

MBA DEGREE PROGRAMME

2021 Regulations, Curriculum & Syllabi

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BANNARI AMMAN INSTITUTE OF TECHNOLOGY

An Autonomous Institution Affiliated to Anna University – Chennai • Approved by AICTE • Accredited by NAAC with “A+” Grade

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REGULATIONS 2021

M.B.A PROGRAMME

(CHOICE BASED CREDIT SYSTEM)

NOTE: The Regulations hereunder are subject to amendments as may be decided by the Academic Council of the Institute from time to time. Any or all such amendments will be effective from such date and to such batches of students including those already in the middle of the Programme as may be decided by the Academic Council.

1. ELIGIBILITY FOR ADMISSION

Candidates for admission to the first semester of the MBA Degree Programme shall be required to have passed an appropriate Under-Graduate Degree Examination of Anna University or equivalent as specified under qualification for admission as per the Tamil Nadu Common Admission (TANCA) criteria from time to time.

2. DURATION OF THE PROGRAMME

- i. Minimum Duration: The programme will lead to the Degree of Master of Business Administration (M.B.A.) of the Anna University, Chennai and extend over a period of two Academic years consisting of four semesters.
- ii. Maximum Duration: A Candidate shall complete all the passing requirements of the M. B. A. degree programme within a maximum period of 4 years / 8 semesters, these periods being reckoned from the commencement of the semester to which the student was first admitted.

3. STRUCTURE OF THE PROGRAMME

- i. **The Curriculum:** The Curriculum for the M.B.A programme includes Theory Courses, Practical Courses, Theory Courses with Lab Components, Elective Courses, Industry Linked / Field Works, and Audit Course etc. with detailed syllabi prescribed by the Board of Studies from time to time.
- ii. **Theory Courses with Lab Component:** These courses are theory courses blended with related lab exercises. This would enable the students to gain knowledge coupled with practical hands-on laboratory exercises.
- iii. **Professional Electives:** Every student shall opt for Dual Specialization from the list of specializations offered in consultation with the Head of the Department
- iv. **Competitive Edge Courses:** Competitive Edge Courses are Capsule Courses offered in the topics that are creating a buzz in the field of Management. These Courses are aimed at imparting skills that will enable the students to gain a competitive edge over other Management Graduates. These courses will be offered in Semesters I and II. Two courses will be offered in a semester. A Basket of Courses would be given to the students to select from, and a particular course will be offered only if 50% of the students on roll opt for the course. For a particular course, if more than 50% of the students have opted, the other course will be offered for the rest of the students. But not more than two courses will be offered in a semester and the students have to select one course for a semester from the basket of courses which are proposed to be offered in that semester. Certain courses are offered in two modules, module 1 of the course in the I semester and module II of the course in the II semester. If students opt

for such courses, they can take up module I alone in the semester I just to know the basic outline of the course and opt for a different course in semester II skipping the module II. But if the students wish to pursue module II of courses offered in modules I and II then it is mandatory for them to complete module I of the course.

- v. **Community Connect Project:** To instill concern for Society and contribution for Community Development among the students. This community connect project is to be undertaken by the students in Semesters I and II. Students can take up this project individually or as teams (not more than 3 members in a team). The project can include, but not restricted to Activities may include Conduct of Awareness Programmes, Surveys , Lifestyle Studies, Initiatives Aimed at Increment Improvements through Provision of Basic Necessities, Visit to Homes (Old age, Orphanages), Implementation of Projects to Upscale Lifestyle and Livelihood of Underprivileged, Knowledge Sharing to NGO's and SHGs, Visit to Schools to Conduct Awareness Programmes, Organisation of Camps in association with Social Welfare Organizations, Action Research, Conduct of Stress Relief and Relationship Bonding Initiatives at Special Homes and NGOs etc.
- vi. **Corporate Classroom Alignment Project:** This initiative is to ensure that the students are in constant touch with the industry and get updated on the business practices followed in industry. This project intends to close the gap between concepts learnt in the classroom and the know-how of practical application of the same in practice. For this project, students have to associate themselves with a business organization in a business sector of their choice (Manufacturing / Services / Banking Financial Services and Insurance (BFSI) etc.) during Semester I and II of the program. The Students have to observe from the associated organization, the practical applicability and knowing the concepts and methods of applications which they learn from the courses in semester I and II. The Students are required to make a presentation on the same at the end of semester I and II.
- vii. **Audit Course:** The department offers an Audit Course on “Value Education and Ethics” to inculcate the importance of being ethical and making decisions in professional and personal life Registration for this course is mandatory for all the students enrolled in the program.
- viii. **Internship:** Every student shall undertake an Internship in the summer vacation, between second and third semester, for duration of four weeks, in consultation with the faculty supervisor and the Head of the Department. Report of the Internship is to be submitted by the students within 15 days from the commencement of the third semester.
- ix. **Project:** Every student shall undertake a Project Work in the fourth semester in consultation with the faculty supervisor and the Head of the Department. The nature of the project work can be Independent Study/ Problem Study / IDP Based Study /Social Related Problems or Issues. In case of Project Work at industrial / research organization, the same shall be jointly supervised by a faculty supervisor and an expert from the organization. Students will be allowed to go for data collection with a maximum of two weeks' duration in the mid of the final semester.
- x. **Value Added / Certificate Courses:** Students can opt for value added courses offered by the department in Semesters I, II and III. A separate certificate will be issued on successful completion of the course. These courses completed by the students will not be considered for calculation of CGPA but will appear separately in the consolidated mark statement. Based on the performance of the students, they will be categorized as Excellent (>80 Marks), Good (61<= Marks<=80), Satisfactory (>=60 Marks).
- xi. **Credit Assignment:** Each course is normally assigned a certain number of credits with 1 credit per lecture hour per week, 1 credit for 2 hours of practical session per week, 1 credit for 1 hour of tutorial

per week, 2 credits for Internship and 6 credits for the Project. The exact numbers of credits assigned to the different courses are decided by the Boards of Studies.

- xii. **Minimum Credits:** For the award of the degree, the student shall earn a minimum number of credits as prescribed by the Board of Studies in the Curriculum and by passing the prescribed courses of study as given in Section 3 (i).

4. COURSE ENROLMENT AND REGISTRATION

- i. Each student, on admission shall be assigned to a Faculty Advisor, (vide Section 6) who shall advice and counsel the student about the details of the academic programme and the choice of courses considering the student's academic background and career objectives.
- ii. Every student shall enroll for the course(s) of the succeeding semester in the current semester. However, the student shall confirm the enrolment by registering for the courses within the first five working days after the commencement of the concerned semester.
- iii. After registering for a course, a student shall attend the classes, satisfy the attendance requirements, earn Continuous Assessment Marks and appear for the End Semester Examinations.
 - a. Each student on admission to the programme shall register for all the courses prescribed in the curriculum in the student's First Semester of Study.
 - b. The enrolment for all the courses of the Semester II will commence 10 working days prior to the last working day of Semester I. The student shall confirm the enrolment by registering for the courses within the first five working days after the commencement of the Semester II. However, the student is allowed to register the course(s) after the said time limit for which the student has not enrolled, if those are the courses in which the student has failed.
 - c. The enrolment for the courses of the III Semester and Final Semester will commence 10 working days prior to the last working day of the preceding semester. If the student wishes, the student may drop course (vide Section 4.1) within five working days after the commencement of the concerned semester and complete the registration process duly authorized by the faculty-in-Charge of the Programme and The Head of the Department. The student is allowed to register for courses for which the student has not enrolled, if those are the courses in which the student has failed.
 - d. A student who has passed all the courses prescribed in the curriculum for the award of the degree shall not be permitted to re-enroll to improve the student's marks in a course or the aggregate marks / CGPA.

4.1 Flexibility to Add / Drop courses

- i. A student has to earn the total number of credits specified in the curriculum of the respective Programme of study in order to be eligible to obtain the degree.
- ii. From the II to final semesters, the student has the option of registering for additional courses or dropping existing courses. Total number of credits of such courses cannot exceed 8. However, the maximum number of credits the student can register in a particular semester cannot exceed 34 credits

(including courses for which the student has done reappearance registration vide Section 4.3).

4.2 Credit Transfers

Students are permitted to transfer the credits earned by taking up an online course with the approval of the Head of the Department. The maximum number of credits that can be transferred by completing an online course is four credits. For this, only one online course from SWAYAM for duration of 16 weeks will be considered. Online courses which are similar to the courses offered in the curriculum will not be considered for credit transfers and the online course should be selected from the list of courses prescribed by the Board of Studies. Students need to complete the course and obtain certificate authenticating that the students have passed in the online course they had enrolled. Such students completing the online course successfully can transfer the credits earned in the online course against any one of the professional electives for 4 credits after completion of the final examination conducted at the institute.

This credit transfer is applicable only once in the entire duration of the programme and the transfer can be made against only in the professional elective courses offered in Semester III and IV.

The Head of the Department may constitute a Departmental Consultative Committee for the course, which is responsible for the authentication process. Students have the flexibility to transfer the credits they have earned through completion of online courses against any of the professional electives in Semester III and IV.

They can complete the online course during Semester III and can transfer the credits earned against any of the professional electives offered in Semester IV.

The selection of the online courses shall be finalized in discussion with the nominated faculty member and the courses that are part of the curriculum cannot be taken in the online mode.

The students can attend or skip the classes for the elective course for which they are planning to compensate with credits earned from online course. They can also skip the continuous assessment for the course they are planning to compensate. But if the students fail to meet the passing requirements in the online course they had enrolled, the course they had planned to compensate with the online course (for which they had skipped the classes and continuous assessment) would be treated as an arrear and they will have to clear the course following the requirements for reappearance for a course mentioned in Section 4.3(v).

4.3 Reappearance Registration

- i. If a student fails in a theory course(s), the student shall do reappearance registration for that course(s) in the subsequent semesters or when it is offered in future.
- ii. On registration, a student may attend the classes for the reappearing the registered course(s), if the student wishes. However, the attendance requirement (vide Section 5) is not compulsory for such course(s).

- iii. If the theory course(s), in which the student has failed, is an elective, the student may register for the same elective course(s) in the subsequent semesters or when it is offered in future.
- iv. The student who fails in any Lab shall register for the same when it is offered in future, and repeat the course. In this case, the student shall attend the classes, satisfy the attendance requirements (vide Section 5) and appear for the all the continuous assessments as mentioned in scheme of valuation for Laboratory courses. The facility of Reappearance Registration is not available for such course(s).
- v. If a student is prevented from writing End Semester Examination of a course(s) due to lack of attendance or any other reasons, the student has to register for that course(s) again, when offered in future, attend the classes and fulfill the attendance requirements as per Section 5. If the course(s), in which the student has lack of attendance, is an Elective course(s), the student may register for the same Elective course(s) in the subsequent semesters or when offered in future.

5. REQUIREMENTS FOR APPEARING FOR THE END SEMESTER EXAMINATION

- i. A student who has the required percentage of attendance (vide Section 5 (ii)) shall be deemed to have satisfied the attendance requirements for appearing for End Semester Examination of a particular course. Each semester shall normally consist of 90 working days (including examination days) or 540 contact sessions. Each contact session would be for a duration of 50 minutes.
- ii. Ideally every student is expected to attend all the contact sessions and earn 100% attendance. However, a student shall secure not less than 80% attendance (Physical presence) course wise taking into account the number of contact sessions required for that course as specified in the curriculum.
- iii. If a student secures attendance between 70% and 79% in any course(s) in the current semester due to medical reasons (prolonged hospitalization / accident / specific illness) or participation in Institution/ University/ State/ National/ International level Extra and Co- Curricular Activities, with prior permission from the Head of the Department, he / she shall be permitted to appear for the current semester examinations subject to the condition that the student shall submit the medical certificate / participation certificate attested by the Head of the Department. Such certificates shall be forwarded to the Controller of Examinations for verification and for the permission to attend the examinations.
- iv. A student shall normally be permitted to appear for End Semester Examination of a course if the student has satisfied the attendance requirements (vide Section 5 (i, ii & iii)) and has registered for examination in those courses of that semester by paying the prescribed fee.
- v. A Student who does not satisfy Section 5 (i) and 5 (ii) and who secure less than 70% attendance in a course will not be permitted to write the End-Semester Examination of that course. The student has to register and repeat the particular course in the subsequent semester or when it is offered in future (vide Section 4.2 (v)).
- vi. A student who has already appeared for a course in a semester and passed the examination is not entitled to reappear in the same course for improvement of grades / marks.

6. FACULTY ADVISOR

To help the students in planning their courses of study and for general advice on the academic

programme, the Head of the Department will attach a certain number of students to a Faculty member of the Department who shall function as Faculty Advisor for those students. The Faculty Advisor shall advise and guide the students in registering of courses, reappearance of courses, monitor their attendance and progress and counsel them periodically. If necessary, the Faculty Advisor may also discuss with or inform the parents about the progress / performance of the students concerned.

7. CLASS COMMITTEE MEETING

- i. For all the courses taught, prescribed in the curriculum, Class Committee meeting shall be convened three times in a semester, comprising all faculty members handling courses and six student representatives from the class.
- ii. One of the members of the faculty (not handling any courses to that class), nominated by the Head of the Department, shall coordinate the activities of this committee. During these meetings, the student members shall meaningfully interact and express their opinions and suggestions of all the students to improve the effectiveness of the teaching-learning process. It is the responsibility of the student representatives to convey the proceedings of these meetings to all other students.

8. ASSESSMENT AND PASSING REQUIREMENTS

i. Assessment:

The assessment will comprise of continuous assessment and final examination, carrying marks as specified in the scheme (Section 13). Continuous assessment will be conducted as per the guidelines framed by the Institute from time to time. All assessments will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades and grade points will be awarded as per Section 8 (v).

ii. End Semester Examinations:

End Semester Examinations will normally be conducted as per the timetable circulated by the Office of the Controller of Examination. A student will be permitted to appear for the End Semester Examination of a semester only if he / she has completed the study of that semester satisfying the requirements given in Section 5 and has registered simultaneously for the examinations of the highest semester eligible and all the courses which he / she has got arrears. A student, who is not permitted to appear for the End Semester Examination of a semester, is not permitted to proceed to the following semester. A student who is not permitted to appear for the End Semester Examination of any semester has to register for and redo the course(s) of that semester at the next available opportunity.

iii. Re-joining the Programme:

A candidate who has not completed the study of any semester as per Section 5 or who is allowed to re-join the programme after a period of discontinuance as per Section 12 or who on his/her own request is permitted to repeat the study of any semester, may join the semester which he/she is eligible or permitted to join, only at the time of its normal commencement for a regular batch of candidates and after obtaining the approval from the Director of Technical Education and Anna University, Chennai. No candidate will however be enrolled in more than one semester at any point of time. In the case of repeaters, the earlier Continuous Assessment in the repeated courses will be disregarded.

iv. Internship and Project Work:

Every candidate shall submit reports on Internship and Project on dates announced by the Institute / Department through the faculty guide to the Head of the Department.

If a candidate fails to submit the reports of any of these courses on or before the specified date, he/she is deemed to have failed in it. Every candidate shall present report/papers in each of the relevant semesters about the Internship and Project. The reports/papers shall be presented in before a review committee constituted by the Head of the Department. Internship and Project will be evaluated based on the presentations, reports and viva-voce examinations. In case of the Internship, evaluation will be carried out in the third semester by a team of internal examiners appointed by the Head of the Department. In case of Project, the viva-voce examination will be carried out by a team usually consisting of an internal examiner, the supervisor and an external examiner appointed by the Principal / Controller of Examinations.

v. Letter grade and grade point:

The letter grade and the grade point are awarded based on percentage of total marks secured by a candidate in an individual Course as detailed below:

Range of Percentage of Total Marks	Grade Point (g)	Letter Grade
91 to 100	10	O(Outstanding)
81 to 90	9	A ⁺ (Excellent)
71 to 80	8	A (Very Good)
61 to 70	7	B ⁺ (Good)
56 to 60	6	B (Above average)
50 to 55	5	C (Satisfactory)
0 to 49	0	U (Reappearance)
Shortage of Attendance	0	SA
Withdrawal	0	W
Absent	0	AB

A student is deemed to have passed and acquired the corresponding credits in a particular course if he/she obtains any one of the following grades: “O”, “A+”, “A”, “B+”, “B”, “C”.

‘SA’ denotes shortage of attendance and hence prevented from writing the end semester examinations. ‘SA’ will appear only in the result sheet.

“U” denotes that the student has failed to pass in that course. “W” denotes withdrawal from the exam for the particular course. The grades U and W will figure both in the Grade Sheet as well as in the Result Sheet. In both cases, the student has to appear for the End Semester Examinations.

If the grade U is given to Theory Courses/ Theory with Laboratory Courses, it is not required to satisfy the attendance requirements but has to appear for the end semester examination and fulfil the passing requirements to earn a pass in the respective courses. If the grade U is given to Competitive

Edge Courses / Employability Enhancement Courses / Laboratory Courses / Internship (except Project Work), which are evaluated only through internal assessment, the student shall register for the course again in the subsequent semester, fulfill the passing requirements to earn pass in the course. However, attendance requirement need not be satisfied.

After completion of the evaluation process, Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA) is calculated using the formula:

$$SGPA/CGPA = \frac{\sum_1^n C_i * g_i}{\sum_1^n C_i}$$

Where

C_i: Credit allotted to the course.

g_i: Grade Point secured corresponding to the course.

n: number of courses successfully cleared during the particular semester in the case of SGPA and all the semesters, under consideration, in the case CGPA.

A student can apply for revaluation of his/her semester examination answer paper in a theory course, within 3 working days from the declaration of results, on payment of a prescribed fee along with prescribed application to the Controller of Examinations through the Head of the Department. The revaluation results will be intimated to the student. Revaluation is not permitted for Practical Courses, Competitive Edge Courses, Community Connect Projects, and Corporate Classroom Alignment Projects.

vi. Passing a Course:

A candidate who secures grade point 5 or more in any Course of study will be declared to have passed that Course, provided a minimum of 45% is secured in the End Semester examination of that Course of study. A candidate, who is absent for the End Semester Examination or had withdrawn from End Semester Examination or secures a letter grade U (Grade point 0), the Continuous Assessment (CA) marks obtained by the candidate in the first appearance shall be retained and considered valid for one more subsequent attempt. From the third attempt onwards, the candidate shall be declared to have passed the examination if he/she secures a minimum of 5 grade point (50% Marks) in the course prescribed for the End Semester Examinations alone.

If a candidate fails in the end semester examinations of Internship or Project Work, he/she has to resubmit the report within 30 days from the date of declaration of the results. The resubmission of the report and the subsequent viva voce examination will be considered as reappearance with payment of exam fee. In case if a student fails to resubmit the report within the stipulated period and fails in the subsequent viva-voce examination, the student shall register for the course again, in the subsequent semester.

9. QUALIFYING FOR THE AWARD OF DEGREE

A student will be declared to have qualified for the award of the Degree of Master of Business Administration provided:

- i. He / She has successfully completed the course requirements and has passed all the prescribed courses of study as per the programme structure.
- ii. No disciplinary action is pending against the student.

10. CLASSIFICATION OF DEGREE

i. First Class with Distinction:

A student who satisfies the following conditions shall be declared to have passed the examination in First class with Distinction:

- a. Should have passed the examination in all the courses of all the four semesters in the student's First Appearance within three years. Withdrawal from examination will not be considered as an appearance.
- b. Should have secured a CGPA of not less than 8.50.
- c. One-year authorized break of study (if availed of) is included in the three years for award of First class with Distinction.
- d. Should NOT have been prevented from writing end semester examination due to lack of attendance in any semester.

ii. First Class:

A student who satisfies the following conditions shall be declared to have passed the examination in First class:

- a. Should have passed the examination in all the courses of all four semesters within three years.
- b. One-year authorized break of study (if availed of) or prevention from writing the End Semester examination due to lack of attendance (if applicable) is included in the duration of three years for award of First class.
- c. Should have secured a CGPA of not less than 6.50.

iii. Second Class:

All other students who qualify for the award of the degree shall be declared to have passed the examination in Second Class.

11. WITHDRAWAL FROM EXAMINATION:

A student may, for valid reasons, be granted permission to withdraw from appearing for the examination in any course or courses of only one semester examination during the entire duration of the degree programme. Also, only one application for withdrawal is permitted for that semester examination in which withdrawal is sought. Withdrawal application shall be valid only if the student is otherwise eligible to write the examination and if it is submitted 15 days prior to the commencement

of the semester examinations and also recommended by the Head of the Department and the Principal. Withdrawal shall not be construed as an opportunity for appearance in the examination for the eligibility of a student for First Class with Distinction.

