

**Shree Chanakya Education Society's
Indira College of Engineering & Management,
(ICEM)**

**(An Autonomous Institute affiliated to SPPU)
Two Year Full Time Four Semester POST
GRADUATE PROGRAMME**

Semester I & II

MBA Curriculum for the Batch of 2024 - 2026



Semester I - Generic Core					
Course Code	Course	Credits	FA	SA	Marks
GC - 01	Managerial Accounting	3	50	50	100
GC - 02	Organizational Behaviour	3	50	50	100
GC - 03	Economic Analysis for Business Decisions	3	50	50	100
GC - 04	Basics of Marketing	3	50	50	100
GC - 05	Operations and Supply Chain Management	3	50	50	100
GC - 06	Business Research Methodology	3	50	50	100
GC - 07	Quantitative Techniques	2	0	50	50
GC - 08	Indian Knowledge System	2	0	50	50
	Total	22	300	400	700
Semester I - Generic Elective - Any 2					
Course Code	Course	Credits	FA	SA	Marks
GE - 01	Basics of Business Analytics	2	50	0	50
GE - 02	MS Excel	2	50	0	50
GE - 03	Written Analysis and Communication Lab (Compulsory)	0	0	0	0
GE - 04	Management Fundamentals				
GE - 05	Selling and Negotiation Skills Lab				
GE - 06	Contemporary Frameworks in Management				
GE - 07	Essentials of Psychology for Managers				
GE - 08	Demand Analysis and Forecasting				

INDIRA COLLEGE OF ENGINEERING AND MANAGEMENT

Approved By AICTE New Delhi, DTE (MS) and Affiliated to Pune University (Id-No. PU/PN/Engg/282/2007)



GE - 09	Business, Government and Society				
GE - 10	Project Management				
	Total	4	100	0	100
	Grand Total	26	100	0	800
Semester II - Generic Core					
Course Code	Course	Credits	FA	SA	Marks
GC - 09	Marketing Management	3	50	50	100
GC - 10	Financial Management	3	50	50	100
GC - 11	Human Resource Management	3	50	50	100
GC - 12	Indian Economy	3	50	50	100
GC - 13	Legal Aspects of Business	2	0	50	50
	Total	14	200	250	450
Semester II - Research and Field Project					
Course Code	Course	Credits	FA	SA	Marks
RM - 01	Start Up and New Venture Management	3	50	50	100
RM - 02	Industrial Analysis and Desk Research	2	50	0	50
FP- 01	Field Project	3	50	50	100
	Total	8	150	100	250
Semester II - Subject Elective Elective - Any 2 - Marketing					
Course Code	Course	Credits	FA	SA	Marks
SE - MKT - 01	Digital Marketing - I	2	50	0	50
SE - MKT - 02	Consumer Behaviour	2	50	0	50
SE - MKT - 03	Marketing Research				



SE - MKT - 04	Marketing of Financial Services - I				
	Total	4	100	0	100
Semester II - Subject Elective Elective - Any 2 - Finance					
Course Code	Course	Credits	FA	SA	Marks
SE - FIN - 01	Direct Taxation	2	50	0	50
SE - FIN - 02	Cost and Works Accounting	2	50	0	50
SE - FIN - 03	Banking and Financial Intermediation				
SE - FIN - 04	Financial Analytics				
	Total	4	100	0	100
Semester II - Subject Elective Elective - Any 2 - Human Resource Management					
Course Code	Course	Credits	FA	SA	Marks
SE - HR - 01	Learning and Development	2	50	0	50
SE - HR - 02	HR Operations	2	50	0	50
SE - HR - 03	Organizational Diagnosis and Development				
SE - HR - 04	Current Trends and Cases in Human Resource Management				
	Total	4	100	0	100
Semester II - Subject Elective Elective - Any 2 - Operations and Supply Chain Management					
Course Code	Course	Credits	FA	SA	Marks
SE - OPE - 01	Planning and Control of Operations	2	50	0	50
SE - OPE - 02	Inventory Management	2	50	0	50
SE - OPE - 03	Quality Management Standards				
SE - OPE - 04	Productivity Management				
	Total	4	100	0	100

Semester II - Subject Elective Elective - Any 2 - Business Analytics					
Course Code	Course	Credits	FA	SA	Marks
SE - BA - 01	Basic Business Analytics using R	2	50	0	50
SE - BA - 02	Data Mining	2	50	0	50
SE - BA - 03	Tableau				
SE - BA - 04	Data Warehousing Project Life Cycle Management				
	Total	4	100	0	100
	Grand Total Sem II	26	450	350	800

Course Type	No. of Subjects	Credits
Generic Core (Major)	16	44
General Elective	2	4
Subject (Specialisation) Core	2	6
Subject (Specialisation) Elective	10	28
Research (RM)	2	5
Field Project	1	3
OJT (SIP)	1	8
Research Project	1	6
Total	35	104



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Year	Sem	Credits	Marks
1	I	26	800
1	II	26	800
2	III	26	800
2	IV	26	800
Total	IV	104	3200

BOS Chairman

Dr Meghana Bhilare

Dean Academics

Principal



Semester I

Course Name: Managerial Accounting			Semester: I
Course Code: GC01		Credits: 3	Marks: 100
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COGC01.01: REMEMBERING – DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing</p> <p>COGC01.02: UNDERSTANDING -EXPLAIN in detail, all the theoretical concepts taught through the syllabus.</p> <p>COGC01.03: APPLYING - PERFORM all the necessary calculations through the relevant numerical problems</p> <p>COGC01.04: ANALYSING - ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.</p> <p>COGC01.05: EVALUATING – EVALUATE the financial impact of the decision</p> <p>COGC01.6: CREATING - ELABORATE critical thinking skills to evaluate financial decisions and their impact on business performance.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Accounting Concepts and Procedures. Financial Statements	Definition and Scope of Accounting Standards in India; Basic Concepts and Conventions. Users of Accounting Information. Meaning of Financial Statements, Importance and Objectives of Financial Statements, Capital & Revenue Expenditure, Capital & Revenue Receipts.	4+2+2
2.	Final Accounts- Company	Company Final Accounts: Financial Statements as per Companies Act 2013. Statement of Profit and Loss Account. Vertical format of Financial Statements as per Companies Act 2013-Balance Sheet. Cash Flow Statement	8+2+6
3.	Introduction to Cost Accounting	Basic Concepts of Cost Accounting, Objectives, Need, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Preparation of Cost Sheet.	5+2+2

4.	Business Decision Techniques	Meaning, Principles, Advantages and Limitations of short term, Contribution, P/V Ratio, Break- Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions– Meaning, importance, need. Case based solutions.	5+2+4
5.	Budgetary Control	Budgetary Control – Process of Budgeting – Types of Budgets –Cash Budget, Fixed and Flexible Budgets. Sales Budget, Production Budget, Purchase Budget,	8+3+3

Suggested Textbooks:

1. Periasamy, P. A Textbook of Financial Cost and Management accounting Himalaya Publication.
2. Maheshwari, S. N. A Textbook of Accounting for Management 5th Edition Vikas Publishing House

Suggested Reference Books:

1. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. An Introduction to Accountancy Vikas Publishing House.
2. Tulsian, P. C., & Bharat, T. S. Cost Accounting Chand Publishing.
3. Kishore R.M. Taxmann's Advanced Management Accounting Taxmann Allied Services (P.), Limited

Additional Note: -

Numerical Problems will be asked from the following sections: -

1. Company Accounts.
2. Preparation of Cost Sheets.
3. Marginal Costing and budgetary control

Course Name: Organizational Behaviour			Semester: I
Course Code: GC02		Credits: 3	Marks: 100
<p>COURSE OUTCOMES: After completion of this course the students will be able to :</p> <p>COGC02.01: REMEMBERING - DESCRIBE the major theories, concepts, terms, models, frameworks, and research findings in organizational behavior.</p> <p>COGC02.02: UNDERSTANDING - EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders, and the organization.</p> <p>COGC02.03: APPLYING - APPLY the theories, models, principles, and frameworks of organizational behavior in specific organizational settings.</p> <p>COGC02.04: ANALYSING - ANALYZE the role of individuals, groups, managers, and leaders in influencing behavior and organizational culture.</p> <p>COGC02.05: EVALUATING - DEVELOP approaches to reorient individual, team, managerial, and leadership behavior to achieve organizational goals.</p> <p>COGC02.06: CREATING - ELABORATE on the challenges in shaping organizational behavior, culture, and change.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Fundamentals of Emotional Intelligence	Understanding Emotional Intelligence and its framework, Benefits of Emotional Intelligence, Differences between EQ and IQ Personality and Attitude: Definition and importance of personality in performance, Myers-Briggs Type Indicator and the Big Five personality model, Johari Window and Transaction Analysis, Definition, and importance of attitude in an organization, Components of attitude and the relationship between behaviour and attitude	7+2
2.	Perception and Motivation	Perception: Meaning and concept of perception, Factors influencing perception and selective perception, Attribution theory and perceptual process, social perception, including stereotyping and halo effect Motivation: Definition and concept of motive and motivation, Content Theories of Motivation: Maslow's Need Hierarchy and Herzberg's Two Factor Model, Process Theories: Vroom's Expectancy Theory and Porter-Lawler Model, Contemporary Theories: Equity Theory of Work Motivation	8+2
3.	Group and Team Dynamics	Group and Team Dynamics: Meaning and concept of group behavior and group dynamics, Types of groups and the Five-Stage Model of Group	8+2

		Development, Team effectiveness and team-building strategies Leadership: Definition and importance of leadership in organizations, Various leadership styles and their impact on organizational performance	
4.	Conflict Management and Organizational Culture	Conflict Management: Definition, sources, and types of conflict in organizations, Strategies for effective conflict resolution Organizational Culture: Definition and importance of organizational culture, Elements of organizational culture and how to shape it	7+2
5.	Stress at Workplace and Organizational Change	Stress at Workplace: Definition, causes, and effects of workplace stress, Strategies for managing stress and promoting workplace spirituality Organizational Change: Meaning, definition, and nature of organizational change, Types of organizational change and forces acting as stimulants to change, Kurt Lewin's Three-Step Model of Change, overcoming resistance to change and methods of implementing organizational change, Developing a learning organization.	8+2

Suggested Textbooks:

"Organizational Behavior: Improving Performance and Commitment in the Workplace" by Jason Colquitt, Jeffery LePine, and Michael Wesson

"Emotional Intelligence 2.0" by Travis Bradberry and Jean Greaves

"Leadership: Theory and Practice" by Peter G. Northouse

Suggested Reference Books:

"The EQ Edge: Emotional Intelligence and Your Success" by Steven J. Stein and Howard E. Book

"Managing Organizational Change: A Multiple Perspectives Approach" by Ian Palmer, Richard Dunford, and Gib Akin

"Team Building: Proven Strategies for Improving Team Performance" by William G. Dyer, W. Gibb Dyer Jr., and Jeffrey H. Dyer

Course Name: Economic Analysis for Business Decisions		Semester: I
Course Code: GC03	Credits: 3	Marks: 100
COURSE OUTCOMES: After completion of this course the students will be able to		

COGC03.01: REMEMBERING - DEFINE the key terms in economics.
 COGC03.02: UNDERSTANDING - Student should be able to understand the variables and components of Managerial Economics.
 COGC03.03: APPLYING - Students should study the applications of demand analysis and concepts related consumer's behaviours.
 COGC03.04: ANALYSING - Student should aware regarding production, price determination and pricing practices and they should be able to apply and analyze these in business decision making policies.
 COGC03.05: EVALUATING - DEVELOP critical thinking based on principles of economics for informed business decision making.
 COGC03.06: CREATING - Design a business plan that optimizes production based on marginal cost analysis.

Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Basic concepts of Economics	1.1 Meaning, Nature, Scope and Importance 1.2 Economic Theory and Managerial Theory 1.3 Role and Responsibilities of manager-managerial Economics and Decisions making 1.4 Objectives of Business Firm	4 +1
2.	Demand Analysis	2.1 Demand Function Concept and Types of Elasticity of Demand 2.2 Measurement of Price Elasticity of Demand- Applications of Elasticity of Demand in Managerial decision 2.4 Demand Forecasting: Meaning and Methods	7+2
3.	Supply & Market Equilibrium	3.1 Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, 3.2 Factors determining Elasticity of Supply, Market Equilibrium and Changes in Market Equilibrium.	6+2
4.	Theory of Production, Price Determination and Pricing Practices	4.1 Production Function: Short run, long run and Cob-Douglas – Break Even Analysis 4.2 Price and Output Determination under Monopolistic Competition and Oligopoly (Collusive and Non-Collusive) 4.3 Pricing Practices: Cost Plus, Multiple, Dumping and Transfer 4.4 Capital Budgeting- Criteria for Project Appraisal	8+2
5.	Theory of Business Cycles and Inflation	5.1 Meaning, Phases of Business Cycles 5.2 Theories of Business Cycles: Cob-Web, Hicks 5.3 Theories of Inflation: Demand Pull Inflation, Cost push Inflation, Structure Inflation.	8+2

Suggested Textbooks:

1. Branson, William H. Macroeconomic Theory and Policy. HarperCollins India Pvt. Ltd.
- 2 Oliver J. Blanchard, Macroeconomics, Pearson Education
- 3 G. S. Gupta, Macroeconomics: Theory and Applications, McGraw-Hill Education
4. Salvatore D. (2014), Managerial Economics, McGraw Hill.
5. Mithani D.M. (2013), Managerial Economics, Himalaya.

Suggested Reference Books: -

1. Gupta G.S. (2011), Managerial Economics, McGraw Hill.
2. Ahuja H.L. (2017), Managerial Economics, S Chand.
3. Datt G., Mahajan A. (2018), Indian economy, S Chand.

Additional Resources:

Web Resources:

🔗 www.rbi.org.in

🔗 www.sebi.org.in

🔗 www.wto.org

🔗 www.imf.or

Course Name: Basics of Marketing		Semester: I	
Course Code: GC - 04	Credits: 3	Marks: 100	
<p>COURSE OUTCOMES: After completion of this course the students will be able to:</p> <p>COGC04.1 Remembering -REPRODUCE the key marketing concepts, components and principles of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.</p> <p>COGC04.2 Understanding: INTERPRET the basic concepts, principles and frameworks of marketing in the context of diverse business situations for explaining the relevant issues about marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.</p> <p>CO GC04.3 Applying: APPLY the contemporary marketing theories, frameworks and tools to inform problem solving with respect to marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.</p> <p>CO GC04.4 Analysing: EXAMINE the critical marketing issues for drawing inferences about the underlying causes and relationships concerning marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.</p> <p>CO GC04.5Evaluating: EVALUATE the alternative courses of actions to make judgments about the solution for problems involving marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.</p> <p>CO GC04.6 Creating: GENERATE alternative approaches to the emerging business challenges in the context of marketing environment, segmenting, targeting, positioning, consumer behaviour, marketing mix, and product life cycle.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction to Marketing	Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing. Core Concepts of Marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty. Concepts of Marketers and Prospects, Key customer Markets, Marketplaces, Marketspaces, Meta markets. Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing Function with All Functions in the Organization. Company Orientation Toward the Marketplace - Production, Product, Selling, Marketing, Holistic Marketing Orientation. Selling versus Marketing. Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value.	6+2

2	Marketing Environment	Concept of Environment, Macro Environment & Microenvironment – Components and Characteristics, Needs & Trends, Major Forces Impacting the Macro Environment & Microenvironment, Need for Analyzing the Marketing Environment. Analyzing the Demographic, Economic, Sociocultural, Natural, Technological, and Political-Legal Environment.	6+2
3	Segmentation, Market Targeting & Positioning	Segmentation: Concept, Need & Benefits. Bases for Segmenting Consumer Markets - Geographic, Demographic, Psychographic, Behavioural. Bases for Segmentation for Business Markets. Levels of Segmentation, Criteria for Effective Segmentation. Market Potential & Market Share. Market Targeting - Concept of Target Markets Market Targeting and Criteria for Selection, Evaluating and Selecting the Market Segments – Full Market Coverage, Multiple Segment Specialization, Single-Segment Concentration, Individual Marketing, Long Tail Marketing. Positioning - Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition. (6+2
4	Consumer Behavior	Meaning & Importance of Consumer Behavior, Comparison between Organizational Buying Behavior and Consumer Buying Behavior, Buying Roles, Five-Stage Model of Buying Decision Process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase Behavior. Moment of Truth, Zero Moment of Truth, ZMOT. Moderating Effects on Consumer Decision Making.	8+2
5	Marketing Mix:	Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process,	6+2

		Physical Evidence. Product Life Cycle: Concept & Characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies Across Stages of the PLC.	
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Suggested Textbooks:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management 12th Edition, Pearson.
2. Rajan Saxena, Marketing Management, 6th Edition, Tata Mac Graw Hill.
3. Lamb Hair Sharma, Mc Daniel, Marketing, 11th edition, Cengage Learning.
4. Kotler, P., Keller, K. L., Ang, S. H., Tan, C. T., & Leong, S. M. (2018), Marketing Management an Asian Perspective, Pearson Publication.

Suggested Reference Books:

1. Kotler, P., & Armstrong, G. (2010), Principles of Marketing, Pearson Education.
2. Panda, T. K. (2009), Marketing management: Text and cases Indian context, Excel Books India.
3. Ramaswamy, V. S., & Namakumari, S. (2009), Marketing Management, Macmillan Publications.

Course Name: -Operations & Supply Chain Management			Semester -I
Course Code-GC05		Credits-3	Marks-100
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COGC05.1 (Remembering) DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management</p> <p>COGC05.2(UNDERSTANDING) EXPLAIN the process characteristics and their linkages with process-product matrix in a real-world context.</p> <p>COGC05.3:(Apply) DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.</p> <p>COGC05.4:(Analyze) CALCULATE inventory levels, order quantities, and MAKE USE OF various inventory classification methods.</p> <p>COGC05.5:(Evaluate) OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real-world context</p> <p>COGC05 .6:(Create) ELABORATE upon different operational issues in manufacturing and services organizations where the decision-making element is emphasized.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Introduction to Operations and Supply Chain Management	Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.	7+2
2.	Operations Processes	Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. Service System Design Matrix: Design of Service Systems, Service Blueprinting.	6+2

3.	Production Planning & Control (PPC)	Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts	7+2
4.	Inventory Planning and Control	Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventories - seasonal, decoupling, cyclic, pipeline, safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, shortage cost. EOQ – definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point.	6+2
5.	Supply Chain Management	Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash to Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing	6+2

Suggested Textbooks:

1. Mahadevan, B. (2007). Operations Management – Theory and Practice, 1st Edition. Pearson Education.
2. Aswathappa, K. (2006). Production & Operation Management, Himalaya Publications Ltd.
3. Chopra, Meindl et.al. (2017) Supply Chain Management - Strategy, Planning & Operation, Pearson Education.

