MG142	**MACHINE LEARNING AND ARTIFICIAL INTELLIGENCE**	3	0	0	3

1. PREAMBLE

Machine learning uses interdisciplinary techniques such as statistics, linear algebra, optimization, and computer science to create automated systems that can sift through large volumes of data at high speed to make predictions or decisions without human intervention.

2. PREREQUISITE

Basic concepts of machine learning and artificial intelligence.

3. LINKS TO OTHER COURSES

Data mining.

4. COUSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To understand the concept of decision systems, learning algorithms.
2. To evaluate various models in machine learning.
3. To consider the pros and cons when choosing ML / AI methods for different applications

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Develop an appreciation for what is involved in learning models from data.	K3
CO2	Demonstrate a wide variety of learning algorithms.	K2
CO3	Examine the types of data for cluster analysis.	K4
CO4	Outline various models for data prediction.	K2
CO5	Utilize the concepts of artificial intelligence.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1							H
CO2							H
CO3							H
CO4		L				L	H
CO5	L						H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: DECISION SYSTEMS   **L-9**

Introduction, Decision Tree Induction: C4.5, Random Forests and ID3. Bayesian Classification: Naive Bayes. Rule Based Classification, Artificial Neural Network: Classification by Back propagation.

UNIT II: Classification   **L-9**

Support Vector Machines - Associative Classification, K-NN classifier, Case-Based Learning, Rough set, Fuzzy set approaches, Hidden Markov models.

UNIT III: Clustering   **L-9**

Types of Data in Cluster Analysis, Clustering Methods- Partitioning Methods: K-Means, K Medoids. Fuzzy Clustering Methods: FCM, PCM, FPCM, PFCM. Hierarchical Methods Agglomerative and Divisive, Balanced Iterative Reducing Clustering using Hierarchies

UNT IV: EVALUATE MODELS   **L-9**

Grid-Based Methods: Statistical Information Grid, Model-Based Clustering Methods: EM algorithm, Self-Organizing Map. Clustering High-Dimensional Data: Clustering, Projective clustering, Outlier Analysis.

UNIT V: ARTIFICIAL INTELLIGENCE   **L-9**

Introduction to artificial intelligence- Concepts of neural networks -Developing   NN-based systems

                                            TOTAL: 45 PERIODS

8. TEXTBOOK
1. Peter Norvig, Stuart J. Russell, "Artificial Intelligence: A Modern Approach", Pearson Education, 2003.

9. REFERENCE BOOKS
1. Xin-she Yang, "Nature-Inspired Metaheuristic Algorithms", Luniver press, 2010.
2. Daniel Jurafsky and James H.Martin, "An Introduction to Natural Language Processing, Computational Linguistics and Speech Recognition", Pearson Education, 2nd Edition, 2013.
3. Nick Bostrom, "Super Intelligence: Paths, Dangers, Strategies", OUP Oxford, 2014.
4. Trevor Hastie, Robert Tibshirani, Jerome H. Friedman, "The Elements of Statistical Learning", Springer New York, 2009.
5. Jiawei Han and Micheline Kamber, "Data Mining Concepts and Techniques", Morgan Kaufmann publication, 2006.

Course Code	Course Name	L	T	P	C
30212MG143	MANAGING DIGITAL INNOVATION AND TRANSFORMATION	3	0	0	3

1. PREAMBLE

In times of crisis and continuously changing environment there is an evidence need for creativity and innovation to stay in front of others. Technologies of the new era are surrounded by data and are changing the business and market dynamics. The aim of this course is to give students business insights based on current and future technology trends and to raise the awareness of the audience around the rapid evolution of Technology by building up thoughts around ways how to adapt them in our everyday life.

2. PREREQUISITE

Basic IT concepts.

3. LINKS TO OTHER COURSES

Data mining and innovation.

4. COUSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to: -
1. To understand the concept of technology, innovation, and value creation.
2. To design and create business models.
3. To nurture digital capabilities among the students.
4. To understand the challenges in using digital platform for business.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Infer the technology in various business environments.	K2
CO2	Analyze various business models for digital platforms.	K4
CO3	Identify innovation in digital platforms for value creation.	K3
CO4	Plan track & manage disruptive technologies.	K3
CO5	Compare technology with innovation.	K2

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1						H	H
CO2		H		M		H	H
CO3	M	H	L	M		H	H
CO4					L	H	H
CO5	M	H				H	H

H- High; M-Medium; L-Low

7. COURSE CONTENTS

UNIT I: TECHNOLOGY AND THE BUSINESS ENVIRONMENT   **L-9**
Technology and the Business Environment, Foundation Concepts, Areas of IT management and its challenges, IT services, IT organization.

UNIT II: INNOVATION   **L-9**
Enterprise Innovation and the Digital Transformation, IT strategy, IT governance, IT sourcing and controlling.

UNIT III: VALUE CREATION   **L-9**
Leading organizational transformation for digital era, Value creation vs. value capture in ecosystem partnerships, spanning boundaries of virtual teams, governing the Transformation.

UNIT IV: IT INFRASTRUCTURE   **L-9**
Managing IT Infrastructure - IT Infrastructure and Strategic Alignment, Strategies for Managing Diverse IT Infrastructures, Managing IT Outsourcing: Strategies for Managing Outsourced Operations.

UNIT V: TECHNOLOGY AND INNOVATION   **L-9**
Business competitiveness due to Technology, leveraging web analytics for attracting customers, leveraging the social media to gain visibility, Using Technology as Innovation, Integration and Interconnection of business, Future of Technology Innovation.

                       TOTAL: 45 PERIODS

8. TEXTBOOK
1. David Rogers, "The Digital Transformation Playbook – Rethink Your Business for the Digital Age", Columbia Business School Publishing, 2016.
2. Thomas M. Siebel, "Digital Transformation", Only from Audible.

9. REFERENCE BOOKS
1. Sunil Gupta, "Driving Digital Strategy, A Guide to Reimagining Your Business".
2. Nishith Sharan Tushar Khosla, "Demystifying Digital Transformation: A Practitioner's Companion".
3. Aaron Brooke, "Digital transformation with dataverse", bpb, 2022.
4. George Westerman, Didier Bonnet, Andrew Mcafee, "Leading Digital: Turning Technology into Business Transformation", HBR.

PROGRAMME ELECTIVE

SEMESTER IV

LOGISTICS AND SHIPPING MANAGEMENT

Sl. No.	Course Code	Course Name	L	T	P	C
1	30212MG144	Marine and Cargo Insurance	3	0	0	3
2	30212MG145	Chartering Practices	3	0	0	3
3	30212MG146	Exim and Custom Duties	3	0	0	3

Course Code	Course Name	L	T	P	C
330212MG144	**MARINE AND CARGO INSURANCE**	3	0	0	3

1. PREAMBLE

This course deals with the general principles of the subject and structure and formation of insurance contracts, this course goes on to look at individual considerations in detail, including – the duty of utmost good faith /fair presentation of the risk, insurable interest, terms of insurance contracts, brokers, the premium, causation and marine perils, losses, sue and labour, subrogation, fraudulent claims and reinsurance.

2. PREREQUISITE

For an optimum grasp from this course, candidates will need to revive basic knowledge of insurance terms logistics contractual and shipping terms.

3. LINKS TO OTHER COURSES

Courses related to logistics and shipping.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
1. To study the basic fundamentals principles related to contract, insurance and acts.
2. To study the different forms and documents related to vessel, cargo, packing, MMT and containerization.
3. To study the concepts of loss prevention, reinsurance, maritime frauds.
4. To study about Insurance Document Process.
5. To know about Loss Prevention measures.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based onRevised Bloom's)
CO1	Outline the concepts of marine insurance act and its Regulations.	K2
CO2	Make use of the principles guiding the Marine Contract.	K3
CO3	Choose the appropriate insurance for vessels and cargo.	K3
CO4	Select and prepare insurance documents and claims.	K3
CO5	Examine the losses and prevention of maritime frauds.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						H
CO2	H		H				H
CO3	H	H	H	H	M		
CO4		H	H	H	M		
CO5		H		H			H

H- High, M-Medium, L-Low

7. COURSE CONTENTS
UNIT I: BASIC CONCEPTS   **L-9**
General Background, Principles of Trade/Commerce Applicable in Marine, Cargo Insurance
Application of Fund - Various Acts to regulate the Marine Insurance Market - Organisation
of Llyods - International Maritime Bureau - Tariff Advisory Council General Insurance coun-
cil - General Insurance Corporation of India - Marine Insurance Act. Classes of risk covered
by marine insurance: Hull & Machinery, Freight & Hire, War Risk, Cargo Liability - Employee
Liability - Role and need for professional indemnity insurance -errors and omissions - Third
Party Cover for Transport Operators Protection & Indemnity - Third Party including colli-
sion, damage to other property, death and personal injury, pollution.

UNIT II: FUNDAMENTAL PRINCIPLES   **L-9**
Fundamentals of Principles guiding the Marine Contract- Warranties - Utmost Good faith
Insurable Interest - Reinsurance - Assignment and passage of interest in Marine Insurance
Indemnity - Valued and Unvalued Policies - Subrogation - Abandonment - Contribution
proximate cause - Marine Law - MARPOL, SOLAS, and Arbitration

UNIT III: ARRANGING FOR INSURANCE   **L-9**
Arranging Insurance Cargo - Proposal Form - Factors for acceptance - Type of Vessel - The
Voyage or Transit - Type of Cargo - Packing forms - Containerization - Conditions of Insur-
ance - Inco Terms - Declaration Forms - Marine Cover Note - Policy form endorsements -
Container Transport.

UNIT IV: INSURANCE DOCUMENTS   **L-9**
Types of Insurance Documents, Types of Policy, Underwriting Considerations & Rating
Types of Losses & measure of Profits, Claims, Cargo Loss Prevention: Containerization, Mul-
ti-Modal Transport, ICDS etc. Marine Cargo Insurance claim process - Claim Settlement Pro-
cess -Insurance Brokers - Loss assessor/Surveyors - Average Adjustors - Maritime Lawyers
- Salvors - Investigators Principle of salvage and how salvage services are remunerated. Dif-
ferent ways in which liability may be limited in the case of third party

UNIT V: LOSS PREVENTION, REINSURANCE, MARITIME FRAUDS   **L-9**
Cargo Loss control and prevention - Theft, Pilferage and Non - Delivery - Handling and
Stowage damage - Water damage - Multi Modal containerization - its inspection and packing
and stowing of cargo - Reinsurance of Marine cargo and hull risks - Methods of Reinsurance
- Proportional - Facultative - Quota share Treaty - Surplus Treaty - Non proportional - Ex-
cess of loss - Stop loss - Pooling arrangements - Alternative risk Common Reinsurance Pro-
gramme - Maritime frauds - Scuttling frauds - Documentary frauds - Cargo thefts - Charter
Party Fraud - Piracy - Maritime fraud - Scuttling Frauds - Documentary Frauds - prevention
in cargo and hull insurance.
                                                              TOTAL: 45 PERIODS

8. TEXT BOOK
   1. Ambalal Bhikhabhai Gandhi**, "**The Law of Marine Insurance in India", Milan Law
       Publishers, 1974.
   2.   Francis Rose, "Marine Insurance: Law and Practice", Second Edition, 2013.

9. REFERENCE BOOKS

1. TyskaFennely, "Controlling Cargo theft" by, Butterworth, 2011.
2. Roderick McNamma., "Inland Marine Insurance", Insurance Institute of America, 1987.
3. Hodges, "Law of Marine Insurance", Pap Routledge Cavendish, 1996.

Course Code	Course Name	L	T	P	C
30212MG145	**CHARTERING PRACTICES**	3	0	0	3

1. PREAMBLE

This course addresses key concepts in dry cargo and tanker chartering. It provides an overview of basic chartering principles and describes the participants, the commercial processes and the main contract terms in the business of chartering ships.

2. PREREQUISITE

For an optimum grasp from this course, candidates will need to revive basic knowledge of Chartering Terms, Types and shipping terms.

3. LINKS TO OTHER COURSES

All Diplomas, post graduate diploma, master degree courses related to logistics and shipping.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able to:-
1. To study the basic fundamentals of chartering market, handling cargoes and functions ofintermediaries in chartering business.
2. To understand the differences in contract terms and conditions as well the calculations for different chartering services.
3. To learn the problems associated with disputes, hiring, losses and claims etc.
4. To know about Tanker chartering.
5. To learn about chartering market.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Outline the Vital components of chartering and its allied Documents	K2
CO2	Select the Suitable chartering contracts and its negotiations.	K3
CO3	Analyze the dry cargo chartering and its concepts	K4
CO4	Identify the significance of tanker chartering.	K3
CO5	Make use of chartering markets and opt for best pricing.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H				H		H
CO2	H	H	M	M		H	H
CO3		H				H	
CO4	H				H		
CO5		H	M	M	H	H	H

H- High, M-Medium, L-Low

7. COURSE CONTENTS

UNIT I: CHARTERING INTRODUCTION **L-9**
Introduction - Types of Vessels for The Trade; Major Cargoes; Producing Areas and Trades, Their Movement; Methods of Cargo Handling for Dry Cargo and Tankers. Chartering Market - Different Players, Sale Agreements, FOB, CIF; Factors Influencing Supply and Demand; Role of Brokers; Baltic Exchange, Various Freight Indices and BIFFEX - Cost of loading and discharge - Bill of lading - Terminology and abbreviations -Time Negotiations chartering and the internet - Charter Parties - Construction of voyage charter parties - Loading place and cargo - Loading Rates - Lay days and cancelling date - INCOTERMS

UNIT II: CHARTERING CONTRACTS **L-9**
Chartering Contracts - Voyage, time, bareboat-cum-demise charters; contract of affreightment - Different standard charter party forms for dry cargo and tankers - Salient features - Abbreviations and other chartering terms and definitions - Chartering market practice - Offer, counter offer, negotiations and finalization of fixture - Chartering negotiations - Offering and countering - Charter parties - Subjects - Freight Derivatives for dry cargo.