12. BREAK-OF-STUDY FROM THE PROGRAMME

- i. A student is permitted to go on break of study for a maximum period of one year either as two breaks of one semester each or a single break of one year.
- ii. A student, who would like to avail the break-of-study, shall apply to the Head of the Institution through the Head of the Department, in any case, not later than the last date for registering for the semester. The application (available with the Controller of Examinations) duly filled by the student shall be submitted through the Head of the Department.
- iii. The students permitted to re-join the programme after break of study / prevention due to lack of attendance, shall be governed by the Curriculum and Regulations in force at the time of re-joining. A committee constituted by the Head of the Institution shall prescribe additional/equivalent courses, if any, from any semester of the regulations in-force, so as to bridge the curriculum in-force and the old curriculum.
- iv. The total period for completion of the programme reckoned from, the commencement of the first semester to which the student was admitted shall not exceed the maximum period specified in the Section 2 irrespective of the period of break of study in order that the student may be eligible for the award of the degree (vide Section 8 and 9).
- v. In case, there is any period of break-of-study for more than the permitted duration, the student shall be permitted to continue the programme only if the approval is obtained from the Directorate of Technical Education and the Affiliating University.
- vi. If a student does not report back to the Institute, even after the extended Break of Study, the name of the student shall be removed permanently from the college enrolment. Such candidates are not entitled to seek readmission under any circumstances.

13. SCHEME OF ASSESSMENT

I THEORY COURSES	Marks
Continuous Assessment	40
Distribution of marks for Continuous Assessment	
Periodical Test I (12)	
Periodical Test II (12)	
Innovative Practices (16)	
End Semester Examination	60
Total Marks	100
II THEORY COURSES WITH LAB COMPONENT	Marks
Continuous Assessment	50

Distribution of marks for Continuous Assessment

Periodical Test I (15)

Periodical Test II (15)

Lab Exam and Report (20)

End Semester Examination

50

Total Marks

100

III LABORATORY COURSES

Marks

Continuous Assessment

100

Distribution of marks for Continuous Assessment

Exercises (30)

Periodical Test I (20)

Periodical Test II (20)

Record (10)

Final Viva – Voce (20)

Total Marks

100

IV COMPETITIVE EDGE COURSE

Marks

Continuous Assessment

100

Distribution of marks for Continuous Assessment

Mid-course Evaluation

(MCQs/ Exercises / Case Analysis / Presentations /

Individual Assignments/ Field Study /

Exam with Descriptive Questions)

50

End Course Evaluation

(MCQs/ Exercises / Case Analysis / Presentations /

Individual Assignments/ Group Assignments /

Field Study / Exam with Descriptive Questions/ Viva-Voce)

50

Total Marks

100

V COMMUNITY CONNECT PROJECT

Marks

Continuous Assessment

100

Distribution of marks for Continuous Assessment

Progress Evaluation

50

(Presentations, Reports, Proof of activities carried out etc.)

Final Evaluation

50

Report of the works undertaken (30)

(Report should include Details of the works undertaken,

Beneficial Fallout, Testimonies,

Certificate of Appreciation (if applicable) etc.)

Viva – Voce (20)

Total Marks

100

VI CORPORATE CLASSROOM ALIGNMENT PROJECT	Marks
Continuous Assessment	100
Distribution of marks for Continuous Assessment	
Associating concepts to practical applicability in Business Entities (50)	
Record (10)	
Presentation (20)	
Viva – Voce (20)	
Total Marks	100
VII AUDIT COURSE	Marks
Continuous Assessment	100
Distribution of marks for Continuous Assessment	
Mid-course Evaluation Test	50
<i>(Assignment / Article / Case Presentation / Written Test)</i>	
End – Course Evaluation Test	50
<i>(Assignment / Article / Case Presentation / Written Test)</i>	
Total Marks	100
VIII INTERNSHIP	Marks
Continuous Assessment	100
Distribution of marks for Continuous Assessment	
Mid - Review (20)	
Review of weekly reports (20)	
Industry feedback (10)	
Report (25)	
Viva voce (25)	
Total Marks	100
IX PROJECT	Marks
Continuous Assessment	60
Distribution of marks for Continuous Assessment	
Review 1(10)	
Review 2(10)	
Identification of problem (5)	
Literature Survey (5)	
Research Methodology (10)	
Data collection and Analysis (10)	
Findings and Conclusion (10)	
End Semester Examination	40
Report (20)	
Viva – Voce (20)	
Total Marks	100

X COMPREHENSIVE VIVA –VOCE

Marks

Continuous Assessment (Viva Voce)

100

Comprehending Questions (20)

Ability to answer all the questions (20)

Accuracy of Answers (20)

Answers with relevant examples (20)

Clarity in communication (20)

Total Marks

100

Question Paper Pattern for Theory Examinations

Type	Questions	Marks
Part A	2 Mark Questions (10 x 2 Marks)	20
Part B	12 Mark Questions - either or pattern (5 x 12 Marks)	60
Part C	20 Mark Question (Case Study) (1 x 20 Marks)	20
Total		100

Question Paper Pattern for Periodical Tests

Type	Questions	Marks
Part A	2 Mark Questions (5 x 2 Marks)	10
Part B	5 Mark Question (1 x 5 Marks) & 10 Mark Questions (2 x 10 Marks) - either or pattern	25
Part C	15 Mark Question (Case Study) (1 x 15 Marks)	15
Total		50

Optional Test: A student becomes eligible to appear for the one optional test conducted after the Periodical Test II, only under the following circumstances, if absent for Test I or Test II or both, on account of (i) medical reasons (hospitalization/ accident / specific illness) (ii) participation in the College / University / State / National / International level Sports events with prior permission from the Head of the Institution and (iii) on satisfying the conditions (i) or (ii), the student should have registered for the Optional Test, through the concerned faculty member who handles the course or through the respective Head of the Department and the same should be submitted to the Controller of Examinations. Such Optional Tests are conducted for the courses under the categories 13 (I) and (II) listed above.

14. DISCIPLINE

Every student is required to observe disciplined and decorous behaviour both inside and outside the college and not to indulge in any activity which will tend to bring down the reputation of the Institution. All the students are informed to follow the rules related to the Institution and Hostels as given in the Academic Calendar.

VISION

- To be a Center of Excellence for developing corporate leaders who make a difference in the globally competitive market through their professional competence blended with due social concern and a high value system

MISSION

- i. To Offer quality management education through appropriate pedagogy.
- ii. To Equip students with strong analytical foundations for better decision making in a challenging environment.
- iii. To Expose the students to international business practices through collaborations.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

- I. Graduates are bestowed with managerial, problem solving and decision-making skills applying appropriate management concepts, practices, and theories to handle business problems and challenges.
- II. Acquire competitive edge with strong analytical skills, research acumen and the ability to apply the right management research tools to arrive at objective solutions for functional managerial situations.
- III. Competence in contemporary business practices in the global scenarios enabling to take up managerial and entrepreneurial roles demanding the application of managerial skills in a global and cross-cultural scenario.
- IV. Exhibit an ideal situational leadership style entwined by values, ethics, societal concern and imbedding inquisitiveness for continuous learning

GRADUATE ATTRIBUTES

1. Profound Domain Knowledge
2. Research Competencies
3. Critical, Creative and Innovative Thinking
4. Problem Solving
5. Effective Communication
6. Teamwork and Leadership
7. Cross Cultural and Global Adaptability
8. Societal Concern and Ethics
9. Entrepreneurship

PROGRAM OUTCOMES

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PROGRAM SPECIFIC OUTCOMES

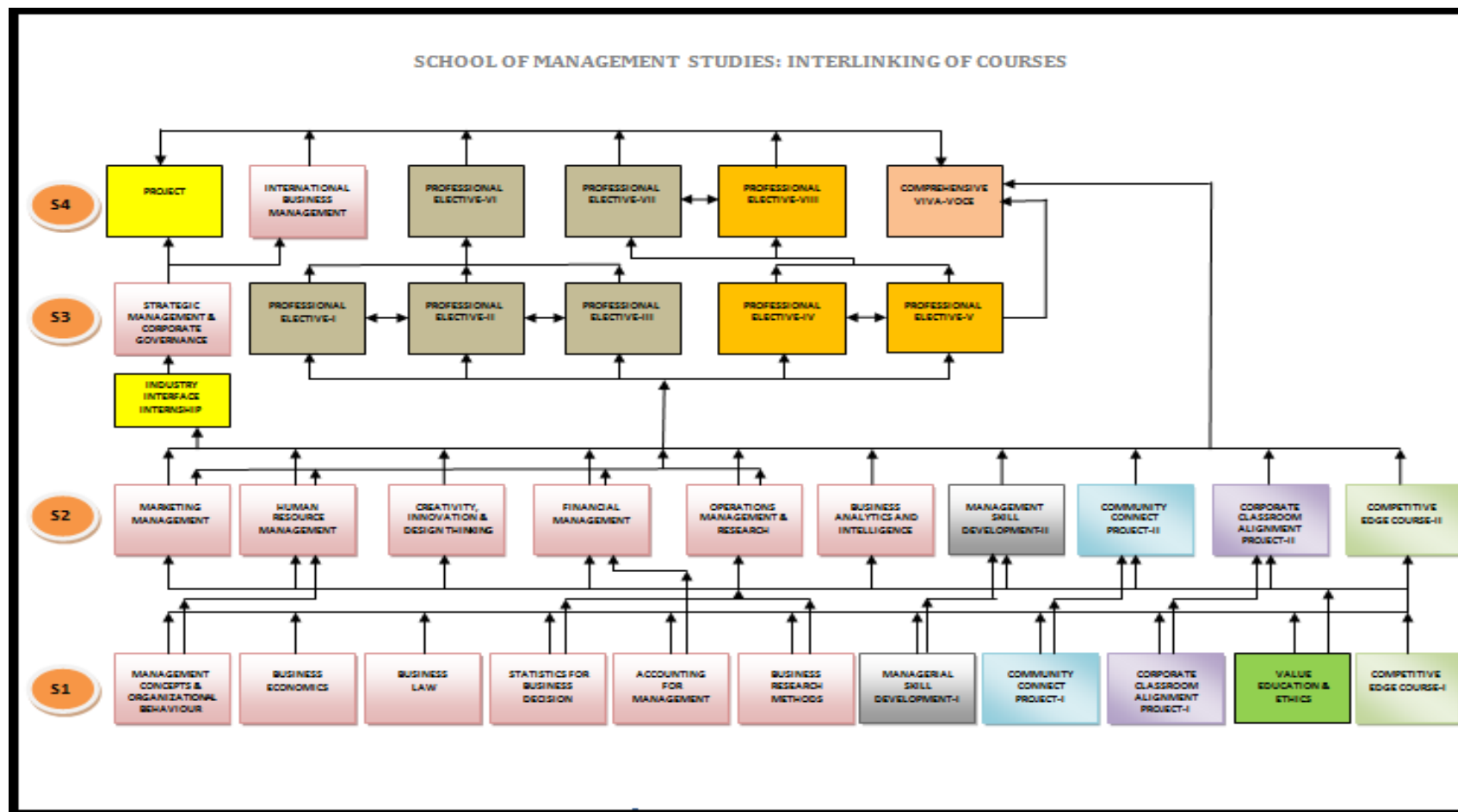
PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

MAPPING OF PEOs AND POs / PSOs

PEO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
I	X		X			X	
II		X				X	X
III	X		X	X	X	X	
IV			X	X	X		

Connectivity Chart



LIST OF ABBREVIATIONS

Category	Abbreviation
Audit Course	AC
Competitive Edge Courses	CEC
Continuous Assessment	CA
Core Courses	CC
Course Outcomes	COs
Credits	C
Employment Enhancement Courses	EEC
Lecture hours per week	L
Practical, Project Work, Internship, Employment Enhancement Course	P
Professional Electives	PE
Programme Educational Objectives	PEOs
Programme Objectives	POs
Semester End Examinations	SEE
Social Science Course	SSC
Tutorial Hours Per Week	T

Summary of Credit Distribution

Category	Credit Distribution				Total Credits
	Sem I	Sem II	Sem III	Sem IV	
Core Courses (CC)	23	23	4	4	54
Professional Electives (PE)	-	-	20	12	32
Social Science Course (SSC)	1	1	-	-	2
Employment Enhancement Courses (EEC)	2	2	2	8	14
Total Credits	26	26	26	24	102

PROFESSIONAL ELECTIVES / STREAMS OFFERED

1. Marketing
2. Finance
3. Human Resource Management
4. Operations Management
5. Commercial Bank Management
6. Entrepreneurship Development
7. Systems

CURRICULUM

Minimum Credits to be earned – 102

FIRST SEMESTER										
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category	
		PEO(s)	PO(s)	PSO(s)						
21MB101	Management Concepts and Organizational Behaviour	I, II, III, IV	1, 2, 3, 5	1	3	0	0	3	CC	
21MB102	Business Economics	I, II, III, IV	1, 2, 4	1	3	0	0	3	CC	
21MB103	Business Law	I, II, III, IV	1, 2, 4, 5	1	3	0	0	3	CC	
21MB104	Statistics for Business Decisions	I, II, III, IV	1, 2, 4	1	3	1	0	4	CC	
21MB105	Accounting for Management	I, II, III, IV	1,2,4,5	1, 2	3	1	0	4	CC	
21MB106	Business Research Methods	I, II, III, IV	1,2,4,5	1, 2	3	0	2	4	CC	
21MB107	Managerial Skill Development – I	I, II, III, IV	2,3,4,5	1, 2	0	0	4	2	CC	
21MB108	Community Connect Project-I	I, II, III, IV	2,3,4,5	1	0	0	0	1	SSC	
21MB109	Corporate Classroom Alignment Project- I	I, II, III, IV	1,2,3,4,5	1	0	0	0	1	EEC	
21MB110	Value Education and Ethics	I, II, III, IV	2,3,4,5	1	1	0	0	-	SSC	
	Competitive Edge Course- I				0	0	2	1	EEC	
					19	2	8	26		
SECOND SEMESTER										
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category	
		PEO(s)	PO(s)	PSO(s)						
21MB201	Marketing Management	I, II, III, IV	1,2,4,5	1	3	0	0	3	CC	
21MB202	Human Resource Management	I, II, III, IV	1,2,3,4,5	1	3	0	0	3	CC	
21MB203	Creativity, Innovation and Design Thinking	I, II, III, IV	1,2,3,5	1	3	0	0	3	CC	
21MB204	Financial Management	I, II, III, IV	1,2,4,5	1	3	1	0	4	CC	
21MB205	Operations Management and Research	I, II, III, IV	1,2,5	1, 2	3	0	2	4	CC	
21MB206	Business Analytics and Intelligence	I, II, III, IV	1,2,4	1, 2	3	0	2	4	CC	
21MB207	Managerial Skill Development – II	I, II, III, IV	1,2,4,5	1, 2	0	0	4	2	CC	
21MB208	Community Connect Project - II	I, II, III, IV	2,4,5	1	0	0	0	1	SSC	
21MB209	Corporate Classroom Alignment Project – II	I, II, III	1, 2	1, 2	0	0	0	1	EEC	
	Competitive Edge Course - II				0	0	2	1	EEC	
					18	1	10	26		

THIRD SEMESTER									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MB301	Strategic Management	I, II, III, IV	1, 2, 4, 5	1	4	0	0	4	CC
	Professional Elective I (Stream I)	-	-	-	4	0	0	4	PE
	Professional Elective II (Stream I)	-	-	-	4	0	0	4	PE
	Professional Elective III (Stream I)	-	-	-	4	0	0	4	PE
	Professional Elective IV (Stream II)	-	-	-	4	0	0	4	PE
	Professional Elective V (Stream II)	-	-	-	4	0	0	4	PE
21MB302	Industry Interface Internship	I, II, III, IV	1, 2, 3, 4, 5	1, 2	0	0	4	2	EEC
					24	0	4	26	
FOURTH SEMESTER									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MB401	International Business Management	I, II, III, IV	1, 2, 4, 5	1	4	0	0	4	CC
	Professional Elective VI (Stream I)	-	-	-	4	0	0	4	PE
	Professional Elective VII (Stream II)	-	-	-	4	0	0	4	PE
	Professional Elective VIII (Stream II)	-	-	-	4	0	0	4	PE
21MB402	Comprehensive Viva-Voce	I, II, III, IV	1,2,4,5	1,2				2	EEC
21MB403	Project (Independent Study/ Problem Study / IDP based study)	I, II, III, IV	1,2,3,4,5	1,2	0	0	12	6	EEC
					16	0	12	24	
Total Credits								102	

LIST OF PROFESSIONAL ELECTIVES									
Stream / Specialization: Marketing									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MM101	Brand Management	I, II, III, IV	1, 2, 4	1	4	0	0	4	PE
21MM102	Customer Relationship Management	I, II, III, IV	1, 2, 4, 5	1, 2	4	0	0	4	PE
21MM103	Digital Marketing	I, II, III, IV	1, 2, 4	1, 2	4	0	0	4	PE
21MM104	Event Management and Marketing	I, II, III, IV	1, 2, 4, 5	1, 2	4	0	0	4	PE
21MM105	Integrated Marketing Communications and Promotion	I, II, III, IV	1, 2, 4, 5	1, 2	4	0	0	4	PE
21MM106	Marketing Metrics and Analytics	I, II, III, IV	1, 2	1, 2	4	0	0	4	PE
21MM107	Neuro Marketing – Understanding Consumer Behaviour	I, II, III, IV	1, 2, 3, 4, 5	1, 2	4	0	0	4	PE
21MM108	Omni Channel Retail Management and Analytics	I, II, III, IV	1, 2, 4, 5	1	4	0	0	4	PE
21MM109	Rural Marketing	I, II, III, IV	1, 2, 4	1, 2	4	0	0	4	PE
21MM110	Sales and Distribution Management	I, II, III, IV	1, 2, 3, 4, 5	1	4	0	0	4	PE
21MM111	Semiotics in Marketing Communications and Branding	I, II, III, IV	1, 2, 4	1, 2					PE
21MM112	Services Marketing	I, II, III, IV	1, 2, 4, 5	1	4	0	0	4	PE
Stream / Specialization: Finance									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MF101	Banking System and Practices	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	PE
21MF102	Equity Derivatives and Risk Management	I, II, III	1, 2,	1, 2	3	1	0	4	PE
21MF103	Merchant Banking and Financial Services	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	PE
21MF104	Mergers, Acquisitions and Restructuring	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	PE
21MF105	Project Finance	I, II, III, IV	1, 2, 4, 5	1	3	1	0	4	PE
21MF106	Investment Analysis and Portfolio Management	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	PE
21MF107	Goods and Services Tax	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	PE
21MF108	Financial Modeling	I, II, III, IV	1, 2, 5	1, 2	3	1	0	4	PE
21MF109	Behavioural Finance	I, II, III, IV	1, 2, 3, 4, 5	1, 2	3	1	0	4	PE
21MF110	Corporate Accounting	I, II, III, IV	1, 2, 4, 5	1, 2	3	1	0	4	PE
21MF111	Corporate Valuation	I, II, III, IV	1, 2, 4	1, 2	3	1	0	4	PE

Stream / Specialization: Human Resource Management									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MH101	Industrial Relations and Labour Laws	I, II, III, IV	1, 2, 4	1	4	0	0	4	PE
21MH102	Managerial Behaviour and Effectiveness	I, II, III, IV	1, 2, 3, 4, 5	1	4	0	0	4	PE
21MH103	Organisational Change and Intervention Strategy	I, II, III, IV	1, 2, 4, 5	1	4	0	0	4	PE
21MH104	Performance Management	I, II, III, IV	1, 2, 3, 4, 5	1	4	0	0	4	PE
21MH105	Behaviour Modification and Management	I, II, III, IV	1, 2, 3, 5	1	4	0	0	4	PE
21MH106	Learning and Development	I, II, III, IV	1, 2, 3, 5	1	4	0	0	4	PE
21MH107	Competency Mapping and Development	I, II, III, IV	1, 2, 3, 5	1	4	0	0	4	PE
21MH108	Social Psychology	I, II, III, IV	1, 2, 4, 5	1	4	0	0	4	PE
21MH109	HR Analytics	I, II, III, IV	1, 2, 3, 4	1, 2	4	0	0	4	PE
21MH110	Political Behaviour and Impression Management	I, II, III, IV	1, 2, 3, 4, 5	1	4	0	0	4	PE
Stream / Specialization: Operations Management									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MO101	Business Process Reengineering	I, II, III, IV	1, 2, 3, 5	1, 2	4	0	0	4	PE
21MO102	Advanced Maintenance Management	I, II, III, IV	1, 2, 3, 5	1, 2	4	0	0	4	PE
21MO103	Lean Manufacturing	I, II, III, IV	1, 2, 5	1, 2	4	0	0	4	PE
21MO104	Purchase and Materials Management	I, II, III, IV	1, 2, 3, 4, 5	1, 2	4	0	0	4	PE
21MO105	Service and Operations Management	I, II, III, IV	1, 2, 5	1, 2	4	0	0	4	PE
21MO106	Supply Chain and Logistics Management	I, II, III, IV	1, 2, 4	1, 2	4	0	0	4	PE
21MO107	Total Quality Management	I, II, III, IV	1, 2, 3, 4	1, 2	4	0	0	4	PE
21MO108	Six Sigma	I, II, III	1, 2	1	4	0	0	4	PE
Stream / Specialization: Commercial Bank Management									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MC101	Fundamentals of Commercial Bank Management	I, II, III, IV	1, 2, 4, 5	1, 2	4	0	0	4	PE