4. R B Khanna (2015) Production and Operations Management, PHI, New Delhi.

Suggested Reference Books:

1. Levi, Kaminsky et. al (1999) Designing & Managing the SC – Concepts, Strategies & Case studies, 3rd Edition, Tata McGraw Hill.

2. Chase R et. al. (2014) Operations and supply chain management – McGraw Hill Education.

3. Bowersox D, et. al. (2013) Supply Chain Logistics Management, 2nd Edition, McGraw Hill Education

4. Basu & Wright, (2008) Total Supply Chain Management, 1st edition, Elsevier.

5. N.Chadrasekaran (2010) Supply Chain Management: Process, System & Practice, Oxford University Press.

Course Name: Start Up and New Venture Management			Semester: I
Course Code: GC06		Credits: 3	Marks: 100
<p>COURSE OUTCOMES: After completion of this course the students will be able to :</p> <p>COGC06.1: REMEMBERING- DESCRIBE the strategic decisions involved in establishing a startup.</p> <p>COC06.2: UNDERSTANDING - EXPLAIN the decision-making matrix of entrepreneur in establishing a startup.</p> <p>COGC06.3: APPLYING - IDENTIFY the issues in developing a team to establish and grow a startup</p> <p>COGC06.4: ANALYSING- FORMULATE a go to market strategy for a startup.</p> <p>COGC06.5: EVALUATING - DESIGN a workable funding model for a proposed startup.</p> <p>COGC06.6: CREATING- DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Being an entrepreneur	The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions, Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate	7+2
2.	Customer Discovery	Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, crafting your value proposition, Product Development, Managing the product development process, Long Tail markets, Product launch goals, Go-to- Market Strategy, the role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools	8+2
3.	The Financial Road Map	Planning/Budgeting, developing a financial roadmap, financial statements: the four components, how to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital– Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting Schedule-Relative importance of Operational Involvement, The Pitch,	8+2

		Preparing for your investor presentation, Elements of the perfect investment pitch.	
4.	Entrepreneurial Leadership	Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, the role of a successful board, Different board models for different ventures, how to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form– partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee	7+2
5.	Business Plan	Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (lifeline), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc	7+2

Suggested Textbooks:

New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson

The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.

Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt. Ltd

Develop Your Idea! Get Off to a Flying Start with Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi

Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.

Entrepreneurship: New Venture Creation by David H. Holt

The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, Himalaya Publishing House, Delhi

Entrepreneurship and Small Business Management by Siropolis

Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

Fundamentals of Entrepreneurship, Nandan H, PHI

Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.

Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.

Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.

Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.

Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.

A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.

Indian Entrepreneurial Culture by A Gupta , New Age International.

Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Course Name: Quantitative Techniques		Semester: I	
Course Code: GC - 07		Credits: 2	Marks: 50
COURSE OUTCOMES: After completion of this course the students will be able to: CO GC07.1 DESCRIBE the stages of scientific research and qualitative research methods. CO GC07.2 COMPARE characteristics of qualitative research and quantitative research. CO GC07.3 CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts CO GC07.4 ANALYZE the use of appropriate Qualitative research methods in real world Business and non-business contexts. CO GC07.5 ASSESS the Qualitative Research work with the help of different quality criteria CO GC07.6 COMBINE Qualitative and Quantitative research approaches in a real world Research project.			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Linear Programming	1.1Concept, Formulation & Graphical Solution 1.2Markov Chains & Simulation Techniques: Marko chains: Applications related to management functional areas, Implications of Steady State Probabilities, Decision making based on the inferences Monte Carlo Simulation, scope and limitations.	7+2
2	Transportation & Assignment	2.1Importance of Decision Sciences & Role of quantitative techniques in decision-making. 2.2Assignment Models: Concept, Flood’s Technique/ Hungarian Method, applications including restricted & multiple assignments. 2.3Transportation Models: Concept, Formulation, Problem types: Balanced, unbalanced, Minimization, Maximization Basic initial solution using North West Corner, Least Cost & VAM, Optimal Solution using MODI.	7+2
3	Decision Theory	3.1Concept, Decision under risk (EMV)&uncertainty 3.2Game Theory: Concept,2 by 2 zero sum game with dominance, Pure & Mixed Strategy 3.3Queuing Theory: Concept, Single Server (M/M/I, Infinite, FIFO) and Multi Server (M/M/C, Infinite, FIFO)	7+2
4	CPM & PERT	4.1Concept, drawing network,	7+2

		identifying critical path Network Calculations: Calculating EST, LST, EFT, LFT, Slack & probability of project completion 4.2 Sequencing problems: Introduction, Problems involving jobs- 2 machines, n jobs- 3 machines & n jobs-m machines; Comparison of priority sequencing rules.	
5	Probability	5.1 Concept, Addition, Conditional Probability theorem-based decision making, (Numerical based on functional areas of business expected). 5.2 Probability Distributions: Normal, Binomial. Interval estimation, standard errors of estimation	7+2

Suggested Textbooks:

N.D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill Publications, 4th Edition

Levin, Rubin, Stinson & Gardner, Quantitative Approaches to Management

J K Sharma-Operations Research Theory & Applications, MacMillan Publishers India Ltd., 4th Edition

K L Sehgal, Quantitative techniques & statistics, Himalaya Publications

Suggested Reference Books:

Anderson, an introduction to management science: Quantitative Approach for decision making- Cengage Learning.

Billey E. Gillett, Introduction to Operations Research, TMGH

Nita Shah, Ravi Gor, Hardik Soni, Operations Research, PHI

Bal Krishnan, Render, Stair, Jr., Managerial Decisions Modelling with Spreadsheets, Pearson Education.

R. Panneerselvam, Operations Research, Prentice Hall India, 2nd Edition.

Course Name: - Indian Knowledge System			Semester -I
Course Code-GC 08		Credits-2	Marks-50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COGC08.1:(Remembering) Identify and recall key themes and teachings of the Bhagavad Gita and the life of Shivaji Maharaj & List major differences between Indian Knowledge Systems (IKS) and Western Management Theories (WMT).</p> <p>COGC08.2:(UNDERSTANDING) Explain the historical and cultural contexts of the Bhagavad Gita and Shivaji Maharaj's leadership & describe principles of ethical dilemmas and decision-making as informed by IKS.</p> <p>COGC08.3:(Apply) Apply Gita-based decision-making frameworks to contemporary organizational challenges & Utilize principles of Jugaad innovation in real-world case studies to enhance resourcefulness</p> <p>COGC08.4:(Analyze) Analyze the leadership qualities of Shivaji Maharaj in relation to modern management practices & compare holistic decision-making in IKS with analytical approaches in WMT..</p> <p>COGC08.5:(Evaluate) Evaluate the effectiveness of servant leadership principles in fostering high-performance teams & assess the relevance of traditional Indian values in contemporary business ethics and practices.</p> <p>COGC08 .6:(Create) Develop strategies for integrating IKS principles into organizational leadership frameworks & design a community engagement plan that incorporates traditional practices within a modern business context.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Leadership and Organizational Behavior from Bhagavad Gita	Overview of the Bhagavad Gita, Historical and cultural context, Key themes and teachings, Role of values, ethics and spirituality in leadership and organizational culture, Motivation, Self-awareness and self-management principles, Developing resilience and emotional intelligence, Inspiring and motivating teams, Team dynamics and conflict resolution in Indian traditions, Gita-based decision-making frameworks, Conflict resolution strategies, Servant leadership principles, Building high-performance teams, Ethical dilemmas and decision-making, Reflection and personal growth exercises.	6+2+0
2.	Insights and Lessons from the	Overview of Shivaji Maharaj's life, historical context, Dharma, Raj Dharma, and Artha, Leadership qualities of Shivaji Maharaj -	6+2+0

	life of Shivaji Maharaj	Leadership in adversity, Leadership styles and effectiveness in different contexts, Shivaji Maharaj's strategic vision and planning, Innovative strategies in warfare and governance, Principles of governance in Shivaji's kingdom, Administration structures and decision-making processes, Efficient and ethical governance, Shivaji Maharaj as an entrepreneur and nation-builder, Economic policies and trade strategies, Cultural values in Shivaji's leadership, Balancing tradition with modernity in leadership, Relevance of Shivaji Maharaj's leadership in contemporary management and leadership	
3.	Comparative Analysis of Indian Knowledge Systems and Western Management Theories	Overview of IKS: Vedas, Upanishads, Darshanas, Overview of Western management theories (WMT), Philosophical foundations and cultural contexts; Individualism (IKS) vs. Collectivism (WMT), Hierarchical structures (IKS) vs. egalitarianism (WMT), Holistic decision-making (IKS) vs. analytical approaches (WMT), Intuition and gut feelings (IKS) vs. data-driven decision-making (WMT), Work-life balance: Concepts of Karma and Dharma vs. Western work ethic, IKS emphasis on sustainability vs. Western focus on short-term gains, Strategic alignment with societal goals: IKS principles vs. shareholder value maximization in the West, Synergies and integration of IKS and Western management practices	6+2+0
4.	Indigenous Management Practices and Frameworks – Jugaad	Jugaad - Definition and Principles, Key principles of frugal innovation, Historical context and cultural significance in India; The Jugaad Mindset, Characteristics of a Jugaad innovator, Comparison with conventional innovation models, Importance of resourcefulness and creativity, Case Studies of Jugaad Innovation, Analysis of successful Jugaad innovations in India, impact on communities and industries, Sector-Specific Case Studies – Healthcare, Agriculture, Automobiles, Education, etc., Scaling Jugaad Innovations, Sustaining Jugaad Innovations, Frugal innovation in other countries,	6+2+0

		Emerging trends and technologies in frugal innovation.	
5.	Indigenous Management Practices and Frameworks - The role of family and community in Indian business	Historical context of family and community roles in Indian business, Joint family systems, Community Networks, Characteristics of family-owned businesses, Leadership styles, Cooperative movements in India, Social enterprises and their impact on local communities, Role of community support in business sustainability, Cultural values and their influence on business ethics, Role of traditional values in contemporary business practices, Ethical decision-making influenced by family and community, Corporate Social Responsibility in the Indian context, Community engagement strategies, Challenges faced by family and community businesses, Succession planning, leadership transition, Conflict resolution, Opportunities for growth and innovation, Adapting traditional practices to modern business environments, Emerging trends and their impact on family and community roles, Technology and globalization's influence on traditional practices.	6+2+0

Indicative Case Studies

- 1.Amul: The Cooperative Movement - Focus: Cooperative model, rural empowerment, supply chain management.
- 2.The Dabbawalas of Mumbai - Focus: Operational excellence, Six Sigma, traditional logistics systems, Supply chain efficiency, customer satisfaction.
- 3.Fabindia: Crafting Success- Focus: Handicrafts, sustainable sourcing, social entrepreneurship.
- 4.Tata Group: Pioneering Corporate Social Responsibility- Focus: CSR practices, ethical business, community development.
- 5.Jaipur Foot: Affordable Prosthetics - Focus: Social innovation, frugal engineering, inclusive growth.
- 6.Patanjali: Revolutionizing FMCG - Focus: Ayurvedic products, brand positioning, market disruption.

7. SEWA (Self-Employed Women's Association): Empowering Women - Focus: Women empowerment, microfinance, cooperative movement.
8. ITC's e-Choupal: Digitizing Rural India - Focus: E-commerce, rural development, supply chain integration.
9. Lijjat Papad: Women's Cooperative - Focus: Women entrepreneurship, cooperative model, business sustainability.
10. Haldiram's: Traditional Snacks, Modern Business - Focus: Brand evolution, quality management, market expansion.
11. Reliance Jio: Disrupting Telecom - Focus: Market disruption, technology adoption, customer acquisition.
12. Tata Nano: The World's Cheapest Car - Focus: Frugal innovation, product development, market challenges.
13. Biocon: Building a Global Biotech Company - Focus: Research and development, strategic alliances, global expansion.
14. Shahnaz Husain: Globalizing Ayurveda - Focus: Brand building, international marketing, traditional knowledge.
15. Cafe Coffee Day: Creating a Coffee Culture - Focus: Brand positioning, customer experience, market expansion.
16. Mahindra & Mahindra: Driving Innovation - Focus: Product diversification, innovation strategies, global expansion.
17. Godrej: From Locks to Consumer Goods - Focus: Diversification, brand evolution, sustainability practices.
18. Infosys: Leadership and Growth - Focus: Corporate governance, employee empowerment, innovation.
19. Tata Steel: Global Expansion and CSR - Focus: Globalization, corporate social responsibility, sustainable practices.
20. Zomato: Revolutionizing Food Delivery in India - Focus: Technology integration, customer engagement, market expansion.

Course Name: Basics of Business Analytics			Semester: I
Course Code: GE - 01		Credits: 2	Marks:50
<p>COURSE OUTCOMES: After completion of this course the students will be able to -</p> <p>COGC05.01: REMEMBERING - Identify the benefits of using data for decision-making.</p> <p>COGC05.02: UNDERSTANDING - Understand the role and significance of data analytics in business.</p> <p>COGC05.03: APPLYING - Apply survival analysis to operational data.</p> <p>COGC05.04: ANALYSING Analyse real-world case studies to see data analytics in action.</p> <p>COGC05.05: EVALUATING - Evaluate two operations analytics case studies to identify the application of analytical techniques.</p> <p>COGC05.06: CREATING - Case Studies on Data Analytics in Business</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction on Business Analytics	Definition and Meaning of Business Analytics Importance of Data Analytics Data Analytics Influences on Business Decisions Business Intelligence vs. Data Analytics	4 +3
2	Basics of Machine Learning	Meaning, definition of Python, R Language, Meaning, definition of Programming, Types of Programming- Linear-Interger Programming, Goal Programming, Heuristic Programming	5+4
3	Importance of Data Analytics	Role of Data Analytics in Business Benefits of Data-Driven Decision Making Case Studies on Data Analytics in Business	6+3
4	Management Functions Area Application-I	Finance Analytics- Time Series Analysis, Security Analysis & Portfolio Management, Marketing - Market Basket Analysis, Customer Segmentation, Consumer Choice Analysis	6+4
5	Management Functions Area Application-III	Operation - Survival Analysis, Two Operations Analytics Case Studies and HR- HRM Data and Metrics, Two HRM Analytics Case Studies	6+2

Suggested Textbooks: -

1. Basics of Business Analytics (English, Paperback, Dr. P. Senthilkumar, amp, Dr. J. Nimala)
2. Business Analytics, by James R. Evans (Author)

Suggested Reference books: -

1. Fundamentals of Business Analytics, by R N Prasad (Author), Seema Acharya (Author)

Additional Resources:

Web Resources:

<https://business.wfu.edu/masters-in-business-analytics/articles/what-is-analytics/#:~:text=The%20Definition%20of%20Business%20Analytics,to%20create%20insights%20from%20data>.

Course Name: Written Analysis and Communication Lab		Semester: I	
Course Code: GE03	Credits: 2	Marks: 50	
After completing this course, students will be able to: COGE03.01: REMEMBERING - DESCRIBE the stages in a typical communication cycle and identify the barriers to effective communication. COGE03.02: UNDERSTANDING - SUMMARIZE long essays and reports into précis and executive summaries. COGE03.03: APPLYING - USE a dictionary and thesaurus to draft and edit various types of business written communication. COGE03.04: ANALYSING - EXAMINE sample internal communications in a business environment for potential improvements. COGE03.05: EVALUATING - COMPOSE various types of letters, notices, memos, and circulars. COGE03.06: CREATING - DEVELOP innovative business communication strategies and materials.			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Written Communication	Different types of communication: letters, memos, reports, fax, email, presentations, and multimedia. Choosing the means of communication. Stages in the communication cycle. Barriers to effective communication. Communication systems.	5
2.	Writing Techniques	Rules of good writing, adaptation, and selection of words, avoiding masculine terms. Writing with style: choosing words with the right strength and vigor, using a thesaurus. Writing effective sentences and developing logical, coherent paragraphs. Précis writing, drafting, editing, and finalizing business letters. Planning persuasive messages: common types of persuasive requests and principles of persuasive communication. Reformulating and summarizing: using synonyms and antonyms, reducing phrases, guidelines for writing summaries and business summaries. Comprehension: using a dictionary, grammatical precision, contextual clues, guidelines for comprehension.	7
3.	Recruitment and Employment Correspondence	Writing application letters, curriculum vitae, and handling interviews and references.	6

		Drafting offers of employment, job descriptions, letters of acceptance, and letters of resignation. Writing routine and persuasive letters.	
4.	Internal Communications	Writing memoranda, meeting agendas, and minutes. Drafting memos, circulars, notices, and emails. Composing positive and negative messages such as letters of appreciation, congratulations, warnings, and show-cause notices. Writing follow-up letters, reminders, sales letters, collection letters, and posters. Report writing: objectives, types, planning, process, structure, layout, headings, logical sequencing, graphs, charts, executive summaries, and characteristics of business reports.	6
5.	External Communications	Drafting public notices, invitations to tender bids, auction notices, etc. Writing business proposals and preparing press releases and press notes.	6

Suggested Textbooks:

Business Communication Today by Bovee C. L. et al., Pearson Education

Business Communication by P. D. Chaturvedi, Pearson Education

Business Communication by T. N. Chhabra and Bhanu Ranjan, Sun India

Verbal and Non-Verbal Reasoning by Prakash P., Macmillan India Ltd., New Delhi

Objective English by Thorpe E. and Thorpe S., Pearson Education, New Delhi

Suggested Reference Books:

Communication Skills for Effective Management by Hargie et al., Palgrave

Communication for Business by Tayler Shinley, Pearson Education

Technical Communication by Anderson P.V., Thomson Wadsworth, New Delhi

The Oxford Guide to Writing and Speaking by John Seely, Oxford University Press, New Delhi

Dictionary of Common Errors by Turton N.D. and Heaton J.B., Addison Wesley Longman Ltd.