UNIT III: DRY CARGO CHARTERING **L-9**
Dry Cargo chartering - Lay time calculations - Types of lay time; Notice of Readiness commencement and termination of time; statement of facts and time sheets; demurrage and dispatch; charter party lay time definitions. Voyage estimates and calculations; stowage and loading zones. Financial aspects of chartering contracts (voyage and time) freight and hire calculations and payment methods - Demurrage and dispatch - Contract of affreightment tenders.

UNIT IV: TANKER CHARTERING **L-9**
Tanker Chartering - Crude oil and various types of products movement; Oil terminals - Oil transportation India scenario - Technical aspects - cleaning of tanks; heating; inert gas system crude oil washing; clean ballast tanks; segregated ballast tanks; segregated ballast tanks double hull, Chartering markets oil majors and traders; OPEC, INTERANKO OCIMF. Lay time calculations - types of lay time.

UNIT V: CHARTERING MARKETS **L-9**
Charter party disputes: Voyage Charters - arrived ship; lay time calculations; deductions from freight; excepted periods. Time Charters-off- hire periods; final voyage; payment of hire; bunkers; performance clauses - Frustration of charter party - Oil transportation - losses and claims - Calculation of demurrage - World scale; voyage estimates and calculations - AFRA. Post - fixture - Charter party disputes: Voyage Charters - arrived ship; laytime calculations; deductions from freight; expected periods - Time Charters - off - hire periods; final voyage; payment of hire; bunkers; performance clauses.

TOTAL: 45 PERIODS

8. TEXT BOOK
1. Evi Plomaritou, Anthony Papadopoulos, "Shipbroking and Chartering Practice" (Lloyd's Practical Shipping Guides), Taylor and Francis Books Limited U.K., 2017.

2. Patrick Hillenius and Arne Sandevärn, "Shipbroking and Chartering Practice (Lloyd's Practical Shipping Guides)", 2009

9. REFERENCE BOOKS
1. C.F.H. Cuflry,"Ocean Freight & Chartering", 1st Edition. 1970.
   H. Williams, "Chartering Documents", 3rd Edition, 1996.
2. Thomas J Pagonis, "Chartering Practice Handbook", Demilis Publications, 2007.
3. Arne Sandevarn, Lars Gorton, et al., "Shipbroking and Chartering Practice (Maritime and Transport Law Library)", 2004.

Course Code	Course Name	L	T	P	C
30212MG146	**EXIM AND CUSTOM DUTIES**	3	0	0	3

1. PREAMBLE

This course provides the awareness about the formalities of export and import industry and the customs duties in EXIM. The students will be able to comprehend the importance of export and import management and the duties of customs management.

2. PREREQUISITE

Basic fundamentals of Logistics, International trade concepts.

3. LINKS TO OTHER COURSES

International Business, Shipping, Logistics and supply chainmanagement.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course the students will be able: -
1. To impart the knowledge on the key functions in export and import process and procedures.
2. To educate the students in solving issues related to customs requirements in export and import management.
3. To make students understand the procedures of custom clearances and import licenses.
4. To make students learn the documentation related formalities.
5. To know about the clearance and duties.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based onRevised Bloom's)
CO1	Outline the Fundamentals of DGFT and international contracts.	K2
CO2	Explain the functions of marketing, and the role of export promotion councils in India.	K2
CO3	Identify the suitable documentation framework for Custom clearance	K3
CO4	Examine the duties and formalities of customs.	K4
CO5	Make use of the valid clearance schemes and Payment.	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		H	M			H
CO2	H		H	M	H		H
CO3		H	H		H		H
CO4	H	H			H	M	H
CO5		H				M	H

H- High, M-Medium, L-Low

7. COURSE CONTENTS

UNIT I: FUNDAMENTALS OF IMPORT AND EXPORT   **L-9**

Role of Import and Export Trade in an Economy - Institutional Framework for Foreign Trade in India - Role of Director General of Foreign Trade and Commerce - Objectives of EXIM Policy Global trade flows - INCOTERMS 2022 - Export Credit Guarantee Corporation (ECGC) -Application for import and export procedures – IEC (Importer and Exporter Code) Procedure - Obtaining IEC Number – Registration Cum Membership Certificate (RCMC)- HSN and its importance in international trade

UNIT II: OVERVIEW OF EXPORT AND IMPORT   **L-9**

Marketing for Exports - Negotiation and finalization of Export contract - Export Documentation Procedures - Cargo Insurance - Export Promotion Councils and incentive schemes - Role of Logistics in Exports- Export Houses / Trading Houses Documents related to Inspection - Documents related to Excisable Goods - Types of Contracts - Export Contracts - Export Credit Guarantee Corporation of India - Containerization – types of containers.

UNIT III: DOCUMENTATION FRAMEWORK   **L-9**

Import for industrial use / trading - Import Documentation and Customs clearance procedures - Typesof Imports - Import Licenses - Cargo Insurance - Role of Logistics in Import Factors - Methods of receiving Payment - Instruments of Payments - Letter of Credit Preshipment Finance - Post-shipment Finance - Post-shipment Credit in Foreign -   Documentation related to DC Cargo and Air Cargo

UNIT IV: CUSTOMS DUTIES   **L-9**

Power exempt - Levy of & Exemption From, Customs Duties - Dutiable goods - Duty on Pilfered goods - Assessment of Duty - Interest on delayed Funds - Claim for Refund of Duty - Provisional Attachment protect revenue in certain case - Indicating Amount of Duty in Price of Goods, for purpose of Refund - Price of goods indicate amount of duty paid thereon - Advance Rulings Authority for Advance Rulings - Application for Advance Ruling - Powers of Authority - Procedure of Authority.

UNIT V: CLEARANCE AND AGENCIES   **L-9**

Provisions relating Conveyances Carrying Imported or Exported Goods – Electronic Data Interchange – Commodity Brokers - Custom House Agents – Transport Operators – Freight Forwarders – Warehousing and 3PL service providers – Liners /Ship Agencies – Container Freight Stations - Port – Inspection Agencies/ surveyors – Quarantine Agencies – Pest Control Agencies – Chamber of Commerce

TOTAL: 45 PERIODS

8. TEXT BOOKS

1. Justin Paul and Rajiv Aserkar, Export Import Management, Second Edition, Oxford University Press, 2013.
2. Francis Cherunilam, "International Trade and Export Management", Himalaya Publications, 2004.

9.. REFERENCE BOOKS

1. Mukerjee T.P., The Customs Act 1962, Fourth Edition, Delhi law house, 2014.
2. Rama Gopal C., "Export Import Procedures", New Age International Publishers, 2015.

3. Pawan Kumar, "Export of India's Major Products Problems and Prospects" New CenturyPublications, 2017.
4. Kapoor D.C., "Export Management", Vikas, 2002.

PROGRAMME ELECTIVE
SEMESER IV

TECHNOPRENEURSHIP

S. No.	Course Code	Course Name	L	T	P	C
1	30212MG155	Technology and Global Business Linkage Opportunities	3	0	0	3
2	30212MG156	Global Start-up Exchange Incubation Program	3	0	0	3
3	30212MG157	Innovation and Start-up Management	3	0	0	3

\

Course Code	Course Title	L	T	P	C
30212MG155	**Technology and Global Business Linkage Opportunities**	**3**	**0**	**0**	**3**

1. Preamble

This course presents a thorough and systematic coverage of technologies in entrepreneurship and the global business opportunities available for entrepreneurs

2. Prerequisite

Basic knowledge of technology.

3. Links to Other Courses

Innovation and Start-up Management

4. Course Educational Objectives

Through this course the students will be able: -
1. To develop an understanding innovation and technology in entrepreneurship.
2. To know the practices of MSME.
3. To know about new product and services.
4. To understand the global business opportunities for entrepreneurs.
5. To enable and apply current business practices to the management of International Business

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Infer the basic knowledge of technology and innovation in the global market	K2
CO2	Examine the recent technological advancement startup development on a global scale	K4
CO3	Identify the sustainable product and service markets globally	K3
CO4	Interpret the opportunities and challenges on India's foreign trade	K2
CO5	Select the appropriate Global Strategic Alliance	K3

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						
CO2	H			H			
CO3							M
CO4				H			M
CO5		H	M				

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Technology and Emerging Market   **L-9**
Innovation objectives – Technology as Physical Infrastructure- Technology of Information Infrastructure- strategies and firm performance – Technology of Human Infrastructure-technology for rural market development – Technology Trends in International Business.

Unit II: Global Innovation and Technology Development   **L-9**

Innovation as a tool for Global Growth – Kinds of Innovation – Risks of Market – Creating Innovation – Investing in Innovation – from local to global innovation – Innovation as a Human Capital Endeavour – Driving a Culture of Innovation – Innovations Imperative – Protecting Intellectual Property – Trade Secrets – The Difficulty of Enforcement.

Unit III: Analytical Tools for International Business and Sustainability   **L-9**
Technology of Information Infrastructure -Communication Technologies -Speed of the Internet -Peer-to-Peer and the Shared Economy -Data Storage and Processing Technologies-Collaborating for Sustainability-Why Companies Want to Collaborate-How to Collaborate Successfully- Sustainability and Innovation.

Unit IV: Basics of Global Business and Opportunities   **L-9**
International financial system –-exchange rate system – current exchange rate regimes – exchange control – FEMA Act – concepts of foreign exchange market – types of exchange risks-concept and forms of FDI- organizational structure of international business.

Unit V: Global Strategic Alliance   **L-9**
Deciding which Foreign Markets to Enter- Entry Modes-Types – making strategic alliance successful – cross border mergers and acquisitions **–** motives of cross border mergers and acquisitions – Franchising-joint ventures aboard – global outsourcing- Multidomestic Strategy-Mega national Strategy-Transnational Strategy.

                                                                    Total: 45 Periods
8. Text Book
1.   Gupta CB, International business, S. Chand and Company Pvt. Ltd, 2014.
2.   Shad Morris, James, International business, Wiley Publication., 2019.

9. Reference Books
1.   Praveen Parboteeah K., John B. Cullen, "International Business Strategy and the Multinational Company, Taylor & Francis, 2009.
2.   Khurana P.K., "Export Management", Galgotia Publication, New Delhi, 2010.
3.   Leevanandam C., "Foreign Exchange: Practices, Concept and Control", Sultan Chand Publications, 2002.
4.   Foreign Trade Policy, (2015 – 2020): Handbook of Export Procedure and Annual of the Ministry of Commerce, Government of India.

Course Code	Course Title	L	T	P	C
30212MG156	Global Start-up Exchange Incubation Program	3	0	0	3

1. Preamble

This course presents a thorough and systematic coverage of global start-up for entrepreneurs. Entrepreneurial ventures that disrupt the landscape in some way, creating platforms or executing on new models. This Unit familiarizes students with start-up opportunities and necessary funding options and Incubation facilities.

2. Prerequisite

Basic knowledge of Start-up ethics and Laws.

3. Links to Other Courses

Start-up

4. Course Educational Objectives

Through this course the students will be able: -
1. Understand the Startup opportunities
2. Know the necessary skills for managing their business enterprise.
3. Able to work with dynamic network of national social entrepreneurs and engage with those who are pioneering innovations and establishing best practices
4. Understand the concept of design thinking to identify opportunity & create business model innovation and able to create a strategy for launch

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Make use of the opportunities in Global Startup	K3
CO2	Explain the Fundamentals of various Business Incubations.	K2
CO3	Identify the structures of TBI in India.	K3
CO4	Summaries the various start-up policies in our country.	K2
CO5	Analyze the innovation dimensions in global business.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H						
CO2	H		M				
CO3				H			
CO4					H		M
CO5		H					

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Global Startup Opportunities   **L-9**
Startup opportunities: The New Industrial Revolution –Business Startup – Ideation-Venture Choices – The Rise of the startup economy- The Entrepreneurial Ecosystem - Entrepreneurship in India. Government Initiatives. Financing Entrepreneurial Ventures Resources requirements, franchising, entrepreneurial finance, obtaining venture andgrowth capital.

Unit II: Business Incubation   **L-9**
Business Incubation Definition and Principles- Concepts, characteristics and importance, The Foundational Basis for Technology Business Incubators- TBIs in India: Origin and current status, Current policy for TBI promotion in India. Technology business incubation:A global perspective- Types and classifications, TBIs: Goals and objectives, TBIs: Functionsand services, TBI led process of business incubation, TBIs: Performance assessment in terms of outcomes and achievements, Technology business incubation for new venture creation: A theoretical perspective.

Unit III: Technology Business Incubators in India: Structure   **L-9**
Age, management, sponsor and focus area, Incubation Process- TBIs: Objectives, Services provided by Incubators- The Procedure of Incubation- Post Incubation Process-Start-up landscape and innovation Hubs- Startup business partnering, Startup culture, Co- founders, Preparing to Launch: Essential Components, Intellectual Property.