21MC102	Resource Mobilization – Deposit	I, II, III, IV	1, 4	1	4	0	0	4	PE
21MC103	Resource Development – Small Loans	I, II, III, IV	1, 2, 4	1	4	0	0	4	PE
21MC104	Resource Deployment – Commercial Advances	I, II, III, IV	1, 2, 4	1	4	0	0	4	PE
21MC105	Export and Import Financing	I, II, III, IV	1, 2, 4	1	4	0	0	4	PE
21MC106	Management of Non-performing Assets	I, II, III, IV	1, 2, 4	1, 2	4	0	0	4	PE
21MC107	Risk Management in Banks	I, II, III, IV	1, 2, 4	1, 2	4	0	0	4	PE
Stream / Specialization: Entrepreneurship Development									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21ME101	Entrepreneurship and Small Business Management	I, II, III, IV	1, 2, 4, 5	1, 2	4	0	0	4	PE
21ME102	Creativity, Innovation and Entrepreneurship	I, II, III, IV	1, 3, 4, 5	1, 2	4	0	0	4	PE
21ME103	Legal and Regulatory framework for Entrepreneurship	I, II, III, IV	1, 2, 4	1, 2	4	0	0	4	PE
21ME104	Soft Skills for Entrepreneurship	I, II, III, IV	3, 4, 5	1	4	0	0	4	PE
21ME105	Business Plan	I, II, III, IV	1, 2, 3, 5	1, 2	4	0	0	4	PE
21ME106	Building a Sustainable Enterprise	I, II, III, IV	1, 2, 4	1	4	0	0	4	PE
21ME107	Intellectual Property Rights	I, II, III, IV	2, 4	1	4	0	0	4	PE
Stream / Specialization: Systems									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MS101	Information Systems Design and Development	I, II, III, IV	1, 2, 4	1, 2	4	0	0	4	PE
21MS102	Relational Database Management Systems	I, II, III	1, 2	1, 2	4	0	0	4	PE
21MS103	E-Business	I, II, III, IV	1, 2, 4	1, 2	4	0	0	4	PE
21MS104	Business Intelligence	I, II, III, IV	1, 2, 4, 5	1, 2	4	0	0	4	PE
21MS105	Big Data Analytics	I, II, III	1, 2	1, 2	4	0	0	4	PE
21MS106	Software Project Management	I, II, III	1, 2	1	4	0	0	4	PE
21MS107	Artificial Intelligence for Managers	I, II, III	1, 2	1	4	0	0	4	PE
21MS108	Enterprise Resource Planning	I, II, III, IV	1, 2, 4	1, 2	4	0	0	4	PE
COMPETITIVE EDGE COURSE I									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MX001	R Programming I	I, II, III	1, 2	1, 2	0	0	2	1	EEC
21MX002	Visual Analytics I	I, II, III	1, 2	2	0	0	2	1	EEC

21MX003	Introduction to Google Apps	I, II, III, IV	1, 2, 5	1, 2	0	0	2	1	EEC
21MX004	Management Information Systems	I, II, III	1, 2	1, 2	0	0	2	1	EEC
21MX005	Applied Psychology	I, II, III, IV	1, 2, 3, 4, 5	1	0	0	2	1	EEC
21MX006	Insurance law and practices	I, II, III, IV	1, 2, 4	1	0	0	2	1	EEC
21MX007	Digital Banking	I, II, III, IV	1, 2, 4	1, 2	0	0	2	1	EEC
21MX008	Entrepreneurship	I, II, III, IV	1, 2, 4	1	0	0	2	1	EEC
COMPETITIVE EDGE COURSE II									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MX009	R Programming II	I, II, III	1, 2	1, 2	0	0	2	1	EEC
21MX010	Visual Analytics II	I, II, III	1, 2	1, 2	0	0	2	1	EEC
21MX011	E-Recruitment & Virtual Onboarding	I, II, III	1, 2	1, 2	0	0	2	1	EEC
21MX012	FINTECH	I, II, III, IV	1, 2, 4	1,2	0	0	2	1	EEC
21MX013	Wealth Management	I, II, III	1, 2	1, 2	0	0	2	1	EEC
21MX014	Business Consulting	I, II, III	1, 2	1	0	0	2	1	EEC
21MX015	Cognitive Psychology	I, II, III, IV	1, 2, 5	1	0	0	2	1	EEC
21MX016	Programmatic Advertising	I, II, III	1, 2	1, 2	0	0	2	1	EEC
AUDIT COURSE									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MB110	Value Education and Ethics	I, II, III, IV	2, 3, 4, 5	1	1	0	0	-	SSC
VALUE ADDED COURSE									
Course Code	Course	Objectives & Outcomes			L	T	P	C	Category
		PEO(s)	PO(s)	PSO(s)					
21MY001	Selling Skill	I, II, III, IV	1, 2, 3, 4, 5	1, 2	1	0	0	-	EEC
21MY002	Mutual Funds	I, II, III, IV	1, 2, 3, 4, 5	1, 2	1	0	0	-	EEC

21MB101 MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

3 0 0 3

Course Objectives

- Provide insights on the fundamental concepts and theories of management
- Acquaint with the concepts required to manage individual behaviour in work settings
- Give inputs on how individual's behaviour is influenced by group

Course Outcomes

1. Demonstrate an understanding of the planning and organizing functions of management, including their types, processes, and techniques; and analyze various decision-making models to apply appropriate strategies in managerial scenarios
2. Differentiate the core concepts of planning and organizing in management, and analyze decision-making processes using techniques such as SWOT analysis, cost-benefit analysis, and decision trees to solve managerial problems.
3. Outline the key concepts of organizational behavior and analyze the influence of personality, values, beliefs, and attitudes on workplace behavior.
4. Apply motivation theories such as Maslow's Hierarchy of Needs and the perception process to develop strategies that enhance employee job performance and improve workplace dynamics.
5. Select and apply appropriate conflict resolution strategies includes collaboration, compromise, and negotiation to effectively manage interpersonal conflicts and enhance group performance.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3					2	
CO 2		3				2	
CO 3			2		3		
CO 4	2		2		2		
CO 5		2			3	2	

UNIT I

5 Hours

INTRODUCTION TO MANAGEMENT

Management: Meaning, Levels, Evolution –Management Theories –Manager: Roles, Functions, Skills, Changing role of a manager

UNIT II

7 Hours

FUNCTIONS OF MANAGEMENT

Planning: Importance, Types, Steps, MBO – Organizing: Organizational Structure, Types, Span of Control – Decision Making: Process, Types of decisions, Techniques

UNIT III

7 Hours

MANAGING INDIVIDUAL BEHAVIOUR

OB: Meaning, Importance – Personality: Types, Traits, Determinants – Values – Beliefs – Attitude: Components, Functions, Types (Job related Attitudes)

UNIT IV

5 Hours

MOTIVATION AND PERCEPTION

Motivation: Meaning, Theories, Motivation and Job performance – Perception: Meaning, Importance, Process, Managing perceptions

UNIT V

6 Hours

MANAGING GROUP BEHAVIOUR

Groups: Types, Stages in formation, Group dynamics, Group cohesiveness – Conflict: Meaning, Sources, Types, Resolution techniques – Introduction to organizational culture – Change Management: Types – Process

Suggested Self-Study Topics

Line vs. Staff authority, Centralization vs. Decentralization in organizational structure, John Holland's Theory of career choice, Emotions, Felt vs. Expressed emotions, Learning, Classical conditioning, Operant conditioning, Group Thinking, Strong vs. Weak organizational culture

Total: 30 Hours

References

1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015
2. Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.
3. P.Stephen Robbins, Organizational Behaviour, New Delhi: Prentice Hall India, 2016
4. Fred Luthans, Organizational Behaviour, New Delhi: Tata McGraw Hill, Latest Edition, 2013
5. Uma Sekaran, Organizational Behaviour, New Delhi: Tata McGraw Hill, 2016

21MB102 BUSINESS ECONOMICS

3 0 0 3

Course Objectives

- To provide a basic knowledge into production, demand forecasting, supply and demand.
- To give inputs of analyzing different market conditions
- To explicate the basic decision-making process and role of psychology in it and behavioral approaches to studying economics

Course Outcomes

1. Apply the concepts of organizational objectives, production possibility curves, economies and diseconomies of scale, and cost and production analysis to evaluate effective business decision-making strategies.
2. Analyze and interpret the dynamics of demand and supply functions, including shifts, elasticity, forecasting, and equilibrium price determination, to evaluate market behavior and support informed business decisions.
3. Compare and analyze market structures like perfect competition, monopoly to evaluate firm behavior, pricing strategies, and economic efficiency.
4. Analyze economic indicators such as price indices, inflation, and business cycles, and evaluate the effectiveness and limitations of monetary and fiscal policies in achieving economic stabilization.
5. Analyze foundational and contemporary economic theories and concepts to evaluate behavior, market dynamics, and policy effectiveness

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				1	
CO 2	1	3				1	
CO 3	2	3				1	
CO 4	1	2		3			
CO 5	2	3				1	

UNIT I

4 Hours

INTRODUCTION

Objectives of Organizations - Production Possibility Curve - Economy & Diseconomies of scale - Business Decision Making - Production Analysis and Cost Analysis.

UNIT II

6 Hours

DEMAND AND SUPPLY

Demand Function - Law of Demand - Demand Shift - Elasticity of Demand – Demand Forecasting - Supply Function - Law of Supply - Supply Shift - Equilibrium Price Determination.

UNIT III

6 Hours

MARKET STRUCTURE

Market Structure - Perfect Competition - Shut Down Point - Monopoly – Economic Inefficiency of Monopoly - Monopolistic Competition – Oligopoly.

UNIT IV

6 Hours

MACRO ECONOMIC INDICATORS

Price Indices - Inflation - Deflation - Business Cycle and Stabilization Policies – Monetary Policy - Fiscal Policy - Limitations and Effectiveness of Monetary and Fiscal policies

UNIT V

8 Hours

INTRODUCTION TO BEHAVIORAL ECONOMICS

Nature of Behavioral economics -Methodological approach: Theory and evidence - Origins of behavioral economics- Neo-classical and behavioral approaches to studying economics.

Suggested Self-Study Topics

Utility analysis, Barometric Indicators, Price Discrimination, Economical aspects of taxation, Self-evaluation and projection bias.

Total: 30 Hours

References

1. Geetika, Piyali Ghosh and Purba Roy Choudhury "Managerial Economics", New Delhi: Tata McGraw-Hill, 2017
2. D.N.Dwivedi, "Macro Economics Theory and Policy", New Delhi: Tata McGraw Hill, 2017
3. Mankiw, "Principles of Economics", New Delhi: Thomson Learning, 2016
4. Nick Wilkinson and Matthias Hales, An Introduction to Behavioral Economics, 2nd Edition, Palgrave Macmillan 2012
5. Erik Angner, A Course in Behavioral Economics, Palgrave Macmillan 2012

21MB103 BUSINESS LAW

3 0 0 3

Course Objectives

- To instill the students an awareness of legal framework of a Contract
- To understand the basics of special contracts and Sale of Goods ACT
- To gain an insight into Negotiable Instruments Act and Companies Act

Course Outcomes

1. Apply fundamental legal principles to analyze the formation, execution, and enforcement of contracts in a business context.
2. Analyze the legal framework governing special contracts, partnerships, and cyber law to evaluate their implications in business operations and decision-making.
3. Understand and apply the legal provisions related to the sale of goods and consumer protection to analyze the rights, duties, and remedies of parties involved in commercial transactions.
4. Identify and describe the features of negotiable instruments such as promissory notes, cheques, and bills of exchange, including their types and methods of negotiation.
5. Identify and explain the nature, types, and formation of companies, along with key documents like Memorandum and Articles of Association, and the roles and powers of the Board of Directors.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		1		2		2	
CO 2	1	2		3		1	
CO 3				2	1		
CO 4				2	1		
CO 5	1			2	3		

UNIT I

6 Hours

LAW OF CONTRACT

Meaning and Essentials of a Valid Contract, Classification, Offer and Acceptance, Free Consent, Capacity, Consideration, Performance of Contract, Discharge and Remedies for Breach.

UNIT II

6 Hours

SPECIAL CONTRACTS

Indemnity and Guarantee, Bailment and Pledge, Contract of Agency, Partnership – Formation of Partnership, Registration of Firms, Relations of Partners, Dissolution of Partnership and Firm, Introduction to Cyber Law.

UNIT III

6 Hours

SALE OF GOODS

Formation of Contract of Sale of Goods, Conditions and Warranties, Transfer of Property, Performance of Contract, Rights of an Unpaid Seller, Introduction to Consumer Protection Act.

UNIT IV

6 Hours

NEGOTIABLE INSTRUMENTS

Features of Negotiable Instruments, Promissory Note, Cheque, Bill of Exchange, Holder in Due Course, Types of Negotiation.

UNIT V

6 Hours

COMPANIES ACT

Nature, Kinds, Formation, Articles and Memorandum of Association, Prospectus, Board of Directors – Appointment and Powers.

Suggested Self-Study Topics

Implication of contract with minor, Limited Liability Partnership, Caveat Emptor, Foreign Bills, One Man Company.

Total: 30 Hours

References

1. Kapoor N D, “Elements of Mercantile Law”, New Delhi: Sultan Chand & Sons Pvt. Ltd., 2020.
2. Akhileshwar Pathak, “Legal Aspects of Business”, New Delhi: Tata McGraw Hill, 2018
3. P. C.Tulsian, “Business and Corporate Law for CA PE – II”, New Delhi: Tata McGraw Hill, 2012
4. Padhi, P. K., “Legal Aspects of Business”, New Delhi: PHI Learning, 2012
5. S.Yatindra, “Cyber Laws”, New Delhi: Universal Law Publishing Co, 2016

21MB104 STATISTICS FOR BUSINESS DECISIONS

3 1 0 4

Course Objectives

- To enable the students to have an insight into basic statistical techniques.
- To gain an understanding about hypothesis testing, using tools such as Z test, F test, ANOVA, chi-square tests, regression & correlation analysis and non-parametric tests.
- To enable the students to draw conclusions from the analysis for better decision-making.

Course Outcomes

1. Compute and interpret measures of central tendency, position, and variability for statistical data analysis.
2. Apply probability rules and concepts, including Bayes' theorem and decision trees, to solve business-related problems
3. Analyze relationships between variables using correlation, covariance, and simple linear regression techniques to make informed business decisions based on data insights
4. Apply concepts of probability distributions, estimation, and hypothesis testing, including Z-test, t-test, and ANOVA, to analyze business data and support decision-making under uncertainty
5. Apply non-parametric statistical tests such as Chi-Square, Mann-Whitney U, Wilcoxon Signed-Rank, Kruskal-Wallis, and Friedman tests to analyze categorical and ordinal data for informed business decisions

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	3					
CO 2	1	3				2	
CO 3		2		1		2	
CO 4		3		2		1	
CO 5		2		3		1	

UNIT I

8 Hours

DESCRIPTIVE STATISTICS

Introduction to Statistics, Measures of Central Tendency - Mean, Median, Mode, Weighted Mean, Geometric Mean, Harmonic Mean, Measures of Position – Percentiles, Quartiles, Decile. Measures of Variability- Range, Inter-Quartile Range, Variance, Standard Deviation, Coefficient of Variation.

UNIT II

7 Hours

EXPERIMENTS AND SAMPLE SPACE

Basic Probability concepts –Events and Sample Spaces, Contingency Tables and Venn diagrams, Simple Probability, Joint Probability, Marginal Probability, General Addition Rule, Conditional Probability – Computing Conditional Probabilities, Decision Trees, Independence, Multiplication rules, Marginal Probability using General Multiplication rule, Bayes theorem.

UNIT III

8 Hours

COVARIANCE, CORRELATION AND REGRESSION

Dependent vs. Independent Variables, Correlation Coefficient (Pearson and Spearman's Rank Correlation), Interpretation of Covariance, Simple Linear Regression.

UNIT IV

9 Hours

DISTRIBUTION, ESTIMATION & PARAMETRIC TESTS

Distribution – Probability Distribution, Normal Distribution Point Estimates, Interval Estimates and Confidence Intervals. Hypothesis Testing, Level of Significance, Type I, Type II Error, Z- Test, t-test (One Sample and Two Sample) and ANOVA (One Way) – Basic computation.

UNIT V

8 Hours

NON-PARAMETRIC TESTS

Chi-Square Test, Mann-Whitney U Test, Wilcoxon Rank Signed Test and Kruskal-Wallis Test, Friedman Test.

Suggested Self-Study Topics

Z Scores, Counting Rules, Binomial Distribution, Degrees of Freedom, Chi-square test of Independence.

Total :40 Hours

References

1. Basic Business Statistics: Concepts and Applications, Mark L Berenson, David M. Levine, Kathryn A. Szabat, David F. Stephan, Fourteenth Edition (Global Edition) Published by Pearson Education, 2019.
2. Discovering Statistics using IBM SPSS Statistics by Andy P. Field, Sage Publishers, November 2019.
3. Statistics for Business and Economics, Thirteenth edition by James T. McClave, P. George Benson, Terry Sincich, Pearson Education 2018.
4. Statistics for Dummies by Deborah J. Rumsey – June 2016.
5. Business Statistics in Practice using Data, Modeling and Analytics by Bruce Bowerman, Richard O'Connell, Emily Murphree, 2019 Edition.

21MB105 ACCOUNTING FOR MANAGEMENT

3 1 0 4

Course Objectives

- To acquaint the students with the fundamental principles of accounting
- To enable the students to read and understand financial statements
- To enhance the knowledge of students in costing, budgeting and decision making

Course Outcomes

1. Demonstrate understanding of fundamental processes such as journalizing, ledger posting, trial balance, depreciation to prepare financial statements.
2. Analyze and interpret financial statements using tools like comparative statements, ratio analysis, and cash/fund flow statements to evaluate the financial health and performance of an organization.
3. Apply cost accounting principles to prepare cost sheets, allocate costs, and analyze activity-based costing for effective cost management.
4. Analyze and prepare various budgets including cash budgets, functional budgets, and flexible budgets for effective budgetary control.
5. Apply cost-volume-profit relationships and break-even analysis to support managerial decision-making using marginal costing techniques.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2				2	
CO 2		3		2			1
CO 3		2				2	
CO 4		2			2	2	
CO 5		3			2		

UNIT I

8 Hours

INTRODUCTION TO FINANCIAL ACCOUNTING

Introduction, Meaning, Branches and Objectives of Accounting, Concepts and Conventions of Accounting, An Overview of Journal, Ledger and Trial Balance, Depreciation Accounting, Preparation of financial statements, Financial reporting (IGAAP and IFRS)

UNIT II

8 Hours

FINANCIAL STATEMENT ANALYSIS

Financial Statements, Characteristics, Limitations, Methodical Classification, Analysis of financial statements with managerial perspective: Comparative Balance Sheet, Common Size Statement, Ratio Analysis, Trend Analysis, Fund Flow Statement and Cash Flow Statement (Basic problems)

UNIT III

8 Hours

COST ACCOUNTING

Cost Accounting, Meaning & Objectives, Classification & Elements of Costs, Cost Concepts, Preparation of Cost Sheet, Apportionment of Cost, An Overview of Activity Based Costing.

UNIT IV

8 Hours

BUDGET AND BUDGETARY CONTROL

Budget and Budgetary Control, Cash Budget, Functional Budgets and Flexible Budget

UNIT V

8 Hours

CVP AND ALTERNATIVE BUSINESS DECISIONS

Cost Volume Profit Analysis, Break Even Analysis, Application of Marginal Costing Techniques in Managerial Decision Making.