Course Name: Management Fundamentals			Semester: I
Course Code: GE -04		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to -</p> <p>COGE04.01: REMEMBERING - ENUMERATE various managerial competencies and approaches to management.</p> <p>COGE04.02: UNDERSTANDING - EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.</p> <p>COGE04.03: APPLYING - MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.</p> <p>COGE04.04: ANALYSING - COMPARE various organizational structures of variety of business and not-for-profit entities in a real-world context.</p> <p>COGE04.05: EVALUATING - BUILD a list of the decision-making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision-making situations and EVALUATE and EXPLAIN the same.</p> <p>COGE04.06: CREATING - FORMULATE and DISCUSS a basic controlling model in a real-life business, startup and not-for-profit organizational context.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Introduction to Management	Evolution of Management, Definition of Management, Principles of Management, Functions of Management, Role of Manager, Types of Managers, Managerial skills- skills required to lead an organization in new normal.	4 +1
2	Organization	Formal and Informal, Line and staff relationship, Centralization Vs. Decentralization, Basic issues in organizing, work specialization, chain of command, delegation, span of management, Organization Structure - bases for Departmentation Aspects of effective Communication Organizational Culture: Cultural Diversity, Multi Ethnic Workforce, Organizing Knowledge resource.	5+4
3	Planning	Nature & elements of planning, Planning process, MBO & MBE; Decision-making process, Meaning and definition of Controlling, process of controlling, types of control, Discussion in context of new age conundrum	6+2
4	Challenges in Management	Thriving in the new normal, Change Management - Reaction to change- Planning organizational Change, New trends in management -	8+2

5.	Discussion on relevant articles	Discussion on various articles from reputed Journals, related to the subject.	4+2
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Suggested Textbooks: -

1. Robbins, S.P. and Decenzo, D.A., Fundamentals of Management, Pearson Education Asia, NewDelhi.
2. Koontz and Wechrich, Management, Tata McGraw Hill.
3. Stoner, et. al., Management, Practice Hall of India, NewDelhi.

Suggested Reference Books: -

1. Hellregel, Management, Cengage Learning, Bombay.
2. Robbins & Coulter, Management, Prentice Hall of Hall of India, NewDelhi.
3. Satya Raju, Management - Text & Cases, PHI, NewDelhi.
4. Richard L. Draft, Management, CengageSouth-Western.

Additional Resources:

Web Resources:

<http://www.druckerinstitute.com/link/about-peter-drucker/>

The Five Minds of a Manager by Gosling, Jonathan; Mintzberg, Henry.

Harvard Business Review, Nov 2003, Vol. 81 Issue 11,

<http://www.druckerinstitute.com/link/about-peter-drucker>

Course Name: MS Excel		Semester: I	
Course Code: GE - 03	Credits: 2	Marks: 50	
<p>COURSE OUTCOMES: After completion of this course the students will be able to:</p> <p>COGE03.1 Remembering: SELECT appropriate menus and functions of MS Excel to Create, Format, Import, Merge, Save, Print Spreadsheets & Charts using business data.</p> <p>CO GE03.2 Understanding: SHOW how to do basic troubleshooting and fix mistakes most people make when working with spreadsheets.</p> <p>CO GE03.3Applying: USE various functions of MS Excel, Execute pivot table analysis, common (and powerful functions), and different types of lookups (vlookup, hlookup, and index/match).</p> <p>CO GE03.4 Analyzing: ILLUSTRATE the use of the most commonly used data-manipulation commands in MS Excel.</p> <p>CO GE03.5 Evaluating: DERIVE insights from multiple data sources in MS EXCEL and work with it to answer relevant business questions.</p> <p>CO GE03.6 Creating: CREATE standard Excel Templates for routine business data management and analysis activities.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction to Spreadsheets	Understanding Microsoft Excel, Excel Workbook Windows, Basic Spreadsheet Skills, Excel Help System, Opening and Closing Workbooks, Understanding Workbook File Formats, Creating New Workbooks, Selecting Cells, Auto Sum and Auto Fill Function, Cell Referencing and Request, Formatting Cells, Formatting Numbers, Placing Cell Alignment, Cell, Rows and Columns, Understanding Worksheets, Editing, Copying and Moving Cells, Page Layouts in Excel, Proofing Workbooks, Basic Options, Ribbons and Toolbar	4
2	Defining Names in Excel	Defining Names in Excel, Sorting Data, Using Excel Tables, Filtering Data in Excel, Understand Charts, Chart Design Options and Tools, Chart Format Tools, Combo Charts, Functions within Excel, Understanding Date Function, Information Functions, Logical Functions, Find and Replace, Headers and Footers, Adding Comments, Conditional Formatting.	5
3	Using Text to Columns	Using Text to Columns, The Paste Special Function, Data Validation, Subtotals and Grouping, Consolidating Data, Scenario Analysis, Data Tables in Scenario Analysis, What-if Analysis,	7

		<p>Mats and Trig Functions, Text Functions in Excel, Using Lookup Functions, Vlookups, Hlookups, Match, Using Statistical Functions, Database Functions, Financial Functions, Formula Auditing and Error Tracing, Hyperlinks in Excel, Linking Data, Understanding Pivot Tables, Using Pivot Charts, Workbook Properties, Protecting and Sharing Worksheets, Data Encrypting and Finalising Workbooks, Understanding Macros, Custom Number Formats in Excel, Using Custom Lists, Working with Templates, Tracking Changes in Excel, Merging and Compare Excel Workbooks.</p>	
4	Using Pivot tables – Slicers	<p>Report Filters for basic analytics, Contact Management and Marketing with Excel, Managing Customers, Vendors and Employees, Gaining Product and Service Insights, Sales reports using Excel, Supervising Sales with Excel, Preparing Invoices, Assessing Account Aging, Analyzing Demographics, Creating Scheduling and Marketing Calendars, Creating Standard Excel Templates for routine business data management and analysis activities.</p>	7
5	Managing Money with Excel	<p>Building & Tracking Budgets, Planning and Tracking Loans, Keeping Account Registers, Creating Formulas for Financial Applications, PV, PMT, NPER, RATE, Creating Balance Sheet, Investment Calculations, Depreciation calculations, Lab based Evaluation, Gauging Business Status with Excel, Configuring Cash Flow Statements, Resolving Business Ratios, Creating Standard Excel Templates for routine business data management and analysis activities.</p>	7

Suggested Textbooks:

Excel 2016 Bible, John Walkenbach, John Wiley & Sons

Excel: Formulas & Functions, Robert Dinwiddie

Excel 2007 for Dummies by Greg Harvey

New Perspectives on Microsoft Office Excel 2007

Microsoft Excel 2016 Step by Step, Curtis Frye

Course Name: Selling and Negotiation Skills Lab			Semester: I
Course Code: GE - 04		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to :</p> <p>CO GE04.1 Remembering: LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals.</p> <p>CO GE04.2 Understanding: EXPLAIN the concepts and terms that are central to personal selling.</p> <p>CO GE04.3: Applying: APPLY personal selling process and skills in real-life selling situations.</p> <p>CO GE04.4 Analysing: ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale for a real-world product/ service / e-product / e-service.</p> <p>CO GE04.5 Evaluating: DEVELOP a customer plan that identifies all elements of personal selling, essential for creating successful sales for a real-world product/ service / e-product / e-service</p> <p>CO GE04.6 Creating: DESIGN sales presentations for a real-world product/ service / eproduct / e-service and for variety of selling situations.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Personal Selling & Salesmanship	Defining Personal selling and salesmanship, selling as a profession, Objectives and Significance of personal selling in digital era, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethical and Legal Considerations in Personal Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals - Physical, Mental, Social and Character Traits. Theories of Selling: AIDA, right set of circumstances theory of selling, Buying Formula theory of selling, Behavioral Equation theory, Pre sales, Post Sales and sales coordination	4
2	Personal Selling Process I	Prospecting- objectives, sources and methods, Sales funnel, Lead Generation, Getting appointment, Sales	7

		Responsibilities and Preparation; Pre approach-step toward sales planning- elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/ demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, non- directive questions, rephrasing, redirect questions; Sales Leads, Account Management, Building long-term partnership by Selling, Strategic Understanding of Company, Products, Competition, and Markets Strategic Understanding of Company, Strategic Understanding of Products.	
3	Personal Selling Process II	Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management. Customer Service: meaning of Customer Service, Importance of Customer Satisfaction Customer Follow-Up Strategies, Customer Service Questionnaire, Evaluating Customer Service	7
4	Personal Selling Skills	What Companies Look for in New Salesperson, Negotiation, Communicating Effectively with Diverse Customers – Meaning of Communication, Developing Communication Skills, essentials of Effective Communicator, Communication Styles, making choice of Communication Style, Communication and Trust Building , Listening Skills, Presentation and Demonstration, Body Language- Space, Moments, Eye Contacts & Postures, Interpersonal skills, Follow up Calls,	3

		Writing Effective Sales Letters and e-mails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself, Managing Time and Territory Self-Management Effectiveness and Efficiency Sales Activities, Setting Priorities Account And Territory Management, Working Smarter , Cold Call Mechanism, Tools and Technical aids for Selling	
5	Personal Selling Applications and Situations	Careers in Personal Selling / Sales, Selling of services- financial, IT and telecommunication, advertising, education; Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods - convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers Market; Selling to end users, intermediaries, government departments and agencies; Selling individual and groups	4

Note: 1. The course should be delivered from a skills building perspective.

2. Principles should be supplemented by live exercises on personal.

Suggested Textbooks:

1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd.
2. Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition.
3. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India
4. How to Win Friends and Influence People, Dale Carnegie
5. The Art of Closing the Sale, Brian Tracy, Pearson Education.
6. Questions are the answers: Allen Pease

Suggested Reference Books:

1. Sales Management, Bill Donaldson, Palgrave Publications
2. You can negotiate anything, Herb Cohen
3. Managing Sales Leads, Crocker and Obermayer, American Marketing Association

Course Name: Contemporary Frameworks in Management			Semester: I
Course Code: GE-06		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to:</p> <p>CO GE06.1 Remembering: Understanding various traits, theories, models of emotional intelligence and its implications to address key questions within the organizations.</p> <p>CO GE06.2 Understanding: Describe how companies can become good to great through their leaders and right positioning of people and explain why and how most companies fail to make the transition</p> <p>CO GE06.3 Applying: Explain the importance of team dynamics & a systems perspective for the leadership role and challenges of managing people in organizations.</p> <p>CO GE06.4 Analysing: Scrutinize the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.</p> <p>CO GE06.5 Evaluating: Application of different ideas and information effectively to rebuild individual, team, managerial and leadership behaviour to achieve organizational excellence in a positive and collaborative manner to achieve common culture.</p> <p>CO GE06.6 Creating: Design Individual Assessment with the help of EQ, Habits and Team's susceptibility to five dysfunctions.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Emotional Intelligence	<p>What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and Ability EI, 5 Dimensions of Trait EI Model - Self Awareness (SA), Managing Emotions (ME), Motivation (M), Empathy (E), Social Skills (SS) - Self-awareness (SA) - Self Awareness, Seeing the other side, Giving in without giving up, Life Positions – you and only you can choose your mindset, Managing Emotions (ME) - Self-Regulation, Managing Emotions, the 'EQ brain' and how it works, the science of emotions, Understanding Emotions, Find your self-control,</p>	6

		<p>Using Coping Thoughts, Using Relaxation Techniques, Self-Motivation (M) – Optimism, Pessimism, The balance between optimism and pessimism, the power of re-framing, Empathy (E) – Empathy, Barriers to empathy, Developing your empathy, Social Skills (SS) - Social skills, making an impact, creating a powerful first impression, Assessing a situation, being zealous without being offensive, Traits of a person with high social skills. Determine your EQ</p>	
2	The 7 habits of highly effective people	<p>Paradigms and principles, Inside-out, The seven habits - an overview - Private victory Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize: principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal</p>	6
3	Five dysfunctions of a team	<p>Absence of trust—unwilling to be vulnerable within the group, Fear of conflict—seeking artificial harmony over constructive passionate debate, Lack of commitment—feigning buy-in for group decisions create ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low standards, Inattention to results—focusing on personal success, status and ego before team success</p>	6

4	The 21 irrefutable laws of leadership	The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle, The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.	6
5	Good to Great	Level 5 Leadership - Leaders who are humble, but driven to do what's best for the company, First Who, Then What: Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus (different positions in the company), Confront the Brutal Facts: The Stockdale paradox, Hedgehog Concept: Three overlapping circles: What lights your fire ("passion")? What could you be best in the world at ("best at")? What makes you money ("driving resource")? Culture of Discipline: Rinsing the cottage cheese, Technology Accelerators: Using technology to accelerate growth, within the three circles of the hedgehog concept, The Flywheel: The additive effect of many small initiatives.	6

Suggested Textbooks:

Emotional Intelligence, Daniel Goleman

The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey

The Five Dysfunctions of a Team: A Leadership Fable, Patrick M. Lencioni

The 21 Irrefutable Law of Leadership-John C. Maxwell

Good to Great, Jim Collins

Suggested Reference Books:

https://www.youtube.com/watch?v=Ro0NBgHo_a8

<https://www.youtube.com/watch?v=EQyLMvivW2s>

<https://youtu.be/xaTmv67WpRM>

https://youtu.be/zu7_q8bXMi0

<https://youtu.be/XVI1YZdma08>

<https://youtu.be/xclBUeypNRo>

<https://youtu.be/7cKqKSVhzy4>

<https://youtu.be/ICCITIC59Gg>

(659) Book Summary | The 21 Irrefutable Laws of Leadership | John C. Maxwell - YouTube

Course Name: Essentials of Psychology for Managers			Semester: I
Course Code: GE07		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COGE07.01: REMEMBERING – DEFINE the basic concepts of psychology.</p> <p>COGE07.02: UNDERSTANDING - EXPLAIN the sensing and perceiving processes.</p> <p>COGE07.03: APPLYING - APPLY principles of learning and conditioning to human behavior.</p> <p>COGE07.04: ANALYSING - ILLUSTRATE the linkages between learning, memory and information processing.</p> <p>COGE07.05: EVALUATING – EXPLAIN the basic intrapersonal processes that influence social perception.</p> <p>COGE07.06: CREATING - DESIGN and implement experiments to study psychological phenomena and analyze the results.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Foundations of Psychology	<p>Introduction to Psychology: Definitions, Goals, and History.</p> <p>Modern Psychology: Key Perspectives and Grand Issues.</p> <p>Trends in Psychology for the New Millennium.</p> <p>Biological Bases of Behavior: Neurons and the Nervous System.</p> <p>The Brain and Consciousness: States of Consciousness, Dreams, Hallucinations.</p> <p>Heredity and Behavior: Genetics and Evolutionary Psychology.</p>	6
2.	Sensation and Perception	<p>Understanding Sensation and Perception.</p> <p>Sensory Thresholds and Sensory Adaptation.</p> <p>The Senses: Hearing and Vision.</p>	6

		<p>Perceptual Processes and Information Processing: Bottom-Up and Top-Down Processing.</p> <p>Culture, Experience, and Perception.</p> <p>Perceptual Constancy, Expectations, and Illusions.</p> <p>Gestalt Theory and Perceptual Development.</p>	
3.	Learning and Conditioning	<p>Definition of Learning and Basic Concepts.</p> <p>Classical Conditioning and Instrumental Conditioning.</p> <p>Comparing Classical and Instrumental Conditioning.</p> <p>Biofeedback, Reinforcement, and Schedules of Reinforcement.</p> <p>Verbal Learning and Basic Conditioning Phenomena.</p> <p>Social Behavior and the Role of Reinforcement.</p> <p>Transfer of Training and Learning by Observing Models.</p> <p>Biological Limits to Learning.</p>	6
4.	Memory	<p>Interconnected Processes of Learning and Memory.</p> <p>Types of Information Stored in Memory.</p> <p>Measures of Retention.</p> <p>The Three Components of Memory: Encoding, Storage, Retrieval.</p> <p>Theories of Forgetting: Interference and Decay.</p> <p>Information Processing Models: Separate-Store and Levels of Processing.</p> <p>Issues in Memory.</p>	6
5.	Cognition and Emotion	<p>Thinking: Mental Imagery, Problem Solving, and Decision Making.</p> <p>Concept Formation and Language Development.</p> <p>Relationship Between Language and Thinking.</p> <p>Emotion: Definitions, Physiology, and Expression.</p> <p>Theories of Emotion: Common Sense, James-Lange, Cannon-Bard, and Cognitive Arousal.</p> <p>Labelling Emotions: Verbal and Non-Verbal Cues.</p>	5

Suggested Text Books:

"Psychology" by Ciccarelli, S. K., & Meyer, G.E., Pearson Education Ltd.

"Introduction to Psychology" by Clifford T. Morgan, Richard A. King, John R. Weisz, and John Schopler, Indian Edition.

Suggested Reference Books:

"Essentials of Understanding Psychology" by Feldman, S.R., Tata McGraw Hill.

"Psychology" by Baron, R.A., & Misra, G., Pearson Education Ltd.

Course Name: Demand Analysis and Forecasting			Semester: I
Course Code: GE-08		Credits: 2	Marks: 50
COURSE OUTCOMES: After completion of this course the students will be able to : COGE08.1 Remembering DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting. COGE08.2 Understanding SUMMARIZE the use of demand forecasting in various functions of management. COGE08.3 Applying APPLY the forecasting Techniques/Models (both Qualitative and Quantitative) COGE08.4 Analysing DECONSTRUCT a forecast into its various components COGE08.5 Evaluating BUILD a forecast for common products and services using time-series data. COGE08.6 Creating Demonstrate conceptual understanding of Demand Planning and management			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Demand Analysis:	An Overview, Significance of Demand Analysis and Forecasting, How Predictable Is the Future? Some Causes of Forecast Error, Myths versus Reality of Forecasting, Data Collection, Storage, and Processing Reality, Art- of-Forecasting, Reality of Judgmental Overrides, Reality of Unconstrained Forecasts, Constrained Forecasts, and Plans, Accuracy of Forecast, Short Run Forecast, Long Term Forecast. Applications of Forecasting – Forecasting economic trends, Sales Forecasts, Staffing forecasts, budgeting, revenue and tax planning, cash flows forecasting, raw material planning, inventory planning, etc.	6
2	Estimation of Demand	Marketing Research Techniques - Consumer Surveys, Consumer Clinics and Focus	6

		Groups, Market Experiments in Test Stores. Statistical Estimation, Variable Identification, Time Series and Cross Sectional Data Collection, Specification of the Model, Estimation of the Parameters, interpretation of Regression Statistics.	
3	Forecasting Demand	Overview of Forecasting Methods, Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Qualitative Forecasting Techniques - Survey and Opinion Polling Techniques, Delphi Method, Cross Impact Analysis, Historical Analogy.	6
4	Quantitative Forecasting Methods	Using Time Series Data: Time Series Analysis - Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques, Moving Averages, Exponential Smoothing, Single Exponential Smoothing, Holt's Two-Parameter Method, Holt's-Winters' Method, Winters' Additive Seasonality Standard Statistical Error Terms, Specific Measures of Forecast Error.	6
5	New Product Forecasting	Differences between Evolutionary and Revolutionary New Products, General Feeling about New Product Forecasting, New Product Forecasting Overview, What Is a Candidate Product? New Product Forecasting Process, Structured Judgment Analysis, Structured Process Steps, Statistical Filter Step.	6

Suggested Textbooks:

1.Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase

Demand Forecasting for Managers, Stephan Kolassa

Forecasting: Principles and Practice, George Athanasopoulos and Rob J. Hyndman

Suggested Reference Books:

Course Name: Business, Government and Society			Semester: I
Course Code: GE09		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to -</p> <p>COGE 09.01: REMEMBERING – Identify the government bodies and the roles of Government and regulatory bodies.</p> <p>COGE 09.02: UNDERSTANDING - Business as blending of people across the globe, community, technology, cultural and socioeconomic aspects of global business.</p> <p>COGE 09 .03: APPLYING - Identify macroeconomic aspects and roles of government in economic development in Indian context.</p> <p>COGE 09.04: ANALYSING) Analyse the inter-linkages between economic growth and socio-economic.</p> <p>COGE 09.05: EVALUATING - Assess the forces for and against Globalization, its relevance to socio-economic development in India.</p> <p>COGC09.06: CREATING - Discuss Business as blending of People, Community with respect to Technological, Cultural and Socioeconomic aspects</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Roles of Government and regulatory bodies	Economic roles of government, Regulation of Business, foreign direct investment, Interdependence and Conflict, Regulatory bodies and their significance	4 +1
2	Poverty, Inequality and economic growth	Industrial Development, Sectoral growth, RuralUrban Dynamics, Trade and Development, State and the Market	5 +2
3	Public Private Partnerships	Privatization and Economic Growth, The Public Private Partnerships and its Rationale, Different Kinds of PPP, Discussion of the privatization in different sectors	5+3
4	Multinational Corporations	Globalization of Business, Globalization of the Indian Firms, MNCs and their strategy of coping with Global Competition	5+2
5	Social aspects of Business	Social aspects of Business as Blending of People across the globe. Community, Technology, Cultural and Socioeconomic aspects of Global business	5+2

Suggested Textbooks:

1. Steiner J. & Steiner G. (2015), Business, Government & Society: A Managerial Perspective, Tata McGraw Hill.
2. David P. (2012), Business and Its Environment International Edition, Pearson.
3. Douglas E.G. (1993), Business, Government and Society, Prentice Hall.