Unit IV: Start-up Policies   **L-9**
Start-up policy of Central Government and some leading State Governments Technology Business Incubator (TBI), Role of National Science and Technology Entrepreneurship Development Board (NSTEDB), DST guidelines for Seed Support System (SSS) for Startupsin Incubators.

Unit V: Global Business   **L-9**
Globalization of Innovations, Innovation for emerging economies, Role of National Govt in Innovation, Strategic Innovation Process- Theories of International trade, Globalization forces-meaning, dimensions and stages in it, Tariff and nontariff barriers, Trading blocs. Global Operations - Global Production, Outsourcing and Logistics Management, Global HRM, Global Marketing. South East Asian currency crisis, Foreign Direct Investment.

                                                     Total: 45 Periods

8. Text Book
1. Bala Subrahmanya M.H. and Krishna H.S., "Technology Business Incubators in India- Structure, Role and Performance", De Gruyter Studies in Knowledge Management and Entrepreneurial Ecosystems, 2022
2. Philippe Lasserre, Global Strategic Management, Oxford: Macmillan Education: Palgrave 2018,4th edition

9. Reference Books
1. Prashantham Shameen and George S. Yip, "Engaging with Startups in Emerging Markets", MIT Sloan Management Review. (2016).

2. Desai Vasant, "The dynamics of Entrepreneurial development and Management", Himalaya Publishing, 2009.
3. Rabindra N. Kanungo "Entrepreneurship and innovation", Sage Publication, New Delhi, 1998.
4. Philips Bonefiel and Sharma. "Social Entrepreneurship", Global Vision Publishing House, New Delhi, 2011.
5. Francis Cherunilam, "International Business Text and Cases, PHI, 4th Edition, 2020.

Course Code	Course Title	L	T	P	C
30212MG157	**Innovation and Start-up Management**	**3**	**0**	**0**	**3**

1. Preamble

The course introduces the foundations of managing creativity and innovation. It will focus on the concepts and frameworks for analysing how firms create, commercialize and capture value from innovative products and services.

2. Prerequisite

Basic knowledge of Start-up

3. Links to Other Courses

Start-up

4. Course Educational Objectives

Through this course the students will be able: -
1. To study the creativity and innovation process of startup
2. To understand the effective management of startup
3. To Understand the creativity and innovations management aspects in an enterprise
4. To inculcate entrepreneurship and skill development among students
5. To know the role of support institution for new venture development.

5. Course Outcomes

Upon successful completion of this course, students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Identify the drivers of creativity and innovation	K3
CO2	Illustrate the impact of technology diffusion in global market.	K2
CO3	Experiment with the parameters of innovation strategy into business.	K3
CO4	Identify the creative intelligence abilities and thinking strategies for managing R&D.	K3
CO5	Examine the role of support institutions and management of small business.	K4

6. CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1						H	M
CO2					H	M	
CO3	L		L				
CO4				M			M
CO5	H					H	

H- High; M-Medium; L-Low

7. Course Contents

Unit I: Introduction to Creativity and Innovation   **L-9**
Nature of creativity: Person, Process and Environment; importance -nature of Innovation, Innovation and Invention, Successful and Unsuccessful innovation, types of Innovation, models of Innovation, a framework for the management of innovation, skills, Technological entrepreneurship: Science and Technology policy, small and medium sized entrepreneurship policy, innovation policy, entrepreneurship policy.

Unit II: Market Adoption and Technology Diffusion   **L-9**
Innovation and the market-crowd sourcing for new product ideas, Innovation diffusion theories, organizational structure and their impact on innovation, management tools for innovation, operations and process innovation-using brands to protect intellectual property, exploiting new opportunity.

Unit III: Turing Technology into Business   **L-9**
Managing organizational knowledge- dominant design -developing innovation strategy-technology strategy provides a link between innovation strategy and business strategy - Strategy and business alliances and network: forms of strategy alliance-process of framing a successful strategic alliances, risk and limitation with strategic alliances.

Unit IV: Managing R&D Project   **L-9**
Nature-acquisition of external technology, evaluation research and development projects, Open Innovation and Technology transfer, absorptive capacity-limitation and barriers to technology transfer. New product development, Business models.

Unit V: Role of Support Institutions and Management of Small Business   **L-9**
Director of Industries; DIC, SIDO, SIDBI, SIDC, NSIC, State financial Corporations; Assistance from different organizations in setting up a new Venture- Export and Import apply procedure; Laws: Liabilities under the Factories Act, Shops and Establishment Act, Sale of goods Act, Environment protection Act; Understanding Labour- Management relationship

                                                    Total: 45 Periods

8. Text Book
1. Paul Trott, "Innovation Management and New Product Development",6th edition, PearsonEducation, 2017.

9. Reference Books
1. Desai Vasant, "The dynamics of entrepreneurial development and Management", Himalaya Publishing, 2009.
2. Kuratko, D.F. & Hodgetts, "Entrepreneurship: Theory, Process and practice", R.M Thomson Press, 2019.
3. Pradip N Khandwalla, "Lifelong Creativity, An Unending Quest", Tata McGraw Hill, 2004.
4. Vinnie Jauhari, Sudanshu Bhushan, "Innovation Management", Oxford Higher Education, 2014.
5. Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, "Himalaya Publishing House", 2010.

INDEPENDENT LEARNING

SEMESTER IV

S. No.	COURSE CODE	COURSES	L	T	P	C
1	30214MG701	Project Work	0	0	12	6
2	30214MG426	Seminar – IV Publication of Research Paper	0	0	4	2

Course Code	Course Name	L	T	P	C
30214MG701	**PROJECT WORK**	0	0	12	6

1. PREAMBLE
This course provides an awareness about the issues pertaining to the organization where the students undertake the project. They identify the problem and find out solutions which would be further incorporated in the organization for future prospects.

2. PREREQUISITE
The student could have the basic knowledge on research methodology.

3. LINKS TO OTHER COURSES
This course has links to courses like Research Methodology, Quantitative Techniques.

4. COURSE EDUCATIONAL OBJECTIVES
Through this course the students will be able: -
1. To enable the student to probe for a research problem in their field of study.
2. To make the student to carry out a survey and data collection pertaining to the problem of study.
3. To interpret the data and draw out inferences.
4. To provide suitable solutions and recommendations for the problem studies.

5. COURSE OUTCOMES
Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of learning domain (Based on revised Bloom's)
CO1	Identify a research problem pertaining to specific functional area of an organization.	K3
CO2	Apply the concept of research process.	K3
CO3	Create and present a systematic report of the research conducted following a rigorous research methodology.	K6
CO4	Explain the means of data collection and statistical analysis	K5
CO5	Develop the project report which fulfils project objectives	K5

6.CORRELATION OF CO's WITH PO's

CO Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M	H		H			H
CO2		H		H			H
CO3		H		H			H
CO4		H				M	M
CO5		M	M		H	H	H

H- High, M-Medium, L-Low

7. COURSE CONTENTS

1. Identification of research problem
2. Conduct research
3. Preparation of research report
4. Collection and analysis of data
5. Final research report

Continuous assessment scheme for project work

Rview I (10 Marks)	Review II (15 Marks)	Assessment by Project Guide (15 Marks)	Total (40 marks)

Rubrics for evaluation of Project work

Project Report Preparation (20 Marks)	Presentation (20 Marks)	Question and Answer (20 Marks)	Total (60 Marks)

Course Code	Course Name	L	T	P	C
30214MG426	**SEMINAR IV** **PUBLICATION OF RESEARCH PAPER**	0	0	4	2

1. Preamble

This publication of research paper is the form of continuous learning process from Seminar IV. In this, the students will be learning about the art of publishing in the conference, journal, and peer reviewed journals. This course presents step-by-step suggestions for writing academic papers that require research from the many sources open to students.

2. Prerequisite

Knowledge on Research Methodology

3. Links to Other Courses

This course has links to courses like Research Methodology, Quantitative Techniques.

4. Course Educational Objectives:

Through this course the students will be:
1. To understand the need of research publications.
2. To understand the basic concepts of research article format.
3. To learn about the ethical issues related to publications.
4. To understand about predatory journals and indexed journals.
5. To provide hands on training about the research article writing.

5. Course Outcomes:

Upon successful completion of this course, students will be able to:

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
Co1	Understand and adhere to ethical standards in conducting research, including proper citation, avoiding plagiarism, and respecting intellectual property.	K2
Co2	Develop a strong foundation for research publication in a systematic manner by applying notions of Research Methodology.	K3
Co3	Apply the sknowledge gained from the research process with existing course concepts, demonstrating an enhanced understanding of the subject matter.	K3

6. Correlation of COs with POs

Co Nos.	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	L	M	L	L	H
CO2	M	M	L	M	L	L	H
CO3	L	H	L	H	L	L	H

H- High, M-Medium, L-Low

7. Course content

➤ Ethical and plagiarism policy
➤ Review the articles and corrections given by the editor or reviewer of the journal.
➤ Publish a research article.

Rubrics for evaluation of seminar

Quality of Content (40 Marks)	Presentation (20 Marks)	Question and Answer (40 Marks)	Total (100 marks)

OPEN ELECTIVE AND VALUE ADDED COURSES FOR ALL ENGINEERING STREAMS

SINGLE CREDIT COURSES

S. No	COURSE CODE	COURSE TITLE	Type	L	T	P	C
1	30213MG101	Management Insights from Indian Scriptures	OE	1	0	0	1
2	30213MG102	Stock Market Fundamentals	OE	1	0	0	1
3	30213MG103	Human Resource Management	OE	1	0	0	1
4	30213MG104	Organizational Psychology	OE	1	0	0	1
5	30213MG105	Basic Research Tools for Engineers	OE	1	0	0	1

Course Code	Course Name	L	T	P	C
30213MG101	**MANAGEMENT INSIGHTS FROM INDIAN SCRIPTURES**	1	0	0	1

1. PREAMBLE

The purpose of this course is to depict the student to the basic notion of Indian aspects management in order to aid the student in considerate how an organization mobilizes, and in understanding the intricacy and diverse of issues managers face in today's business firms. The various concepts of planning, decision making and controlling to help solving managerial problems as well as to study and understand management concepts and styles in Global context and familiarizing the students with the contemporary issues of management.

2. PREREQUISITE

Basic knowledge of Business Ethics and Corporate Social Responsibility.

3. LINKS TO OTHER COURSES

Principles of Management and Organizational Behavior.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. To make the students to recognize and appreciate the contribution of Indians thinkers towards management and make them understand the acute thoughts which might give new flavor towards management apart from the existing ones.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Define the basic concepts of Indian Ethos.	K1
CO2	Explain the concept of Indian values and its application.	K2
CO3	Apply the basic perspectives of management and planning.	K3
CO4	Summarize the organizing, recruitment, leadership and evaluation criteria in management.	K2
CO5	Analyze the organizational control techniques.	K4

6. COURSE CONTENTS

1. The Meaning of 'Bharat' and Relevance of Indian Ethos.
2. Model of Management in the Indian Socio-Political Environment.
3. Indian Work Ethos and Principles of Indian Management.
4. Meaning and Significance of Values.
5. Aristotle's Views on Value Inculcation Science and Human Values/Science and Spirituality.
6. Values for Managers Trans-Cultural Human Values in Management and Management Education.
7. Management practices from past to present and Different levels of management.
8. Organizing & staffing.
9. Directing & controlling.
10. Meaning of staffing, Recruitment, selection & placement, Training & development.

TOTAL: 15 PERIODS

7. TEXT BOOKS

1. Biswanath Ghosh, "Ethics in Management and Indian Ethos", Vikas Publishing House, 2009.

8. REFERENCE BOOKS

1. Devdutt Pattanaik, "Business Sutra: A Very Indian Approach to Management", 2015.
2. Robert N. Lussier, "Management Fundamentals - Concepts, Applications, Skill Development", Cengage Learning, First Edition, 2012.
3. Bhatta, S.K, "Business Ethics & Managerial Values", Deep and Deep Publications, New Delhi, 2006.
4. L. M. Prasad, "Principles and Practices of Management", Revised Edition, Sulthan Chand, 2016.
5. Khandelwal, "Indian Ethos and Values for Managers", Himalaya Publishing House, 2009.

Course Code	Course Name	L	T	P	C
30213MG102	**STOCK MARKET FUNDAMENTALS**	1	0	0	1

1. PREAMBLE

The field of the stock market is a mystery for many. For everyone who is curious to un-ravel the mystery behind stock investing, this is a complete course which tries to address every aspect of the stock market. The aim of the course is to educate the learners on A – Z of stock market concepts. The course helps participants to become aware of different products with the main focus on equity through which they can meet their financial needs and learn about the benefits of prudent investing.

2. PREREQUISITE

No specific prior knowledge is required. However, in order to fully appreciate the various dimensions and contours of the subject, aspirants are encouraged to employ the strate-gies and techniques learnt by doing real time trading/investing.