Suggested Self-Study Topics

Ind AS (Indian Accounting Standards), Recent Developments in Management Accounting, Inventory Valuation Methods - FIFO, LIFO, Average Cost Method, Zero based budgeting, Multi product firm and BEP

Total :40 Hours

References

- 1.N. Ramachandran Ram Kumar Kakani, "Financial Accounting for Management", New Delhi: Tata McGraw Hill, 2015.
- 2.R. Narayanaswamy, "Financial Accounting - A Managerial Perspective", New Delhi: Prentice Hall India, 2016.
- 3.M.Y. Khan and P. K. Jain, "Management Accounting- Text, Problems and Cases", New Delhi: Tata McGraw Hill, 2016.
- 4.Godwin, Alderman, Sanyal, "Financial ACCT - Financial Accounting", Cengage Learning, 2016.
- 5.Sawyers, Jackson, Jenkins, Arora Jenkins, Arora, "Managerial ACCT – Managerial Accounting", Cengage Learning, 2016

21MB106 BUSINESS RESEARCH METHODS

3 0 2 4

Course Objectives

- To introduce the concept of scientific research and the methods of conducting scientific enquiry
- To familiarize the students with the application of basic analytical tools with SPSS software
- To develop the skills for scientific communications

Course Outcomes

1. Apply key concepts of business research and design exploratory, descriptive, and causal studies to address practical business problems.
2. Design and evaluate measurement scales and questionnaires by applying principles of validity and reliability to collect accurate business data for decision-making
3. Apply appropriate sampling techniques, determine sample size, and develop and test hypotheses using relevant data collection methods to support data-driven business decisions.
4. Prepare and process data through editing, coding, and entry, and apply appropriate statistical tools within a theoretical framework to analyze and interpret business data.
5. Create structured research reports using appropriate formats, summaries, and software tools to effectively communicate research findings for informed business decision-making.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3					
CO 2		3		2			2
CO 3		3			2	2	
CO 4		3		2		1	3
CO 5		2		3	1		3

UNIT I

4 Hours

INTRODUCTION

Business Research: Concepts, Process, Types of Research. Research Design: Exploratory, Descriptive and Causal Research Design

UNIT II

7 Hours

SCALING AND MEASUREMENT

Fundamentals of Measurement and Scaling: Measurement of Variables, Developing Scales Guidelines for Questionnaire Design, Validity and Reliability Testing

UNIT III

6 Hours

SAMPLING AND DATA COLLECTION

Sampling Techniques, Determination of Sample Size, Development of Hypothesis and Testing, Types of Data, Data Collection Methods

UNIT IV

8 Hours

DATA PREPARATION AND ANALYSIS

Data Preparation: Editing, Coding, Data Entry, Basic theoretical framework on Data Analysis and Statistical Tools

UNIT V

5 Hours

REPORT PREPARATION

Types of Research report, Contents of report, Executive summary, Report format, Software for research report preparation

Suggested Self-Study Topics

Research Problem Identification, Post Facto Research, Multi-Dimensional Scaling, Ethics in Research, Literature survey for Research

LABORATORY EXERCISE I

2 Hours

Transcribing data in SPSS

LABORATORY EXERCISE II

2 Hours

Exploring Data – Histogram, Box and Whisker Plot, Scatter Plot

LABORATORY EXERCISE III

2 Hours

Descriptive Statistics

LABORATORY EXERCISE IV

2 Hours

Checking for Reliability, Normality and Homogeneity of Variance

LABORATORY EXERCISE V

2 Hours

Correlation and Regression

LABORATORY EXERCISE VI Conducting Parametric Tests	2 Hours
LABORATORY EXERCISE VII Conducting Non-Parametric Tests	2 Hours
LABORATORY EXERCISE VIII Conducting Factor Analysis	2 Hours
LABORATORY EXERCISE IX Conducting Discriminant Analysis	2 Hours
LABORATORY EXERCISE X Conducting Cluster Analysis	2 Hours
Total: 50 Hours	

References:

1. Donald R. Cooper and Pamela S. Schindler, "Business Research Methods", New Delhi: Tata McGraw Hill Publishing Company Limited, 2015
2. Uma Sekaran, "Research Methods for Business", New Delhi: Wiley India, 2016
3. Naresh K. Malhotra, "Marketing Research - An Applied Orientation", Noida: Pearson Education, 2015.
4. Alan Bryman and Emma Bell, Business Research methods, 4th Edition, Oxford University Press, New Delhi, 2015.
5. William G. Zikmund, "Business Research Methods", New Delhi: Thomson Learning, 2015

21MB107 MANAGERIAL SKILL DEVELOPMENT - I

0 0 4 2

Course Objectives

- To make the participants adept at handling issues related to communication in and outside the work place
- To explore issues related to personal effectiveness and happiness and to facilitate students to work with those issues towards greater clarification and action planning
- To Develop Personal Brand Building with content and conversation around professional value using various tools of marketing and social media

Course Outcomes

1. Plan and construct purposeful business communication by analyzing audience needs and applying conversational intelligence to build rapport and manage critical conversations
2. Analyze the impact of cognitive biases, apply principles of persuasion and effective feedback, and demonstrate logical reasoning in professional communication contexts
3. Demonstrate the role of emotional intelligence, attitudes, and ethical awareness in enhancing managerial decision-making and interpersonal effectiveness
4. Apply principles of positive psychology and leadership mindset to enhance personal effectiveness and self-motivation in a business environment
5. Design and implement personal branding and networking strategies using self-assessment tools, vision statements, and digital platforms to support career advancement

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		3			3		1
CO 2		2		3			
CO 3		1	3	3			2
CO 4			2		3	1	2
CO 5			2		3	2	

ACTIVITY / EXERCISE I

4 Hours

Exercises on Planning communication – Exploring Why (Purpose), who audience and How (content) through examples of business- or business-related communication

ACTIVITY / EXERCISE II

4 Hours

Exercises on the following areas in Conversational Intelligence – Conveying Personal Identity, intelligence and Image, Developing Customer Orientation, Handling Criticality.

ACTIVITY / EXERCISE III

4 Hours

Exercises and Activities on Cognitive Bias in Communication – Discussing examples or scenarios involving cognitive bias, Persuasion and Influence in communication, Effective listening and feedback

ACTIVITY / EXERCISE IV

4 Hours

An Introduction to logical and critical thinking, Exercises on Analytical thinking as critical thinking and on rational decision-making process

ACTIVITY / EXERCISE V

2 Hours

Exercises on Understanding Thinking Process using Neuro Linguistic Programming

ACTIVITY / EXERCISE VI

4 Hours

Exercises on Emotional Intelligence and Managerial Effectiveness – Role of Emotions, Emotions and Childhood, Emotions and Attitudes, Ethics for Managers

ACTIVITY / EXERCISE VII

4 Hours

Exercises on Personnel Effectiveness and Leadership – Positive Psychology, New Science of Happiness, The Winning Edge Mind Set, Beliefs as Self Fulfilling Prophecies

ACTIVITY / EXERCISE VIII

4 Hours

Exercises on Goal Setting, Perfectionism and Time Management Activities related to Understanding Mind Body Connection, Self Esteem and Coping with Stress

ACTIVITY / EXERCISE IX

4 Hours

Exercises on Business Networking and on Networking as a Strategic Tool

ACTIVITY / EXERCISE X

6 Hours

Exercises on Personality Branding, Framework of SWOC, identify your competitors- Substitutes, Peers, Career Objectives Presentation, Vision and Mission of a Person – Exercises /Activities on Branding of a person –Tools of Personality Branding, using social media to Create Personal Branding, Tools, Need to Reinvent yourself, career changes

Total: 40 Hours

References

1. Understanding Communication, Communicating for Managerial Effectiveness: Problems, Strategies and Solutions, Clampitt P.G. (2017), Sixth Edition, Sage Publications Inc.
2. The analytical frame of Mind, Rosen Wasser D and Stephen J (2015) Cengage Learning.
3. Positive Psychology Coaching –Putting the Science of Happiness to work for your Clients Rober Biswas Diener and Ben Dean, 2007, Wiley 1st Edition.
4. Never Eat Alone and Other Secrets to Success one relationship at a time, Keith Ferrazzi and Tahl Raz, 2014, Currency Publication.
5. You Branding Personal Branding Book – It's all about you, Mark Cijo (2015), Create Space Independent Publication.

21MB108 COMMUNITY CONNECT PROJECT - I

0 0 0 1

Course Objectives

- To bring about an attitudinal change in the students and help them to develop societal consciousness, sensibility, responsibility, and accountability.
- To make students aware of their inner strength and help them to find new /out of box solutions to social problems.
- To help students to initiate developmental activities in the community in coordination with public and government authorities.

Course Outcomes

1. Analyze local community challenges through field engagement and stakeholder interaction to identify areas for impactful intervention.
2. Evaluate existing public and government development initiatives to identify gaps and opportunities for community improvement
3. Apply innovative and practical solutions to social problems by leveraging creative thinking and collaborative approaches
4. Design awareness campaigns or educational interventions that address identified social issues by collaborating with community members and relevant authorities
5. Demonstrate ethical responsibility and social sensitivity while engaging with diverse community stakeholders

Program Outcome(s) and Program Specific Outcome(s)

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2			3	1	
CO 2		2		3		2	
CO 3			2		3		
CO 4			1	2	3		
CO 5			2	3		1	

This course includes modules on community engagement, covering the concept of social responsibility, civic engagement, and the role of business in society. Students will assess community needs, identify social issues and plan suitable projects. Through field engagement, they will interact with NGOs and local bodies, execute mini-projects, and document their experiences through reports. The course concludes with reflective discussions, presentations, and evaluations involving faculty, peers, and community stakeholders to assess learning and community contribution.

21MB109 CORPORATE CLASSROOM ALIGNMENT PROJECT-I

0 0 0 1

Course Objectives

- To integrate academic business theories with real-world organizational functions to analyze key practices in marketing, finance, operations, and HR.
- To develop professional communication skills and business etiquette for engaging with industry professionals and delivering structured presentations.
- To critically assess and apply management concepts to evaluate and improve business processes in real-world organizational settings.

Course Outcomes

1. Analyze core business functions and processes in a chosen organization to relate practice with theoretical concepts
2. Analyze the practical application of management concepts such as marketing, finance, operations, or HR as implemented in the business sector of engagement
3. Compare classroom-learned theories with real-world practices to identify gaps, variations, or best practices within the observed organization
4. Demonstrate professional communication and business etiquette while interacting with industry professionals during the project tenure.
5. Develop and deliver structured presentations linking academic concepts with organizational practices to enhance industry-readiness.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	2	3				3	
CO 3	1	2		3		2	
CO 4			1		3	2	
CO 5				2	3	2	

This course covers the core business functions—marketing, finance, operations, and human resources—and how they work in real organizations. Students will learn to analyze business processes and compare theoretical concepts with actual practices, identifying gaps and best practices. The course emphasizes practical application of management principles through case studies and real-world examples.

21MB110 VALUE EDUCATION AND ETHICS

1 0 0 0

Course Objectives

- To provide an understanding of ethics.
- To gain insights about the role of value education in life.
- To create awareness about personal and social well-being.

Course Outcomes

1. Define core ethical concepts and explain their relevance in personal and professional contexts.
2. Assess and evaluate personal values and how they influence ethical decision-making.
3. Apply ethical principles to analyze scenarios involving personal, social, and workplace ethics.
4. Demonstrate awareness of the impact of ethical behaviour on individual well-being and societal harmony.
5. Develop a personal code of ethics based on reflection, societal expectations, and professional standards.

Program Outcome(s) and Program Specific Outcome(s)

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1			1	2			
CO 2		2	2	3		1	
CO 3		1	2	3			
CO 4			1	2	2	2	
CO 5			2	3		2	

Meaning, Philosophy and Purpose of Life, Duty of protecting nature, environment and universe, Regulating desires, anger and anxiety, Love and Charity for humanity, Social Responsibilities, Physical, Mental and Spiritual well-being, Indian Ethos, Understanding, respecting culture and social norms, Professional Ethics, Managing ethical dilemmas and being a law-abiding citizen.

References:

1. A.R. Mohapatra, BijayaMohapatra, Value Education: A Study in Human Values and Virtues, Readworthy Publications, 2015.
2. Dr. S. Arulsamy, Peace and Value Education, Neelkamal Publications, First edition (2016).
3. Dr. Kiruba Charles, V. Arul Selvi, Value Education, Neelkamal Publications, First edition (2016).
4. C.S.V. Murthy, Business Ethics Text & Cases, Himalaya Publishing House, 2018.
5. Andrew Crane, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press, 2020.

21MB201 MARKETING MANAGEMENT

3 0 0 3

Course Objectives

- To provide insights on the basic concepts of marketing and the various marketing environment factors that impact formulation of marketing strategies
- To disseminate clear understanding about STP in marketing and deciding on the appropriate marketing mix
- To facilitate understanding about the dynamics of consumer behaviour and the utility of marketing research

Course Outcomes

1. Analyze core marketing concepts and philosophies, evaluate the impact of the marketing environment, and design effective marketing mix strategies to achieve organizational goals.
2. Analyze market segments, formulate targeting strategies, and design positioning approaches by evaluating buyer behavior to optimize marketing outcomes.
3. Evaluate product strategies across the product life cycle, design pricing and channel approaches, and develop integrated promotional plans to maximize market impact.
4. Analyze branding fundamentals, formulate strategic brand name and positioning decisions, and evaluate the concepts of brand love and love marks to build strong emotional connections with consumers.
5. Analyze and apply digital marketing strategies—including social media marketing, neuromarketing, inbound and outbound techniques—and evaluate marketing analytics and information systems to enhance decision-making and campaign effectiveness.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2			3	2	
CO 2	1	2			3	1	
CO 3	1	2			3	1	
CO 4	1	2			3	2	
CO 5	1	3		2		1	

UNIT I

5 Hours

INTRODUCTION

Marketing – Marketing Management – Core Concepts – Philosophies / Orientations - Marketing Environment – Marketing Mix

UNIT II

7 Hours

STP & BUYER BEHAVIOUR

Segmenting: Levels, Bases – Targeting: Strategies – Positioning: Differentiation, Positioning Strategies – Understanding and Influencing Buyer Behaviour

UNIT III

8 Hours

ELEMENTS OF MARKETING MIX

Product: Levels, New Product Development, Product Life Cycle, Product Decisions– Pricing: Methods, Responding to Price changes– Marketing Channels: Levels, Channel Management- Promotion: Marketing Communication Process, Modes of Communication, Media

UNIT IV

5 Hours

BRANDING

Branding : Introduction and Basics – Name Decisions – Strategy Decisions – Brand Love and Love marks

UNIT V

5 Hours

CONTEMPORARY CONCEPTS

Digital Marketing – Social Media Marketing – Neuro Marketing – Inbound and Outbound Marketing – Marketing Analytics – Marketing Information System

Suggested Self-Study Topics

Marketing Scenario Analysis, Above the line and Below the line Marketing, Marketing Plan, Strategic Marketing, Recent trends in Marketing Research, Branded Contents, Sensory Marketing

Total: 30 Hours

References

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileswar Jha, "Marketing Management "A South Asian Perspective", Noida: Pearson, 2015.
2. Lamb, Hair, Sharma, McDaniel, "MKTG: A South-Asian Perspective", New Delhi, Cengage Learning, 2016
3. Rajan Saxena, "Marketing Management", New Delhi, McGraw Hill, Edition 6 (2019)
4. Gupta Prachi, Aggarwal Ashita, "Marketing Management: Indian Cases ", Noida, Pearson, Edition 1 (2017)
5. S. Ramaswamy, S. Namakumari, "Marketing Management: Indian Context Global

21MB202 HUMAN RESOURCE MANAGEMENT

3 0 0 3

Course Objectives

- To enable the students to understand the various HR functions in-depth.
- To familiarize students with contemporary practices.
- To equip the students with required competencies in the field of human resources.

Course Outcomes

1. Analyze the nature, scope, functions, models, and evolving role of HRM in a dynamic business environment to understand the foundational principles of HRM
2. Apply staffing processes including job analysis, recruitment, selection, and induction in organizational settings, allowing students to plan and manage the human resource lifecycle effectively.
3. Design and assess training and development programs using appropriate learning principles and evaluation methods, enabling students to build a skilled and competent workforce.
4. Analyze performance and career management systems and implement effective appraisal techniques, helping students enhance individual and organizational productivity.
5. Evaluate and implement compensation strategies and job evaluation methods by analysing current trends and legal frameworks, enabling students to build fair and motivating reward systems.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3					2	
CO 2	3	2			1	1	
CO 3	3		2		1	1	
CO 4	2	3	2		1	2	
CO 5	3			3		1	

UNIT I

6 Hours

INTRODUCTION

HRM - Nature, Scope, Definition, Objectives and Functions of HRM, Models of HRM, HR policies, HRM in the changing environment.

UNIT II

6 Hours

STAFFING

Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design, Recruitment, Selection, Induction, Placement.

UNIT III

6 Hours

TRAINING AND DEVELOPMENT

Training and Development, Principles of Learning, Objectives, Training need Analysis, Training calendar, Training Methods, Training evaluation, Management Development: Meaning, Scope, Objectives and Methods.

UNIT IV

6 Hours

PERFORMANCE MANAGEMENT

Performance Appraisal: Introduction, Identification of issues in performance appraisal, Uses & limitations of Performance Appraisal, Methods of appraisal. Performance Management, Career Management.

UNIT V

6 Hours

COMPENSATION MANAGEMENT

Compensation – Concepts and Principles, Influencing Factors, Current Trends in Compensation – Methods of Payment – Incentives and Rewards. Job Evaluation-Concepts &Methods.

Suggested Self-Study Topics

IHRM, HRIS, e-Learning, Changing roles of HR during the transition from Local to Global, Competencies required for International Managers.

Total: 30 Hours

References

1. K.Aswathappa,"Human Resource and Personnel Management- Text and Cases", New Delhi: Tata McGraw Hill, 8th Edition 2019.
2. Biswajeet Pattanayak,"Human Resource Management", New Delhi: Prentice Hall of India, 2015.
3. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
4. Bernardin H John, "Human Resource Management-An experiential Approach", New Delhi: Tata McGraw Hill, 2015.
5. Denisi, Griffin, Sarkar, Human Resource Management, 2nd edition Cengage Learning, 2016

21MB203 CREATIVITY, INNOVATION AND DESIGN THINKING

3 0 0 3

Course Objectives

- To emphasize the significance and necessity of creativity and innovation for individuals and organizations
- To learn about methods and techniques to be creative and innovative
- To introduce the concepts of Design Thinking and Business Canvas Model as tools to be innovative in presenting new business ideas

Course Outcomes

1. Apply creativity, invention, and innovation through selected definitions and organizational examples, and evaluate their significance in developing frameworks that foster creativity for organizational success.
2. Demonstrate the ability to apply various types, stages, and tools of creativity along with ideation methods and evaluation techniques to foster and manage individual and group creative processes effectively.
3. Analyze the relationship between creativity and innovation, identify types and lifecycle stages of innovation, evaluate challenges, and design management practices to build and sustain a culture of innovation in organizations.
4. Evaluate the significance and historical evolution of design thinking, and apply its frameworks, stages, methods, and tools collaboratively in team environments to develop innovative, user-centered solutions.
5. Analyze the components and process of the Business Model Canvas and its related tools, such as Value Proposition Canvas, Persona Canvas, and Customer Journey Canvas, to design effective business models that create and deliver value to customers.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth.