Suggested Reference Books:

1. Freeman, R.E., Harrison, J. S., and Wicks, A. C. (2007), Managing for Stakeholders: Survival, Reputation, and Success, New Haven: Yale University Press.
2. Muller, J. Z. (2002), The Mind and the Market: Capitalism in Modern European Thought, New York: Knopf.
3. Smith, Adam (1937), The Wealth of NationsEd: E. Cannan. New York: Modern Library.
4. Chandler, A. D. (1984), The Emergence of Managerial Capitalism, Business History Review.

Additional Resources:

EPW (Economic & Political Weekly)

HBR (Harvard Business Review)

Business Daily (Bs Line, Bs Std, Economic Times)

Course Name: -Project Management		Semester -I	
Course Code-GE10		Credits-2	Marks-50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>CO.GE10.1 (Remembering) DEFINE the key terms and concepts in project management.</p> <p>CO. GE10.2(Understanding) EXPLAIN the Importance of project management methodologies and tools at the distinct stages in the Project's life cycle</p> <p>CO. GE10.3:(Apply) EXAMINE the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions</p> <p>CO. GE10.4:(Analyze) EXAMINE the importance of Leadership specifically in heterogenous and virtual teams as well as governance and approaches to conflict resolutions</p> <p>CO. GE10.5:(Evaluate) DESIGN dashboard, status report and index for Key Performance Indicators of project for the Management.</p> <p>CO. GE10.6:(Create) Estimate the time and cost requirement for a given project.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Overview of Project Management	Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle, Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, Main Causes of Project Failure. Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, Coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices.	5+1
2.	Project Scheduling & Risk Management	Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources, Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets, Types of Costs, Refining	5+1

		<p>estimates and contingency funds. Developing a</p> <p>Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network,</p> <p>Activity-on-Node Fundamentals, Network Computation process, Using the Forward and Backward pass information,</p> <p>Level of Detail for activities, Extended Network techniques</p>	
3.	Project Scheduling & Risk Management	<p>Scheduling Resources and Reducing Project Duration: Types of</p> <p>Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking,</p> <p>Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing</p> <p>project duration, Options for accelerating Project Completion, Concept and construction of a Project Cost – Duration</p> <p>Graph, Practical considerations. Managing Risk: Risk Management process – Risk Identification, Risk Assessment, Risk</p> <p>Response Development, Contingency Planning, Risk Response Control, Change Control Management.</p>	5+1
4.	Project Organization	<p>The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling, Skills of the Project Manager – Leadership Abilities, Coaching & mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem</p>	5+1

		<p>Solving Skills, Time Management Skills, Delegation, Management of Change. Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict.</p> <p>Managing Virtual Project teams, Project team pitfalls.</p>	
5.	Project Evaluation	<p>Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance, need for an Integrated Information System, developing a dashboard, status report and index to monitor progress, Forecasting final project cost, Other control issues. Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.</p>	5+1

Suggested Text Books:

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill
2. Effective Project Management, Clements and Gido, Thomson – India Edition.
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Wiley India
4. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill

Suggested Reference Books:

1. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI Publication

Semester II

Course Name: GC –09: Marketing Management		Semester: II	
Course Code: GC - 09	Credits: 3	Marks: 100	
COURSE OUTCOMES: After completion of this course the students will be able to: COGC09.1 Remembering the key terms associated with the 4 Ps of marketing for a real-world marketing offering. COGC09.2 DEMONSTRATE the relevance of marketing mix concepts and frameworks for a real-world marketing offering (commodities, goods, services, e-products/ e-services.) COGC09.3 APPLY marketing Mix decisions for a real-world marketing offering (commodities, goods, services, e-products/ e- Services.) COGC09.4 Analyse marketing issues pertaining to Marketing Mix and Marketing Plan in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services COGC09.5 Evaluate the interrelationships between various elements of Marketing mix in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services COGC09.6 Create a marketing plan for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Product	Meaning, The Role of Product as a market offering, Goods & Services Continuum Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process - Idea Generation to commercialization. Branding: Concept, Definition and Commodity vs. Brand, Product Vs Brand, and Concept of Brand equity	7+2
2	Pricing	Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, determining demand, estimating costs, analyzing competitors’ pricing, selecting pricing method, selecting final price. Adapting	7+2

		the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes.	
3	Place	Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics	7+2
4	Promotion	Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, choosing media, selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies.	7+2
5	Product Level Planning	Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing audit.	7+2

Suggested Textbooks:

Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson

Marketing Management- Text and Cases, Tapan K Panda, Excel Books

Marketing Management, Ramaswamy & Namakumari, Macmillan.

Marketing Whitebook

Course Name: GC – 10 Financial Management			Semester: II
Course Code: GC-10		Credits: 3	Marks: 100
COURSE OUTCOMES: After completion of this course the students will be able to - COGC 10.01: REMEMBERING –DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, and Capital Budgeting. COGC 10.02: UNDERSTANDING - EXPLAIN in detail all theoretical concepts throughout the syllabus. COGC 10 .03: APPLYING - Apply the basic concepts of Financial Management for making business decisions COGC 10.04: ANALYZE: The situation and comment on financial position of the firm Estimate working capital required · Decide ideal capital structure · Evaluate various project proposals. COGC10.05: EVALUATING - Evaluate financial decisions for maximization of Shareholders wealth COGC10.06: CREATING - Develop comprehensive review of business performance for a real-life company			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Role of the Finance Function	Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Functions of Finance Manager.	3+1+1
2	Working Capital Management	Working Capital Management: Meaning of Working Capital, its components& types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method)	4+2+4

3	Capital Budgeting Principles and Techniques	Meaning Definition and Nature of Capital Budgeting; Time value of money; identifying Relevant Cash Flows; Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR,	4+2+4
4	Financial Statement Analysis	Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis., Fund	4+2+4
5	Capital Structure	Meaning, Concept, Importance, Factors affecting Capital Structure- Internal Factors, External Factors & General Factors, Cost of Capital- Meaning, weighted Average Cost,	4+2+4

Suggested Textbooks: -

1. Van Horne, J. C., & Wachowicz, J. M. (2015)., Fundamentals of Financial Management, 13th edn, Pearson

Education.

2. Chandra, P. (2016)., Financial management, 10e., Tata McGraw-Hill Education.

Reference Books: -

1. Ross, S. A., Westerfield, R. W., Jaffe, J., Jordan B. D. & Kakani, R. K. (2017)., Corporate Finance, 11e (SIE).

McGraw-Hill Education.

2. Pandey, I. M. (2015)., Financial Management, 11th edn. Vikas Publication House P. Ltd. New Delhi.

Additional Resources: -

Case Study: -

- “Clarkson Lumber Co.” by Thomas R. Piper, Harvard Business Publishing, 297028-PDF-ENG

Article: -

- Collingwood, H. (2001). The earnings game: Everyone plays, nobody wins. Harvard Business Review, 631XPBK-ENG

Additional Note: -

Numerical Problems will be asked from the following sections: -

1. Ratio Analysis
2. Estimation of cash flows for Capital Budgeting Projects
3. Evaluation of Capital Budgeting Projects using ARR, Payback Period, Discounted Payback Period, NPV, PI
& IRR.
4. Working Capital

Course Name: Human Resource Management			Semester: II
Course Code: GC11		Credits: 3	Marks: 100
<p>After completing this course, students will be able to:</p> <p>COGC11.01: REMEMBERING – RECALL and DESCRIBE key concepts, terminologies, and models in Human Resource Management, including HR planning, job analysis, performance management, compensation, and emerging HR trends</p> <p>COGC11.02: UNDERSTANDING – UNDERSTAND fundamental concepts, models, and practices of Human Resource Management, including strategic HRM, talent acquisition, and retention, to real-world business scenarios.</p> <p>COGC11.03: APPLYING – APPLY knowledge of compensation management, including current trends, wage differentials, and incentive plans, to develop fair and motivating compensation structures for organizations.</p> <p>COGC11.04: ANALYSING - ANALYZE various HRM functions such as performance management, training and development, and compensation management to identify areas of improvement and implement effective HR strategies.</p> <p>COGC11.05: EVALUATING - EVALUATE the effectiveness of different HR policies and practices, including job analysis, recruitment and selection processes, and performance appraisal methods, using established frameworks and models.</p> <p>COGC11.06: CREATING - CREATE comprehensive HR plans and strategies that address organizational challenges, incorporating innovative HR trends such as HRIS, HR accounting, and shared services.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Foundations of Human Resource Management	Introduction to HRM: Definition, objectives, scope, features of HRM, the role of HRM in organizations, and its importance in achieving organizational goals, Functions of HRM. HRM Policies and Practices: Overview of key HRM policies and practices, including recruitment, selection, training, development, performance management, compensation, and employee relations.	8+2

		<p>Challenges in HRM: Examination of contemporary challenges faced by HR professionals, including globalization, technological advancements, workforce diversity, regulatory changes, and maintaining employee engagement and retention.</p> <p>Introduction to Strategic Human Resource Management (SHRM): Definition of SHRM, its importance in aligning HR strategies with business objectives, and the nature of strategic HRM practices.</p> <p>HRM Models: Harvard Model, SHRM Matching Model, Guest Model, Warwick Model</p>	
2.	Talent Management in the Organization	<p>Human Resource Planning: Definition, objectives, need and importance, HRP process, barriers.</p> <p>Job Analysis: Process, contents of job description and job specification, differences, job design, factors affecting design, job enrichment vs. job enlargement.</p> <p>Recruitment and Selection: Introduction, sources, recruitment vs. selection, selection process, induction, and orientation.</p> <p>Career Development: Process of planning and development, succession planning, transfers, and promotions.</p> <p>Employee Retention: Importance, strategies.</p>	7+2
3.	Performance Management System	<p>Performance Appraisal & Management: Definition, objectives, importance, appraisal process and methods, reasons for measuring performance, performance appraisal vs. performance management, potential management.</p> <p>Training and Development: Definition, scope, conceptual framework, role in organizations, objectives, process, training need assessment, types, differences between training and development, e-learning, benefits, evaluation of training effectiveness (Kirkpatrick model).</p>	6+2
4.	Compensation Management Systems	<p>Compensation: Objectives, importance, process, current trends, factors in compensation plans.</p>	5+2

		Wage/Salary Differentials: Components of salary. Incentives and Benefits: Financial and non-financial incentives, fringe benefits. Employee Separation: Retirement, termination, VRS, golden handshake, suspension, concepts, methods, grievance procedures in Indian industry.	
5.	Innovative Trends in HRM	HR Information Systems (HRIS): Need, advantages, uses. HR Accounting: Concepts, objectives, advantages, limitations, methods. HR Audit: Concepts, objectives, scope, process. HR Shared Services: Concepts, objectives, benefits, issues.	4+2

Suggested Text Books:

Human Resource Management, Dr. S.S. Khanka, Sultan Chand, Delhi

Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.

Human Resource Management, Arun Monappa, Tata McGraw Hill Publishing Company

Human Resource Management, Mirza & Zaiyaddin

Human Resource Management, Dr. P.C. Pardeshi, Niramli Publication

Human Resource Management, R.S. Dwiwedi, Vikas Publishing House

Human Resource Management, C.B. Mamoria, Himalaya Publishing House

Human Resource Management, Gary Dessler, Dorling Kindersley Pvt Ltd.

Human Resource Management: Text and Cases, K. Aswathappa, Tata McGraw Hill Publishing Company

Performance Appraisal and Management, Himalaya Publishing House

Suggested Reference Books:

Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House

Armstrong's Essential Human Resource Management Practice: A Guide to People Management, Michael Armstrong, Koganpage

Applied Psychology in Human Resource Management, Cascio & Aguinis, PHI

Course Name: Indian Economy		Semester: II	
Course Code: GC12	Credits: 3	Marks: 100	
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COGC12.01: REMEMBERING – DESCRIBE the present state of the Indian Economy and LIST major economic policy issues in the current context</p> <p>COGC12.02: UNDERSTANDING -EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context</p> <p>COGC12.03: APPLYING -ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Reforms, Demographic Transition in India, Trade Policy in the Indian context.</p> <p>COGC12.04: ANALYSING -EXAMINE the changing profile of human capital, employment, and productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.</p> <p>COGC12.05: EVALUATING – DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of the current economic environment.</p> <p>COGC12.06: CREATING - BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Insight into the Indian Economy	Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Budget terminology, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI – overview of role and functions, Capital Markets – overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept of Inclusion, Need of inclusive growth, financial inclusion. Concept of Hard & Soft Infrastructure.	4+1+1
2.	Human Capital and Economic Advancement	The Theory of Demographic Transition, Size and Growth Rate of Population in India, Quantitative Population Growth Differentials in Different Countries, Density of Population, Urbanization and Economic Growth in India. Human Development in India – The Concept and Measures of Human Development, Human Development Index for Various States in India, National Human Development Report, Changing profile of GDP and employment in India, GDP, Employment and Productivity per Worker in India, Relative Shift in the	4+1+1

		Shares of NSDP and Employment in Agriculture, Industry and Services in Different States.	
3.	Economic Sector Composition in India	Primary, Secondary, and Tertiary Sectors, Issues in Agriculture sector in India, land reforms, Green Revolution and agriculture policies of India, Industrial development, small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and Need for State Intervention, Redefining the Role of the State, Liberalization, Privatization, and Globalization (LPG) Model of Development, organized and unorganized sectors.	4+1+1
4.	Economic Inequality and Power Dynamics in India	FDI, Angel Investors and Start-ups, Unicorns, M&A, Investment Models, Role of State, PPP (Public-Private Partnership), Savings and Investment Trends. Growth of Large Industrial Houses Since Independence, Growth of Monopolies and Concentration of Economic Power in India, Competition Policy and Competition Law, Growth and Inequality, India as an Economic Superpower, Growth of the Indian Middle Class, Indian MNCs: Mergers and Acquisitions, Outsourcing, Nationalism and Globalization, Small-scale and Cottage Enterprises, Role of Small-scale Industries in Indian Economy,	4+1+1
5.	The Foreign Trade of India	Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview.	4+1+1

Suggested Textbooks:

1. Indian Economy, Dutt R and Sundharam K.P.M, S.Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, New Delhi
4. Business Environment, Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi

Suggested Reference Books:

1. Economic Environment of Business, Adhikary, Sultan Chand and Sons
2. Business, Government and Society, George A and Steiner G A, Macmillan
3. Economic Environment of Business, Ghosh, Vikas
4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

Course Name: Legal Aspects of Business			Semester: II
Course Code: GC13		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to:</p> <p>COGC13.1: REMEMBERING - DESCRIBE the key terms associated with each Act.</p> <p>COGC13.2: UNDERSTANDING - SUMMARIZE the essential legal provisions of each Act.</p> <p>COGC13.3: APPLYING - ILLUSTRATE the application of the Acts in typical business scenarios.</p> <p>COGC13.4: ANALYSING - OUTLINE the different aspects of fundamental case laws related to each Act from both legal and managerial viewpoints.</p> <p>COGC13.5: EVALUATING - DEVELOP critical thinking by assessing the use of various provisions of the Acts in business contexts.</p> <p>COGC13.6: CREATING - DESIGN innovative solutions and strategies using the legal provisions of the Acts to address complex business challenges.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	The Contract Act, 1872	Essential elements of a valid contract Contracts of indemnity and guarantee Contingent contracts Quasi contracts Discharge of contract Breach of contract: meaning and remedies Agency: creation, agent and principal relationship/rights, and types of agencies.	5+1
2.	Sale of Goods Act, 1930	Contract of sale of goods Conditions and warranties Transfer of property or ownership Performance of the contract of sale Rights of an unpaid seller Sale by auction.	5+1
3.	The Negotiable Instrument Act, 1881	Meaning, characteristics, and types of negotiable instruments Parties, holder, and holder in due course Negotiation and types of endorsements Dishonor of negotiable instruments, noting, and protest	5+1
4.	The Companies (Amendment) Act, 2018	Definition, meaning, features, and types of companies One-person company Incorporation of company, MOA, and AOA Share capital and debentures Acceptance of deposits Appointment of directors, including woman director	5+1
5.	The Consumer Protection Act, 2019	Unfair and restrictive trade practices Dispute redressal forums (District, State, and National Forum)	5+1

		Composition, jurisdiction, powers, and appellate authority	
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Suggested Textbooks:

Business Legislations for Management, M.C. Kuchhal

Elements of Mercantile Law, N.D.Kapoor

Business and Corporate Laws, Dr. P.C. Tulsian

Suggested Reference Books:

Business Laws, S. D. Geet

Business Laws, S.S. Gulshan

Legal Aspects of Business, Akhileshwar Pathak

Legal Aspects of Business, Ravinder Kumar

Course Name: Business Research Methodology		Semester: II	
Course Code: RM 01	Credits: 3	Marks: 100	
<p>COURSE OUTCOMES: After completion of this course the students will be able to:</p> <p>CORM01.1: REMEMBERING - DEFINE various concepts & terms associated with scientific business research.</p> <p>CORM02.2: UNDERSTANDING - EXPLAIN the terms and concepts used in all aspects of scientific business research.</p> <p>CORM03.3: APPLYING - MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.</p> <p>CORM04.4: ANALYSING - EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.</p> <p>CORM05.5: EVALUATING -JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.</p> <p>CORM06.6: CREATING - FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Foundations of Research	Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. Questions in Research: Formulation of Research Problem – Management Question – Research Question – Investigation Question. The process of business research: Literature review - Concepts and theories - Research questions - Sampling - Data collection - Data analysis - Writing up - The iterative nature of business research process, Elements of a Research Proposal. Practical considerations: Values – researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright	7+2
2.	Research Design	Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment &	8+2

		Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. Hypothesis: Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance	
3.	Data & Measurement	Meaning of data, Need for data. Secondary Data: Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. Primary Data: Definition, Advantages and disadvantages over secondary data. Measurement: Concept of measurement, what is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Questionnaire: Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools.	8+2
4.	Sampling: Basic Concepts	Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, non-sampling errors, Methods to reduce the errors, Sample Size constraints, non-response. Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. Non-Probability Sample: Judgment	7+2

		Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample: Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected)	
5.	Data Analysis & Report Writing: Data Analysis	Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. Bivariate Analysis: Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Chi-square test including testing hypothesis of association, association of attributes. Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. Research Reports: Structure of Research report, Report writing and Presentation	7+2

Suggested Text Books:

Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.

Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press

Research Methods for Social Work, Allen, Earl R. Babbie, Cengage

Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning

Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press

Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,

Research Methodology in Management, Dr.V.P.Michael

Course Name: - Industrial Analysis and Desk Research			Semester -II
Course Code- RM-02		Credits-2	Marks-50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>CO. RM-02.1 (Remembering) DESCRIBE the key characteristics of the players in an industry.</p> <p>CO. RM-02.2(Understanding). SUMMARIZE the management ethos and philosophy of the players in the industry</p> <p>CO. RM-02.3:(Apply) DEMONSTRATE an understanding of the regulatory forces acting on the industry.</p> <p>CO. RM-02.4:(Analyze). COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.</p> <p>CO. RM-02.5:(Evaluate) ASSESS the impact of recent developments on the industry and its key players.</p> <p>CO. RM-02.6:(Create) PREDICT the future trajectory of the evolution of the industry in the immediate future</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Industry Analysis – the Basics	<p>Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry</p>	5+1

2.	Promoters & Management Ethos	<p>Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players</p> <p>in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation.</p>	5+1
3.	External Environment	<p>Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities , legal violations if any.</p>	5+1
4.	Financials	<p>Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs,</p> <p>Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry.</p>	5+1
5.	Recent Developments	<p>Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole,</p>	5+1

		emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any.	
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Note:

1. Students should work in groups of 3 to 5 each under faculty guidance.
2. Students shall carry out an indepth study of any TWO industries of their choice.
3. Industries selected should be distinct from each other.
4. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Course Name: Field Project			Semester: II
Course Code: FP01		Credits: 3	Marks: 100
<p>COURSE OUTCOMES: After completion of this course the students will be able to:</p> <p>CO FP01.1 To integrate and apply MBA course concepts in a real business environment.</p> <p>CO FP01.2 To develop problem-solving and analytical skills.</p> <p>COFP01.3 To enhance teamwork, communication, and project management skills.</p> <p>CO FP01.4 To foster relationships with industry partners.</p>			
Module No.	Module Name	Details	No. of Hours (L0+T3+P3)
1	Course Introduction and Project Allocation	Overview of course objectives and structure. Introduction to partnering organizations and project options. Team formation and project selection. Initial meetings with industry mentors.	8
2	Project Planning	Developing project proposals and timelines. Research methodology and data collection planning. Ethics in field research.	8
3	Data Collection and Analysis	Conducting fieldwork and gathering data. Regular progress meetings with mentors and instructors. Data analysis techniques and tools.	8
4	Report Writing and Presentation Preparation	Completing data analysis. Developing recommendations and solutions. Drafting the final report. Structuring the final report.	8
5	Final Presentations	Crafting effective presentations. Practice sessions and peer feedback. Final presentations to faculty, industry partners, and peers. Course debrief and individual reflections.	8

Suggested Textbooks:

"Business Research Methods" by Alan Bryman and Emma Bell.

"Project Management: A Systems Approach to Planning, Scheduling, and Controlling" by Harold Kerzner.

Relevant case studies and articles (provided by the instructor).

A] Preamble: 1.

To integrate theory and practice by providing students with the opportunity to work on real-world issues.

2. To provide experiential learning opportunities that go beyond traditional textbooks and classroom learning.
3. To provide a platform to explore the functional aspects of each specialization.
4. To deepen students' understanding of management concepts and frameworks.
5. To develop application-oriented approach by bridging the gap between theory and practice.
6. To foster the development of critical skills, a professional mindset, and a result-oriented approach.
7. To highlight the insights from the business environment of the geographical region.

B] Guidelines for the Field Projects B –**Nature of the Field Project:**

1. Field project must be related to the intended specialization of the student.
2. Field projects must be done individually. Group projects are not permitted.
3. The project should involve fieldwork; online projects are not permitted.
4. Primary data collection is mandatory.
5. Field projects can be quantitative / qualitative in nature or even use mixed approaches.
6. Field projects can involve surveys, interviews, case studies, visits or observation studies.
7. For surveys, the sample size should be between more than or equal to 100 participants.
8. For in-depth interviews (lasting at least 45-60 minutes), the sample size should be a minimum of 25 participants.
9. Total Hours of Effort Expected: 160 Hours, (This can be completed during the Semester, Saturdays, Sundays, Public holidays, Winter vacation in between Sem-I and Sem-II)

B - 2]

Permissible Partner Organizations: Students have the flexibility to conduct their field projects with any of the following organizations:

- a) Companies listed on either NSE or BSE in India /abroad
- b) Unlisted subsidiaries of Listed Companies.
- c) Government / Semi-Government Undertaking / PSU
- d) Government Offices
- e) Consultancy Firms
- f) Start Ups with an existence of 3 years or more and manpower more than 25.
- g) Family managed businesses with an existence of 5 years or more and manpower more than 25.

h) Cooperative Societies

NOTE: Students can also carry out the Field Work without being associated to a specific organization. Such projects may involve quantitative / qualitative fieldwork related to

- a) Contemporary issues of businesses
- b) Specialization specific concepts
- c) Local or regional concerns
- d) Matters of national importance.

B - 3] Linkage with specialization: The field project topic must be aligned with the specialization chosen and specialization electives offered in Semester II.

It can address local, national, or global issues relevant to the specialization, as guided by the faculty guide / mentor.

B – 4] Selecting a Relevant Topic: Consider current trends, issues, or challenges within the domain / specialization across various business (industry) sectors when conducting their project.

B – 5] Identifying the Scope: Define the project's scope to ensure it is manageable within the given timeframe and resources. Set realistic expectations regarding the project's depth and breadth.

B – 6] Project Objectives - Clearly outline the objectives of your field project.

B – 7] Project Planning and Proposal: Students shall define the scope and objectives of the specialization-specific field project, develop a project proposal, and gain approval from the institute.

B –8] Reporting and Presentation: Prepare a professional report & presentation that outlines your project, methodology, findings, and recommendations as per the outline given below. Your report should be clear, well structured, visually appealing & the presentation must be delivered professionally.

Presentation could be through any of the enlisted formats:

(this is an indicative list and innovative formats if any beyond this list may be adopted) –

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

B – 10] Indicative break up of hours (160 hours)

1. 120 hours - On fieldwork (The field project shall be spread throughout the second semester, can be start immediately after Sem-I exam Winter vacation)
2. 40 hours – Pre and post-field work including proposal making, analysis, report writing, etc.

C] Field Project Proposal Outline

The Field Project proposal, ranging from three to five pages, outlines the development plan for the project. It includes one or two paragraphs for each of the following components:

1. Field Project Introduction: Provide an overview of the project, including its context and scope.
2. Statement of the Problem: Clearly define the problem the project aims to address.
3. Purpose of the Project: Explain the main objectives and goals of the project.
4. Significance of the Project: Discuss the importance and potential impact of the project.
5. Plan for Developing / Executing the Project: Describe the approach and steps to be taken in developing / executing the project.
6. Review of the Literature: Include an initial literature review of one or two pages.

D] Field Project Report Outline The field project report includes the components mentioned below.

1. Title Page
2. Declaration by student
3. Acknowledgement by student
4. Certificate by the Guide on Institutional Letter Head
5. Certificate by the Partner Organization on Letter Head (if applicable)
6. Table of Contents
7. List of Tables (if needed)
8. List of Figures (if needed)
9. Abstract

D –

Chapter I - Introduction:

1. Statement of the Problem
2. Purpose /Objectives of the Project
3. Theoretical Framework
4. Significance of the Project
5. Definition of Terms (optional)

D-2] Chapter II –

Review of the Literature:

1. Review the existing body of knowledge available on the problem or topic.
- 2.

D -3] Chapter III

Method: 1. Describes how the study was completed / conducted, including a specific description of subjects, procedures, equipment, materials, and other information pertinent to the study,

D-4] Chapter IV – Data Collection and Analysis:

1. Collecting relevant data from primary and secondary sources.
2. Analyzing data using appropriate analytical tools and techniques.

D – 5] Chapter V – Results / Findings & Suggestions:

1. Identifying key issues, opportunities, trends etc. based on data analysis.
2. Develop / propose feasible solutions or recommendations.
3. Reflect on the experience, lessons learned, and scope for further work / improvement.

D - 6] Annexures

1. Questionnaires
2. Observation Sheets
3. Field Maps
4. Exhibits
5. Geo Tagged Photos with Sample respondents
6. Any other relevant documents

E] Evaluation Pattern:

Total Marks: 150 Formative Assessment: 50 Marks Summative Assessment: 100 Marks

E – 1] Formative Assessment Weightage (50 marks):

1. Project Proposal - 5 marks
2. Interim Progress review I / Report I - 5 marks
3. Final Project Report - 10 marks
4. Final Presentation (30 marks with break up as indicated below)
 - a) Project Objectives - 5 marks
 - b) Quality of Analysis and Research - 5 marks
 - c) Problem Solving and Decision Making - 5 marks
 - d) Innovation and Impact - 5 marks
 - e) Documentation and Reporting - 5 marks
 - f) Reflection - 5 marks

E – 2] Summative Assessment Weightage (100 marks):

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners

3. Director shall nominate Internal Examiner
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a 15-minute presentation about their field project.
6. The panel will evaluate the presentation for 50 marks and the viva-voce shall have a weightage of 50 marks
- . 7. The presentation & the External viva voce shall evaluate the Field Project on:
 - a) Project Objectives
 - b) Quality of Analysis and Research
 - c) Problem Solving and Decision Making
 - d) Innovation and Impact
 - e) Documentation and Reporting
 - f) Reflection

Semester II Specialization: Marketing

Course Name: Digital Marketing - I			Semester: II
Course Code: SE - MKT - 01		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to:</p> <p>COSEMKT01.1: Remembering: DEFINE various concepts related to Digital Marketing.</p> <p>COSEMKT01.2 Understanding: EXPLAIN the role of Facebook, Google Ad words, YouTube and Email in digital marketing.</p> <p>COSEMKT01.3 Applying: MAKE USE OF Facebook, Google Ad words, YouTube and Email for carrying out digital marketing of real-life products.</p> <p>COCOSEMKT01.4 Analysing: ILLUSTRATE the use of Facebook, Google Ad words, YouTube and Email in various contexts of Digital Marketing.</p> <p>COSEMKT01.5 Evaluating: DESIGN digital media campaign using appropriate mix of Facebook, Google Ad words, YouTube and Email.</p> <p>COSEMKT01.6 Creating: CREATE appropriate content for Facebook, Google Ad words, YouTube and Email campaigns.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Digital Marketing and its Role in Global Context	1.1 Concept, Role and Importance of Digital Marketing, Digital Marketing Vs. Traditional Marketing, Digital Marketing Process, Phygital marketing, Omni channel marketing, E-commerce & new trends in current scenario of the world. 1.2 Digital Marketing Environment, Digital Micro Environment, Understanding micro marketing elements in the digital marketing context 1.3 Digital Macro environment in India, PESTAL Analysis, National factors, global factors, role of cyber policy and digital commerce policy, Global Perspective of Digital Marketing	6
2	Segmentation, Targeting and Positioning in Digital Marketing	2.1 Segmentation: Concept, Need & Benefits, Criteria for segmenting Digital Audience - Geographic, Demographic, Psychographic, Behavioral segmentation. 2.2 Targeting Online Customers – Business, Government and Customer Markets. 2.3 Product Positioning, Sectoral perspective in digital marketing applications with the help of case studies. 2.4. Overview of Marketing Mix in digital marketing context.	6

3	Digital Marketing Planning and Structure	3.1 Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. 3.2 WWW, Domains, buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, Call to Action (Real Engagement Happens), Designing Other Pages 3.3 SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing Wordpress Website	6
4	Search Engine Optimization (SEO) Tools and Techniques	4.1 Introduction to SEO concept and role in digital marketing: Understanding Search Engine Optimization: Search Engine Optimization (SEO), Features of SEO, Significance of SEO. 4.2 Model used in Digital Marketing, The Five Stage AACRO POEM model, Inverted Pyramid in SEO, Content Drilldown, E3model, Understanding Web and Mobile Marketing perspective. 4.3 Key SEO tools, Application and Functions Google Domain, Google my business, Google Search Console, Google Trends, Google Tag manager, SEM Rush, Domain Authority Score, Inbound Marketing. 4.4 Overview of Inbound Marketing: Essentials of an Effective Inbound Strategy, Optimizing Your Website for Search Engines, Convert Visitors in Leads, Creating Content with a Purpose, Lead & its generation online, Relevant Lead and Converting Visitors into Lead, Converting Leads into Sales.	6
5	Search Engine Marketing (SEM) Tools	5.1 Search Engine Marketing (SEM), Comparison between SEO and SEM, SMM and Keywords, Terminologies associated to SEM, Pay Per Click (PPC), Cost per Click (CPC), Search Engine Results Page (SERP), Click-Through Rate (CTR), Impressions, Google Display Network (GDN). Understanding Web and Mobile Marketing perspective. 5.2 Key SEM tools, Applications and	6

		functions, Google Ads, Google Analytics, Google Admob, Google AdSense, Google Marketing Platform, Google Shopping Campaign, Word stream advisor. 5.3 The Fundamentals of Blogging, Amplifying Your Content with Social Media, Enticing Clicks with Calls-to-Action, the Anatomy of a Landing Page, Optimization Thank You Page, Sending the Right Email to the Right Person, Hob Spot Inbound Marketing Certification. 5.4 Understanding the concept of Website Analytics, Different types of Web Analytics, Social Web Analytics, Mobile Web Analytics.	
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Suggested Textbooks:

1. Internet Marketing, Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, Pearson Education. 2. Digital Marketing, Oliver J Rich. 3. Online Marketing, Gerry T. Warner and Joe Wilson Schaefer.

Suggested Reference Books:

1. Digital Marketing, Prof. Seema Gupta, Mcgraw Hill Publications. 2. E- Marketing by Judy Strauss, Adel Ansary, Raymond Frost, Prentice Hall. 3. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah. 4. Google AdWords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky. 5. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing, Ian Brodi

Course Name: Consumer Behaviour			Semester: II
Course Code: SE - MKT - 02		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to:</p> <p>CO SEMKT02.1 REMEMBERING. Remember the factors influencing Consumer's purchase decision making process.</p> <p>CO SEMKT02.2 UNDERSTANDING consumer and organizational buyer behavior process</p> <p>CO SEMKT02.3 APPLY concepts of consumer behavior to real world marketing decision making.</p> <p>CO SEMKT02.4 ANALYZE the consumer decision making process and the role of different determinants that affect the buying decision process.</p> <p>CO SEMKT02.5 EXPLAIN the new trends influencing buyer behavior and its effect on new age Indian Consumer.</p> <p>CO SEMKT02.6 CREATE the consumer and organizational buying behavior process for a variety of products (goods/services).</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction to Consumer Behaviour	Basics: Meaning of Customers & Consumers, Consumer Roles, Consumerism & De-marketing Culture & Sub-Culture: Meaning, Characteristics & Relevance to Marketing Decisions. Family: Family Life Cycle & Purchasing Decisions	6
2	Determinants of Consumer Behaviour	Individual Determinants of Consumer Behaviour, Consumer Behavior Personality & Self Concept, Learning & Memory: Meaning & Principal Elements of Learning, Characteristics of Memory Systems	6
3	Consumer Decision Making Process	Consumer Decision Making Process Problem Recognition: Types of consumer decisions, types of Problem Recognition, utilizing problem recognition information Search & Evaluation: Types of information, Sources of Information Search, Search, Experience and Credence Aspects - Marketing Implications Situational Influences on Purchase Decisions Purchasing Process: Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns. Post-purchase Evaluation & Behavior: Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post-Purchase Dissonance. Difference between	6

		Business buying and consumer buying process, Factors influencing Business buying decision	
4	Consumer behavior Models	Consumer Behavior Models, Howard Sheth Model Engel –Blackwell –Miniard Model, Attitude Measurement Model	6
5	Understanding the customer behaviour in Indian perspective	Indian Consumer Demographic & Socio- economic Profile Measurement of social classes in India using Socio-Economic Classes (SEC) in Urban & Rural Markets Living Standards Measures (LSM). Characteristics of BoP Consumers, Contemporary topics: Impact of social media on consumer behavior, Consumer behavior in services.	6

Suggested Textbooks:

Schiffman and Kanuk, Consumer Behavior, [2010] 10/e – Prentice Hall.

Blackwell Roger/Miniard Paul, Consumer Behavior, [2002] – Thomson

Kardex Frank, Consumer Behavior and managerial decision making, [2005] – Pearson Education.