3. LINKS TO OTHER COURSES

Economics for Business, Security Analysis and Portfolio Management

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. To know the stock markets for investment purposes.
2. To earn profit from investing in stock market.
3. To understand the investors general psychology.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learn-ing domain (Based on Re-vised Bloom's)
CO1	To understand how the stock market works.	K1
CO2	To learn the significance of trading.	K3
CO3	To learn to use fundamental and technical analysis.	K3
CO4	To understand trading Investors psychology.	K2

6. COURSE CONTENTS

1. Stock Market Introduction
2. Primary & Secondary Capital Markets
3. Stock Indices and Stock Exchanges
4. Stock Market Terminologies
5. DEMAT Account, Trading Terminal
6. Risk and Return in Investing
7. EIC Framework

8. Introduction to Technical Analysis
9. Charts, Pattern Study
10. Major Indicators
11. Trading Psychology

TOTAL: 15 PERIODS

7. TEXT BOOK
1. Prasanna Chandra, "Investment Analysis & Portfolio Management", McGraw Hill Education, 5th Edition, 2015.

8. **REFERENCE BOOKS**
1. Kevin, "Security Analysis and Portfolio Management", PHI Learning, 2015.
2. E. Fischer Donald J. Jordan Ronald, K. Pradhan Ashwini, "Security Analysis and Portfolio Management", Pearson, 7th edition, 2017.

Course Code	Course Name	L	T	P	C
30213MG103	**HUMAN RESOURCE MANAGEMENT**	1	0	0	1

1. PREAMBLE

This course explores the basic concepts and processes of hiring. Students can easily connect their skill set based on the industrial expectancy.

2. PREREQUISITE

- General understanding about the Recruitment process
- Basic communication skills
- Critical thinking

3. LINKS TO OTHER COURSES

Fundamental to all management courses.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. Understand current and future hiring needs.
2. Removes disappointment for young professionals those who didn't get selected directly from campus.
3. Problem-solving strategies and critical thinking skills in real life situations.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Analyze proper career planning.	K1, K2
CO2	Understand and analyze the concept of job description properly.	K1
CO3	Identify and analyze the right recruitment techniques used by the recruiter.	K2
CO4	Evaluate the resume with Skill set.	K1
CO5	Understand the importance of proper Onboard and induction.	K1, K2

6. COURSE CONTENTS

1. Introduction to Career Planning
2. Effective Career Planning
3. Job Analysis and Design
4. Job Analysis
5. Career Readiness
6. Career Readiness Interview- Interview Etiquette

7. Recruitment

8. Factors Affecting Recruitment

9. Selection and Onboard

10. Process of Selection

TOTAL: 15 PERIODS

7. TEXT BOOKS

1. Gupta C. B., "Human Resource Management", Sultan and Sons, 2016.

8. REFERENCE BOOKS

1. Subba Rao P., "Personnel & Human Resource Management", Himalaya Publishing House, 2015.
2. Aswathappa K., "Human Resource and Personnel Management", Tata Mc Graw Hill Publishing Co. Ltd., 2015.
3. Venkata Rathnam C.S. & Srivastava B.K., "Personnel Management & Human Resources", TMPL, 2014.

Course Code	Course Name	L	T	P	C
30213MG104	**ORGANIZATIONAL PSYCHOLOGY**	1	0	0	1

1. PREAMBLE

Organizational Psychology or as it is also known, Industrial/Business Psychology, is designed to introduce the student to the study of psychology as it is applied to the workplace. In this course, students will learn the basic concepts and theories of I/O Psychology, research methods used in I/O psychology, and more specifically human resources, psychological testing in the workplace, performance appraisal, leadership and employee motivation. This course is designed to apply the basic concepts to real world situations so that the student will begin to think critically and creatively about work psychology. The information attained in this course can be applied to enhance the student's own work experience.

2. PREREQUISITE

Organizational Behaviour and Human Resource Management.

3. LINKS TO OTHER COURSES

To courses in areas of organizational culture and development.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -

To comprehend business psychological theories & principles so as to manage people and business.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	To define the basic fundamentals of organizational psychology.	K1
CO2	To illustrate the significance of motivation for organizational development	K2
CO3	To identify the leadership characteristics and theories associated with leadership.	K3
CO4	To classify the effective organizational communication and organizational development.	K4
CO5	To analyze organizational development concepts	K4

6. COURSE CONTENTS
1. Introduction to Organizational Psychology
2. Historical developments of Organizational Psychology
3. Major subfields of Organizational Psychology
4. Motivational Theories
5. Theories and styles of Leadership
6. of Organizational communication
7. Types of Organizational communication
8. Change and Empowerment of Organization Development
9. Work schedules of Organization Development
10. Employment of I/O Psychology

TOTAL: 15 PERIODS

7. TEXT BOOK
1. Chockalingam Viswesvaran, Deniz S. Ones, Handan Kepir Sinangil and Neil Anderson, "The Handbook of Industrial Work and Organization Psychology", SAGE Publications, 2nd Edition, 2015.

8. REFERENCE BOOKS
1. Stephen P. Robbins, Timothy A Judge & Neharika Vohra, "Organizational Behavior", Pearson India Education Services Pvt. Ltd., 18th Edition, 2022.
2. Andrew J. Vinchur, "The Early Years of Industrial and Organizational Psychology", Cambridge University Press, 1st Edition, 2018.
3. Kali H.L., "Industrial and Organizational Psychology", Kalpaz Publications, 2nd Volume, 2015.

Course Code	Course Name	L	T	P	C
30213MG105	**BASIC RESEARCH TOOLS FOR ENGINEERS**	1	0	0	1

1. PREAMBLE

Business research is a process of planning, acquiring, analyzing and disseminating relevant data, information and insights to decision makers in ways that mobilize the organization to take appropriate actions that, in turn, maximize business performance.

2. PREREQUISITE

Basic concepts of quantitative techniques.

3. LINKS TO OTHER COURSES

Marketing Research, Summer Internship, Final Project, Doctoral Thesis Writing

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -

1. Explain fundamental research philosophies and approaches pursued by research scholars.
2. Identify the methodological approaches that are suitable to investigate different types of research questions and hypotheses.
3. Interpret the meaning of the most important statistical indicators featured in quantitative analyses such as regression, factor analysis and structural equation modeling.
4. Describe the main features of different qualitative methods, including interview approaches, case studies, grounded theory analysis etc.
5. Critically evaluate the quality of the methodological approaches presented in published studies featuring the methods covered in the course.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Recollect the Research process and types.	K1
CO2	Identify the suitable research design for the research study.	K2
CO3	Apply the appropriate method of questionnaire preparation and data collection.	K3
CO4	Predict and apply the suitable statistical techniques.	K3
CO5	Interpret the available information and able to write the report.	K2

6. COURSE CONTENTS
1. Introduction to Research
2. Types of Research
3. Research process
4. Research Design
5. Data collection methods
6. Sampling Techniques
7. Hypothesis Testing
8. Data Analysis
9. Report preparation
10. Reference Style

TOTAL: 15 PERIODS

7. TEXTBOOK
1. Bajpai, "Business Research Methods", Pearson Education, 2nd Ed., New Delhi, 2017.

8. REFERENCE BOOKS
1. Alan Bryman and Emma Bell, "Business Research methods", International Edition, Oxford University Press, New Delhi, 2020.
2. Uma Sekaran and Roger Bougie, "Research methods for Business", 5th Edition, Wiley India, New Delhi, 2011 .
3. William G Zikmund, Barry J Babin, Jon C.Carr, AtanuAdhikari, Mitch Griffin,"Business Research methods", A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2020.

OPEN ELECTIVE AND VALUE ADDED COURSES FOR ALL ENGINEERING STREAMS

3 CREDIT COURSES

S.No	COURSE CODE	COURSE TITLE	Type	L	T	P	C
1	30213MG106	Foundations of Digital Marketing	OE	3	0	0	3
2	30213MG107	Stress Management	OE	3	0	0	3
3	30213MG108	Cost Accounting for Engineers	OE	3	0	0	3
4	30213MG109	Introduction to Accounting	OE	3	0	0	3
5	30213MG110	Financial Management	OE	3	0	0	3
6	30213MG111	Customer Relationship Management	OE	3	0	0	3
7	30213MG112	Introduction to Logistics and Supply Chain Management	OE	3	0	0	3
8	30213MG113	Entrepreneurship Development	OE	3	0	0	3
9	30213MG114	Introduction to Fintech	OE	3	0	0	3
10	30213MG115	Management Concepts in Thirukkural	OE	3	0	0	3
11	30213MG116	Industrial Relations and Labour Laws	OE	3	0	0	3
12	30213MG117	Services Marketing	OE	3	0	0	3
13	30213MG118	Business Policy and Strategy	OE	3	0	0	3
14	30213MG119	Organizational Behaviour	OE	3	0	0	3
15	30213MG120	Managing Brands and Marketing Communications	OE	3	0	0	3
16	30213MG121	Consumer Behaviour	OE	3	0	0	3
17	30213MG122	Introduction to Training and Development	OE	3	0	0	3
18	30213MG123	Software and Project Management	OE	3	0	0	3

Course Code	Course Name	L	T	P	C
30213MG106	- FOUNDATIONS OF DIGITAL MARKETING	3	0	0	3

1. PREAMBLE

This course is to strengthen the foundation of digital marketing in students and helps to generate higher rate of leads. It also helps to understand the usage of different digital marketing strategies and tools to reach the customers in a short period of time.

2. PREREQUISITE

Basic computer knowledge.

3. LINKS TO OTHER COURSES

Marketing Management, Social Media Marketing, Customer Relationship Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. To create an understanding of digital media marketing concepts.
2. To study the role of content marketing in brand building.
3. To impart the importance of user generated content for success of a brand.
4. To know the concept of SEO and SEM and also the role of google ads.
5. To impart the knowledge of social media marketing and its importance in brand building.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Define the basics of marketing, branding and digital branding.	K1
CO2	Describe content building in digital marketing.	K2
CO3	Discuss the need for consumers to generate content for brands and DIY advertising.	K2
CO4	Analyze the concept of SEO and SEM to generate more traffic.	K4
CO5	Identify the best social media platform to promote brands.	K2

6. COURESE CONTENTS

UNIT I: INTRODUCTION TO DIGITAL MARKETING   **L-9**
Introduction to digital marketing - Importance of digital marketing - Working of internet marketing - Difference between traditional marketing and digital marketing - Email Marketing.

UNIT II: CONTENT MARKETING   **L-9**
Content marketing and its role in brand building - Building a successful content strategy - Paid versus free content - Creating persuasive and compelling content - Elements of effective content promotion.

UNIT III: USER GENERATED CONTENT   **L-9**
Definition - History - Reasons for User Generated Content - Co-creation of content and DIY Advertising - Importance of user generated content for brands.

UNIT IV: AD WORD   **L-9**
SEO - On-Page - Off-Page - SEM - Increasing Visibility - Visitors' engagement - Google Ads - Bringing targeted traffic - Analyzing efforts of content marketing in digital marketing.

UNIT V: SOCIAL MEDIA MARKETING   **L-9**
Definition of Social Media Marketing & Social Media - Blogging - Social Networking - Video Creation & Sharing - Use of different Social Media Platforms.
                                   TOTAL: 45 PERIODS

7. TEXT BOOK
1. Michael Solomon and Tracy Tuten, "Social Media Marketing", Pearson Education, 2013.

8. REFERENCE BOOKS
1. Media F.R., "Social Media Marketing for Beginners: Create successful campaigns, gain more fans and boost sales from any social network", Second edition, 2014.
2. Douglas A. Norman, "The Design of Everyday Things", 2011.
3. Jack Z. Scissors and Roger B. Baron, "Advertising Media Planning", 2010.
4. Terence A. Shimp ,J. Craig Andrews, "Advertising Promotion and Other Aspects of Integrated Marketing Communications", 9th edition, Cengage Learning, 2013.
5. Niraj Kumar, "Integrated Marketing Communication", Himalaya Publishing House, 2015.

Course Code	Course Name	L	T	P	C
30213MG107	**STRESS MANAGEMENT**	3	0	0	3

1. PREAMBLE

This course is to develop stress free environment / motivation and impart the management of stress in organization and understandings to run a business efficiently and effectively. This course gives insights about the environment that prevail to succeed in all business milieu.

2. PREREQUISITE

Basic knowledge in communication and a good understanding of English.

3. LINKS TO OTHER COURSES

Personality Development, Principles of Management.

4. COURSE OBJECTIVE

Through this course, the students will be able to: -

1. To provide a broad physical, social and psychological understanding of human stress.
2. The main focus is on presenting a broad background of stress research.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Understand the management of work related stress at an individual and organizational level.	K1
CO2	Appraise the various stress factors.	K2
CO3	To understand the problems in business and managing business in crisis.	K1
CO4	To develop and implement effective strategies to prevent and manage stress at work.	K2
CO5	To evaluate students' self-development leading with integrity and creativity.	K3

6. COURSE CONTENTS

UNIT I: UNDERSTANDING STRESS   **L-6**
Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress Burnout.

UNIT II: COMMON STRESS FACTORS   **L-10**
Time Management – Techniques – Importance of planning the day – Time management schedule –Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say 'No'.

UNIT III: CRISIS MANAGEMENT   **L-12**
Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT IV: WORK PLACE HUMOUR   **L-5**
Developing a sense of humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V: SELF DEVELOPMENT   **L-12**
Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision making – Sensible Communication – The Listening Game – Managing Self-Meditation for peace – Yoga for Life.

TOTAL: 45 PERIODS

7. TEXT BOOK
1. Waltschafer, "Stress Management", Cengage Learning, 4th Edition 2009.

8. REFERENCE BOOKS
1. Jeff Davidson, "Managing Stress", Prentice Hall of India, New Delhi, 2012.
2. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan,"Stress Mastery", Pearson, 2016.
3. Argyle, "The Psychology of Happiness", Tata McGraw Hill, 2012.
4. Bartlet. "Stress – Perspectives & Process", Tata McGraw Hill, 2012.
5. Cooper, "Managing Stress", Sage, 2011.