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2	3			2	
CO 2	2	2	3			1	
CO 3	1	2			2	1	
CO 4	1		2		2		
CO 5	1	2			2		

UNIT I

5 Hours

CREATIVITY

Creativity: Introduction, Selected Definitions, Contrasting creativity, invention and innovation, Significance for organisational success

UNIT II

7 Hours

CREATIVE THINKING

Creative Diversity – Creativity: Types, Stages, Tools to foster individual and group creativity, Ideation Methods, Ideation Evaluation Techniques

UNIT III

7 Hours

INNOVATION

Innovation: Introduction, Linking creativity and innovation, Types, Lifecycle, Challenges, Management practices to foster innovation, Building a culture of innovation

UNIT IV

6 Hours

DESIGN THINKING

Design Thinking: Introduction, Significance and Relevance, History, Frameworks, Stages, Design Thinking in Teams, Methods and Tools

UNIT V

5 Hours

BUSINESS MODEL CANVAS

Business Model Canvas: Introduction, Salient features, Parts, Process – Related tools: Value Proposition Canvas, Persona Canvas, Customer Journey Canvas

Suggested Self-Study Topics

Lateral Thinking, Lateralization of brain function, Innovation and Entrepreneurship, Levels of Change, Ethics of creativity and innovation, Companies that adopt innovative culture and their business models

Total: 30 Hours

References

1. Edward De Bono, “Lateral Thinking: A Textbook of Creativity”, Penguin Publishers, 2016
2. Mihaly Csikszentmihalyi, “Creativity: The Psychology of Discovery and Invention”, Harper Perennial, Reprint Edition 2013
3. Joe Tidd, John R. Bessant, “Managing Innovation: Integrating Technological, Market and Organizational Change”, Wiley, Edition 5
4. Clayton M. Christensen, “The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail”, Harvard Business Review Press; Illustrated Edition (2016)
5. Marc Stickdorn, Markus Edgar Hormess, Adam Lawrence, Jakob Schneider, “This Is Service Design Doing: Applying Service Design Thinking in the Real World”, O'Reilly Media; Edition 1 (2018)

21MB204 FINANCIAL MANAGEMENT

3 1 0 4

Course Objectives

- To enable the students to understand the concepts of Financial Management.
- To understand the corporate financial resources and utilization of funds for effective decision making
- To help the students to identify the working capital requirements

Course Outcomes

1. Analyze the fundamental functions and goals of financial management, evaluate the role of the finance manager, and apply key concepts such as Time Value of Money and financial planning processes to make informed financing decisions within dynamic business environments.
2. Evaluate the principles and nature of capital budgeting and apply various investment appraisal techniques such as Payback Period, Discounted Payback, ARR, NPV, IRR, and Profitability Index to make sound capital investment decisions under constraints like capital rationing.
3. Analyze the concept and measurement of cost of capital, evaluate specific and overall costs, and assess factors influencing capital structure including operating, financial, and combined leverage to optimize financial decision-making.
4. Evaluate various dividend policies and theories, analyze the determinants influencing dividend decisions, and differentiate between different forms of dividends to formulate effective dividend strategies.
5. Analyze the principles and determinants of working capital, evaluate the operating cycle, estimate working capital to maintain financial stability, ensure liquidity, and improve the efficiency of day-to-day operations in an organization.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	
CO 2	1	3				1	
CO 3	2	3					
CO 4	2			1			
CO 5	1	2			3	1	

UNIT I

8 Hours

INTRODUCTION TO FINANCIAL MANAGEMENT

Functions, Goals, Emerging role of finance manager, Organization of finance function, Time Value of Money - Future Value and Present Value of Money, Sources of Finance, Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors affecting financial planning, Estimation of financial requirements of a firm, Capitalisation - Financial management environment.

UNIT II

8 Hours

CAPITAL BUDGETING

Principles and Nature of Capital Budgeting, Evaluation Techniques: Payback Period, Discounted payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Capital rationing

UNIT III

8 Hours

COST OF CAPITAL AND CAPITAL STRUCTURE

Concept of Cost of Capital, Measurement of Specific Costs and Overall Cost of Capital, Factors determining Capital Structure, Operating, Financial Leverage and Combined leverage.

UNIT IV

8 Hours

DIVIDEND THEORY

Dividend Policy, Dividend Theories, Determinants of Dividend Policy, Forms of Dividend

UNIT V

8 Hours

PRINCIPLES OF WORKING CAPITAL

Principles and Determinants of Working Capital, Operating Cycle, Estimation of Working Capital, Policies for Financing Current Assets.

Suggested Self-Study Topics

Real and Nominal Interest Rate, Modified Internal Rate of Return (MIRR), EBIT-EPS Analysis, Share Split and Bonus shares, Tax aspects of dividend, Working capital committees.

Total: 40 Hours

References

1. M. Pandey, "Financial Management", New Delhi: Vikas Publishing House Pvt. Ltd., 2016.
2. M. Y. Khan and P. K. Jain, "Financial Management- Text, Problems and Cases", New Delhi: Tata McGraw Hill Publishing Company Ltd, 2018.
3. Prasanna Chandra, "Financial Management- Theory and Practice", New Delhi: Tata McGraw-Hill Publishing Company Ltd, 2017.
4. Stephen Ross, Randolph Westerfield, Bradford Jordan, "Corporate Finance", 11th edition, Tata McGraw Hill Publishing Company Ltd, 2016.
5. Brigham and Houston, "Fundamentals of Financial Management", New Delhi: Thomson Learning, 2015.

21MB205 OPERATIONS MANAGEMENT AND RESEARCH

3 0 2 4

Course Objectives

- To enable the students to understand the various concepts and techniques used in Operations Management.
- To enable the students to learn the various quantitative techniques used in Management and decision making and to understand how they are applied in various real time Management Problems.
- To develop analytical skills in students where they apply various operations research techniques to all kinds of decision-making problems.

Course Outcomes

1. Examine the key functions of production management, differentiate among various production processing systems (product-focused, process-focused, group technology, line balancing), and apply optimization techniques to enhance operational efficiency and productivity
2. Assess production capacity and facility planning using forecasting, location/layout analysis, and tools like MRP to optimize operations and align capacity with demand
3. Formulate and solve optimization problems using Linear Programming, Transportation, and Assignment models with methods like Simplex, MODI, Hungarian, and Travelling Salesman to optimize resource allocation and business decisions
4. Apply project management techniques such as CPM and PERT for planning, scheduling, and monitoring projects, and utilize inventory control methods including EOQ, ABC analysis, and Just-in-Time to plan and manage projects effectively and implement efficient inventory control strategies to reduce costs and enhance productivity in business operations.
5. Apply game theory models like two-person zero-sum games and queuing theory concepts such as Poisson-exponential models to solve practical business problems involving strategic decision-making and manage service efficiency by analyzing and optimizing queuing systems.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				1	
CO 2	2	3				1	
CO 3	1	3				1	2
CO 4	2				3	1	3
CO 5	1	3					2

UNIT I

4 Hours

PRODUCTIONS AND OPERATIONS MANAGEMENT

Functions of Production Management, Types of Production Processing: Product Focused, Process Focused, Group Technology/Cellular Manufacturing, Line Balancing.

UNIT II

6 Hours

PRODUCTION CAPACITY, LOCATION AND LAYOUT, PROCESS PLANNING

Definition of Production Capacity, Measurement of Capacity, Forecasting Capacity Demand, Ways of Changing Capacity. Facility Location – Factors Affecting Location decisions. Types of Facilities, Facility Layouts. Process Planning: Characteristics and Functions, Capacity Requirement Planning: Methodology Aggregate planning: Methodology. Master Production Schedule, Material Requirement Planning. Manufacture Resource Planning (MRP II). Managing capacity and demand in service, Service supply relationship.

UNIT III

6 Hours

LINEAR PROGRAMMING, TRANSPORTATION AND ASSIGNMENT

Introduction to Operations Research: Linear Programming, Formulation, Solving LPP Through: Graphical method, Simplex method Duality in Linear Programming, Sensitivity Analysis. Specially Structured Linear Programming: Transportation Problems-North-West Corner Solution, least cost, Vogel's Approximation method (VAM), Test of optimality - MODI method. Assignment Problem: Hungarian method. Travelling Salesmen Algorithm.

UNIT IV

7 Hours

PROJECT MANAGEMENT AND INVENTORY MANAGEMENT

Introduction- Phases of project management, Guidelines for network Construction-Critical Path Method-CPM float calculations-PERT analysis. Nature of Inventories, Fixed Order Quantity System (Q System), Determining Economic Order Quantities Fixed Order Period Systems (P System), Techniques of Inventory Control – ABC Analysis, Just In time and Lean Manufacturing.

UNIT V

7 Hours

GAME THEORY AND QUEUING THEORY

Game Theory - Two person Zero sum games-Saddle point, Dominance Rule Queuing Theory – Structure and Characteristics of Queuing System, Solution to the practical problems on Poisson – exponential, single server model infinite population.

Suggested Self-Study Topics

Linear Programming Big M-Method and Two –Phase Method, Economic Interpretation of Dual, Unbalanced Transportation Problems, Prohibited Routes, Unique Vs. Multiple Optimal Solutions, Inventory Model with Planned Shortages, Solution of $m \times n$ Games –Formulation and Solution as an LPP, Multistage Decision Making problems.

LABORATORY EXERCISE 1	2 Hours
Construct a Linear Programming model and solve it Graphically.	
LABORATORY EXERCISE 2	2 Hours
Solve the Assignment Model Problem.	
LABORATORY EXERCISE 3	2 Hours
Determine an initial basic feasible solution to the following transportation problem by using (i) North West Corner Method (ii) Least Cost Method (iii) Vogel's Approximation Method.	
LABORATORY EXERCISE 4	2 Hours
Solve the Travelling Salesman Problem.	
LABORATORY EXERCISE 5	2 Hours
Draw a network diagram for a sequence of activities.	
LABORATORY EXERCISE 6	2 Hours
Draw the network diagram showing the interrelations between the various activities of the Project and find identify the critical path and the critical activities.	
LABORATORY EXERCISE 7	2 Hours
Using EOQ model is then to find the order size that minimizes the cost function $T(Q)$	
LABORATORY EXERCISE 8	2 Hours
Perform ABC analysis.	
LABORATORY EXERCISE 9	2 Hours
Determine the value of the game using Game Theory.	
LABORATORY EXERCISE 10	2 Hours
Applying Queuing Theory.	
Total: 50 Hours	

References

1. Hamdy A Taha, "Operations Research- An Introduction", New Delhi: Pearson Education, 2017.
2. J.K.Sharma, "Operations Research - Theory and Applications", Laxmi Publications, 2016.
3. N.D.Vohra, "Quantitative Techniques in Management", New Delhi: 5th Edition McGrawHill Publishing Co. Ltd, 2017.
4. Frederick S.Hillier and Gerald J. Lieberman, Bodhibrata Nag, Preetam Basu "Introduction to Operations Research", McGraw Hill, 10th Edition, 2017.
5. Operations Research Theory and Practice by N V S Raju CRC Press (Taylor and Francis Group) 2019.

21MB206 BUSINESS ANALYTICS AND INTELLIGENCE

3 0 2 4

Course Objectives

- To acquaint the students with the basics of Business Intelligence.
- To enable the students to understand Data Integration and Multidimensional Data Modelling.
- To enhance the knowledge of students in Measures, Metrics, KPIs, Performance Management and Basics of Enterprise Reporting.

Course Outcomes

1. Analyze the characteristics of Internet-ready IT applications and evaluate the distinctions between structured, semi-structured, and unstructured data, enabling students to critically assess digital data categories and design IT solutions that effectively address complex business information needs for strategic decision-making.
2. Evaluate the architectures and data models of OLTP and OLAP systems, analyze the evolution of Business Intelligence (BI), and synthesize the roles of DSS, EIS, MIS, and digital dashboards within the BI framework to critically assess BI tools and applications to design effective data-driven decision support systems that enhance organizational performance.
3. Design and evaluate data integration processes including ETL, data warehousing, and data profiling techniques to ensure high data quality and enable effective decision-making across organizational systems.
4. Construct and evaluate dimensional data models with fact and dimension tables to support efficient business data analysis and reporting
5. Design and appraise enterprise-level performance measurement systems by selecting appropriate measures, metrics, and KPIs to support strategic decision-making, reporting, and continuous improvement.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				1	2
CO 2	1	3		2		2	3
CO 3	2	3				1	2
CO 4	1	3				1	2
CO 5	1	2		3		1	2

UNIT I

6 Hours

INTRODUCTION

IT in Business - Characteristics of Internet-Ready IT Applications - Information Users and Their Requirements. Types of Digital Data; Structured Data, Unstructured Data and Semi-Structured Data - Difference between Semi-Structured and Structured Data.

UNIT II

6 Hours

BASICS OF BUSINESS INTELLIGENCE

Introduction to On-Line Transaction Processing (OLTP), On-Line Analytical Processing (OLAP), Different OLAP Architectures, Data Models for OLTP and OLAP, Role of OLAP Tools in the BI Architecture. Evolution of Business Intelligence (BI) and Role of DSS, EIS, MIS and Digital Dashboard -Question About BI Where, When, and What? - Data from Many Perspective -BI Frame Work - BI Applications -BI Users.

UNIT III

6 Hours

BASICS OF DATA INTEGRATION

Data Warehouse and its need, Data Mart, Constitution of Data Warehouse, Extract-Transform-Load (ETL), Data Integration and its Technologies, Data Quality and Data Profiling.

UNIT IV

6 Hours

MULTIDIMENSIONAL DATA MODELLING

Basics of Data Modeling, Types of Data Model, Data Modeling Techniques, Fact Table, Dimension Table, Typical Dimensional Models, Dimensional Modeling Life Cycle.

UNIT V

6 Hours

MEASURES, METRICS AND KPIS

Basics of Measures and Performance, Measurement System Terminology, Role of Metrics and Metrics Supply Chain, Fact-Based Decision Making and KPIS, KPI usage in companies, Sources of Business Metrics and KPIS. Reporting Perspectives Common to All Levels of Enterprise, Report Standardization and Presentation Practices, Enterprise Reporting Characteristics in OLAP World, Balanced Scorecard and Dashboards.

Suggested Self-Study Topics

Extracting Data, BI for Past, Present and Future, Common Approaches of Data Integration, Designing the Dimensional Model, Funnel and Distribution channel Analysis.

LABORATORY EXERCISE I	2 Hours
Basic Report Preparation using Pivot Table	
LABORATORY EXERCISE II	2 Hours
Percentage Calculations in Pivot Table	
LABORATORY EXERCISE III	2 Hours
Calculations in Pivot Table	
LABORATORY EXERCISE IV	2 Hours
Pivot Chart and Dashboard Preparation	
LABORATORY EXERCISE V	2 Hours
Extraction and Cleaning of Structured and Semi Structured Data from Spreadsheet	
LABORATORY EXERCISE VI	2 Hours
Transformation of Structured and Semi Structured Data from Spreadsheet	
LABORATORY EXERCISE VII	2 Hours
Data Modelling – Star Schema	
LABORATORY EXERCISE VIII	2 Hours
Data Modelling – Snowflake Schema	
LABORATORY EXERCISE IX	2 Hours
Report Standardization and Presentation Practices	
LABORATORY EXERCISE X	2 Hours
Presenting the data and KPIs graphically	
Total: 50 Hours	

References

1. R N Prasad and Seema Acharya, "Fundamentals of Business Analytics", New Delhi: Willey, 2nd Edition, 2016.
2. Wayne L. Winston, "Data Analysis and Business Modeling", O'Reilly Media, Inc., California, 2017.
3. Rob Collie & Avichal Singh, "Power Pivot and Power BI the Excel User's Guide to the Data Revolution", Holy Macro Books, Merritt Island, USA, 2017.
4. Jesper Thorlund Gert H.N. Laursen, "Business Analytics for Managers: Taking business Intelligence Beyond Reporting", Willey, 2016.
5. Evans James R, "Business Analytics", New Delhi: Pearson, 2nd Edition, 2017.

21MB207 MANAGERIAL SKILL DEVELOPMENT - II

0 0 4 2

Course Objectives

- To familiarize students on the features of MS Word.
- To enable the students to use Excel in critical evaluation.
- To enable the students to construct models.

Course Outcomes

1. Create professional reports and business documents using advanced MS Word features, enabling students to effectively communicate business information.
2. Apply mail merge techniques to automate business communications such as AGM invitations, enhancing efficiency and personalization in official correspondence.
3. Evaluate datasets using a variety of MS Excel functions (logical, text, date/time, lookup, array, and database functions), allowing students to extract insights for informed business decision-making.
4. Formulate and solve decision-making models such as Linear Programming, Transportation, Assignment, and What-If Analysis using Excel, equipping students with optimization and resource allocation skills in real-world scenarios.
5. Simulate probabilistic business situations like production planning using Monte Carlo Simulation, enabling students to handle uncertainty and risk in operational decisions.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			1		1	2
CO 2	1				2	1	2
CO 3	1	3					2
CO 4	1	3				2	3
CO 5	1	3				1	3

ACTIVITY / EXERCISE I	4 Hours
Prepare a Sales Report using various MS Word Features	
ACTIVITY / EXERCISE II	2 Hours
Draft an invitation for Annual General Body Meeting (AGM) using Mail Merger.	
ACTIVITY / EXERCISE III	5 Hours
Analyze the data using MS Excel Functions – Basic Math Function, Logical Function, Text Function and Date and Time Function.	
ACTIVITY / EXERCISE IV	5 Hours
Analyze the data using MS Excel Functions – Lookup and Reference Function, Database Function and Array Function.	
ACTIVITY / EXERCISE V	4 Hours
Summarizing Data Using Histogram and Descriptive Statistics.	
ACTIVITY / EXERCISE VI	4 Hours
Decide the Product Mix / Blending Mix Using LPP.	
ACTIVITY / EXERCISE VII	4 Hours
Construct a Transportation Model for Solving Travelling Salesman Problem / Transshipment Problem.	
ACTIVITY / EXERCISE VIII	4 Hours
Construct an Assignment Model for Workforce Scheduling / HR assignment Problems.	
ACTIVITY / EXERCISE IX	4 Hours
Construct a Make or Buy Decision Model / Financial Model using What If Analysis in Excel.	
ACTIVITY / EXERCISE X	4 Hours
How can a Greeting Card Company determine how many cards to produce? Application of Monte Carlo Simulation.	
Total: 40 Hours	

References

1. Joan Lambert, “Microsoft Word 2016 Step by Step”, Microsoft Press, Washington, 2015
2. Curtis Frye, “Microsoft Excel 2016, Step by Step”, Microsoft Press, Washington, 2015
3. Wayne L. Winston, “Microsoft Excel 2016 – Data Analysis and Business Modeling”, O’Reilly Media, Inc., California, 2017.
4. Michael Alexander Dick Kusleika, “Excel 2016 Formulas” John Wiley & sons, Inc., Indiana, 2016.
5. Michael Alexander and Dick Kusleika, “Excel 2019, BIBLE”, John Wiley & sons, Inc., Indiana, 2019.

21MB208 COMMUNITY CONNECT PROJECT - II

0 0 0 1

Course Objectives

- To further strengthen attitudinal change in students by deepening their sense of societal consciousness, sensibility, responsibility, and accountability.
- To encourage students to explore and apply their inner strengths in developing innovative and practical solutions to real-world social challenges.
- To enable students to design and implement community development initiatives in collaboration with public bodies, local stakeholders, and government authorities.

Course Outcomes

1. Analyze local community challenges through field engagement and stakeholder interaction to identify areas for impactful intervention.
2. Evaluate existing public and government development initiatives to identify gaps and opportunities for community improvement.
3. Apply innovative and practical solutions to social problems by leveraging creative thinking and collaborative approaches.
4. Design awareness campaigns or educational interventions that address identified social issues by collaborating with community members and relevant authorities
5. Demonstrate ethical responsibility and social sensitivity while engaging with diverse community stakeholders.

Program Outcome(s) and Program Specific Outcome(s)

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2		1	3		
CO 2		2		3	1	1	
CO 3		3			5		
CO 4				2	3	1	
CO 5				3	1	1	

This course immerses students in real-world community engagement through fieldwork and active interaction with diverse stakeholders. Participants will learn methods to assess local challenges by collecting first hand data and facilitating dialogues with community members, leaders, and organizations. Students will cultivate innovative problem-solving skills by applying creative and collaborative approaches to address social issues and emphasizes designing and implementing awareness campaigns or educational initiatives tailored to community needs, developed in partnership with local authorities and stakeholders.

21MB209 CORPORATE CLASSROOM ALIGNMENT PROJECT-II

0 0 0 1

Course Objectives

- To integrate core business theories from marketing, finance, operations, and human resources with practical organizational functions for comprehensive analysis of key business practices.
- To enhance professional communication skills and business etiquette necessary for effective interaction with industry professionals and the delivery of well-structured presentations.
- To critically evaluate and apply management concepts in real-world organizational contexts to identify opportunities for improving business processes and functional efficiency.

Course Outcomes

1. Analyze core business functions and processes in a chosen organization to relate practice with theoretical concepts.
2. Analyze the practical application of management concepts such as marketing, finance, operations, or HR as implemented in the business sector of engagement
3. Compare classroom-learned theories with real-world practices to identify gaps, variations, or best practices within the observed organization
4. Demonstrate professional communication and business etiquette while interacting with industry professionals during the project tenure.
5. Develop and deliver structured presentations linking academic concepts with organizational practices to enhance industry-readiness.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			1		2	
CO 2	3	2			1	2	
CO 3	2	3				3	
CO 4				2	3	1	
CO 5	2			1	3		

This course provides a comprehensive foundation in essential management disciplines including fundamental theories and their application to organizational dynamics, economic decision-making, legal frameworks, quantitative analysis, financial reporting, and research techniques. The course integrates real-world scenarios to develop skills in interpreting data, understanding economic environments, navigating legal issues, managing organizational behavior, and conducting effective business research. This multidisciplinary approach equips students with the tools to make informed managerial decisions and adapt to complex business challenges.