Nair, Suja. R, Consumer Behaviour in Indian perspective, Himalaya Publishing House,

Suggested Reference Books:

1. We are like that only by Rama Bijapurkar

2. Predictably Irrational by Dan Ariely

Course Name: Marketing Research		Semester: II	
Course Code: SE - MKT - 03	Credits: 2	Marks: 50	
COURSE OUTCOMES: After completion of this course the students will be able to: CO SEMKT03.1 REMEMBERING the key concepts involved in the Marketing Research. CO SEMKT03.2 UNDERSTANDING various research designs, data sources, data collection methods, instruments, sampling methods and analytical tools used in Marketing Research. CO SEMKT03.3 APPLY the concepts of marketing research in solving real-life marketing problems CO SEMKT03.4 ANALYSE data and draw appropriate Inferences to address real-life marketing issues. CO SEMKT03.5 EVALUATE a market research proposal for a real-life marketing research problem. CO SEMKET03.6 CREATE and UNDERTAKE qualitative or quantitative marketing research and demonstrate the ability to analyse data to resolve real-life marketing issues.			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Introduction to Marketing Research	Understanding marketing research types, role of marketing research in driving sales and marketing function, Marketing research types in sales function, marketing function and their application, Marketing research Methodology-, Data collection tools and techniques, Types of data scales, Sampling methods. Developing Marketing Research Proposals	4+2+2
2	Data Analysis Techniques Basic (Procedure and Applications in marketing)	Average data management and Managing sample data Association and impact of multiple variables in sales and marketing by one t test, ANOVA test	6+2+4
3	Data Analysis Techniques Advanced – I (Procedure and Applications in marketing)	Factor Analysis for studying the factors impacting various marketing parameters, Cluster Analysis for understanding segmentation, targeting and positioning strategy and working with case studies Multi- dimensional Scaling Analysis for competitive analysis, Conjoint Analysis for developing marketing mix strategy,working with case studies	4+2+2
4	Data Analysis Techniques Advanced –II (Procedure and Applications in marketing)	Discriminant Analysis for segment defining, factors/parameters, Logit Analysis for decision making in sales and marketing, working with case studies	4+2+2

5	Trends in Marketing Research	<p>Trends in Marketing Research</p> <p>Emerging trends in Marketing Research- Marketing analytics, AI driven Marketing research, social media mining, Knowledge management, Orientation of Predictive analytics & prescriptive analytics, Personalization over segmentation, Careers in Marketing Research, Syndicated services, Standardized Research Services. Making Marketing Research Reports.</p>	2+0+2
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Suggested Textbooks:

1. Marketing Research, G C Beri, TMGH
2. Marketing Research - An Applied Orientation, Malhotra and Dash, Pearson Education.
3. Marketing Research, Churchill, Jr, G.A. and D. Iacobucci, Southwestern: Thomson.
4. Marketing Research, Zikmund, Babin, Cengage Learning
5. Marketing Research, Boyd, H.P., R. Westfall and S. F. Stasch, Delhi: A.I.T.B.S.
6. Marketing Research, Burns, G.A. and D. Bush, Southwestern: Thomson.

Suggested Reference Books:

- Marketing Research, Green, P.E., Tull, D.S. and G. Albaum, New Delhi: Prentice Hall of India.
2. Marketing Research, Suja Nair
 3. Marketing Research, Luck, D.J. and R.S. Rubin, New Delhi: Prentice Hall of India.
 4. Marketing Research, Tull, D.S. and D.I. Hawkins, New Delhi: Prentice Hall of India.

Course Name: Marketing of Financial Services - I			Semester: II
Course Code: SE - MKT - 04		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to:</p> <p>COSEMKT04.1 REMEMBERING the key concepts of the Indian Banking system</p> <p>CO SEMKT04.2 UNDERSTANDING. Outline role of regulators, changing environment</p> <p>CO SEMKT04.3 IDENTIFY the characteristics of banking and non-banking financial institutions</p> <p>CO SEMKT04.4 OUTLINE the growth & service offerings of wealth management in global and Indian context.</p> <p>CO SEMKT04.5 ASSESS the customer touchpoints and customer-buying journey for financial services.</p> <p>CO SEMKT04.6 CREATE the marketing strategy for financial products.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Concept, Nature, and Scope of the banking system in India	Regulatory framework of the Indian Banking system; Growth of banking sector in India; Role of banks in the economy and the importance of banking in the economy. An overview of the banking functions of Indian Banking & Non-banking financial institutions (NBFC). Understanding trends and challenges in Indian banking system. Cash reserve ratio, statutory liquidity ratio, repo and reverse repo, Overview KYC.	6
2	Overview of E-banking and history of e banking	Importance of E-banking: human involvement, and e-banking. Traditional Banking Vs E-Banking; technologies – personal computer banking, Telephone banking, branch networking. E-banking technologies/ electronic delivery channels – ATM, POS Machine, electronic cards, mobile phone banking, electronic transfer methods: IMPS, NEFT, RTGS, Payment banks, Mobile Banking, mobile valets, Payment Mobile Applications., Para Banking concept. Fishing attacks and how to be safe from fishing.	6
3	Introduction to Merchant Banking	Need of merchant banking services, difference between merchant and retail banking: Role and responsibilities of merchant banker corporate consultancy, Project Counselling, Identification of potential investment opportunities, Capital structuring, negotiate with foreign collaborations, mergers and takeovers. Preparation of project feasibility reports, Portfolio	6

		Management, Loan/Credit Syndication, Arranging Working Capital Finance, Corporate consultancy, Project Counselling, Identification of potential investment opportunities. The role of bank/s associated with International Trade process. Trade Transactions.	
4	Other Financial Services	Leasing / Hire Purchase: Definition, meaning, types, process, advantages, limitations. Housing Finance: Major institutions involved, types, rate of interest, advantages, scenario in India. Credit Cards: Meaning, types, growth, advantages and disadvantages, growth in India. Credit Rating Services: Origin, definition, advantages, credit rating agencies Indian and Global. Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital.	6
5	Marketing strategy & consumer behaviour	Objectives of marketing financial products; marketing mix for financial services, marketing budget, lead generation, challenges, and opportunities in financial marketing, adapting to changing market environment. Traditional marketing & Social media marketing- – Print media, TV, seminars, trade shows, Advantages & disadvantages speed-scale and reach of the digital platform, use of Facebook, Twitter, LinkedIn, company websites, financial services aggregator websites, email marketing, financial blogs. Chatbots, AI, machine learning, deep learning, Blockchain, future potential for growth for the marketing of financial services. Perception about risk & returns, knowledge about financial products, touch point for buying financial products, choice of distribution channel, customer journey of buying financial services. CRM strategies for financial services.	6

Suggested Textbooks:

1. Security Analysis and Portfolio Management by Sudhindra Bhat, Excel Books, 2011 Edition

2. Marketing of Financial Services, V.A. Avadhani, Himalaya Publishing House

3. Marketing Financial Services by Hooman Estelami, Dog Ear Publishing, LLC The New Wealth Management: The Financial Advisor's Guide to Managing and Investing Client Assets

Specialization: Finance

Course Name: Direct Taxation			Semester: II
Course Code: SE - FIN - 01		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COSEFIN01.01: REMEMBERING – UNDERSTAND various basic concepts/ terminologies related to Direct Taxation.</p> <p>COSEFIN01.02: UNDERSTANDING - EXPLAIN how tax planning is done and implied.</p> <p>COSEFIN01.03: APPLYING - ILLUSTRATE how the online filling of various forms and returns can be done.</p> <p>COSEFIN01.04: ANALYSING - CALCULATE Gross Total Income and Income Tax Liability of an individual assessment.</p> <p>COSEFIN01.05: EVALUATING – ANALYZE and DISCOVER the intrinsic value of security.</p> <p>COSEFIN 01.06: CREATING - DESIGN/ DEVELOP / CREATE tax saving plan.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Introduction to Income Tax	Basic definitions and concepts – Direct Tax, Indirect Tax, Person, Assesse, Deemed Assesse, Assessment Year, Previous Year, Residential Status of an individual Assesse and company, Gross Total Income & Total Income– Incidence of Tax [Sec. 5], Tax rates for different Persons. Deductions under Sec 80.	3+2
2.	Income under the Head “Salaries”	Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, tax treatment of provident fund, Basis of charge, property income not charged to tax,	2+2+2
3.	Income from House Property	Computation of income from let out house property and self-occupied property. Property income is not charged to tax.	2+2+2
4.	Income under the Head “Capital Gain”	Meaning- Capital Gain, Basis of charge, important definitions like Capital Asset, Short Term Capital Asset,	4+2+2

		Long Term Capital Asset, Transfer of Capital Asset, Short Term Capital Gain, and long-term Capital Gain and their computation.	
5.	Filing of Returns & Advance Tax	Filing of Return, Different forms of return & Procedure of Advance tax payment.	4+1+1

Suggested Textbooks:

- 1.Ahuja G.K, Gupta Ravi, Systematic Approach to Income Tax,Bharat Law House
- 2.B. Lal & N. Vashist, Direct Taxes, Latest edition, Pearsons Publications
3. Indian Economy, Misra S.K. and Puri V.K., Himalaya Publishing House, New Delhi

Suggested Reference Books:

- 1.Singhania, V. K., & Singhania. M., Income Tax including GST, Taxman Publications.
- 2.Singhania, V. K., & Singhania. M, Students Guide to Income Tax, Taxman Publications.
- 3.Dr. Girish Ahuja & Dr. Ravi Gupta, Direct Tax ready reckoner, 21st Edition, Wolters Kluwer India Pvt. Ltd.
- 4.Direct Taxation Intermediate Study Notes by Institute of Cost Accountants of India.

Suggested Reading: -

- <https://www.britannica.com/topic/direct-tax>
- <https://www.taxmann.com/articles.aspx>
- www.cleartax.in
- www.incometaxindia.gov.in

Numerical problems on the following topics

Income from Salary

Income from House property

Income from capital gain.

Course Name: Cost and Works Accounting			Semester: II
Course Code: SE-FIN02		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COSEFIN02.01 - Understanding: Students will understand the basic concepts of standard costing, budgetary controls, pricing decisions, MIS, and elements of cost, inventory control.</p> <p>COSEFIN02.02 - Remembering: Students will recall the definitions, principles, and methodologies related to costing and pricing.</p> <p>COSEFIN02.03 - Applying: Students will apply the principles learned to solve simple problems related to material and labour variances, cost sheets, material control.</p> <p>COSEFIN02.04 - Analysing: Students will analyse the different tools in the decision making.</p> <p>COSEFIN02.05 - Evaluating: Students will evaluate different techniques of costing while calculating variance, cost, Inventory.</p> <p>COSEFIN02.06 - Creating: Students will design a customized report to meet specific managerial needs and improve decision-making.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Standard Costing	Definition and meaning of standard cost and Standard Costing. 1.2 Types of standards, setting up of Material, Labour Standards 1. 3 Difference between Standard Costing & Budgetary Control. 1.4 Advantages and Limitations of standard costing 1.5 Variance Analysis & its Significance 1.6. Meaning, types, and causes of material & labour variances. Problems on Material & Labour variances.	6+2
2.	Elements of Cost & Cost Sheet	Material, Labour, and other expenses, classification of cost and Types of Costs, Preparation of Cost Sheet	5.+2
3.	MIS and Supply Chain Management	Introduction to management information system in Costing Meaning, objectives and AAdvantages, Procedureof MIS	2+2
4.	Inventory Control	Stock Taking- Periodic Inventory Method, Perpetual Inventory Method. ABC Analysis- Illustrations Inventory Ratios- Illustrations	5+2
5.	Material Control	Material Control-Need and Significance. Stock Levels, Economic Order Quantity	5+2

Suggested Textbooks:

1. Theory and Techniques of Cost Accounting. B.L. Lall and G.L. Sharma Himalaya Publishing House New Delhi.
2. Strategic Cost Management and Performance Evaluation Board of Studies, ICAI New Delhi
3. Advanced Cost Accounting Dr. D. M. Gujrathi Idol Publication Pune N (Author)

4. Cost Accounting Principles & Practices Dr.M.N. Arora Vikas Publishing House, New Delhi
5. Advanced Cost Accounting S. P. Jain and K. L. Narang Kalyani Publication New Delhi

Suggested Reference Books:

1. Principles and Practice of Cost Accounting N.K. Prasad Book Syndicate Pvt. Ltd. Kolkata
2. Advanced Cost Accounting N.K. Prasad Book Syndicate Pvt. Ltd. Kolkata

Course Name: Banking and Financial Intermediation			Semester: II
Course Code: SE-FIN-03		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to -</p> <p>COSEFIN03 .01: REMEMBERING –RECALL the structure and components of Indian financial system through banking operations & Financial Markets.</p> <p>COSEFIN03.02: UNDERSTANDING – Understand the concepts of financial markets, their working and importance.</p> <p>COSEFIN03.03: APPLYING - ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.</p> <p>COSEFIN03.04: ANALYSING: ANALYZE the linkages in the Financial Markets.</p> <p>COSEFIN03.05: EVALUATING - EXPLAIN the various banking and accounting transactions.</p> <p>COSEFIN03.06: CREATING - DEVELOP necessary competencies expected of a finance professional</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1	Overview of the Indian Financial System	Components of the Financial System, Institutions, Markets and Services. Regulators of Financial System in India: Purpose, Objectives, structure and functions of RBI, SEBI, IRDA, PFRDA,	3+1
2	Financial Markets	Money Market- Structure and components: Participants in Indian Money Market, Money Market Instruments, Structure of Money Market, Role of central bank in money market. Capital Market: -Components & Functions of Capital Markets, Primary & Secondary Market, Capital Market Instruments, ADRs, GDRs	5+2
3	Foreign Exchange Market	Foreign Exchange Market Structure, Foreign Capital – FDI & FII (Foreign institutional investors), Role of RBI in managing Foreign Exchange Market in India, Role of FEDAI and FIMMDA.	5+2
4	Financial Institutions in India	Banking and Non-Banking Financial Institutions, Credit Rating Agencies – CRISIL, ICRA etc.	5+2

		Insurance: Life, Non-life, and General insurance – Features and functions	
5	Concepts of Accounting in banks, Electronic Banking	Accounting in banks, Electronic Banking, RTGS, ATM, MICR, OCR, OMR, and DATANET, Petty Cash, Electronic Clearing Service (ECS), National Electronic Funds Transfer (NEFT) System, Real Time Gross Settlement (RTGS) System, IMPS.	5+2

Suggested Textbooks: -

1. M.Y.Khan, Financial services of India, 8th Edition, Tata Mc Graw Hill Publication.
2. M.Y.Khan, Indian Financial System-Theory and Practice –10th Edition, TMH, New Delhi
3. L.M.Bhole, Financial institutions and Markets, 6th Edition, TMH publications

Suggested Reference Books: -

- Dr D Guruswamy, Financial Markets and Institutions, 3rd Edition, TMH publications.
- Avadhani, V.A, Financial Services in India.
- Bharati Pathak, Indian Financial System, 5th Edition, Pearsons Publications.

Additional Resources:

Web Resources:

www.rbi.org.in

<https://www.sebi.gov.in/>

<https://www.nabard.org/>

<https://www.eximbankindia.in/>

<https://www.bseindia.com/> & <https://www.nseindia.com/>

Course Name: Financial Analytics			Semester: II
Course Code: SE - FIN - 04		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COSEFIN04.01: REMEMBERING – REMEMBER various concepts taught in the syllabus</p> <p>COSEFIN04.02: UNDERSTANDING -EXPLAIN various theories of Investment Analysis and Portfolio Management.</p> <p>COSEFIN04.03: APPLYING - CALCULATE risk and return on investment using various concepts covered in the syllabus.</p> <p>COSEFIN04.04: ANALYSING - ANALYZE and DISCOVER intrinsic value of a security</p> <p>COSEFIN04.05: EVALUATING- Evaluate the risk and return of the investment avenues.</p> <p>COSEFIN04.06: CREATING - DESIGN/ CREATE optimal portfolio</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Introduction & Concepts: Investment:	Meaning, nature & objectives, Investments Vs. Speculation & Gambling, Investment Process, Investment Environment, Investment avenues: Marketable & Nonmarketable financial assets. Portfolio Management: Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and his role	3+1
2.	Risk & Return Analysis: Risk & Return	Meaning and Elements of Risk & Return, Measurements of Risk & Return, Relationship between risk and return.	4+2+2
3.	Money & money related concepts.	Meaning & Definition, types, currency market, importance, usage, Currency denominations. Money and Fiscal Concepts. Savings & Investment	2+2+2
4.	Valuation of bonds and shares:	Bond Valuation: Meaning, Types, Bond Prices, Bond Return, Risks in Bonds. Equity Valuation: Meaning, Concept of Present Value, Share Valuation Models, Multiplier Approach to Share Valuation	4+2+2
5.	Financial Decision Making	Evaluating financial products and services, comparing options, and understanding terms and conditions. Setting long-term financial goals, such as buying a home, funding education, or starting a business. Economic and market influences.	4+1+1

Suggested Textbooks:

Investment Analysis and Portfolio Management, Chandra, Prasanna (Tata McGraw Hill Publishing Co. Ltd.)

2. Securities Analysis & Portfolio Mgmt., V A Avadhani ,Himalaya Publications

3. Security Analysis and Portfolio Management, S. Kevin, PHI Learning Pvt. Ltd.

4. Investment Analysis & Portfolio Management, Ranganathan&Madhumathi ,Pearson Education Pvt. Ltd.

Suggested Reference Books:

Security Analysis and Portfolio Management, Fischer DE & Jordan R J, Prentice Hall.