Course Code	Course Name	L	T	P	C
30213MG108	**COST ACCOUNTING FOR ENGINEERS**	3	0	0	3

1. PREAMBLE

This course focuses on the basics of costaccounting concepts which would be useful for outgoing Under Graduate and Post Graduate students from the Engineering stream and also for the practicing professionals who manage, plan, execute according to the customer requirement.

2. PREREQUISITE

This course requires understanding of cost concepts, Machine hour rate, Labour cost,overheads and Material costing.

3. LINKS TO OTHER COURSES

Accounting for managers and Financial Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. To explain the basics of concept of cost accounting.
2. To educate the material, labour and overheads of cost accounting
3. To explain about the impact of overheads distribution.
4. To strengthen the cost accounting policies and its application.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Remember the basic concepts of cost accounting.	K1
CO2	Understand the material cost under material control techniques.	K2
CO3	Apply the concepts of labour cost and implement it towards the various methods.	K3
CO4	Remember the classification of overheads distribution.	K3
CO5	Understand the machine hour rate.	K2

7. COURSE CONTENTS

UNIT I: INTRODUCTION   **L-9**
Cost Accounting – Nature and scope – concepts and classifications – Installation of cost-ingsystems, cost centers and profit centers – Cost sheets.

UNIT II: MATERIAL COSTING   **L-9**
Material control – meaning – objectives – need – organization of material control – tech-niquesof material control – ABC Analysis – VED Analysis – EOQ – Stores control: pricing of material issues – FIFO, LIFO, Simple and Weighted Average Methods.

UNIT III: LABOUR COST   **L-9**
Labour cost – computation and control – Time keeping – Methods of wage payment – Time Rate and Piece rate system – Payroll procedures – Idle time and over time.

UNIT IV: OVERHEADS   **L-9**
Overheads – meaning – Classification of overheads – Allocation and Apportionment of overheads – Primary and Secondary Distribution of overheads.

UNIT V: MACHINE HOUR RATE   **L-9**
Absorption and Control of overheads – Machine Hour Rate – Labour Hour Rate.
Note: Theory: 20%; Problem: 80% in all units.
TOTAL: 45 PERIODS

7. TEXT BOOKS
1. Reddy T S & Y Hari, Prasad Cost Accounting", Margham Publications, 2016.

8. REFERENCE BOOKS
2. Iyengar S P, "Principles of Cost Accounting", Sultan Chand & Sons, New Delhi, 2013.
3. Pillai R S N & V Bagavathi, "Cost Accounting", S.Chand Publications, 2013.
4. Jain S P, K L Narang , "Cost Accounting", Kalyani Publishers, New Delhi, 2013.
5. Maheswari S N, "Problems and Solutions in Cost Accounting", Sultan Chand Sons, New Delhi, 2015.

Course Code	Course Name	L	T	P	C
30213MG109	**INTRODUCTION TO ACCOUNTING**	3	0	0	3

1. PREAMBLE

This course aims to familiarizing the Engineering students with the skills related to basic principles, tools and techniques of Accounting towards Book Keeping, Accounting concepts, Journal, Ledger and Balance sheet requirements of an organization.

2. PREREQUISITE

A foundation level knowledge of accounting concepts and its applications are highly essential tounderstand the financial decisions.

3. LINKS TO OTHER COURSES

Basics of Accounting concepts, Orientation on Accounting.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. To introduce the students with Engineering Accounting concept at a personal level, with specialemphasis placed on the development of a plan or strategy.
2. Familiarize the students with the accounting environment and the special decision variables underlying the discharge of accounting function including Multinational Corporation.
3. Provide students with basic accounting math skills and an excellent introduction to Accounting concepts
4. Empowering in handling Final Accounts.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Understand the basic concepts and importance of Accounting.	K1
CO2	To plan the Income and expenses of an Individual or for an Institution according to the accounting standard.	K2
CO3	Understanding of Double entry and single-entry system forour requirement.	K3
CO4	Understanding of Balancing of accounts by means of journal Entry and ledger and trial balance.	K4
CO5	Apply the concepts and techniques of financial statement Will understand the financial position of the company.	K5

6. COURSE CONTENTS

UNIT I: INTRODUCTION TO ACCOUNTING   **L-9**
Need and Importance – Book keeping – Accounting – Accountancy, Accounting and Book-keeping – Users of accounting information – Branches of accounting – Basic accounting terms.

UNIT II: CONCEPTUAL FRAME WORK OF ACCOUNTING   **L-9**
Basic assumptions – Basic concepts – Modifying principles – Accounting Standards.

UNIT III: WORKING & BASIC ACCOUNTING PROCEDURES 1   **L-9**
Double entry system – Golden rules of accounting – Source documents - Accounting equation – Rules for debiting and crediting – Books of original entry – Journal.

UNIT IV: WORKING & BASIC ACCOUNTING PROCEDURES 2   **L-9**
Meaning – Utility – Format – Posting – Balancing an account – Distinction between journal and ledger.

UNIT V: FINAL ACCOUNTS   **L-9**
Parts of Final Accounts – Trading account – Profit and loss account – Balance sheet – Preparation of Final Accounts – Manufacturing organization and service organization.

                                      TOTAL: 45 PERIODS

7. TEXT BOOK
1. Narayanaswam R., "Financial Accounting: A Managerial Perspective", 5th Ed, PHI Learning, 2019

8. REFERENCE BOOKS
1. Basu Das S., "Practice in Accountancy", Ceenage, 2008.
2. Gupta R.L., "Principles and Practice of Accountancy", S.Chand Publisher, 2007.
3. Vinayagam, P.L.Mani, K.L.Nagarajan, "Principles of Accountancy", Himalaya, 2014.
4. Hanif and Mukherjee: "Financial Accounting", 1ST Edition: McGraw Hill, 2018
5. Ambrish Gupta, "Financial Accounting for Management: An analytical perspective" Pearson Education, 2018.

Course Code	Course Name	L	T	P	C
30213MG110	**FINANCIAL MANAGEMENT**	3	0	0	3

1. PREAMBLE

This course is an introductory course in financial management. It builds upon the basic concepts introduced in the Foundations of Finance and stresses the modern fundamentals of corporate financial decision making with special reference to investment, financing and dividend distribution. The course is a blend of theory and practice. Specific topics to be covered include: financial mathematics, security valuation, techniques for capital investment decisions, financial decision making, corporate capital structure, and cost of capital, dividend decision and policy.

2. PREREQUISITE

An Introduction to Accounting course.

3. LINKS TO OTHER COURSES

This course serves as a basis for Strategic / Advanced Financial Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -

1. Finance Management is designed to expose the student to the financial issues of determining the monetary resources needed by a business, the mix of these resources, the sources and uses of funds, the benefits, risks and costs associated with different types of resources and financing. A student who audits the course can take up careers in the finance department of manufacturing and service organizations.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Demonstrate an understanding of the overall role and importance of the finance function.	K1
CO2	Demonstrate basic finance management knowledge.	K1
CO3	Communicate effectively using standard finance terminology.	K1
CO4	Analyze a range of real-life financial situations using the concepts, frameworks and theories learnt throughout the course.	K3
CO5	Be able to solve a number of decision problems including: a. consumption and investment decision b. valuation of corporate securities; c. capital budgeting.	K2

6. COURSE CONTENTS

UNIT I: FINANCIAL MANAGEMENT – INTRODUCTION   **L-9**
Introduction to Financial Management – Meaning, objectives, Goals of Financial Management – Finance Functions – Interface between Finance and other business functions – Role of finance managers – Time value of money: Introduction, Rationale, Future Value, Present Value, Present Value of Annuity – Future Value of Annuity.

UNIT II: CAPITAL STRUCTURE   **L-9**
Introduction – Features of an Ideal Capital Structure – Factors Affecting Capital Structure – Theories of Capital Structure.

UNIT III: COST OF CAPITAL & LEVERAGE   **L-9**
Cost of Capital: Introduction – Meaning – Cost of Specific Sources of Finance, Weighted Average Cost of Capital – Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage.

UNIT IV: WORKING CAPITAL MANAGEMENT   **L-9**
Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants – Working Capital Planning – Controlling – Working Capital Financing – Estimation of Working Capital – Working capital policy of different types of firms.

UNIT V: CAPITAL BUDGETING   **L-9**
Capital Budgeting: Purpose, objective, process and nature – Types of Projects – Evaluation Techniques: non-discounted and discounted cash flow approaches – payback period method, accounting rate of return, net present value, internal rate of return, modified internal rate of return, discounted payback period and profitability index – Project selection of unequal lives.

TOTAL: 45 PERIODS

7. TEXT BOOK
1. Prasanna Chandra, "Financial Management", 9th edition, Tata McGraw Hill, 2016.

8. REFERENCE BOOKS
1. Aswat Damodaran, "Corporate Finance Theory and practice", John Wiley & Sons, 2011.
2. James C. Vanhorne, "Fundamentals of Financial Management", PHI Learning, 11th Edition, 2012.
3. Pandey M., "Financial Management", Vikas Publishing House Pvt. Ltd., 10th edition, 2016.
4. Brigham, "Financial Management Theory and Practice", 12th edition, Cengage Learning, 2016.
5. Ballah V.K., "Investment Management", S.Chand, Newdelhi, 2010.

Course Code	Course Name	L	T	P	C
30213MG111	CUSTOMER RELATIONSHIP MANAGEMENT	3	0	0	3

1. PREAMBLE

The subject targets on customer relationship management (CRM) and its relevance in marketing, sales, and service-related domains. Meticulous CRM strategies facilitate organizations in lining-up business process with customer focus strategies using people, technology, and knowledge. Organizations endeavors to use CRM to a greater level of classification, attainment, augmentation and preservation of preferred customers to gain competitive advantage and capitalize on profit.

2. PREREQUISITE

Basic knowledge of marketing.

3. LINKS TO OTHER COURSES

Marketing management, Services marketing.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. The principle of this subject is to hone the student and explore the magnitude of customer relations and services in marketing. While many people will offend that customer service is a fundamental factor but a vital factor that fuels the accelerations of business.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Define the fundamental concepts of customer relationship management.	K1
CO2	Explain the factors affecting customer satisfaction and its importance in customer relationship management.	K2
CO3	Discuss the concept of service quality and its role in customer relationship management.	K3
CO4	Apply the ways of unfulfilled customers using technology and its platforms to bring down the reputation of the company and its products.	K4
CO5	Summarize the current trend and challenges in CRM.	K2

6. COURSE CONTENTS

UNIT I: FUNDAMENTALS OF CRM   **L-9**

Customer Relationship Management Rudiments – Conceptual aspects of relationship – Origin of relationship marketing – Phases of relationship – Challenges of relationship – Significance of relationship marketing. Approach towards marketing: A pattern shift – Historical Perspectives – CRM Definitions – CRM methodologies – CRM cycle – Partners of CRM – Significance of CRM – categories of CRM – Apt factors for CRM – CRM Knowledge – CRM execution.

UNIT II: ELEMENTS AND SIGNIFICANCE OF CUSTOMER SATISFACTION   L-9

Customer Satisfaction – Definition – Aim of Customer Satisfaction – Factors affecting Customer Satisfaction – Customer Satisfaction Models – Rationale of Customer Satisfaction – Calibration of Customer Satisfaction – Customer satisfaction and marketing campaign appraisal – Customer Satisfaction avenues – Customer Satisfaction situation analysis.

UNIT III: SERVQUAL RELEVANCE WITH CRM   **L-9**

Service Quality – Basics – Components impacting customer expectation and opinion - Diverse categories of Service Quality – Service Quality Paradigms – Service Quality Gaps – Evaluating Service Quality – Service Quality Measurement Scales.

UNIT IV: CRM & TECHNOLOGY   **L-9**

Customer Relationship Management – Technology Dimensions – e-CRM in Business – CRM: A changing Perspective – Features of e-CRM – Advantages of e-CRM – Technologies of e-CRM – Voice Portals – Web Phones – BOTs – Virtual Customer Representative – Customer Relationship Portals – Functional Components of CRM – Important CRM software's.

UNIT V: EMERGING TRENDS IN CRM AND CHALLENGES   **L-9**

Customer Relationship Management – Emerging Perspectives – Employee and Company bondage – Employee and Customer coordination – Drivers leading to employee's customer focused behavior – Preliminaries of constructing employee relationship – Employee customer orientation – Service Lag – Service Recovery Management – Service Recovery Paradox – Customer Life cycle and Value – customer profitability – customer recall management – customer experience management – Rural CRM – customer relationship management measures application in diverse industries.

TOTAL: 45 PERIODS

7. TEXT BOOK

1. Bhasin, "Customer Relationship Management", Wiley Dreamtech, 2010.

8. REFERENCE BOOKS

1. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", PHI Learning, Second Edition, 2019.
2. Dyche, "Customer relationship management", Prentice Hall, 2005.
3. Simon Knox, Adrian Payne, Stan Maklan, "Customer Relationship Management", Routledge Inc, 2002.
4. Kristin Anderson, Carol Kerr, "Customer relationship management", McGraw-Hill Professional, 2005.

Course Code	Course Name	L	T	P	C
30213MG112	INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3	0	0	3

1. PREAMBLE

The objective of this course is to give students knowledge of basic concepts and principles of logistics and supply chain management. The course content includes functions of logistics and supply chain management, outsourcing and its scope, distribution and transportation.