21MB301 STRATEGIC MANAGEMENT

3 1 0 4

Course Objectives

- To help the students to learn the strategic management process.
- To develop the capability of evolving strategies in competitive environments.
- To enable the students to have insight in implementation and control of strategies in an organization.

Course Outcomes

1. Apply the conceptual framework of strategic management by analyzing its components—vision, mission, goals, objectives, and strategic intent—to formulate a coherent understanding of strategic decision-making models and their relevance in dynamic business environments
2. Analyze internal and external environments using SWOT, PESTEL, VRIO, and Porter's Five Forces to formulate strategic insights, identify core competencies, and evaluate competitive positioning.
3. Develop comprehensive business strategies by applying corporate portfolio analysis, evaluating global and international options, and selecting suitable corporate, business, and functional strategies to address diverse organizational scenarios and competitive environments.
4. Construct effective implementation plans by aligning organizational structures, development stages, and job designs with strategic goals, and by applying reengineering principles to support long-term organizational growth and adaptability.
5. Evaluate key performance measures at different organizational levels and apply strategic control systems to monitor progress and improve corporate outcomes.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2		2		3		1	
CO 3	2			3		2	
CO 4		1		2	3		
CO 5	1	2					

UNIT I

8 Hours

INTRODUCTION TO STRATEGIC MANAGEMENT

Conceptual framework for Strategic Management, Importance of Strategic Management, Limitations of Strategic Management, Strategic Intent: Vision, Mission, Goals, Objectives. Strategic Management Model.

UNIT II

8 Hours

ENVIRONMENTAL ANALYSIS

Internal and External Environment Analysis: Core competence, Distinctive Competencies, SWOT Analysis, PESTEL Analysis, VRIO Framework, Competitive Profile Analysis - Porters Five Forces Model.

UNIT III

8 Hours

STRATEGY FORMULATION

Corporate Portfolio Analysis, Global and International Strategies, Strategy Formulation: Situation Analysis and Business Strategy, Corporate Strategy: Stability, Growth / Expansion, Retrenchment and Combination Strategies, Functional Strategy and Strategic Choice.

UNIT IV

8 Hours

STRATEGY IMPLEMENTATION

Stages of Corporate Development, Simple Organizational Structure, Advanced Organizational Structures, Organizational Life Cycle, Reengineering and Strategy Implementation, Designing jobs to implement Strategy.

UNIT V

8 Hours

STRATEGY EVALUATION AND CONTROL

Primary measures of corporate performance, Primary measures of divisional and functional performance, Strategic control systems.

Suggested Self-Study Topics

Strategic Decision Making, MoSCoW analysis, TOWS Matrix, International Issues in Strategy Implementation, Blue Ocean and Red Ocean Strategy

Total: 40 Hours

References

1. Thomas L. Wheelen, Alan N. Hoffman, J. David Hunger, Charles E. Bamford, Purva Kansal, "Strategic Management and Business Policy: Globalization, Innovation and Sustainability", 15th edition, Pearson Education, 2018.
2. Gregory. G. D, Gerry. M. C and Alan. E, "Strategic Management: Text and Cases", McGraw Hill, 8th Edition, 2018.
3. Hitt, Ireland, Hoskisson, Manikuttu, "Strategic Management", 12th edition, Cengage Learning, 2016
4. Fred R. David, "Strategic Management – Concepts & Cases", 15th edition, Pearson Education, 2015
5. Bod de Wit, Ron Meyer, "Strategy - An International Perspective", 5th edition, Cengage Learning, 2014.

21MB302 INDUSTRY INTERFACE INTERNSHIP

0 0 2 2

Course Objectives

- To have experiential learning in each functional area of an organization.
- To gain professional skills through a supervised learning environment.
- To strengthen and align their profile towards the career opportunities.

Course Outcomes

1. Understand the various functional area in the organisation
2. Understand the inter linkage among the various functional areas in the organisation.
3. Apply the professional skills learned through the internship in their career to gain competitive advantage.
4. Construct the network with industry personnels to stay updated about industrial practices
5. Equip themselves continuously in their area of interest to capture the opportunities in the external environment.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2			2	2	
CO 2	2	3				2	
CO 3			1		3	2	
CO 4	2	3		3		2	
CO 5	1			2	3	1	1

Module 1: Internship Orientation and Preparation (2–3 hours)

- Understanding the purpose and expectations of internships
- Guidelines for internship conduct, reporting, and ethics
- Setting learning objectives and career alignment

Module 2: Exposure to Functional Areas (During internship)

- Working across departments like Marketing, Finance, HR, Operations, and Analytics
- Observing organizational workflows and managerial decision-making
- Understanding interdependencies between functional areas

Module 3: Professional Skill Development (During internship)

- Application of theoretical concepts in real-time work scenarios
- Development of communication, teamwork, problem-solving, and time management skills
- Use of digital tools, industry-specific software, and business techniques

Module 4: Industry Interaction and Networking

- Engaging with mentors, team leaders, and industry professionals
- Participating in meetings, reviews, or field visits
- Learning current trends, industry best practices, and business etiquette

Module 5: Reporting, Reflection, and Presentation (Post-internship)

- Internship diary and weekly progress updates
- Final internship report highlighting learning outcomes and industry insights
- Oral presentation and feedback session with faculty panel

21MB401 INTERNATIONAL BUSINESS MANAGEMENT

4 0 0 4

Course Objectives

- To enable the students to understand the fundamentals of international business
- To provide competence to the students on making international business decisions
- To enable the students to understand the financial and promotional assistance available for exporters

Course Outcomes

1. Analyze and compare international business theories and practices to evaluate global market opportunities and address challenges in trade and investment decisions.
2. Evaluate the impact of globalization, protectionist measures, and international institutions on business strategies to make informed decisions in diverse global environments.
3. Compare and evaluate integrated international business strategies across market entry, production, marketing, and HR to address competitive and operational challenges in global markets.
4. Analyze foreign exchange market mechanisms and apply exchange rate theories and forecasting tools to manage currency risks and make informed international financial decisions
5. Evaluate export risks, financing options, and ethical dilemmas within regulatory frameworks to develop responsible and compliant international trade strategies.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	1	2		3		2	
CO 3	2			3		2	
CO 4	1	2		2		2	
CO 5				2	2	1	

UNIT I

8 Hours

INTRODUCTION

Definition, Drivers of International Business, Domestic Vs. International Business, Trade and Investment Theories: Interventionist Theories, Free Trade Theories, Theories Explaining Trade Patterns: PLC Theory, The Porter Diamond, Factor Mobility Theory.

UNIT II

9 Hours

GLOBALIZATION

Globalization: Implications, Challenges - Protectionism: Tariff Barriers, Non-Tariff Barriers- Forms of Integration, Role of WTO and IMF in International Business, Economic, Political, Cultural and Technological Environments.

UNIT III

8 Hours

INTERNATIONAL BUSINESS STRATEGIES

Market Entry Strategies, Multinational Strategy, Production Strategy, Marketing Strategy, Human Resource Strategy.

UNIT IV

8 Hours

FOREIGN EXCHANGE

Foreign Exchange Market – Functions, Theories of Exchange Rate Determination, Exchange Rate Forecasting, Convertibility of Currency, Risks associated with Foreign Exchange.

UNIT V

7 Hours

EXPORTS AND ETHICS IN INTERNATIONAL BUSINESS

Exports – Risks, Management of Exports, Regulatory frameworks, Export financing, Countertrade, Ethics – Issues, Dilemma and Theory.

Total: 40 Hours

Suggested Self-Study Topics:

Liberalization, GATT, Standardization Vs. Differentiation, FEMA, EXIM Policy

References:

1. John D Daniels, Lee H.Radebaugh, and Sullivan, “International Business”, New Delhi: Pearson Education, 2018.
2. Charles W L Hill and Arun Kumar Jain, “International Business”, New Delhi: Tata McGraw Hill, 2017.
3. Francis Cherunilam, “International Business”, New Delhi: Prentice Hall of India, 2020.
4. Simon Collinson, Rajneesh Narula, Alan M. Rugman, “International Business”, New Delhi: Pearson Education, 2020.
5. K. Aswathappa, “International Business”, New Delhi: Tata McGraw Hill, 2020.

21MB402 COMPREHENSIVE VIVA-VOCE

0 0 0 2

Course Objectives

- To reflect on their learning journey during the first year of the M.B.A. programme, identifying strengths, areas for improvement, and strategies for ongoing professional development.
- To actively receive and incorporate feedback to enhance the quality and accuracy of their responses, demonstrating a commitment to continuous improvement.
- To encourage continuous learning for sustainable development enabling them to confidently face interviews.

Course Outcomes

1. Demonstrate a comprehensive understanding of key theories, concepts, frameworks, and methodologies in management.
2. Synthesize information from multiple sources to develop evidence-based, well-structured arguments using logical reasoning
3. Critically analyze and evaluate complex business problems, integrating theoretical knowledge with practical insights to propose effective solutions
4. Demonstrate their understanding of current trends, issues, and debates within their field of study using appropriate tools, techniques, and methodologies.
5. Demonstrate effective oral communication and critical thinking in presenting and defending viewpoints during professional discussions.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2		2			3	2	
CO 3	2	2		2		2	2
CO 4	2	2		3		2	2
CO 5		1			2	1	

The Comprehensive Viva Voce aims to assess students' understanding of key management theories, concepts, and frameworks covered in the first-year courses. It evaluates their ability to synthesize information, analyze business problems, and apply appropriate tools and techniques. The viva also focuses on current trends, critical thinking, and effective oral communication, helping students integrate academic knowledge with practical insights suitable for professional decision-making and leadership roles.

21MB403 PROJECT

0 0 0 6

Course Objectives

- To apply the business research process to identify the problems prevailing in the industry.
- To design / choose the appropriate data collection tools for the problem defined in line with research methodology.
- To analyze the data

Course Outcomes

1. Assess the various business environments to identify the research gap / research problem
2. Design an appropriate research plan to address a defined problem
3. Design a questionnaire / identify the appropriate secondary data source for collecting the data
4. Analyze the data using suitable research tools
5. Compose a research report applying effective report writing principles to present findings and solutions clearly

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3	3		3		3	2
CO 2	3	2		2		3	
CO 3		2		2	2	2	
CO 4		3		3			3
CO 5	2	2	2	3	3	2	2

Module 1: Introduction to Business Research Process (1-2 Weeks)

- Definition, scope, and significance of business research
- Steps in the research process: problem identification to report writing
- Types of research: exploratory, descriptive, causal

Module 2: Research Design and Problem Definition (3-4 Weeks)

- Formulating research problems, objectives, and hypotheses
- Choosing appropriate research design: qualitative vs. quantitative
- Variables, constructs, and conceptual framework

Module 3: Data Collection Methods (5-6 Weeks)

- Designing questionnaires, scales, and surveys
- Sampling techniques and determining sample size
- Identifying and using secondary data sources

Module 4: Data Analysis and Interpretation (6-7 Weeks)

- Data preparation: coding, editing, cleaning
- Using statistical tools (SPSS/Excel/R) for analysis: descriptive and inferential
- Interpretation of results and drawing conclusions

Module 5: Report Writing and Presentation (7-8 Weeks)

- Structure of a research report: introduction, analysis, findings, conclusions, and recommendations
- Report formatting and referencing styles
- Presentation of research findings with visuals (charts, tables, etc.)
- Understanding plagiarism and using plagiarism detection tools
- Introduction to research publication and opportunities for publishing student research

21MM101 BRAND MANAGEMENT

4 0 0 4

Course Objectives

- To enable the students to understand the concept of brand and its value.
- To impart knowledge on brand extensions and brand positioning.
- To make the students understand the strategic issues in branding.

Course Outcomes

1. Analyze and apply strategic brand management frameworks to build strong brand identities and differentiate products in competitive markets.
2. Create and manage brand strategies using brand equity models and communication tools to enhance brand value and customer engagement.
3. Design and evaluate brand architecture and naming strategies to optimize brand portfolios and support business growth.
4. Develop and implement brand positioning and valuation strategies to strengthen brand relevance, guide rebranding efforts, and optimize brand portfolio decisions.
5. Apply innovative branding approaches such as emotional, green, and digital branding to build impactful retail brands and foster consumer co-creation.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3			
CO 2	2	2		3		2	
CO 3	2			2			
CO 4	2	3				2	
CO 5	1			3		2	

UNIT I

7 Hours

INTRODUCTION

Evolution, Products vs. Brands, Strategic Brand Management, Importance, Brand Management Framework. Brand Identity: Levels, Brand Identity Prism.

UNIT II

9 Hours

BRAND BUILDING

Building Brands: Tenets of Brand Building, Brand Communication: Brand Awareness, Brand Image, Brand Associations, Brand Personality. Brand Equity: David Aaker's Model, CBBE Model, Lovemark

UNIT – III

8 Hours

BRANDING DECISIONS

Brand Architecture, Designing Brand Architecture. Brand Name Decisions. Branding Strategies: Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding

UNIT – IV

10 Hours

MANAGING BRANDS

Brand Positioning, Brand Positioning vs. Product Positioning, Brand Positioning Strategies. Creating Brand Positioning Statement: Guidelines, Components. Brand Re-positioning, Brand Revitalization. Brand Valuation: Methods. Brand Elimination

UNIT – V

6 Hours

CONTEMPORARY PRACTICES

Building Retail Brands, Emotional Branding, Green Branding, Digital Branding: ZMOT, Co- Creation of Brands.

Suggested Self-Study Topics

Destination Branding, Lifestyle Branding, Brand Journalism, Personal Branding, Protecting Brands from Digital Piracy, Sensory Branding, Managing Brand Bashing, Branded Contents

Total Hours: 40

References

1. Kirti Dutta, Brand Management Principles and Practices, New Delhi: Oxford University Press.
2. Sharad Sarin, Strategic Brand Management for B2B Markets, New Delhi: Sage Publications.
3. Kevin Lane Keller, Strategic Brand Management, New Delhi: Prentice Hall of India
4. Jamesr Gregory, The Best of Branding, New Delhi: Tata McGraw Hill
5. David A Aaker, Managing Brand Equity, USA: Free press

21MM102 CUSTOMER RELATIONSHIP MANAGEMENT

4 0 0 4

Course Objectives

- To enable the students to understand the fundamentals of Customer Relationship Management
- To impart knowledge on the process of CRM strategy development
- To acquaint the students with the issues and challenges in CRM implementation, tools of CRM in various sectors such as manufacturing and service oriented.

Course Outcomes

1. Evaluate relationship marketing concepts and strategic CRM frameworks to design effective customer value propositions.
2. Implement customer retention, experience, and loyalty programs to enhance customer relationships and manage complaints effectively.
3. Analyze CRM analytics and metrics to formulate data-driven customer acquisition and selection strategies.
4. Utilize information technology tools and e-CRM solutions to optimize customer relationship management processes.
5. Adapt CRM strategies to diverse market segments and mitigate challenges in various business dimensions.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	2			3	2	2
CO 3	2	2		3		2	2
CO 4	2	2				2	2
CO 5	2	2		2		2	

UNIT I

7 Hours

CONCEPTUAL FOUNDATION

Relationship Marketing: Evolution, Stages, Types, Purpose, Importance. Concepts of Customer Value. Strategic CRM: Emergence, Significance, Growth, Elements, Developing CRM Strategies

UNIT II

8 Hours

CRM PROCESS AND IMPLEMENTATION

Customer Retention Management, Customer Experience Management, Loyalty Programs: Design, Drivers, Issues. Campaign Management, Customer Complaint Management, Role of Marketing Channels in CRM, Employee Factors in CRM

UNIT – III

10 Hours

CRM ANALYTICS

Customer Acquisition Metrics, Customer Activity Metrics, Customer Based Value Metrics, Strategic Customer Based Value Metrics, Customer Selection Strategies

UNIT – IV

8 Hours

INFORMATION TECHNOLOGY AND CRM

e-CRM: Introduction, Features, Advantages, Technologies. CRM Software Programs, Implementation, IT Tools in CRM: Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, EPOS, Sales Force Automation

UNIT – V

7 Hours

CRM DIMENSIONS

CRM in Different Markets and Sectors: B2B, B2C, Rural Markets, Services Sector: Banking, Insurance, Telecom, Hospitality and Aviation. Managing CRM Roadblocks, CRM in Social Media, Sentiment Analysis

Suggested Self-Study Topics

Self Service CRM, IoT and CRM, Impact of Blockchain in CRM, Mobile CRM, AR & VR in customer journey, Gen Z CRM

Total Hours: 40

References

1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited, New Delhi
2. Kumar & Werner J., Customer Relationship Management, Willey India
3. Alok Kumar, Chhabi Sinha, Rakesh Sharma, Customer Relationship Management –Concepts and Application, Biztantra.
4. G Shainesh & Jagdish N Sheth, Customer Relationship Management-A Strategic Approach, Macmillan India, New Delhi.
5. Judith W.Kincaid (2007) Customer Relationship Management- Getting it Right, Pearson Education

21MM103 DIGITAL MARKETING

4 0 0 4

Course Objectives

- To introduce the concept of Digital Marketing.
- To make the students explore the various online modes of reaching customers and market the products and brand effectively.
- To analyse the online promotional media using appropriate analytical tools.

Course Outcomes

1. Formulate comprehensive digital marketing plans by integrating essential concepts and differentiating digital from traditional approaches.
2. Develop and optimize an effective online presence through strategic website planning, development, and content management system utilization.
3. Implement diverse traffic generation strategies, including SEO, PPC, social media, and email campaigns, to maximize online reach and engagement.
4. Analyze digital marketing performance data using tools like Google Analytics and SEO techniques to derive actionable insights for optimization.
5. Design and manage conversion-focused campaigns by applying advanced Adwords strategies, landing page optimization, and bidding techniques.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2				2	1
CO 2	2	3				2	2
CO 3	2	3				2	2
CO 4		2		2		2	2
CO 5	2	3				2	2

UNIT I

6 Hours

INTRODUCTION

Digital Marketing: Need, Significance, Terminologies, Traditional vs Digital Marketing, 4 Cs of Digital Marketing, Process, Essential Ingredients, Designing Digital Marketing Plan

UNIT II

9 Hours

ONLINE PRESENCE

Online Presence: Modes. Website Planning and Development: Types of Websites, Keywords, Domain Name, Webhosting, Building Websites using CMS

UNIT – III

8 Hours

TRAFFIC

Display Advertising, Pay-Per-Click Advertising, Referral Traffic, Affiliate Marketing, E-mail Campaigns, Search Engine Marketing, Social Media Marketing, LinkedIn Marketing

UNIT – IV

9 Hours

INSIGHTS

Search Engine Optimization: Introduction, Keyword Planner Tools, Website Indexing and Keyword Placement, Content Optimization, Off –Page SEO Techniques, Google Analytics

UNIT – V

8 Hours

CONVERSION

Ad words, Landing Pages, Types of Campaign Goals, Bidding Strategies, Design of various Campaigns and Monitoring Traffic Behaviour

Suggested Self-Study Topics

WhatsApp Business API, Facebook Audience Insights, Video Marketing, Shoppable Contents, Geofencing, BERT, Vernacular SEO

Total Hours: 40

References:

1. Seema Gupta, "Digital Marketing", McGraw Hill
2. Damian Ryan, "Understanding Digital Marketing - Marketing Strategies for Engaging the Digital Generation", 3rd Edition, Kogan Page Ltd.
3. Ian Dodson (2016), The Art of Digital Marketing: The Definitive Guide to Creating Strategic, targeted and Measurable Online Campaigns, John Wiley & Sons.
4. Vandana Ahuja, Fundamentals of Digital Marketing, Pearson Education
5. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Education

21MM104 EVENT MANAGEMENT AND MARKETING

4 0 0 4

Course Objectives

- Apply a systematic approach to the research, design, planning, implementation, and evaluation of an event marketing strategy
- Segment, target, and develop an event market
- Assess potential threats to an event's success and build clear competitive advantages within the total event design

Course Outcomes

1. Evaluate the scope and characteristics of various event types to identify key competencies required for effective event management in the Indian context.
2. Develop comprehensive event business plans and proposals by conducting thorough marketing research and assessing feasibility for diverse client needs.
3. Design and execute complex events by meticulously planning budgets, human resources, logistics, and ensuring adherence to legal and operational protocols.
4. Formulate integrated event marketing strategies, including branding, pricing, and sponsorship decisions, to effectively target and attract desired audiences.
5. Implement strategic event promotion campaigns utilizing advertising, publicity, public relations, and various media tools to maximize event visibility and attendance.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		2	2	2	
CO 2	2	2		2		2	2
CO 3	2	2		2	3	2	2
CO 4	2	3			3	2	
CO 5	2			2	2	2	

**UNIT I
BASICS**

6 Hours

Events: Introduction, Scope, Types, Characteristics. Growth of Event Industry in India, Event Management Competencies, Role of Event Manager

**UNIT II
EVENT PLANNING**

10 Hours

Marketing Research for Events, Sourcing and Understanding Clients, Feasibility Assessment, B-Plan Preparation, Bidding for Events: Components, Proposal. Event Management: Laws, Permits, Licenses, Contracts

**UNIT – III
EVENT DESIGNING AND ORGANIZING**

10 Hours

Event Design, Estimating Costs and Budget Preparation, Human Resource Planning, Logistics Planning, Organizing Events: Venue, Timelines, Protocols, Hospitality, Evaluation

**UNIT – IV
EVENT MARKETING**

7 Hours

Marketing Mix for Events, Defining Target Markets, Events Life Cycle Analysis, Branding: Issues and Strategies, Pricing Decisions, Sponsorship Decisions

**UNIT – V
PROMOTING EVENTS**

7 Hours

Event Campaign Management, Event Advertising, Publicity and Public Relations, Promotion Tools, Media Tools

Suggested Self-study Topics

Event Apps, Experimental Marketing, Digital Swag Bags, Live Events, Event Planning Software's

Total: 40 Hours

References:

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley
2. Allison Saget, The Event Marketing Handbook: Beyond Logistics & planning, Kaplan Publishing
3. Shannon Kilkenny, The complete guide to successful Event Planning: A guide book to producing Memorable Events, Atlantic Publishing Company.
4. Judy Allen, Event Planning, Wiley India
5. Leonard H.Hoyle, Event Marketing: How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons.