2. Portfolio Management, Barua, S. K.; Raghunathan V; Varma, J R, Tata McGraw Hill Publishing Co. Ltd.

3. Investment Analysis and Portfolio Management, Frank K. Reilly and Keith C. Brown, Thomson Learning

4. Modern Investments and Security Analysis, Fuller R J; Farrel JL, McGraw Hill

5. Investment Management, V.K. Bhalla ,S.Chand& Co.

Specialization: Human Resource Management

Course Name: Learning and Development			Semester: II
Course Code: SEHR01		Credits: 2	Marks: 50
COURSE OUTCOMES: After completion of this course the students will be able to:			
COSEHR01.1: REMEMBERING - DESCRIBE the key concepts associated with Learning & Development.			
COSEHR01.2: UNDERSTANDING - EXPLAIN the training process and various methods of training for different categories of employees in various organizational contexts.			
COSEHR01.3: APPLYING - IDENTIFY the training needs of different categories of employees in various organizational contexts.			
COSEHR01.4: ANALYSING - EXAMINE the impact of training on various organizational and HR aspects.			
COSEHR01.5: EVALUATING - EVALUATE the training process for different categories of employees in various organizational contexts.			
COSEHR01.6: CREATING - DESIGN a training program for different categories of employees in various organizational contexts.			
Module No.	Module Name	Details	No. of Hours (L+T+P)

1.	Fundamentals of Learning and Training	Nature of learning, Learning-its influence on employee behavior, Learning Process, Learning and HRD, learning styles, elements and Profile, Types of Learning, Adult Learning, Androgogy, Implementing Learning/HRD needs. Introduction to Training: Definition, Concept, Meaning, Nature, Need for Training and Development, Types of Training, Effective Learning and Training	4+2
2.	Training Process and Needs Analysis	Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist.	4+2
3.	Designing and Implementing Training Plans	Objectives of Designing Training Plan, Budgeting of Training, Trainer and Trainee Identification, Designing Module, Designing and Conducting Specific Training and Development Programme. Methods of Training: Methods & Technique of Training, On Job Training, Competency-based training, Online Training, E-Learning, Multimedia Training, Management Development Program, New Employee Training.	4+2
4.	Training Evaluation Techniques	Introduction, concept & principles, Evaluating Training and Results- Kirkpatrick Model of Evaluation, CIO of Training, ROT of Training, Cost-Benefit analysis.	4+2
5.	Advanced Management Development	Training and Coaching, Mentoring, Training Practices, Train the trainer, Training for Diversity, Impact of Training on HRD.	4+2

Textbooks:

"Employee Training & Development" by Raymond A. Noe, Publication: McGraw Hill

"Training Needs Assessment: Methods, Tools, and Techniques" by Jean Barbazette, Publication: Wiley

"The Art and Science of Training" by Elaine Biech, Publication: ATD Press

"Evaluating Training Programs: The Four Levels" by Donald L. Kirkpatrick and James D. Kirkpatrick, Publication: Berrett-Koehler Publishers

Reference Books:

"Designing and Delivering Training" by David S. Metcalf III and Kacie A. Walters, Publication: American Society for Training & Development (ASTD)

"The Six Disciplines of Breakthrough Learning" by Calhoun W. Wick, Roy V. H. Pollock, and Andrew McK. Jefferson, Publication: Wiley

"Making Learning Stick: Proven Practices to Ensure Learning Transfer" by Barbara Carnes, Publication: Association for Talent Development (ATD)

"Telling Ain't Training" by Harold D. Stolovitch and Erica J. Keeps, Publication: ATD Press

Course Name: HR Operations			Semester: II
Course Code: SEHR02		Credits: 2	Marks: 50
COURSE OUTCOMES: After completion of this course the students will be able to: COSEHR02.1 (Remembering): Describe the functioning of the personnel department. COSEHR02.2 (Understanding): Understand the communication of HR and the personnel department. COSEHR02.3 (Applying): Apply the knowledge of various provisions under laws related to social security and labor welfare. COSEHR02.4 (Analyzing): Examine various compensation structures and disciplinary policies. COSEHR02.5 (Evaluating): Evaluate the applicability of provisions of laws related to social security and labor welfare across various sectors. COSEHR02.6 (Creating): Design a salary structure incorporating all components of the payroll system.			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Human Resource Administration	Definition, nature, scope, objective, structure of the personnel department. Personnel policy and its types. Maintenance of personnel files and records. Drafting communication in the personnel department: appointment, promotion, transfer, deployment, appreciation letters, notices, and circulars.	7+2
2.	Communications about Disciplinary Measures	Drafting of memo, warning, show cause, charge sheet, suspension.	4+1

		Inquiry procedure correspondence, termination and dismissal, reinstatement in service.	
3.	Communications about Disciplinary Measures	<p>The Employee's Provident Fund and Miscellaneous Provisions Act, 1952: Contribution, online procedure for opening of account and required documents, rate of contribution of employer and employee, administrative charges, interests and penalties, PF calculations and forms, amendments till date.</p> <p>The Employee's State Insurance Act, 1948: Contributions, all 6 benefits, and calculations related to benefits, calculations for payment of compensation, applicability, amendments till date.</p>	7+2
4.	Compensation and Labour Welfare	<p>The Workmen's Compensation Act 1923: Definition, permanent, partial, total disablement arising out of and in the course of employment, theory of notional extension, calculation of compensation in case of death and disability, amendments till date.</p> <p>The Payment of Bonus Act, 1965: Definition of bonus, applicability, eligibility, minimum, maximum, set-on and set-off, disqualification of bonus, amendments till date.</p> <p>The Payment of Gratuity Act 1972: Definition of gratuity, applicability, eligibility, minimum service condition, maximum limit, calculation of gratuity in case of retirement, resignation, death, and disablement, amendments till date.</p>	10+2
5.	Components of Payroll System	<p>Maintenance of statutory returns: TDS, profession tax, Form 16 A and B, Form 26 AS, PF, ESI.</p> <p>Calculation of CTC and designing salary structure.</p> <p>Income from salaries, deductions from salaries, meaning of salary for different purposes, perquisites, value of rent-free accommodation.</p>	8 +2

Suggested Textbooks:

Personnel Management – C B Mamoria

Dynamics of Personnel Administration – Rudrabaswaraj

Personnel Management – Edwin Flippo

Industrial and Labour Laws – S. P. Jain

Employee Relations Management-P N Singh, Pearson Publications

Dynamics of Industrial Relations–Mamoria & Mamoria

Industrial Relations: Emerging Paradigms, BD Singh, Excel Books, 2004 Edition

Reference Books:

Guide on Labour Management forms and precedents (Law, Practice and Procedure) – S D Puri (Snow white publication)

Introduction of Labour and Industrial Laws by Avatar Singh

Elements of Mercantile Law by N. D. Kapoor, Sultan Chand

Bare Acts.

Course Name: Organizational Diagnosis & Development			Semester: II
Course Code: SEHR03		Credits: 2	Marks: 50
COURSE OUTCOMES: After completion of this course the students will be able to: COSEHR03.1: Remembering: Describe the major theories, concepts, terms, models, tools, and frameworks in Organizational Diagnosis and Development. COSEHR03.2: Understanding: Understand the concepts of Organizational Development (OD) and 'intervention'. COSEHR03.3 Applying: Apply the theories, models, principles, and frameworks of Organizational Diagnosis and Development in specific organizational settings. COSEHR03.4 Analyzing: Analyze the external and internal environment using appropriate diagnostic tools and review the role of the consultant in Organizational Development. COSEHR03.5 Evaluating: Identify and map an intervention to organizational needs. COSEHR03.6 Creating: Design the role of the consultant for addressing organizational issues.			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Foundations of Organizational Development	Definition and Evolution of Organizational Development: Contributions of Robert Tannenbaum, Kurt Lewin, McGregor, Herbert Shepard, Robert Blake. Foundation of OD: T-Group, Systems Theory, Parallel Learning Structure, Double Loop Learning, Action Research	5+2

2.	Models of Organizational Diagnosis	Six Box Model and Martin Weisbord's Questionnaire. Porter's Five Forces Model, PESTEL (Political, Economic, Social, Technological, Environmental, Legal) Analysis of Macro-Environment.	4+2
3.	Team and Intergroup Interventions	Concept and Types of Interventions: Team, Intergroup, Comprehensive, Structural. Team Interventions: Formal Group Diagnostic Meeting, Formal Group Teambuilding Meeting, Process Consultation, Gestalt Approach, Role Analysis Technique, Role Negotiation, Interdependency Exercise, Appreciations and Concerns, Responsibility Charting. Intergroup and Third-Party Peace-Making Interventions: Walton's Approach, Organization Mirror, Partnering.	12+2
4.	Comprehensive and Structural Interventions	Comprehensive Interventions: Beckhard's Confrontation Meeting, Survey Feedback, Appreciative Inquiry, Grid OD. Structural Interventions: Socio-Technical Systems, Work Redesign, Quality Circles, Re-Engineering.	10+2
5.	Role of OD Consultant	Meaning, Role, and Responsibilities of an OD Consultant. Importance of an OD Consultant. Client-Consultant Relationship Process and Major Challenges	4+2

Suggested Textbooks:

Organisation Development- French and Bell

Organizational Diagnosis & Development – Dr. Anand Dadas & Dr. Rajendra Subnis (Himalaya Publications)

Organisation Development and Change- Cummings and Worley

Suggested Reference Books:

Organisation Development-S. Ramanarayan, T.V. Rao, Kuldeep Singh.

Competitive Strategy: Techniques for Analyzing Industries and Competitors- Michael E. Porter

Strategic Management and Business Policy- C Appa Rao, B Parvathiswara Rao, K Sivaramakris

Course Name: Current Trends and Cases in Human Resource Management			Semester: II
Course Code: SEHR04		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to :</p> <p>COSEHR04.1 (Remembering): Describe the conceptual framework of digital disruptions and their impact on current HR trends.</p> <p>COSEHR04.2 (Understanding): Summarize the impact of current HR trends on HR functions.</p> <p>COSEHR04.3 (Applying): Illustrate the value creation and competitive advantage of technology on current HR trends.</p> <p>COSEHR04.4 (Analyzing): Examine the changing role of HR priorities.</p> <p>COSEHR04.5 (Evaluating): Elaborate on the various types of current HR trends.</p> <p>COSEHR04.6 (Creating): Apply existing tech tools to real-time HRM challenges and propose solutions.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Understanding HR Trends	Definition and concepts related to HR trends. Comparative analysis of HR trends since 2015. Causes of transformation and evolution in HR trends. Digital disruptions and their impact on HR trends.	6+3
2.	Technological Advances in HR	Technological interventions in HR processes and management. AI in recruitment, data analytics transforming HR, employee experience platforms. Feedback tools to improve employee engagement and productivity, employee wellness apps. Cloud and mobile-enabled HR solutions.	7+3
3.	Shifting HR Priorities	Managing workforce diversity, establishing gender parity and pay equality. Providing mentorship, assuring workplace safety, catering to employee expectations. Changing skill requirements, continuous improvement programs. Re-engineering work processes for improved productivity, decentralizing work sites. Promoting family work-life balance.	6+3
4.	Enhancing HR Functions	Organizational culture and effectiveness, employee performance and satisfaction. Human resource planning and management, recruitment and selection.	5+3

		Performance management system, training and development, career/succession planning. Rewards and recognitions, employee engagement, health and safety, administrative functions.	
5.	Case Studies in HRM	Automation and recruitment. Technology-enabled employee training and development. Employee experience, engagement, and evaluation through technology. Digital human resource planning and management. Tech tools in organizational culture and effectiveness.	5+3

Suggested Textbooks:

"Current Trends in Human Resource Management" by Preeti Surkutwar, July 5, 2017

"Future of Human Resource Management: Case Studies with Strategic Approach" by Raman Preet

"Digital India- Reflections and Practice," Editors: Kar, Arpan Kumar, Sinha, Shuchi, Gupta, M. P. (Eds.)

Suggested Reference Books:

"Global Trends in Human Resource Management: A Twenty-Year Analysis" by Edward Lawler III, John Boudreau

"The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance" by Nigel Guenole, Jonathan Ferrar, Sheri Feinzig

"HR from the Outside In: Six Competencies for the Future of Human Resources" by Dave Ulrich, Jon Younger, Wayne Brock-bank, Mike Ulrich

"HR Disrupted: It's Time for Something Different" by Lucy Adams

"Fundamentals of Human Resource Management: People, Data, and Analytics" by Talya Bauer, Berrin Erdogan, David Caughlin, Donald Truxillo, January 24, 2020

Specialization: Operations and Supply Chain Management

Course Name: - Planning and Control of Operations			Semester -II
Course Code- SE-OPE-01		Credits-2	Marks-50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>CO. SEOPE01.1 (Remembering) DESCRIBES the building blocks of Planning & Control of Operations.</p> <p>CO. SEOPE01.2(Understanding) EXPLAIN the need for aggregate planning and the steps in aggregate planning.</p> <p>CO. SEOPE01.3:(Apply) MAKE USE OF the various forecasting approaches in the context of operations planning process</p> <p>CO. SEOPE01.4:(Analyze) ILLUSTRATE how capacity planning is done in organizations and its relationship with MRP.</p> <p>CO. SEOPE01.5:(Evaluate) EXPLAIN the importance of scheduling in operations management</p> <p>CO. SEOPE01 .6:(Create) CREATE a Bill of Materials.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Planning & Control of Operations	Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to machine. Dispatch in production control-documentation.	5+1
2.	Demand Forecasting	Forecasting as a planning tool, why do we forecast, forecasting time horizon, Design of forecasting systems, Developing the logic of forecasting, Sources of data, Models for forecasting, Extrapolative methods using time series, Causal methods of forecasting, Accuracy of forecasts, Using the forecasting system.	5+1
3.	Aggregate Production Planning	Planning Hierarchies in operations, Aggregate Production planning, Need for Aggregate Production planning, Alternatives for managing demand, Alternatives for managing supply, Basic strategies for aggregate production	5+1

		planning, Aggregate production planning methods, Master Production Scheduling.	
4.	Resources Planning	<p>Dependent Demand Attributes, Planning a framework – the basic building blocks:</p> <p>Multiple levels in products, Product Structure, The Bill of Materials, Time phasing of the requirements, Determining the Lot Size, Incorporating Lead time information, Establishing the planning premises. MRP Logic, Using the MRP system, Capacity Requirements planning, Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in services.</p>	5+1
5.	Scheduling of Operations	<p>Need for Scheduling, Scheduling – Alternative terms, Loading of machines, Scheduling Context, Scheduling of Flow Shops, Scheduling of Job Shops, Input-Output Control, Operational Control</p> <p>Issues in Mass production systems.</p>	5+1

Suggested Textbooks:

1. Operations Management: Theory and Practice, B Mahadevan, Pearson.
2. Operations Management, Terry Hill, Palgrave
3. The Fundamentals of Production Planning and Control, Stephen Chapman, Pearson
4. Operations Now, Byron Fitch, TMGH.

Reference Books:

1. Forecasting: Principles and Practice by Rob J. Hyndman and George Athanasopoulos, OTexts
2. Demand Forecasting for Inventory Control by Nick T. Thomopoulos, Springer
3. Production and Operations Management: Concepts, Models, and Behavior by Everett E. Adam Jr. and Ronald J. Ebert, Prentice Hall

Course Name: - Inventory Management		Semester -II	
Course Code- SE-OPE-02	Credits-2	Marks-50	
COURSE OUTCOMES: After completion of this course the students will be able to			
CO. SEOPE02.1 (Remembering) DEFINE the key terms associated with Inventory Management.			
CO. SEOPE02.2(Understanding) CLASSIFY various types of inventories, and inventory costs.			
CO. SEOPE02.3:(Apply) CALCULATE Economic Order Quantity and stock levels under various conditions.			
CO. SEOPE02.4:(Analyze) COMPARE various methods of inventory control.			
CO. SEOPE02.5:(Evaluate) ASSESS various factors influencing Make or Buy decisions.			
CO. SEOPE02 .6:(Create) SOLVE problems based on ABC classification of inventory.			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Elements of Inventory Management	Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventories – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.	5+1
2.	Inventory Control systems	Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control.	5+1
3.	Economic Order Quantity Models	The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model with MS Excel, Quantity Discounts, Computer Solution of Quantity Discounts model with MS Excel, Reorder Point, Safety Stocks, Service Level, Reorder point with variable demand, Computer Solution of Reorder point with MS Excel, Order quantity for periodic inventory system, Order quantity with variable demand, Computer Solution of fixed period model with MS Excel.	5+1
4.	Just-In-Time	Principles of just-in-time, Core logic of JIT, Main features for stocks, Achieving just-in-time operations, Other effects of JIT, Benefits and disadvantages of JIT, Comparison with other methods of	5+1

		inventory management. KANBAN as a control tool. Vendor managed inventory.	
5.	Make Or Buy Decisions	Factors influencing Make or Buy Decisions-cost, quality, capacity core v/s non-core, management strategy. Evaluation of performance of Materials function: cost, delivery, quality, methodology of evaluation, Use of ratios - inventory ratios, inventory analysis like ABC, FSN: Fast slow, Nonmoving, HML-High Medium, Low, XYZ. Materials Management In JIT Environment	5+1

Suggested Textbooks:

1. Operations Management: Theory and Practice, B Mahadevan, Pearson.
2. Operations Management-Process and Value Chains, Krajewski, Ritzman, Malhotra, Pearson.
3. Operations Management: Quality and Competitiveness in a Global Environment, Russell and Taylor, Wiley India.

Suggested Reference Books:

1. Introduction to Materials Management, J.R.Tony and Arnold.
2. Inventory Control and Management, Donald Waters, Wiley Student Edition.
3. Just-in-Time Manufacturing, Korgaonker, Macmillan
4. Essentials of Inventory Management, Max Muller, JAICO Publishing

Course Name: - Quality Management Standards		Semester -II	
Course Code- SE - OPE - 03	Credits-2	Marks-50	
COURSE OUTCOMES: After completion of this course the students will be able to			
COSEOPE03.1 (Remembering) DESCRIBE the concepts of Quality and importance of the Quality Management Principles.			
COSEOPE03.2(Understanding) INTERPRET the requirements of ISO 9001:2015 standard.			
COSEOPE03.3:(Apply) APPLY process-based thinking and risk-based thinking for managing and improving the functioning of an organization.			
COSEOPE03.4:(Analyze) TAKE PART IN planning, conducting and follow-up of QMS audits directed towards maintenance and continual improvements of the QMS.			
COSEOPE03.5:(Evaluate) DEVELOP skills for Corrective Action Management and Continual Improvement Project management.			
COSEOPE03.6:(Create) BUILD stakeholder confidence by managing processes in line with the latest requirements.			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Quality Management Systems	Quality, Quality Concepts, Concepts and Characteristics of Quality as a Business Imperative, Quality Management Systems Map, Advantages of the Quality Management Systems, Process approach, Seven Quality Management Principles, Organization and its Context, Needs and Expectations of Interested Parties. Need for Quality Management System Standards (MSS), High Level Structure (HLS), Integrated Management Systems, Risk Management, how processes affect each other, The Plan – Do – Check (Study) – Act Cycle (PDCA) and terminology; PDCA and its relation in business processes, Quality Policy and Objectives at all Functions and levels.	5+1
2.	ISO Standards	QMS: ISO 9001 Useful Terms, ISO Supporting Standards, Understanding	5+1

		<p>the terms and definitions of the ISO 9001: 2015 standard, Broad overview of the requirements of ISO 9001: 2015, The principles,</p> <p>structure and language of ISO 9000 and ISO 9001, Applying the ISO 9001: 2015 standard when developing and implementing a QMS.</p>	
3.	Documentation and Implementation Planning	<p>Phased Approach Method and Tools, Executive and</p> <p>Management Overview, Planning, Gap Assessment and Planning, Documentation, Implementation and Training,</p> <p>Internal Assessment and Management Review, 3rd Party Registration Assessment, Sustain and Continual Improvement.</p>	5+1
4.	Risk Assessment	<p>Concept and principles of Risk Assessment, Risk Based Thinking and Management Responsibility within an effective QMS, Applying the Framework of Risk Assessment, Understand the differences between the different techniques - Root Causal Analysis, Failure Modes and Effects Analysis (FMEA), Hazard Analysis and Critical Control Points (HACCP), Capability Index</p>	5+1
5.	Internal Audit	<p>Understanding and application of Internal Audit Process requirements, Planning the Audit, Scheduling the Audit, Preparing the Audit, Conducting the Audit, Documenting Audit Findings, Reporting Audit Findings, Corrective Action Follow-up, Auditing practices and techniques, Role plays and/or scenarios to relevant field, The personal and interpersonal skills and competencies required for auditing</p>	5+1

Suggested Textbooks:

1. Mastering ISO 9001:2015: A Step-By-Step Guide to The World's Most Popular Management Standard, Gregory Peckford
2. Understanding ISO 9001: 2015 Quality Management System, Virendra Kumar Gupta
3. ISO 9001: 2015 - A Complete Guide to Quality Management Systems, Itay Abuhav
4. Operations Management: An Integrated Approach, Danny Samson and Prakash Singh, Cambridge University Press.
5. Managing Quality, Barrie G Dale, Ton van der Wiele and Jos van Iwaarden (Editors), Blackwell Publishing
6. ISO 9001:2015 Standard

Suggested Reference Books:

1. James R. Evans, James W. Dean, Jr., Total Quality –Management, Organization and Strategy, 2nd edition, Thomson Learning, New Delhi, 2000
2. Frank M. Gryna, Richard C. H. Chua, Joseph A. Defeo, Juran's Quality Planning and Analysis for Enterprise Quality, Tata McGraw-Hill Publishing Company Limited, New Delhi, Fourth issue, 2008.
3. Howard S. Gitlow, Alan J. Oppenheim, Rosa Oppenheim, David M. Levine, Quality Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, 3rd issue, 2009.
4. J. S. Ahluwalia, Total Quality Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, Fourth issue, 2008.
5. Thomas Pyzdek, Paul Keller, The Handbook for Quality Management: A Complete Guide to Operational Excellence.