2. PREREQUISITE

Basic knowledge of operations management.

3. LINKS TO OTHER COURSES

Warehousing Management, Operations Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -

1. To provide the students a good knowledge on logistics and supply chain management and the relevance of these topics with organization and their business needs.
2. To impart methods, modes and regulations related to logistics that the student can incorporate with the current business scenario.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Define the origin, concepts and terminology of logistics and significance of customer service in logistics.	K1
CO2	Explain the basics of supply chain management.	K2
CO3	Apply basic documentation procedures and the importance of third-party logistics.	K3
CO4	Summarize the significance of distribution channels and transportation.	K2
CO5	Examine the current trends in logistics and supply chain management.	K4

6. COURSE CONTENTS

UNIT I: LOGISTICS MANAGEMENT – OVERVIEW   **L-8**

Logistics Management: Definition – objectives and scope – customer value chain – role of logistics in supply chain – customer service – customer service phases – service attributes – value added logistics services – INCOTERMS.

UNIT II: SUPPLY CHAIN MANAGEMENT – OVERVIEW   **L-8**

Introduction – objective – importance – Decision Phases – Process views of supply chain Push – Pull systems – Drivers of Supply Chain Performance – Competitive Supply chain strategy – achieving strategic fit – Challenges for achieving and maintaining strategic fit.

UNIT III: SOURCING STRATEGY   **L-6**

Logistics outsourcing – catalysts – benefits and value proposition – Third and fourth party logistics – Selection of service provider – Supplier Selection – Auctions & Negotiation – Make vs buy decisions in practice.

UNIT IV: DISTRIBUTION CHANNELS & TRANSPORTATION   **L-14**

Distribution channel structure – channel members – channel strategy – role of logistics and support in distribution channels – Logistics requirements of channel members – Online sales and the distribution network – Distribution network in practice.

UNIT V: CURRENT TRENDS   **L-9**

Role of technology in Logistics and supply chain – Automatic Identification Technologies – Functions – Reverse Logistics – importance and Scope – system design consideration – competitive tool – Agile Supply Chains – Green Logistics – drivers – green logistics management – World Class Manufacturing – Control and compliances**.**

                                       TOTAL: 45 PERIODS

7. TEXT BOOK
1. Sunil Chopra and Peter Meindl, "Supply Chain Management: Strategy Planning and Operation", PHI Learning / Pearson Education, 2007.

8. REFERENCE BOOKS
1. Janat Shah, "Supply Chain Management: Text and Cases", 1st Edition, Pearson, 2009.
2. V.V.Sople, "Logistics Management", Pearson Education, 2009.
3. Shapiro Jeremy F, "Modeling the Supply Chain", Thomson Learning, Second Reprint, 2002.
4. Saikumari V. and Purushothaman S, "Logistics and Supply Chain Management", Sultan chand & sons, 2022.
5. Donald J. Bowersox, David J Closs, M Bixby Cooper, "Supply chain Logistics Management", 2nd Edition, McGraw Hill Education, 2013.

Course Code	Course Name	L	T	P	C
30213MG113	**ENTREPRENEURSHIP DEVELOPMENT**	3	0	0	3

1. PREAMBLE

This Course is to develop entrepreneurial motivation and impart basic entrepreneurial skills and understandings to run a business efficiently and effectively. This course gives insights about the environment that prevail to succeed as an entrepreneur and covers all the aspect to start a small business.

2. PREREQUISITE

Students must have basic knowledge of management principles.

3. LINKS TO OTHER COURSES

Principles of Management, Business Ethics & Corporate Social Responsibility, Human Resource Management, Marketing Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. Understand the basic concepts of business and to develop entrepreneurial motivation in students.
2. To impart basic entrepreneurial skills and to understand how to run a business efficiently and effectively.
3. To gain knowledge and skill to run a business.
4. To identify right opportunities to launch a business.
5. To learn about few successful entrepreneurs and to get interesting starting a new business.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Understand some basic concepts about entrepreneurship, its types and the characteristics of successful entrepreneurs.	K1
CO2	Understand the entrepreneurial environment and the role of family in influencing entrepreneurs.	K2
CO3	Understand how to generate ideas for business and to formulate a business plan, the ways to evaluate it and present it.	K1
CO4	Understand the sources needed to start a small business and to study about the taxation benefits and types of investors.	K2
CO5	To make students familiarize with the monitoring and evaluation of business. To understand how to windup organization and to study about successful entrepreneurs.	K3

6. COURSE CONTENTS

UNIT I: INTRODUCTION   **L-9**

Definition - Entrepreneurship concept evolution - Characteristics of Successful Entrepreneur - Entrepreneurship as a Career - Entrepreneurial decision process - Need for Entrepreneur - Types of Entrepreneur - Intrapreneur - Technopreneur - Netpreneur Ecopreneur - Social Entrepreneurship.

UNIT II: ENTREPRENEURAL ENVIRONMENT   **L-9**

Business Environment - Role of Family and Society Factors affecting Entrepreneur growth - Women Entrepreneur - Agropreneurship - Entrepreneurship Development programmes - Central and State Government Policies and Regulations.

UNIT III: BUSINESS PLAN PREPARATION   **L-9**

Sources of business ideas - Methods of generating ideas - Creative problem solving - Test of feasibility - Business plan - Scope - Value - Evaluation - Presentation - Content of business plan **-** Sample business plan.

UNIT IV: LAUNCHING OF SMALL BUSINESS   **L-9**

Finance and Human Resource Mobilization - Institutional finance to entrepreneur - Institutional support to entrepreneur - Taxation benefits - Role of Industries - Entrepreneurial association and self-help groups - Role of Incubators - Angel Investors - Venture capital.

UNIT V: SMALL BUSINESS MANAGEMENT   **L-9**

Monitoring business - Evaluation of Business - Preventing Sickness - Rehabilitation of Business - Exit strategy - Succession Harvesting Strategy - Biographical study of Successful Entrepreneurs.

TOTAL: 45 PERIODS

7. TEXTBOOK

1. Khanka S.S., "Entrepreneurial Development", S.Chand and Company Limited, New Delhi, 2013.

8. REFERENCES

1. Robert D Hisrich, Michael P Peters, "Entrepreneurship", 6th edition Tata McGraw Hill, New Delhi, 2010.
2. Mathew Manimala, "Entrepreneurship Theory at the Crossroads", Paradigms & Praxis, Biztrantra, 2nd Edition, 2012
3. Saravanavel P., "Entrepreneurial Development", Ess Pee kay Publishing House, Chennai, 2009.
4. Donald F Kuratko, T.V Rao, "Entrepreneurship: A South Asian perspective", Cengage Learning, 2012.
5. Shilpi Chakravarty, "Basis of Entreprenuership Development", Amazon Kindle Ed., E-Book, 2017.

Course Code	Course Name	L	T	P	C
30213MG114	**INTRODUCTION TO FINTECH**	3	0	0	3

1. PREAMBLE

Financial technology, commonly called "Fin Tech", is now a highly used buzzword. The financial services industry, once considered most resistant to disruption, is undergoing a continuous transformation brought in by the never-ending stream of digital disruptions. Bit coin has captured public imagination, and mobile payment apps have become ubiquitous in a short span of less than a year. Fin Tech is an evolving segment of the financial services sector where tech focused startups and other new market entrants are disrupting how the financial services industry traditionally operates by using Machine learning, big data, cloud computing, and cryptographic methods to stay ahead of changing business trends.

2. PREREQUISITE

Finance Technology background.

3. LINKS TO OTHER COURSES

To courses in areas of Finance and Technology, Stock Market.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. To create a fundamental understanding of the role played by Fin-Tech across finance functions and services.
2. To know about the technology that is enabling Fin-Tech.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Understand the background of Financial Services Industry.	K1
CO2	Know about banking operations.	K2
CO3	Have an idea of Fin Tech and its evolution.	K2
CO4	Understand the interaction of finance and technology across the financial system.	K2
CO5	An insight into the major technologies involved and the emerging business models and players in the industry.	K1

6. COURSE CONTENTS

UNIT I: INTRODUCTIONT OF INTECH   **L-9**
Innovation and technology The Indian Fin Tech Landscape: Digital India and its role in promoting Fin Tech - Basics of Fin Tech - Market Size and Potential - Fin Tech Hubs The History of Fin Tech.

UNIT II: FINANCIAL MARKETS OVERVIEW   **L-9**
Role of Finance - Indian securities market: Equity Market - Debt Market - FX: Forex market Derivatives - Futures and Options - Types of instruments: Ownership securities - Bonds Convertibles - Warrants - New age arrangements: Futures - Options - Swaps - Forwards.

UNIT III: BANKING LAND SCAPE   **L-9**
Overview of Retail Banking: Banking Operations - Banking Products: Deposit products Loan products - Other banking services: Insurance and Mutual Funds & Asset management - Key Players - Emerging Trends: Digital banking - Small Finance banks.

UNIT IV: BREAKING THE FINANCIAL SERVICES VALUE CHAIN   **L-9**
Overview of Fin Tech - Disruptions in the area of Payments, Wealth Management, Investments, Lending - Insurance Tech - Understanding UPI - Unified Payments Interface and its implications - Integrated Digital banking Financial Inclusion and role of Fin Tech in Financial Inclusion.

UNIT V: FIN TECH ANALYTICS   **L-9**
Artificial intelligence and Machine Learning applications in Accounts and Finance Understanding the technology enabling Fin Tech - Elements Fin Tech application - Data Analytics in Financial Services - Crypto - currencies and Block chain - Understanding of Block chain technology, its potential and application - overview of crypto currency.

                                                          TOTAL: 45 PERIODS

7. TEXTBOOK
1. Jacob William, "Fin Tech: The Beginner's Guide to Financial Technology", 2016.

8. REFERENCE BOOKS
1. The Fintech Book: "The Financial Technology Handbook for Investors Entrepreneurs and Visionaries", 2016.
2. Luke Sutton, "Financial Technology: Bitcoin & Block chain", Create space Independent Publications, 2016.
3. IIBF, "Digital Banking", Taxmann Publication, 2016.
4. Jacob William, "FinTech: The Beginner's Guide to Financial Technology", Create Space Independent Publishing Platform, 2016.
5. Seth Swanson, "Fintech: for Beginners! Understanding &Utilizing the power of Financial Technology", Create Space Independent Publishing Platform, 2016.

Course Code	Course Name	L	T	P	C
30213MG115	**MANAGEMENT CONCEPTS IN THIRUKKURAL**	3	0	0	3

1. PREAMBLE

This course Management Concept in Thirukkural is a kind of review of Tamil ethos and its relevance to Management theories and concepts.

2. PREREQUISITE

Basic knowledge of Tamil and Thirukural.

3. LINKS TO OTHER COURSES

Human Resources Management, Principles of Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. Facilitate understanding of the role and importance of Management concepts.
2. Equip students with both theoretical concepts and ethics in an organization.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Identify management concepts and ethics.	K1
CO2	Understand communication principles in Thirukural.	K3
CO3	Understand the goal setting concept in Thirukural.	K3
CO4	Describe social responsibility and stress management.	K2
CO5	Recognize the importance of staffing function.	K2

6. COURSE CONTENTS

UNIT I: BUSINESS ETHICS   **L-6**
Business Ethics in verse 113 Thirukkural - Adapting to changing Environment in verse 474, 426and verse 140 - Thirukkural - Learning the intricacies of different tasks in verse 462 and 677.

UNIT II: COMMUNICATION PRINCIPLES   **L-6**
Communication Principles in Decision making process - verse 948, 472, 467, 663, Thirukkural - Leadership in verse 436, 770, and 994.

UNIT III: GOAL SETTING   **L-6**
Goal setting in verse 596 - planning verse 468 - capital investment Decision Verse 471, 461 and 478.

UNIT IV: SOCIAL RESPONSIBILITY OF BUSINESS   **L- 6**
Social   Responsibility   of   Business   Verse   211   Stress   Management

in Verse 627, 351, 331, 369, 380, 377.

UNIT V: PERSONNAL SELECTION   **L-6**
Personnel selection in verse 515 - Personnel Welfare in verse 520 - Staffing in verse 517.
                                                        TOTAL: 30 PERIODS

7. TEXT BOOK
1. Nagarajan K., "Management Thoughts in Thirukkural", Anmol Publication, P.Ltd, 2007.

8. REFERENCE BOOKS
1. Veerappan S.M. and Srinivasan T., "Management Mantras from Thirukkural", Vikash PublishingHouse Pvt Ltd, Jangpura, New Delhi, 2002.
2. Rajaram M. "Thirukkural Pearls of Inspiration", Rupa and Co, New Delhi.

Course Code	Course Name	L	T	P	C
30213MG116	**INDUSTRIAL RELATIONS AND LABOUR LAWS**	3	0	0	3

1. PREAMBLE

Industrial Relations and Labour Law is a domain which has attracted thinkers, industrial pioneers, HR managers and other diplomats. Another platform which draws the interest of managers is labor laws where they encounter with the IR challenges. This subject in glimpses of Industrial Relations and Labor Laws is keen in rectifying industrial relation problems, labor legislations and a construction for the dissection of such problems. This subject also highlights the managerial perception regarding industrial relation issues, labor laws and generate unconventional decision making.

2. PREREQUISITE

Basics of Human Resource Management and Basic Laws.