21MM105 INTEGRATED MARKETING COMMUNICATION AND PROMOTION

4 0 0 4

Course Objectives

- To enable the students to understand the fundamentals of advertising and sales promotion.
- To familiarize the students about various media for advertising and media planning.
- To throw light on the various sales promotion techniques.

Course Outcomes

1. Analyze the role and components of Integrated Marketing Communication (IMC) to formulate effective advertising objectives and campaign structures.
2. Develop strategic media plans by evaluating various advertising media types, measuring reach and frequency, and optimizing cost-effectiveness for campaigns.
3. Design compelling marketing communications across various platforms (TV, print, digital) by applying principles of appeal, layout, and message development, and assessing their validity.
4. Evaluate the role and objectives of promotion management to select and implement appropriate trade-oriented and customer-oriented promotion techniques.
5. Construct comprehensive promotional campaigns, including on-line sales promotions, by identifying requirements and developing effective strategies to achieve marketing goals.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				2	2	
CO 2		2					2
CO 3		2			2		2
CO 4				2	2		2
CO 5				2	2		2

UNIT I

6 Hours

INTRODUCTION AND ADVERTISING

IMC: Overview, Role, IMC Mix - Advertising: Concept, Definition, Setting Objectives-DAGMAR
- Advertising Agencies: Structure, Functions – Advertising Campaigns

UNIT II

10 Hours

MEDIA PLANNING

Advertising Media: Types, Pros and Cons, Measuring Reach, Deciding on Frequency, Measuring Impact, Cost Appraisal, Media Strategy and Scheduling.

UNIT – III

11 Hours

DESIGNING MARKETING COMMUNICATIONS

TV Commercials: Different Appeals, Story Board, Message Development. Print AD: Layout, Design, Appeal, Copy Structure. Radio Advertising, Advertising in Digital Platforms. Testing Validity and Reliability of advertisements.

UNIT – IV

7 Hours

PROMOTION MANAGEMENT

Definition, Role, Objectives, Promotion Mix. Techniques: Trade Oriented, Customer Oriented.

UNIT – V

6 Hours

PLANNING PROMOTIONAL CAMPAIGNS

Requirement Identification, Deciding on Promotion Campaigns. On-Line Sales Promotion

Suggested Self-study Topics

Programmatic Advertising, Ad fatigue, Banner Blindness, Click Frauds, Advergaming, In- game advertising

Total Hours: 40

References

1. George E Belch and Michael A Belch, Advertising and Promotion, New Delhi: Tata McGraw Hill, 2012.
2. Jaishri Jeth Waney and Shruti Jain, Advertising Management, New Delhi: Oxford University Press, 2013.
3. O. Guinn Allen Semenik, Advertising and Integrated Brand Promotion, Singapore: Thomson South Western, 2011.
4. David A Aaker and John G Myers, Advertising Management, New Delhi: Prentice Hall of India.
5. Larry Percy and Richard Rosenbaum - Elliott, Strategic Advertising Management, New Delhi: Oxford University Press, 2012.

21MM106 MARKETING METRICS AND ANALYTICS

4 0 0 4

Course Objectives

- To introduce to the key concepts of marketing performance management.
- To understand how marketing metrics can be used effectively within the business environments marketers.
- To develop the analytical understanding and skills needed to make fact-based decisions in managing marketing performance.

Course Outcomes

1. Interpret and apply key marketing metrics and data to evaluate performance, identify opportunities, and support data-driven marketing decisions.
2. Analyze pricing, cost, and margin metrics to optimize channel strategies and improve marketing profitability.
3. Apply brand and consumer metrics to evaluate market performance, forecast demand, and support strategic marketing decisions.
4. Evaluate and optimize salesforce performance and distribution efficiency using sales, logistics, and compensation metrics.
5. Analyze pricing metrics and demand elasticity to set optimal prices and enhance revenue strategies.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Hu

man Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	2
CO 2	2	3				1	3
CO 3	1	3				2	2
CO 4		2				2	2
CO 5	2	3				2	3

UNIT I

6 Hours

INTRODUCTION

Marketing Metrics – Key Concepts, Importance, Utility. Opportunities, Performance and Accountability. Data availability, Sources of Data, Big Data, Key Marketing Metrics

UNIT II

10 Hours

MARGINS AND PROFITS

Selling Price and Channel margins, Average price, Cost structures and profit, Contribution analysis, Target volume analysis.

UNIT – III

10 Hours

PRODUCT PORTFOLIO MANAGEMENT

Trial, Repeat, Penetration and Volume projection, Brand Valuation, Brand Equity metrics, Conjoint analysis.

UNIT – IV

7 Hours

SALES FORCE MANAGEMENT

Setting Sales force-goals, Evaluating Results, Compensation plans, Pipeline analysis, Distribution coverage and logistics, Inventory turns.

UNIT – V

7 Hours

PRICING STRATEGY

Price premium, Reservation price, Optimal prices, Price elasticity and Demand.

Suggested Self-study Topics

Ad Intel, CLV Modeling, Image Mining, Marketing Analytics Softwares, Customer Experience Analysis

Total Hours: 40

References

1. Marketing Metrics, 2nd Edition, Paul W. Farris , Neil T. Bendle , Phillip E. Pfeifer 2010
2. Marketing Analytics: Data–Driven Techniques with Microsoft Excel 2014 Wayne L. Winston.
3. Marketing Analytics: Strategic Models and Metrics 2013 Stephan Sorger
4. Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, 2010, Mark Jeffery (Author)
5. Marketing and Sales Analytics: 2017 by Brea Cesar.

21MM107 NEUROMARKETING – UNDERSTANDING CONSUMER BEHAVIOUR

4 0 0 4

Course Objectives

- To enable the students to understand the dynamic nature of Consumer Behaviour.
- To give insight on the various external and internal influences on Consumer Behaviour.
- To let them understand how individual consumers and organizational buyers differ in making purchase decisions.

Course Outcomes

1. Evaluate neuromarketing concepts to devise strategies addressing complex consumer behavior challenges in dynamic business environments.
2. Integrate neuroscience tools and scientific techniques (e.g., fMRI, QEEG) to optimize advertising effectiveness and ethical product development decisions.
3. Synthesize insights on internal consumer influences to design marketing interventions that effectively shape attitudes and motivate purchasing behavior.
4. Assess the impact of social, cultural, and group dynamics to tailor communication and influence consumer choice within diverse market segments.
5. Apply consumer decision-making models to predict adoption, enhance post-purchase satisfaction, and minimize cognitive dissonance for business growth.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2			2	2	
CO 2		2		3			2
CO 3					2	3	
CO 4			2	3			2
CO 5	3				2	2	

UNIT I

7 Hours

INTRODUCTION

Neuro marketing: Meaning, Definition, Process, Challenges. Concepts of Consumer Behaviour. Approaches to the Study of Consumer Behaviour, Role of Neuro marketing in understanding consumer behavior

UNIT II

9 Hours

UNDERSTANDING NEUROMARKETING

Emergence: Neuroscience, Scientific background: fMRI, QEEG, Potential Impact on Advertisements, Product development, Design, Packaging and Distribution, Ethical Concerns – Hype and reality

UNIT – III

9 Hours

INTERNAL INFLUENCES ON CONSUMER BEHAVIOUR

Motivation, Personality, Perception- Dynamics of perception, Learning, Attitude-Formation, Changing Consumer Attitudes.

UNIT – IV

9 Hours

EXTERNAL INFLUENCES ON CONSUMER BEHAVIOUR

Reference Groups, Family, Social Class, Culture, Sub Culture, Marketing Communications, Personal Influence and Opinion Leadership.

UNIT – V

6 Hours

DECISION PROCESS AND POST- PURCHASE BEHAVIOUR

Consumer Decision Making Process, Diffusion of Innovations. Post Purchase Behaviour: Post Purchase Dissonance, Product Use, Product Disposition, Purchase Evaluation and Consumer Satisfaction.

Suggested Self-study Topics

Priming, Sensory Marketing, Social Proofs, Political Neuromarketing, Neuroeconomics

Total Hours: 40

References

1. G. Schiffman and Leslie Lazar Kanuk, Consumer Behaviour, New Delhi: Pearson Education, 2012.
2. Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer & Consumer Behaviour, New Delhi: Biztantra Publication, 2010.
3. David L Loudon and Albert J Della Bitta, Consumer Behaviour, New Delhi: Tata McGraw Hill, 2010.
4. Sheth and Mittal, Consumer Behaviour, A Managerial Perspective, Singapore: Thomson South Western, 2011.
5. Tanusree Dutta, Manas Kumar Mandal, “Neuromarketing in India: Understanding the Indian Consumer”, Taylor & Francis Books India Pvt. Ltd, 2018

21MM108 OMNI CHANNEL RETAIL MANAGEMENT AND ANALYTICS

4 0 0 4

Course Objectives

- To give an understanding to the students about the significant role of retailing in the marketing system.
- To give inputs to gain insights on the issues involved in organizing and establishing a retail format.
- To enable the students to understand the merchandise management, pricing and promotion strategies in retailing.

Course Outcomes

1. Design and implement omni-channel retail strategies to enhance customer experience and optimize store management in diverse retail formats.
2. Analyze Indian shopper behavior and market segments to develop targeted retail strategies for enhanced customer engagement and business growth.
3. Evaluate location strategies, trade areas, site characteristics, and atmospherics to optimize retail space and enhance customer experience for increased profitability.
4. Integrate key components of the retail marketing mix by evaluating product, brand, merchandise, and category management strategies; formulate effective pricing and promotional strategies aligned with retail objectives and consumer behavior.
5. Apply retail analytics techniques to evaluate the value chain and leverage big data for informed decisions across supply chain, pricing, inventory, and customer experience optimization.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		2	
CO 2	1	2		3		2	
CO 3	2	3		3			
CO 4	1	2			3		
CO 5		2			2	1	

UNIT I

7 Hours

INTRODUCTION

Retailing, Functions, Retail formats, Retailing in India, Functions of a Store Manager, Impact of FDI on retailing. Omni Channel Retail Strategy, Building Omni channel strategy, Managing Customer Experience in Omni Channel Strategy.

UNIT II

8 Hours

UNDERSTANDING CUSTOMERS

Shopping Behavior, Profile of Indian Shoppers, Shopping Process, Influences on Shopping Behavior, Retail market segmentation

UNIT – III

9 Hours

LOCATION AND SPACE MANAGEMENT

Location Decision, Importance, Levels, Types, Trade Area Analysis, Site Analysis. Atmospherics: Role, Components, Space Management.

UNIT – IV

9 Hours

RETAIL MARKETING MIX

Product Management, Brand Management, Merchandise Management, Category Management. Pricing: Influences, Strategies. Promotion: Promotion Mix.

UNIT – V

7 Hours

RETAIL ANALYTICS

Value chain in Retailing. Retail Analytics – Introduction, Big Data in Retailing, Retail Analysis Process, Software's for Retail Analytics, Retail Analytics Utility: Supply Chain Decisions, Pricing Decisions, Inventory Decisions, Customer Experience

Suggested Self-study Topics

Social Commerce, Online stores in Offline Spaces, AR powered Shopping, IoT and AI in Retailing

Total Hours: 40

References

1. Chetan Bajaj, Rajni Tulsi and Nandhi V Srivastava, Retail Management, New Delhi: Oxford University Press, 2010.
2. Pradhan Swapna, Retailing Management, New Delhi: Tata McGraw Hill, 2010.
3. Barry Berman and Joel R Evans, Retail Management Strategic Approach, New Delhi: Prentice Hall of India, 2013.
4. Piyush Kumar Sinha and Dwarika Prasad Uniyal, Managing Retailing, New Delhi: Oxford University Press, 2010.
5. Andrew J Newman and Peter Cullen, Retailing Environment and Operations, New Delhi: Thomson Learning, 2009.

21MM109 RURAL MARKETING

4 0 0 4

Course Objectives

- To enable the students to get a comprehensive understanding of the distinct nature of Rural markets
- To make them understand the difference between Urban and Rural markets
- To understand about the rural specific marketing mix

Course Outcomes

1. Analyze rural market characteristics to identify opportunities and design marketing strategies addressing rural consumer challenges.
2. Apply segmentation, targeting, and positioning techniques to effectively reach and influence rural market segments.
3. Evaluate rural consumer behavior and deploy research tools to understand buying processes and decision influences.
4. Develop product and pricing strategies tailored to the unique demands of rural markets for competitive positioning.
5. Formulate promotion and distribution strategies optimizing media choice and channel management for rural market growth.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3	2				2	
CO 2	2	3				2	
CO 3		2		2			2
CO 4	2	2				2	
CO 5	2			3		2	

UNIT I

8 Hours

INTRODUCTION

Rural Marketing, Concepts, Scope, Opportunities and Challenges. Rural Market Profile: Rural Consumers, Characteristics.

UNIT II

8 Hours

SEGMENTATION, TARGETING AND POSITIONING

Segmentation: Concepts, Levels, Effective Segmentation, Basis for Segmentation. Targeting. Positioning.

UNIT – III

8 Hours

MARKET RESEARCH AND BUYER BEHAVIOR

Rural Market Research, New Research Tools. Rural Consumer Behavior: Challenges, Buyer Characteristics, Buying decision Process, Influences.

UNIT – IV

8 Hours

PRODUCT AND PRICING STRATEGIES

Product Classifications, Product Mix Decision, Product Item Decision, Product Strategies. Pricing: Concepts, Policies, Strategies.

UNIT – V

8 Hours

PROMOTION AND DISTRIBUTION STRATEGIES

Media Choice, Target Audience Profile, Promotion Strategies. Distribution: Channels, New Approaches, Strategies.

Suggested Self-study Topics

Rural Women Entrepreneurship, Role of SHGs, Role of NGOs, Project Sakthi, Community Marketing

Total Hours: 40

References:

1. Krishnamacharyulu, C S G., and Lalitha Ramakrishnan., “Rural Marketing Text & Cases”, Pearson Education Pvt Ltd, New Delhi
2. Ruchika Ramakrishnan., “Rural Marketing in India: Strategies and Challenges” New Century Publication, New Delhi
3. Singh, Awadhesh Kumar, and Satyaprakash Pandey., “Rural marketing Indian Perspective”, New age International Ltd, New Delhi
4. Sanal Kumar Velayudam, “Rural Marketing: Targeting on Non-Urban Consumers” Sage Publications, New Delhi
5. Balram, and Dogra, “Rural Marketing: Concepts and Practice”, Tata McGraw Hill, New Delhi: 2007 Edition.

21MM110 SALES AND DISTRIBUTION MANAGEMENT

4 0 0 4

Course Objectives

- To understand the professional sales process and sales force management
- Build awareness of current sales management practices and relevant managerial issues
- To gain how to manage and motivate a professional sales force thereby gaining insights into the multi-faceted nature of the sales person

Course Outcomes

1. Analyze sales management functions to design strategic plans and lead ethical, effective sales teams for improved performance.
2. Develop sales organizational structures and forecasting methods to optimize territory design and allocate sales resources efficiently.
3. Apply job analysis, recruitment, and training techniques to build skilled sales forces aligned with business objectives.
4. Design motivational and compensation programs to enhance sales force productivity and foster a strong sales culture.
5. Evaluate sales team performance using audits and appraisal tools to implement control measures and drive continuous improvement.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2	2	2			3	2	
CO 3	2	2			2	2	
CO 4	2	2	3	3	3		
CO 5	3	3		3	2	2	

UNIT I

7 Hours

NATURE OF SALES MANAGEMENT

Introduction to Sales Management: Sales management: Its nature and responsibilities – Functions of a Sales manager, Sales management skills, Sales person to sales manager, Social, Ethical and legal responsibilities – Managing the sales team – ethical behavior. Strategic sales planning.

UNIT II

7 Hours

SALES ORGANIZATION

Sales organizational design, Sales organizational structure, Forecasting market demand, Forecasting process, Forecasting Methods, Sales budgets - Sales Force Budgeting Methods, Design and size of sales territories – Designing sales territories, Approaches, Sales objectives and quota - Types of quotas, Selling By Objectives.

UNIT – III

10 Hours

PLANNING AND RECRUITING SALES PEOPLE

Job analysis, Job description, Recruitment, Selection and placement of sales personnel - Selection process, Evaluating selection and placement decisions, Management of sales training and development - Purpose of sales training, Methods, Sales training model, Contents of Sales Training Program – Sales knowledge development, Sales Skills Development, Sales process.

UNIT – IV

9 Hours

MOTIVATING SALESPEOPLE

Understanding Sales force motivation, Sales culture, needs of sales people, Salesperson's behavioral model, Personal side of motivation, Compensation for high performance - Designing a compensation program, Types of compensation plans, Fringe benefits, Leading the sales Team - Nature of leadership, Sales manager's behavior and activities.

UNIT – V

7 Hours

CONTROLLING THE SALES TEAM

Controlling the sales Team - Analysis of sales and marketing costs - Marketing Audit, Sales force audit, Net sales volume analysis, Marketing Cost Analysis, Evaluation of salespeople's performance - Performance Appraisal - processes and procedures, Conducting the appraisal, Providing Feedback.

Suggested Self-study Topics

Sales force Metrics, Outsourcing Sales Functions, Social Selling, Selling to Micromarkets, Sales Trend Analysis

Total Hours: 40

References

1. Charles M. Futrell, “Fundamentals of Selling: Customers for life through service”, (12th ed.), Tata McGraw Hill, New Delhi, 2014.
2. Edward W. Cundiff, Norman A.P. Govoni, Richard R. Still, “Sales Management: Decisions, Strategies and Cases”, (5th ed.), Pearson Education India, 2007.
3. David Jobber and Geoffrey Lancaster, “Selling and Sales Management”, (7th ed.), Pearson Education India, 2009.
4. David Lambert and Keith Dugdale, “Smarter Selling: How to grow sales by building trusted relationships”, (2nd ed.), Pearson Education India, 2011.
5. William L. Cron, “Sales management: Concepts and Cases”, (10th ed.), Wiley India, 2009.