Course Name: - Productivity Management			Semester -II
Course Code- SE-OPE-04		Credits-2	Marks-50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COSEOPE04.1 (Remembering) DEFINE various types of productivity and measures of productivity.</p> <p>COSEOPE04.2 (Understanding) DEMONSTRATE the linkages between various measures of productivity</p> <p>COSEOPE04.3:(Apply) APPLY Value Analysis and Value Engineering principles to simple situations related to operations management.</p> <p>COSEOPE04.4:(Analyze) APPLY various types of charts and diagrams to carry out work study and method study.</p> <p>COSEOPE04.5:(Evaluate) DETERMINE the Standard Time using Techniques of Work Measurement</p> <p>COSEOPE04 .6:(Create) ELABORATE upon the concepts of JIT, Lean, 5S, TPM, BPR, Six Sigma,World Class manufacturing.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Introduction to Productivity	Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity, productivity from product and service perspective, different inputs and productivity measures, Various ratios related to finance, material and service.	3+1
2.	Value Analysis and Value Engineering	Concept of Cost, Price and Value, Role in Productivity, Procedure –Application and productivity benefit model.	3+1
3.	Work Study & Method Study	Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement. Method Study: Need for Method Study – Procedure of Method Study –Process Flow charts, Man machine diagrams, Principles of Motion Economy	6+1
4.	Work Measurement	Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work, Times, Activity Sampling. Computation of Standard Time– Elements – Types of	8+1

		Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances.	
5.	Advanced Methods of Productivity and service level enhancements	Overview of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing, Use of Technology in productivity and service enhancements: ITeS, CAD, CAM, CIM, CMMI.	5+1

Suggested Textbooks:

1. Productivity Measurement for Business Excellence, Prem Vrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House.
2. Operations Management for Competitive Advantage, Richard B Chase, Jacobs, Aquilano, Agarwal,
3. Introduction to Work Study, Editor - Geirge Kanawaty, Universal Publishing
4. Production and Operations Management, S.N.Chary, TMGH

Suggested Reference Books:

1. "Computer Integrated Manufacturing (CIM)" by James A. Rehg and Henry W. Kraebber , Prentice Hall
2. "The Six Sigma Handbook: A Complete Guide for Green Belts, Black Belts, and Managers at All Levels" by Thomas Pyzdek and Paul Keller, McGraw-Hill Education
3. "Work Measurement and Methods Improvement" by Lawrence S. Aft, John Wiley & Sons

SPECIALISATION: Business Analytics

Course Name: - Basic Business Analytics using R			Semester -II
Course Code- SE-BA-01		Credits-2	Marks-50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COSEBA01.1 (Remembering) IDENTIFY opportunities for creating value using business analytics and DESCRIBE the basic concepts in Business Analytics, DATA Science and Business Intelligence</p> <p>COSEBA01.2(Understanding) EXPLAIN the applications of Business Analytics in multiple business domains and scenarios.</p> <p>COSEBA01.3:(Apply) DEVELOP a thought process to think like a data scientist/business analyst.</p> <p>COSEBA01.4:(Analyze) ANALYZE data graphically by creating a variety of plots using the appropriate visualization tools of R.</p> <p>COSEBA01.5:(Evaluate) INTERPRET various data types and structures for given analytics task</p> <p>COSEBA01.6:(Create) COMBINE various tools and functions of R programming language and use them in live analytical projects in multiple business domains and scenarios.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Business Analytics Basics	<p>Definition of analytics, Evolution of analytics, Need of Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics. Concept of insights. Importance of data in business analytics, Differences between data, information</p> <p>And knowledge, various stages of an organization in data maturity, Options for organizations without good quality data.</p>	5+1
2.	Analytical decision-making	<p>Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, Overview of Business analytics applications in -Marketing Analytics, HR Analytics, Supply Chain</p>	5+1

		Analytics, Retail Industry, Sales Analytics, Web & Social Media Analytics, Healthcare Industry, Energy Analytics, Transportation Analytics, Lending Analytics, Sports Analytics and Technical/Stock Analytics. Future of Business Analytics	
3.	Fundamentals of R	R environment, Downloading and Installing R, using command line in R, Help, File operations in R -Reading from and Writing to a file, writing your first code in R, Importing data from spreadsheets, text files, SAS, SPSS, connect to RDBMS from R using ODBC, basic SQL queries in R, Exploration and transformation activities, basics of Web Scraping	6+1
4.	Data types & Data Structures in R	Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, if condition, while conditions and repeat loop, debugging tools, Concatenation of Data, Combining Vars, cbind, rbind, Supply, apply, tapply functions, Built-in functions in R like: seq (), cbind (), rbind (), merge (), knowledge on the various subsetting methods, summarize data by using functions like: str (), class (), length (), nrow (), ncol(), use of functions like head (), tail (), for inspecting data, summarize data, SQL join in R. Introduction to Data Structure in R, Vectors, Lists, Scalars, Data Frames, Matrices, Arrays, Factors, Use of data structures in different conditions, Advantage of using a particular approach.	10+3
5.	Data Visualization	Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis (EDA), Data Cleaning, Data Inspection, uses of the functions like grepl(), grep (), sub (), summarize (), list (), Using graphical functions in R	10+3

		<p>for data visualization, Line Plots, Bar Plots, Bar Plots for Population, Pie chart, tableplot,</p> <p>histogram, plotting with base graphics, Plotting with Lattice graphics, Plotting and coloring in R. Customizing Graphical Parameters to improvise plots, understanding GUIs like Deducer and R Commander, introduction to Spatial Analysis.</p>	
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Suggested Self Learning Courses: Basic and advanced Business Analytics, data mining and python courses on Swayam platform - <https://swayam.gov.in/>, Courses on Business Forecasting

Suggested Textbooks:

1. R for Business Analytics, A. Ohri
2. Data Analytics using R, Seema Acharya, TMGH
3. Data mining and business analytics with R, Johannes Ledolter. New Jersey: John Wiley & Sons.
4. Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel, and Bruce: Wiley
5. Business Analytics Using R - A Practical Approach, Dr. Umesh R. Hodeghatta, Umesha Nayak

Suggested Reference Books:

1. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
2. Data science in R: a case studies approach to computational reasoning and problem solving, Deborah Nolan. Boca Raton: CRC Press
3. The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley
4. Taming the big data tidal wave: finding opportunities in huge data streams with advanced analytics, Bill Franks. Hoboken: John Wiley & Sons.
5. Big data, big analytics: emerging business intelligence and analytic trends for today's business, Michael Minelli. Hoboken: John Wiley & Sons

Course Name: - Data Mining		Sem -II	
Course Code- SE-BA-02	Credits-2	Marks-50	
COURSE OUTCOMES: After completion of this course the students will be able to			
COSEBA02.1 (Remembering) DEFINE the key terms associated with Data Mining			
COSEBA02.2(Understanding) EXPLAIN the various aspects of Data			
COSEBA02.3:(Apply) APPLY classification models			
COSEBA02.4:(Analyze) Analyse data using various clustering models			
COSEBA02.5:(Evaluate) SELECT appropriate association analysis and anomaly detection tools.			
COSEBA02 .6:(Create) COMBINE various data mining tools and use them in live analytical projects in business scenarios			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Basic Concepts	Concept, Definitions and Need of Big Data, Data Mining, Business Intelligence. Data Mining Process, relation to Business Intelligence techniques. Introduction to Data Mining Tasks (Classification, Clustering, Association Analysis, Anomaly Detection). Concept, Definitions of model, descriptive models, predictive modeling, basic terminology. Real-world data mining applications - Big Data Analytics in Mobile Environments, Fraud Detection and Prevention with Data Mining Techniques, Big Data Analytics in Business Environments.	6+1
2.	Data and Preprocessing	Understanding of Data, what is data? Types of attributes, properties of attribute values, types of data, data quality, Sampling, Data Normalization, Data Cleaning, Similarity Measures, Feature Selection/Instance Selection, the importance of feature selection/instance selection in various big data scenarios	7+1
3.	Classification	Decision-Tree Based Approach, Rule-based Approach, Instance-based	9+1

		classifiers, Support Vector Machines, Ensemble Learning, Classification Model Selection and Evaluation, Applications: B2B customer buying stage prediction, Recommender Systems.	
4.	Clustering	Partitional and Hierarchical Clustering Methods, Graph-based Methods, Density-based Methods, Cluster Validation, Applications: Customer Profiling, Market Segmentation.	9+1
5.	Association Analysis	. Apriori Algorithm and its Extensions, Association Pattern Evaluation, Sequential Patterns and Frequent Subgraph Mining, Applications: B2B Customer Buying Path Analysis, Medical Informatics, Telecommunication alarm diagnosis. Anomaly Detection: Statistical-based and Density-based Methods, Ethics of data mining, privacy, what can/do firms know?	9+1

Suggested Self Learning Courses :

Basic and advanced data mining and python courses on swayam platform -

<https://swayam.gov.in/>

Suggested Textbooks:

1. Data Mining: The Textbook by Charu C. Aggarwal
2. Data Science for Business by Foster Provost and Tom Fawcett, O'Reilly
3. Introduction to Data Mining by Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Addison Wesley
4. Data Mining and Analysis: Fundamental Concepts and Algorithms by Mohammed J. Zaki and Wagner Meira

Reference Books:

1. Big Data: Principles and Best Practices of Scalable Real-Time Data Systems by Nathan Marz and James Warren.

2. Data Preparation for Data Mining by Dorian Pyle

3. Pattern Recognition and Machine Learning by Christopher M. Bishop

Course Name: Tableau			Semester: II
Course Code: SEBA03		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COSEBA03.01. REMEMBERING: DEFINE Tableau terminology and SHOW how to Connect to your data, Edit and save a data source</p> <p>COSEBA03.02. UNDERSTANDING: ILLUSTRATE the use of the Tableau interface to effectively create powerful visualizations and charts.</p> <p>COSEBA03.03. APPLYING: MAKE USE OF statistical techniques to analyze your data, parameters and input controls to give users control over certain values.</p> <p>COSEBA03.04 ANALYSING: INTEGRATE data sources using data blending and Combine data from multiple tables in the same data source using joins.</p> <p>COSEBA03.05. EVALUATING: CREATE basic calculations including basic arithmetic calculations, custom aggregations and ratios, date math, and quick table calculations.</p> <p>COSEBA03.06. CREATING: BUILD spatial visualizations of non-geographic data by using advanced geographic mapping techniques and custom images and geocoding.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Data Connections:	Tableau terminology, Tableau interface/paradigm, Create and save data connections, Create a live connection to a data source, Explain the differences between using live connections versus extracts, Create an extract, Save metadata properties in a .TDS, Modify data connections, Add a join, Add a blend, Add a union, Manage data properties, Rename a data field, Assign an alias to a data value, Assign a geographic role to a data field, Change data type for a data field (number, date, string, boolean, etc.), Change default properties for a data field (number format, aggregation, color, date format, etc.)	(5+1)
2.	Organizing & Simplifying Data	Organize data and apply filters, Filter data, Sort data, Build groups, Build hierarchies, Build sets, Add a filter to the view, Add a context filter, Add a date filter, Apply analytics to a worksheet, Add a manual or a computed sort, Add a reference line or trend line, Use a table calculation.	5+1

3.	Field & Chart Types:	Discrete v. continuous, Measure Names and Measure Values, Generated Fields, Use bins and histograms, Heat maps, Tree maps, Bullet graphs, bar chart, line chart, stacked bar, Combined Axis Charts, Dual Axis Charts, Scatter Plots, Data Highlighter, Cross tabs, Motion charts, Bar in bar charts, Box plots, Gantt Bar Charts, Paretos, Sparklines, geocoding , spatial visualizations of non-geographic data, Using titles, captions and tooltips, Editing axes, Mark labels and annotations. (5+1
4.	Calculations:	Manipulating string and date calculations, create quick table calculations, Use LOD calculations; types of LOD calculations, Use Ad-hoc calculations, Work with aggregation options, Build logic statements, Build arithmetic calculations, Build grand totals and sub-totals, Use calculations in join clauses, create a calculated field (e.g. string, date, simple arithmetic), Add a parameter.	5+1
5.	5. Sharing Insights:	Format view for presentation, Use color, Use bolding, Use shapes, Change size of marks, Select fonts, Create and modify a dashboard, Create a dashboard layout, Add interactive or explanatory elements, Add dashboard actions, Modify existing dashboard layout for mobile devices, Create a story using dashboards or views, Share a twbx as a PDF, Share a twbx as an image.	5+1

Suggested Textbooks:

1. Mastering Tableau, David Baldwin
2. Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, Ben Jones

Suggested reference books:

1. Learning Tableau, Joshua N. Milligan
2. Practical Tableau: 100 Tips, Tutorials, and Strategies from a Tableau Zen Master, Ryan Sleeper

Course Name: Data Warehousing Project Life Cycle Management			Semester: II
Course Code: SE BA 04		Credits: 2	Marks: 50
<p>COURSE OUTCOMES: After completion of this course the students will be able to</p> <p>COSEBA04.01. REMEMBERING: DESCRIBE various stages in Data Warehouse development process.</p> <p>COSEBA04.02. UNDERSTANDING: EXPLAIN the significance of and Project Management issues to be considered in the Data warehouse and Business Intelligence projects and the practicality of each phase.</p> <p>COSEBA04.03 APPLYING: MAKE USE OF the Data Warehouse Lifecycle.</p> <p>COSEBA04.04. ANALYSING: FORMULATE Requirements Definition using requirements gathering methods.</p> <p>COSEBA04.05. EVALUATING: DETERMINE users of information and SELECT appropriate Information Delivery Tools, OLAP models and Data Mining Techniques.</p> <p>CO SEBA04.06. CREATING: CREATE an Implementation Plan for a Data warehouse Project.</p>			
Module No.	Module Name	Details	No. of Hours (L+T+P)
1.	Data Warehousing Project Life Cycle Management	Planning And Requirements: Data to Information Lifecycle, Brief History of Accessing, Reporting And Analyzing Data, Business Intelligence (BI) defined, Data Warehousing (DW) defined, Data Mining defined, Data Stores and Data Marts defined, Uses of BI & DW, Business Drivers For BI, Business and IT Drivers For DW, Applications that use BI And DW, Data Shadow Systems, Industry terminology, Planning the Data Warehouse Project, The Project Team, Project Management Considerations, Defining the Business Requirements, Dimensional Analysis, Information Packages, Requirements Gathering Methods, Requirements Definition: Scope and Content, Requirements as the Driving Force for Data Warehousing, Data Design, The Architectural Plan, Data Storage Specifications, Information Delivery Strategy.	5+1
2.	Data Warehousing Project Life Cycle Management - Architecture And Infrastructure:	The Architectural Components, Understanding Data Warehouse Architecture, Distinguishing Characteristics, Architectural Framework, Technical Architecture, Infrastructure as the Foundation for Data Warehousing, Infrastructure Supporting Architecture, Infrastructure Supporting Architecture, Database Software, Collection of Tools, The Significant Role of Metadata, Why Metadata is Important, Metadata	5+1

		Types by Functional Areas, Business Metadata, Technical Metadata, how to Provide Metadata.	
3.	Data Warehousing Project Life Cycle Management - Data Design And Data Preparation:	Principles of Dimensional Modeling, From Requirements to Data Design, The STAR Schema, STAR Schema Keys, Advantages of the STAR Schema, Updates to the Dimension Tables, Miscellaneous Dimensions, The Snowflake, Schema, Aggregate Fact Tables, Families of STARS, Data Extraction, Transformation, and Loading, Data Extraction, Data Transformation, Data Loading, ETL Summary, why is Data Quality Critical? Data Quality Challenges, Data Quality Tools, Data Quality Initiative.	5+1
4.	Data Warehousing Project Life Cycle Management - Information Access And Delivery:	Matching Information to the Classes of Users. Information from the Data Warehouse, Users of the Information, Information Delivery, Information Delivery Tools, Demand for Online Analytical Processing, Major Features and Functions, OLAP Models, OLAP Implementation Considerations, Data Warehousing and the Web, Web-Enabled Data Warehouse, Web-Based Information Delivery, OLAP and the Web, Building a Web-Enabled Data Warehouse, Data Mining, Major Data Mining Techniques, Data Mining Applications.	5+1
5.	Data Warehousing Project Life Cycle Management - Testing, Implementation and Maintenance:	Unit, IT, ST, Data volume, ETL and other test techniques, The Physical Design Process, Physical Design Steps, Physical Design, Considerations, Physical Storage, Indexing the Data Warehouse, Performance Enhancement Techniques, Data Warehouse Deployment, Major Deployment Activities, Considerations for a Pilot, Security, Backup and Recovery, Growth and Maintenance, Monitoring the Data Warehouse, User Training and Support, Managing the Data Warehouse, Scoping, Estimation, proposal writing and Risk planning.	5+1

Suggested Textbooks:

1. The Data Warehouse Lifecycle Toolkit, Ralph Kimball
2. Data Warehouse Project Management, Sid Adelman, Larissa T. Moss
3. The Data Warehouse Lab: A step-by-step guide using SSIS and SSAS, Amin Jalali
4. Data Warehouse for Project Managers, Laura Reeves
5. The Profit Impact of Business Intelligence, Steve Williams, Nancy Williams

1. Ecommerce Analytics: Analyze and Improve the Impact of Your Digital Strategy by Judah Phillips
2. Building a Digital Analytics Organization: Create Value by Integrating Analytical Processes, Technology, and People
into Business Operations by Judah Phillips

BOS Chairman

Dean Academics

Principal