3. LINKS TO OTHER COURSES

Essentials of Human Resource Management and Labour Welfare.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -

1. The Subject aims to edify and generate wakefulness in the mind of students about diverse paradigms of existing Industrial Relationship practices and thus endow them to lever this resourceful subject with mellowness, objectivity, and considerations. To ponder knowledge of concepts, short-comings, and legal scaffold of Industrial Relations.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	To understand the legislations governing employee relations and correlate it.	K1
CO2	To identify the relevant necessities of various Labour Laws.	K3
CO3	To organize the awareness of significant and serious problems in Employee Relations.	K3
CO4	To examine the role of government, society and trade union in industry relation and labour legislations.	K2
CO5	To understand the concept of wages and compensation acts.	K3

6. COURSE CONTENTS

UNIT I: PROLOGUE TO INDUSTRIAL RELATION   L-9

Rudiments of Industrial Relations - Definition - scope - objectives - factors influencing IR - Stakeholders of IR - Need for IR - Approaches to Industrial relations - system of IR in India - Pre & post-independence era - Code of Discipline and historical proposals for seamless IR - Government guidelines relating to labor - ILO and its influence on Legal endorsement in India.

UNIT II: TRADE UNIONSM, COLLECTIVE BARGAINING AND NEGOTIATION   L-9

Meaning - Trade union movement in India - Objective - Role and functions of the Trade Unions in India - Pre-registration - Withdrawal and cancellation - Trade Union structure - Rights and responsibilities of Trade Unions - Troubles of Trade Unions - Employee relations in IT sector - Collective Bargaining - Definition - Essential components for effective collective bargaining - Functions - Importance of Collective Bargaining - Collective bargaining process - Fundamentals for collective bargaining - Accomplishment and management of agreements -Negotiations **-** Types of Negotiations - Problem solving attitude - Techniques of negotiation - negotiation process - Essential skills for negotiation - Workers Participation in Management.

UNIT III: GRIEVANCE REDRESSAL   L-9

Grievance - Meaning - Definitions and categories - Sources of grievance - approaches to grievance mechanism - Grievance measures and grievance procedure - Disciplinary procedures - Approaches to manage discipline in Industry - Principles of Hot stove rule.

UNIT IV: FACTORIES ACT & LABOUR WELFARE ACTS   L-9

Factories Act 1948 - Industrial Employment (Standing orders) Act 1946 - Employees' State Insurance (ESI) Act 1948 - Maternity Benefit Act 1961 - Contract Labour Act, Shops and Establishments Act - Child Labour (Prohibition & Regulation) Act 1986 - Industrial disputes act of 1947 – Maternity Act 1961.

UNIT V: WAGES & COMPENSATION ACTS   L-9

Minimum Wages Act 1948 - Payment of Wages Act 1936 - Payment of Gratuity Act 1972 - Employees' Provident Fund and Miscellaneous Provisions Act 1952 - Payment of Bonus Act, 1965 - Employees Compensation Act.

TOTAL: 45 PERIODS

7. TEXT BOOKS

1. Mamoria CB, Mamoria, and Gankar,"Dynamics of Industrial Relations", Himalayan Publications, 15th Ed., 2017.

8. REFERENCE BOOKS

1. Venkata Ratnam, "Industrial Relations", Oxford, 2nd Ed., 2006.
2. P C Tripathi, "Personnel Management and Industrial Relations".
3. Singh B.D., "Industrial Relations & Labour Laws", Excel, 1st Ed.2005.
4. Srivastava SC, "Industrial Relations and Labour Laws", Vikas, 4th Ed., 2000.
5. Arun Monappa , "Industrial Relations".

Course Code	Course Name	L	T	P	C
30213MG117	**SERVICES MARKETING**	3	0	0	3

1. PREAMBLE

The purpose of learning this course is to expose the students to the evolution and growth of services marketing sector which is a dominant player besides products marketing. This course enables students to acquire the knowledge of services market, to design service marketing strategies to be offered to major service sectors like Health care, Hospitality, Tourism, Logistics, Educational and Entertainment Industries.

2. PREREQUISITE

Basic knowledge of Marketing of Services.

3. LINKS TO OTHER COURSES

Marketing Management, Human Resource Management, Customer Relationship Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. Define service
2. Classify services
3. Project service life cycle
4. Develop new service
5. Measure service quality gap
6. Position, price, deliver, services

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Remember the basic functions of marketing of services.	K1
CO2	Understand the basics of classification of services, segmentation, targeting and positioning of services.	K2
CO3	Understand the different gaps and ways of overcoming those gaps.	K3
CO4	Understand pricing and pricing strategies.	K3
CO5	Understand the application of services marketing in various industries.	K2

6. COURSE CONTENTS

UNIT I: INTRODUCTION **L-9**

Definition - Service Economy - Evolution and growth of service sector - Nature and Scope - Unique characteristics - Challenges and issues.

UNIT II: SERVICE MARKETING OPPORTUNITIES **L-9**

Assessing service market potential - Classification of services - Expanded marketing mix - Environment and trends - market segmentation, targeting and positioning.

UNIT III: SERVICE DESIGN AND DEVELOPMENT **L-9**

Service Life Cycle - New service development - Service Blue Printing - GAP's model of service quality - Measuring service quality - SERVQUAL - Service Quality function development.

UNIT IV: SERVICE DELIVERY AND PROMOTION **L-9**

Positioning of services - Designing service delivery System - Service Channel - Pricing of services - methods - Service marketing triangle - Integrated Service marketing communication.

UNIT V: SERVICE STRATEGIES **L-9**

Service Marketing Strategies for health - Hospitality - Tourism - Financial - Logistics - Educational - Entertainment & public utility - Information Technology.

TOTAL: 45 PERIODS

7. TEXT BOOK
1. *Christopher H. Lovelock and Jochen Wirtz, "Services Marketing", Pearson Education, 2004.*

8. REFERENCE BOOKS
1. *Palmer and Adrian, "Principles of Services marketing", Mc Graw Hill.*
2. *Valarie Zeithaml et al, "Services Marketing", 5th Edition, Tata McGraw Hill,Pvt. Ltd., 2012.*
3. *Bateman, J.E. and Hoffman, D., "Services Marketing", 4th Edition, Cengage Learning, 2012.*
4. *Gronoos, C., "Service Management and Marketing: Customer Management in Service Competition", 3rd Edition, Wiley India, 2011.*
5. *Lovelock, C., Wirtz, J. and Chatterjee, J., "Services Marketing", 7thEdition, Pearson, 2017.*

Course Code	Course Name	L	T	P	C
30213MG118	**BUSINESS POLICY AND STRATEGY**	3	0	0	3

1. PREAMBLE

The course Business Policy and Strategy provides students an understanding of strategy, policies, strategic business unit. Some of a firm's most valuable assets are the strategies that it has invested in and developed over time. Although manufacturing processes can often be duplicated, strongly held beliefs and attitudes established in consumers' minds cannot. This course provides students with insights into how profitable business strategies can be created.

2. PREREQUISITE

The student should have knowledge on Marketing management, Consumer Behaviour and Marketing Research, and Advertising and Sales Promotion.

3. LINK TO OTHER COURSES

Strategic Management, Entrepreneurship development, Consumer Behaviour.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -

1. To give them fair understanding of business strategy formulation, implementation, monitoring and evaluation.
2. To familiarize students to corporate strategies, functional strategies and global strategies.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning Domain (Based on Revised Bloom's)
CO1	To illustrate the importance of business policies.	K2
CO2	To identify the business strategy techniques.	K3
CO3	To plan basic strategies that marketers might use to sustain business.	K3
CO4	To analyze the business methods used to measure the strategies.	K4
CO5	To examine appropriate ethics, social responsibilities business and social audit.	K3

6. COURSE CONTENTS

UNIT I: INTRODUCTION   **L-9**
Meaning of Business Policy - Features of Business Policy - Classification of Business Policy - Process of Business Policy - Objectives of Business Policy.

UNIT II: BUSINESS STRATEGY   **L-9**
Meaning of Business Strategy - Features of Business Strategy - Importance of Business Strategy - Strategic Management Process - SWOT Analysis - ETOP Analysis - TOWS Matrix - BCG Matrix - 7'S' Approach to Quality.

UNIT III: BUSINESS POLICIES   **L-9**
Major Business Policies - Personnel Policy - Production Policy - Marketing Policy - Financial Policy - Investment Policy.

UNIT IV: STRATEGIC BUSINESS UNIT   **L-9**
Strategic Business Unit - Major Business Strategies - Stability - Growth - Retrenchment - Disinvestment - Mixed Strategies.

UNIT V: SOCIETY AND BUSINESS   **L-9**
Society and Business - Ethics - Social Responsibilities - Business - Social Audit.
                                                                      TOTAL: 45 PERIODS

7. TEXT BOOK
   1. *Senthil Kumar M. Marutha Durai, "Business Policy and Strategic Management", S. Chand (G/L) & Company Ltd, 1st Edition, 2014.*

8. REFERENCE BOOKS
   1. *Azhar Kazmi and Adela Kazmi, "Strategic Management", McGraw Hill, 5th Edition, 2020.*
   2. *Wheelen "Concepts in Strategic Management and Business Policy", Pearson India, 15th Edition, 2018.*
   3. *John A. Pearce II, Richard B. Robinson, Amita Mital, "Strategic Management: Planning for Domestic and Global Competition", McGraw Hill Education, 14th Edition, 2018.*
   4. *Srinivasan R., "Strategic Management: The Indian Context", Prentice Hall India Learning Private Limited, 6th Edition, 2016.*
   5. *Jacob Thomas, "Strategic Management", Pearson Publication, 1st Edition, 2015.*
   .

Course Code	Course Name	L	T	P	C
30213MG119	**ORGANIZATIONAL BEHAVIOUR**	3	0	0	3

1. PREAMBLE

This course provides students with human behaviour in a variety of organizations. It integrates the study of management principles and practices with the study of human behavior within organizations. The focus will be upon translation of management and organizational behavior theory to practices that result in organizational effectiveness, efficiency, and human resource development. The primary goal of this course is to prepare students for advanced leadership roles in modern organization. This course will provide a good foundation for students intending to study in any major, as the main objective of this course is to provide students with the essential content and experiences, they need to become a motivating student, successful manager and an effective employee in any type of work they do in the future

2. PREREQUISITE

Basic knowledge of Principles of Management and Human Resource Management

3. LINK TO OTHER COURSES

Team Management, Performance Management, Labour Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. To provide foundation in organizational behaviour principles and analyze how these influences in the workplace.
2. To analyze individual human behaviour in the workplace which is influenced by personality, values, perceptions and motivation.
3. To enable the students to outline the elements of group behaviour including group formation, leadership, power and politics and conflict resolution strategies.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of learning domain (Based on Revised Bloom's)
CO1	Explain the importance of organizational behaviour.	K2
CO2	Interpret the concept of perception, learning and personality of an individual.	K2
CO3	Identify various leadership styles, motivational skills and attitude in an organization.	K3
CO4	Organize group and team performance, inter- personal behaviours and influence of powers and politics.	K3
CO5	Analyze organizational culture and conflict management approaches.	K4

6. COURSE CONTENTS:

UNIT I: INTRODUCTION   **L-9**
Concept of Organizational Behaviour - Nature - Objectives - Importance of Organizational Behaviour - Key Elements of Organizational Behavior - Role of Managers in OB - Interpersonal Roles - Informational Roles - Decisional Roles - Hawthorne Experiments - Models of OB.

UNIT II: LEARNING, PERCEPTION AND PERSONALITY   **L-9**
Meaning and Definition of Learning - Components of Learning - Theories of Learning. Meaning of Perception - Factors influencing Perception - Process of Perception. Meaning of Personality - Importance of Personality - Determinants of Personality - Theories of Personality - Personality traits.

UNIT III: MOTIVATION, LEADERSHIP AND ATTITUDE   **L-9**
Meaning and Definition of Motivation - Theories of Motivation. Meaning and Definition of Leadership - Theories of Leadership - Emotions and Emotional Intelligence. Meaning of Attitude - Functions of attitude - Measurement of attitude - Different ways of changing attitude.

UNT IV: GROUP FORMATION, POWER AND POLITICS   **L-9**
Introduction to Groups - Importance of Groups - Reasons for Group Formation - Types of Groups - Stages of Groups. Power - Sources of Power - Acquisition of power. Organizational Politics - factors contributing organizational politics - consequences.

UNIT V: ORGANIZATION CULTURE AND CONFLICT   **L-9**
Introduction to Organization Culture - Determinants of Organization Culture - Characteristics of Organization Culture - Types of Culture. Meaning and Definition of Organizational Conflict - Stages of Conflict - Causes of conflict - Conflict resolution.
                                                                 TOTAL: 45 PERIODS
7. TEXT BOOK
1. Stephen P. Robbins, Timothy A Judge & Neharika Vohra, "Organizational Behavior", Pearson India Education Services Pvt. Ltd., 18th Edition, 2022.

8. REFERENCE BOOKS
1. Mary Uhl-Bien, John R. Schermerhorn Jr., Richard N. Osborn, Sanket Sunand , "Organizational Behavior", Wiley Publisher, 13th Edition, 2021.
2. Dr. B. Hiriyappa, "Organizational Behavior", New Age International (P) Ltd., Publishers, 1st Edition, 2020.
3. Stephen P. Robbins, "Organisational Behaviour", Pearson Education 13/E., 2009.
4. Keith Davis, "Human Behaviour at Work", McGraw Hill Book Co., 2009.
5. Laurie Mullins, "Management & Organisational Behaviour", Pearson Education, Seventh edition 2013.

Course Code	Course Name	L	T	P	C
30213MG120	**MANAGING BRANDS AND MARKETING COMMUNICATIONS**	3	0	0	3

1. PREAMBLE

Brand management is an ever-evolving discipline, one that involves a balance between strategy and emotion. It is more than a series of customer-facing actions. It is a practice that should be implemented from within the organization.

2. PREREQUISITE

No specific prior knowledge is required.

3. LINKS TO OTHER COURSES

Marketing Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. To understand the basic principles and practices of advertising that emphasizes creative/media strategy decision processes and historical, social, and economic influences.
2. To explore the important issues in planning, implementing, and evaluating brand strategies.
3. To provide appropriate concepts, theories, models, and other tools to make better branding decisions.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning Domain (Based on Revised Bloom's)
CO1	Define the fundamentals of branding.	K1
CO2	Explain the concept of brand positioning and understand repositioning brand equity.	K3
CO3	Interpret the various media planning strategies and types.	K3
CO4	Explain the role of advertising agencies in branding and also to study the regulatory aspects of advertising.	K4
CO5	Analyze the structure of message and creative aspects of advertising.	K4

6. COURSE CONTENTS

UNIT I: BRANDING CONTEXT   **L-9**
Brand meaning - Brand image and personality - Brand and product - Brand planning - Brand vision and visioning process - Brand audit - Brand reality check and brand appraisal.

UNIT II: BRAND POSITIONING   **L-9**
Choice of context - Parity and differentiation - Repositioning brand equity - Brand assets and liabilities - Equity creation and management.

UNIT III: MEDIA PLANNING   **L-9**
Advertising - Objectives - Goals and objectives - DAGMAR - Media strategy - Budgeting, approach and allocation - Media planning types - class - vehicle - scheduling and new media forms.

UNIT IV: ADVERTISING INDUSTRY   **L-9**
Advertisers - Agencies - Media companies and other organizations - The communication model - Communication process - Stages and challenges - Economic, social, ethical and regulatory aspects of advertising.

UNIT V: CUSTOMER BEHAVIOR AND ADVERTISING   **L-9**
Segmentation - Motivation analysis and value proposition - Advertising message: message objectives, recall, attitude, emotions and feelings - Message tact creative approaches - Copy writing - Creative aspects of advertising: copy writing, advertising artwork, copy in conventional media and Cyberspace.

                                                     TOTAL: 45 PERIODS
7. TEXT BOOKS
1. Kotler, Philip, and Kevin L. Keller, "Marketing Management", NJ: Prentice Hall, 16th edition, 2016.

8. REFERENCE BOOKS
1. Raghuvir Singh, Sangeeta Sharma, "Advertising: Planning and Implementation", 3rd edition, Prentice Hall, 2022.
2. George Belch and Michael Belch," Advertising and Promotion: An Integrated Marketing Communications Perspective", 12th Edition, McGraw Hill Education, 2021.
3. Batra, Myers and Aaker, "Advertising Management", 5th Edition, Pearson Education, 2002.
4. Ruchi Gupta, "Advertising Principles and Practice", S.Chand Publishing, 2014.
5. David A. Aker, Alexander L. Biel, "Brand Equity & Advertising, Advertising's role in building strong brands", 1st edition, Psychology Press, 2013.

Course Code	Course Name	L	T	P	C
30213MG121	**CONSUMER BEHAVIOUR**	3	0	0	3

1. PREAMBLE

The course consumer behaviour is designed to enable students to gain a comprehensive understanding of consumer behavior and their relevance in gaining consumer insight that influence the buying decisions of the customer.

2. PREREQUISITE

No specific prior knowledge is required.

3. LINKS TO OTHER COURSES

Customer Relationship Management, Marketing Management and Human Resource Management.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. To study the basics of Consumer Behaviour.
2. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior.
3. To educate the process of Group Dynamics and Life style of social classes.
4. To know about the impact of opinion leadership.
5. To demonstrate personality and decision-making process.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning Domain (Based on Revised Bloom's)
CO1	Demonstrate how knowledge of consumer behaviour can be applied to marketing.	K3
CO2	Understand the process of consumer buying behavior.	K2
CO3	Identify and explain factors which influence consumer behaviour.	K3
CO4	Apply the psychographic segmentation and accelerate the firms promotional strategy.	K3
CO5	Knowledge about Post-purchase Process, Consumer Satisfaction, and Customer Commitment.	K2

6. COURSE CONTENTS

UNIT I: INTRODUCTION   **L-9**
Consumer Behaviour - Concepts - Importance - Dimensions of Consumer Behavior - Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT II: CONSUMER BAHAVIOUR MODELS   **L-9**
Industrial and individual consumer behaviour models - Howard - Sheth, Engel - Kollat, Webstarand wind Consumer Behaviour Models - Implications of the models on marketing decisions.

UNIT III: INTERNAL INFLUENCES   **L-9**
Psychological Influences on consumer behavior - Motivation - Perception - Personality - Learning and Attitude - Self Image and Life styles - Consumer expectation and satisfaction.

UNIT IV: EXTERNAL INFLUENCES   **L-9**
Socio-Cultural - Cross Culture - Family group - Reference group - Communication Influence on Consumer behavior.

UNIT V: PURCHASE DECISION PROCESS   **L-9**
High and low involvement - Pre-purchase and post-purchase behavior - Online purchase decision process - Diffusion of innovation - Managing Dissonance - Emerging issues.

TOTAL: 45 PERIODS

7. TEXT BOOK
1. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar, "Consumer Behaviour", 12th edition,Pearson, 2018.

8. REFERENCE BOOKS
1. Srabanti Mukherjee, "Consumer behavior", Cengage Learning, 2018.
2. Barry J.Babin, Eric G.Harris, Ashutosh Mohan, "Consumer Behavior: A South Asian Perspective", Cengage Learning, Indian Edition, 6th Edition, 2016.
3. P.C.Jain and Monika Bhatt., "Consumer Behavior in Indian Context", 2nd edition, S.Chand & Company, 2018.
4. David Mothersbaugh, Delbert Hawkins, Susan Bardi Kleiser, "Consumer Behaviour Building Marketing Strategy", Tata McGraw Hill, 2020.
5. Dinesh kumar, "Consumer Behaviour", Oxford University Press, 2015.

Course Code	Course Name	L	T	P	C
30213MG122	**INTRODUCTION TO TRAINING AND DEVELOPMENT**	3	0	0	3

1. PREAMBLE

This course TRAINING AND DEVELOPMENT is the new paradigm of globalization and technological advancement have substantially changed the way organizations function and the employees work and develop. Continuous changes call for continuous learning where training and development function plays an important role. To provide competitive advantage, organizations need to develop the required talent through trainings and proper coaching or mentoring which would also help in creating the learning atmosphere in the organization.

2. PREREQUISITE

Basic knowledge of Human resources Management

3. LINKS TO OTHER COURSES

Human Resources Management

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. Facilitate understanding of the role and importance of training in organizations.
2. Equip students with both theoretical concepts and practical techniques to manage training and development function in an organization.
3. Provide an insight to gain sustainable competitive advantage through effective training& development process in an organization.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Understand the concept of training and development.	K1
CO2	Identify and analyze training needs.	K3
CO3	Able to design training programs.	K3
CO4	Design and implement trainer development programs.	K4
CO5	Explain the various methods for training evaluation.	K2

6. COURSE CONTENTS

UNIT I: TRAINING & DEVELOPMENT   **L-9**

Training - Role and Relevance - Difference between Training & Development - Training and Education - Classification of Learned Capabilities.

UNIT II: TRAINING NEED ANALYSIS   **L-9**

Types and Components of Training Needs - Organization and Person Analysis - Training Design: Principles of Training Design and Process - Models of Training Design - Developing Objectives -Determining Training Content and designing the modules - Outcomes of Training Design.

UNIT III: TRAINING METHODS   **L-9**

On-the-job Training - Scope and Effectiveness - Classroom Methods: Advantages anddisadvantages - Lectures and Demonstration - Games &Simulations - Computer-Based Training Methods - Types of E-learning and CBT - Guidelines for online instructors - CBT Methods - Programmed Instruction - Blended Learning-Off the Job training.

UNIT IV: TEACHING & FACILITATION SKILLS   **L-9**

Trainer Credibility - Personal Conduct - social practices - facilitation skills and content expertise - Traits of successful trainers - Selection & Training of trainers - Trainer competencies - Technical - business - interpersonal - intellectual.

UNIT V: EVALUATION OF TRAINING   **L-9**

Introduction of Training Evaluation - Data Collection methods and designs for Evaluation - ROI of training programs - Employee and Management Development - Integration Strategies and Management Characteristics - Outbound Training - Training for Executive Level management - Component of a Learning Organization.

TOTAL: 45 PERIODS

8. TEXT BOOKS
1. Amitabh Deo Kodwani, "Employee Training and Development," McGraw Hill Education; Seventh edition, 2018.

9. REFERENCE BOOKS
1. Pandu Naik G, "Training and Development", Excel Books, First Edition, 2008.
2. Janakiram B., "Training &Development" Biztantra Publication, 2nd Edition, 2011.
3. Dipak Kumar Bhattacharyya, "Training and Development: Theories and Applications", SAGE Texts; First edition, 2015.
4. Nick Blanchard & James W. Thacker, "Effective Training: Systems, Strategies and Practices", Pearson Education, India, 4th Edition, 2010.
5. ERASMUS, "Managing Training and Development", Oxford University Press, 2006

Course Code	Course Name	L	T	P	C
30213MG123	**SOFTWARE PROJECT MANAGEMENT**	3	0	0	3

1. PREAMBLE

This course SOFTWARE PROJECT MANAGEMENT focuses on the fundamentals of Software project management which would be useful for outgoing Undergraduate and Post Graduate students from the IT stream and for the practicing professionals who manage, plan, execute or sponsor IT Projects. Some prior experience in having managed or acted as a resource in projects be most helpful. This course will act as a platform to learn the technical challenges related to IT SW projects and will provide inputs on the nuances of SW project management.

2. PRE-REQUISITE

This course requires understanding of software engineering.

3. LINKS TO OTHER COURSES

System Analysis and design, Project Management, Software Engineering Project.

4. COURSE EDUCATIONAL OBJECTIVES

Through this course, the students will be able to: -
1. To explain the basics of Project Management.
2. To educate the process of IT Project management and implementation.
3. To explain about the challenges in Software Project management.
4. To demonstrate the uses of Projects in various functional and technological areas.

5. COURSE OUTCOMES

Upon successful completion of this course, the students will be able to: -

COs	Course Outcomes	Level of Learning domain (Based on Revised Bloom's)
CO1	Remember the basics of Project Management system.	K1
CO2	Understand the process of Project management and implementation.	K2
CO3	Apply the concepts of Project Management in IT project industries.	K3
CO4	Apply the project management Knowledge areas to various project management functions.	K3
CO5	Understand the various support areas of SW Project Management.	K2

6. COURSE CONTENTS

UNIT I: INTRODUCTION TO SOFTWARE PROJECT **L-9**
Project - Software Project - Definition - Triple constraints - Types of IT projects - Software Development - Enhancement - Implementation and Support - Embedded - Differentiate IT and Other domain project - Software architecture fundamentals 3 Tier, 4 Tier, N Tier.

UNIT II: PROJECT LIFECYCLES AND FUNDAMENTALS **L-9**
Project Life Cycle Models - Waterfall - Spiral - V Model - Prototyping - Agile - SCRUM – Managing Requirements - Configuring, Testing and release of an IT project - Data Migration - Live Project and Project Management Office.

UNIT III: PROJECT MANAGEMENT **L-9**
Project Planning - Project Scope - Management Processes - Work Breakdown Structure (WBS) - Project Scheduling - Project Planning and Cost Controls - Statement of Work (SOW) - Customer Approvals and Reviews - Scope Change Control.

UNIT IV: PROJECT EATIMATION AND SUPPORT **L-9**
Project Estimation techniques - function points - COCOMO - Top down - bottom up - Analogous and expert judgment - Release and configuration management - Data migration and implementation - Testing and Quality Management.

UNIT V: PROJECT MANAGEMENT KNOWLEDGE AREAS **L-9**
Project Integration Management - Scope Management - Cost Management - Human Resource Management - Communication Management - Risk Management- Procurement Management - Stakeholder management.

TOTAL: 45 PERIODS

7. TEXT BOOK
1. Bob Hughes, Mike Cotterell, Software Project Management, second edition, The McGraw-Hill Company, 2014.

8. REFERENCE BOOKS
1. Kerzner, Harold, "Project Management: A Systems Approach to Planning, Scheduling, and Controlling", 10th edition, Wiley, 2009.
2. Larson, Elizabeth and Richard, "Requirements Management, Part 1: Requirements Planning",Watermark Learning, Inc., 2009.
3. Levin, Ginger, PMP, PgMP, Green, Allen R., "Implementing Program Management: Templates and Forms Aligned with the Standard for Program Management", Second Edition, 2008.
4. Brown, James T., "The Handbook of Program Management: How to Facilitate Project Successwith Optimal Program Management", Second Edition, The McGraw-Hill Company, 2014.
5. Frame, J. Davidson, "Managing Projects in Organizations: How to Make the Best Use of Time,Techniques, and People", 3rd edition, 2003.