21MM111 SEMIOTICS IN MARKETING COMMUNICATIONS AND BRANDING

4 0 0 4

Course Objectives

- To understand the basic principles of semiotics as well as semiotic thinking thereby examining the role of semiotics in communicating the brand
- To provide an in-depth understanding the marketing communication concepts
- To evaluate an organization's marketing and promotional situation in order to develop effective communication strategies and programmes

Course Outcomes

1. Analyze brand communication evolution to identify key brand values and heritage for strategic brand positioning.
2. Interpret semiotic elements to decode signs and symbols influencing consumer perception in marketing communications.
3. Apply semiotic principles to design impactful marketing messages using verbal, visual, and cultural touchpoints.
4. Execute semiotic analysis using structured techniques to uncover hidden meanings and enhance marketing insights.
5. Synthesize semiotic findings from case studies to develop actionable branding and communication strategies.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		2		2	
CO 2	2	3				2	2
CO 3	2	3		2		3	2
CO 4	2	3					3
CO 5	2	2		3		2	

UNIT I

6 Hours

INTRODUCTION TO COMMUNICATIONS & BRANDING

Evolution of Communications & Branding – past and present positioning, Brand Values – brand heritage, Brand Building

UNIT II

9 Hours

ELEMENTS OF SEMIOTICS

Signifier and Signified, Redundancy and Noise, Polysemy and Synonymy, Symbolic and Semi Symbolic, Arbitrary and Convention, Single/Repeated signs, Semiotic Silence, Successive Signs

UNIT – III

9 Hours

ROLE OF SEMIOTICS IN MARKETING

Reach to customers - Verbal, Visual and Performative actions, Touch Points – Logos, Rituals, Cultural symbols, Colors, Iconic individuals, text, advertisements, websites, Physical environments

UNIT – IV

10 Hours

TECHNIQUES TO RUN SEMIOTIC ANALYSIS

Stages – Grouping, Independent Analysis of groups, Inclusive analysis of groups, Comparison of independent and inclusive analysis of groups, Wrap-up of analysis; Techniques – Questions, probing, abstract questions, projective techniques, craft stationery

UNIT – V

6 Hours

APPLY FINDINGS FROM ANALYSIS

Case Studies from Indian Companies and MNCs

Suggested Self-study Topics

Sub-fields of Semiotics, Semiotic Codes, Arbitrariness and Archetypes in Semiotics, Psychology behind fonts and colours

Total Hours: 40

References

1. Using Semiotics in Marketing: How to achieve Consumer Insight for brand Growth and Profits by Rachel Lawes published by Kogan Page, 3rd March 2020.
2. Creating Value: The Theory and Practice of Marketing Semiotics Research by Laura R. Oswald published by OUP Oxford, 22nd January 2015.
3. Marketing Semiotics: Signs, Strategies and Brand Value by Laura R. Oswald published by OUP Oxford, 16th February 2012.
4. Daniel Chandler, “Semiotics: The Basics”, Taylor and Francis, 2007
5. Laura R. Oswald, “Doing Semiotics: A Research Guide for Marketers at the Edge of Culture”, Oxford University Press, 2020

21MM112 SERVICES MARKETING

4 0 0 4

Course Objectives

- To enable the students to understand the differences between marketing of products and services.
- To give insight to them on various aspects of Services Marketing.
- To enable them to effectively design and deliver services.

Course Outcomes

1. Apply service characteristics, the marketing mix, trends, and the gaps model to design and deliver superior service experiences.
2. Analyze customer expectations and perceptions, considering influencing factors and service quality elements, to develop strategies that enhance customer satisfaction.
3. Evaluate customer lifetime value and the impact of service failure to formulate effective retention and recovery strategies that strengthen customer relationships.
4. Design new services and redesign existing ones using blueprinting and customer-defined standards, leveraging physical evidence to enhance the service experience.
5. Analyze the roles of employees and customers in service delivery to develop strategies for managing demand, capacity, promises, and ultimately, reducing service gaps.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				3	2	
CO 2		2			3		
CO 3	1	2			2	1	
CO 4		2			3		
CO 5	1			2	3	1	

UNIT I

7 Hours

INTRODUCTION TO SERVICES

Definition, Services vs. Goods, Characteristics, Service Marketing Mix, Current Trends, Gaps Model.

UNIT II

9 Hours

CUSTOMER EXPECTATIONS AND PERCEPTIONS

Customer Expectations, Meaning, Types, Levels, Influencing Factors. Customer Perceptions: Influencing Factors, Satisfaction, Service Quality, Building Blocks.

UNIT – III

8 Hours

CUSTOMER RELATIONS

Goals, Benefits, Life Time Value of a Customer, Factors, Estimation, Retention Strategies. Service Recovery: Impact of Service Failure, Response of Customers, Recovery Strategies, Service Guarantees.

UNIT – IV

8 Hours

SERVICE DESIGN

New service Development, Stages, Service Blueprinting, Service Redesign. Customer Defined Service Standards: Factors, Guidelines. Physical Evidence: Types, Role.

UNIT – V

8 Hours

DELIVERING AND PERFORMING

Employee's Role, Customers' Role, Managing Demand and Capacity, Managing Service Promises, Closing the Gaps.

Suggested Self-study Topics

Flower of Service, Tangibility spectrum, SERVQUAL survey, Recovery paradox, Types of new services, Customer co-creation

Total Hours: 40

References

1. Valarie A Zei Thaml and Mary Jo Bitner, Service Marketing, New Delhi: Tata McGraw Hill, 2011.
2. Christopher Lovelock, Services Marketing People, Technology, Strategy, New Delhi: Pearson Education, 2010.
3. Govind Apte, Services Marketing, New Delhi: Oxford University Press, 2009.
4. Steve Baron, Service Marketing, New Delhi: Sage Publications, 2010.
5. R. Srinivasan, Services Marketing – The Indian Context, New Delhi: Prentice Hall of India, 2012.

21MF101 BANKING SYSTEM AND PRACTICES

3 1 0 4

Course Objectives

- To introduce the concept of Banking and its growth in India
- To make the students understand various types of deposits & advances.
- To create awareness on the broad contours of export & import credit and expose the students to the recent developments in banking in India.

Course Outcomes

1. Apply knowledge of the role, evolution, and structure of banks, along with banking reforms and Basel Committee guidelines, to assess financial statements and solve business problems such as managing credit risk, ensuring regulatory compliance, and optimizing bank liquidity.
2. Apply principles of deposits, sound lending, and credit evaluation like CIBIL scores, MCLR to manage banking operations and solve business problems such as assessing loan eligibility, mitigating credit risk, and structuring secured advances and bank guarantees effectively.
3. Evaluate priority sector lending criteria and NPA classification norms to develop strategies for effective advance recovery, monitor asset quality, and address challenges related to non-performing assets and regulatory compliance.
4. Analyze export credit mechanisms, including pre-shipment and post-shipment finance, and apply knowledge of RBI guidelines, EXIM Bank, and ECGC functions to facilitate export transactions and manage related financial risks effectively.
5. Evaluate recent developments in banking technologies and services such as e-banking, ATM, EFT, and CRM, and apply these innovations to enhance customer experience, improve transaction efficiency, and expand ancillary banking businesses.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				1	2
CO 2	1	3				2	2
CO 3		2		3		2	
CO 4		2		3		2	2
CO 5	1				3		2

UNIT I

8 Hours

INTRODUCTION TO BANKING

Role of banks, Evolution of Banking, Structure of banking sector in India, Rationale of Banking Sector Reforms, Basle Committee recommendations, An overview of Financial Statement of banks.

UNIT II

8 Hours

DEPOSITS AND ADVANCES

Deposits: Banker Customer Relationship, BCSBI, Various Types of Deposits, Advances: Principles of Sound Lending, Methods of Granting Advances, CIBIL, MCLR, Secured Advances, Modes of Creating Charges, Types of Advances. Bank Guarantees.

UNIT III

8 Hours

PRIORITY SECTOR LENDING & NPA NORMS

Rationale of Priority Sector Lending, Different Segments of Priority Sector Advances. CGTMSE, Classification of Advances: NPA Norms, SMA, Recovery of Advances.

UNIT IV

8 Hours

EXPORT CREDIT

Introduction to UCPDC, Exports – Pre-shipment and Post – Shipment Credit, Import Financing, RBI Role in Promoting Export Credit, EXIM Bank, ECGC.

UNIT V

8 Hours

RECENT DEVELOPMENTS IN BANKING

Retail Banking, ATM, EFT, Tele Banking, Credit Cards, Debit Cards, Smart Cards, e-banking, Cheque Truncation System, Ancillary Businesses: Drafts, Safe Custody, PARA Banking, CRM in banking.

Suggested Self-Study Topics

Rationale of Banking Sector Reforms, Flexi Deposits, Current Trend in Advances, Role of ECGC, Mobile banking

Total: 40 Hours

References

1. Sukvinder Mishra, Banking Law and Practice, S. Chand Publishing, 2018
2. Kanhaiya Singh and Vinay Dutta, Commercial Bank Management, McGraw Hill, 2017.
3. Padmalatha Suresh and Justin Paul, Management of Banking, Pearson Education, 4th Edition, 2017.
4. JyostnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, New Delhi: Prentice Hall of India, 2013.
5. Donald R Fraser, Benton E Gup and James W Kolari, Commercial Banking, The Management of Risk, Singapore: Wiley, 2010.

21MF102 EQUITY DERIVATIVES AND RISK MANAGEMENT

3 1 0 4

Course Objectives

- To know about the Derivative Instruments in the Financial Market and role of Stock Exchange
- To understand the concept of Forward and Futures Contract, Options and Swaps.
- To know about the Commodity Derivative Instruments in India.

Course Outcomes

1. Analyze different types of financial derivatives and apply them to manage and mitigate business risk effectively.
2. Evaluate the mechanics and pricing of forwards and futures for developing robust risk management strategies.
3. Interpret and construct options strategies, including spreads and combinations, to optimize portfolio performance and hedge risks.
4. Assess the structure and application of swaps to address interest rate and currency risk in financial operations.
5. Examine trading systems and regulatory frameworks to ensure compliance and minimize operational risks in derivatives markets.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3	3				2	2
CO 2	2	2				2	2
CO 3	2					2	2
CO 4	2	2				2	2
CO 5	2	3				2	

UNIT I

8 Hours

INTRODUCTION TO EQUITY DERIVATIVES

Introduction to Financial Derivatives – Types of Derivatives – Forwards, Futures, Swaps, Options - Application of derivatives in Risk Management

UNIT II

8 Hours

FORWARDS AND FUTURES

Forwards & Futures market - Mechanics of futures markets - Different categories of Forwards & Futures – Valuation - Determination of forward and futures prices - Risk management using Forwards and Futures

UNIT III

8 Hours

OPTIONS

Basics of Options, Pay-off chart for options, Options pricing, Options spreads, Straddle, Strangle, Covered call, Protective put, Collar, Butterfly spread

UNIT IV

8 Hours

SWAPS

Characteristics of Swaps- Categories of Swaps - Mechanics of interest rate swaps - Currency swaps – Application - Valuation - Usage of Swaps in Risk Management

UNIT V

8 Hours

TRADING SYSTEMS AND REGULATORY ENVIRONMENT

Trading System, Clearing and Settlement Mechanism, Selection criteria of stocks for trading, Selection criteria of index for trading, Adjustments for Corporate Actions, Position limit, Regulations in Trading, Regulations in Clearing & Settlement and Risk Management

Suggested Self-Study Topics

Rolling and Settlement, Strike Price, Intrinsic Value of derivative instruments, Fixed and Floating Interest Rate SWAP, Exchange Traded Funds

Total: 40 Hours

References

1. Hull.c.John. and Sankarshan Basu, “Options, Futures and Other Derivatives”, 10th edition, Pearson Education, Chennai, 2018.
2. Gupta S L, “Financial Derivatives: Theory, Concepts and Problems”, 2nd edition, PHI learning, New Delhi, 2017.
3. Sundaram Das, “Derivatives Principles and Practice”, Tata McGraw Hill Education, 2017
4. Don M. Chance, Robert Brooks, “An Introduction to Derivatives and Risk Management”, 10th edition, Cengage Learning, 2015.
5. Rajiv Srivatsava, “Derivatives and Risk Management”, Oxford University Press, 2015.

21MF103 MERCHANT BANKING AND FINANCIAL SERVICES

3 1 0 4

Course Objectives

- To provide an understanding of various Financial Services.
- Make students to understand regulatory framework governing the Financial Services.
- Expose the procedures involved in handling Financial Services.

Course Outcomes

1. Analyze merchant banking functions, SEBI regulations, and guidelines to ensure legal compliance and ethical practices in financial markets.
2. Evaluate issue management strategies, capital market instruments, and the role of intermediaries to design effective capital raising solutions.
3. Assess and apply portfolio management, credit syndication, mutual funds, and fee-based services to meet diverse client financial objectives.
4. Interpret and compare fund-based financial services such as leasing and hire-purchasing to support financing and tax planning decisions.
5. Formulate solutions using advanced fund-based financial services like consumer finance, real estate financing, and venture capital to address complex funding needs.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2	2	2			2	2	2
CO 3	2	2			2	2	2
CO 4	2	2				2	
CO 5	2	3				2	2

UNIT I

8 Hours

MERCHANT BANKING

Introduction, Definition, Functions, SEBI Regulations - Procedure for Inspection and Action in case of Default, Code of Conduct, Registration, and SEBI Guidelines

UNIT II

8 Hours

ISSUE MANAGEMENT

Capital Market Instruments, Capital Structure Decisions, Public Issue Management, Marketing New Issue, Post – Issue Activities, Prospectus, Underwriting of Securities, Role and Responsibilities of Intermediaries.

UNIT III

8 Hours

OTHER FEE BASED MANAGEMENT

Portfolio Management Services, Credit Syndication, Depository Receipts, Credit Rating, DEMAT Services, Mutual Funds, e-Stamp, e-KYC.

UNIT IV

8 Hours

FUND BASED FINANCIAL SERVICES

Leasing and Hire Purchasing - Basics, Financial Evaluation and Tax Implication

UNIT V

8 Hours

OTHER FUND BASED FINANCIAL SERVICES

Consumer Finance, Real Estate Financing, Bills Discounting, Factoring and Forfeiting, Venture Capital

Suggested Self-Study Topics

Latest SEBI Amendments, Appointment of Intermediaries, Active and Passive Portfolio, Accounting Procedures, e-Commerce Pay Later Services

Total: 40 Hours

References

1. Dr S. Gurusamy, Merchant Banking and Financial Services, New Delhi: Tata McGraw Hill, 2019.
2. M.Y.Khan, Financial Services, New Delhi: Tata McGraw-Hill, 2019.
3. Frederic S.Mishkin and Tusli Jayakumar, Financial Markets and Institutions, New Delhi: Pearson, 2017.
4. Siddaiah, Financial Services, New Delhi, Pearson, 2016.
5. Mathews Sasidharan, Financial Services and System, Tata McGraw Hill, 2016.

21MF104 MERGERS, ACQUISITIONS AND RESTRUCTURING

3 1 0 4

Course Objectives

- To understand Mergers and Acquisitions as a powerful tool to build new generation companies to compete successfully in the global markets
- To describe how Mergers and Acquisitions are financed.
- To know the corporate restructuring process in the business world.

Course Outcomes

1. Analyze legal and regulatory frameworks governing mergers and acquisitions to ensure compliant and ethical business practices.
2. Evaluate various types and processes of mergers and acquisitions to design value-creating corporate strategies.
3. Assess financing techniques and sources to structure effective funding for mergers and acquisitions.
4. Conduct valuation of firms pre- and post-merger to determine stakeholder benefits and address integration challenges.
5. Examine restructuring processes and their impact on firm value to recommend strategic organizational changes.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2	2	3				2	2
CO 3	2	2				2	2
CO 4	2	2		2		2	
CO 5		2		3			

UNIT I

8 Hours

INTRODUCTION TO MERGERS

Meaning, Need and Objectives of Mergers, Acquisitions, Basic Difference between Mergers and Acquisition, SEBI Guidelines, Legal framework.

UNIT II

8 Hours

TYPES AND PROCESS

Types of Mergers, Acquisitions and Takeovers, Process of Mergers and Acquisitions, Value Creation

UNIT III

8 Hours

FUNDING

Funding of Mergers and Acquisitions, Financing Techniques, Various sources of financing.

UNIT IV

8 Hours

PRE-MERGER AND POST-MERGER OF FIRMS

Determining Pre-Merger and Post Merger Values of the firms- Valuation of shares, Ascertaining the benefits to the Stakeholders of both the Firms out of Mergers and Acquisition, Problems Faced during the Mergers, Acquisitions and Takeovers.

UNIT V

8 Hours

INTRODUCTION TO RESTRUCTURING

Need and Objectives of restructuring, Process of restructuring, Impact of restructuring on the value of the firm.

Suggested Self-Study Topics

Amalgamation, M & A - Indian Scenario, Role of Financial Institutions, Implication of various Methods of Valuation of Firms, Essentials of Restructuring

Total: 40 Hours

References

1. S. Shiva Ramu, Corporate Growth through Mergers and Acquisitions, Virginia: Landmark Ltd, 2017.
2. Chandrashekar, Krishnamurti, and S.R.Vishwanath, Merger, Acquisitions and Corporate Restructuring, New Delhi: Sage publication, 2016.
3. Fred J Weston, Kwang S. Chung, and Susan E. Hoag, Mergers, Restructuring and Corporate Control, New Delhi: PHI Learning Private Ltd, 2016.
4. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, New Delhi: Wiley India (P) Ltd, 2016.
5. Gaughan Patrick, Mergers, Acquisitions and Corporate Restructuring, Singapore: John Wiley, 2016

21MF105 PROJECT FINANCE

3 1 0 4

Course Objectives

- Introduce the Students to the Purpose, Principles, Problems, Challenges, Concepts, Techniques, and Practice of Project Management and its various facets.
- Impart skills in Project Planning, Execution and Control Methods
- Introduce students to Project Management Software and its Applications.

Course Outcomes

1. Analyze project management concepts and organizational structures, apply capital budgeting phases and decision-making levels, and develop project ideas through systematic formulation and screening to support effective investment decisions.
2. Evaluate project feasibility by conducting market, demand, and technical analyses, and prepare financial estimates and projections to support informed project decision-making.
3. Apply investment criteria and cash flow analysis techniques, and evaluate project risks using sensitivity, scenario, and simulation analyses to select viable projects that optimize returns and minimize uncertainties.
4. Assess various project financing options including infrastructure financing, venture capital, and private equity, and formulate effective funding strategies to support successful project execution.
5. Develop detailed project plans using scheduling tools like WBS, PERT, and CPM, manage resources efficiently, and monitor project progress to ensure timely execution and effective review for successful project completion.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	
CO 2		2		3		2	
CO 3	1	2		3		2	
CO 4	1			3	3	1	
CO 5	1				3	1	

UNIT I

8 Hours

INTRODUCTION

Project Management Concepts, Project Organizational Structures, Types of Capital Investments, Phase of Capital Budgeting, Levels of Decision Making, Facets of Project Analysis, Project Formulation: Generation and Screening of Project Ideas.

UNIT II

8 Hours

ANALYSIS OF PROJECTS

Feasibility Study, Market and Demand Analysis, Technical Analysis, Financial Estimates and Projections.

UNIT III

8 Hours

SELECTION OF PROJECTS

Basic Techniques - Investment Criteria and Project Cash Flows, Advanced Techniques Risk Analysis, Sensitivity Analysis, Scenario Analysis, Break-even Analysis, Simulation Analysis, Firm Risk and Market Risk.

UNIT IV

8 Hours

FINANCING

Financing of Projects, Financing Infrastructure Projects, Venture Capital, and Private Equity.

UNIT V

8 Hours

IMPLEMENTATION AND REVIEW OF PROJECTS

Planning and Sequencing of Project, Creating the Project Schedule (WBS), Resource Planning for Internal and External Resources, Executing the Project Plan and Keeping the Project on Track, Network Techniques for Project Management. (PERT and CPM), Project Review

Suggested Self-Study Topics

Nature of Capital Investment, Demand Forecasting Techniques, Goal Seek, Angel Financing, Gantt Chart Construction

Total: 40 Hours

References

1. Prasanna Chandra, Project Management, New Delhi: Tata McGraw Hill India Ltd, 2019
2. P. Gopalakrishann and V. E. Rama Moorthy, Project Management, New Delhi: Macmillan India Ltd, 2019.
3. Graham D. Vinter, Gareth Pierce, Project Finance, New Delhi: Thomson, 2019
4. Tim Pyron, Using Microsoft Office Project 2016 – The only Project 2016 Book You Need, New Delhi: Que Edition – Techmedia, 2017
5. Richman Larry, Project Management: Step by Step, New Delhi: Prentice Hall India (Microsoft Press Release), 2016.

21MF106 INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

3 1 0 4

Course Objectives

- To understand the functioning of Indian Capital Markets
- To understand the different forms of Investment and the relationship between risk and return
- To know the techniques available for analyzing the Securities and understand the management of a Portfolio.

Course Outcomes

1. Explain key investment concepts and alternatives, analyze sources of investment information, and apply SEBI regulations and investor protection measures to make informed and compliant investment decisions.
2. Analyze sources of investment information, and apply SEBI regulations and investor protection measures to make informed and compliant investment decisions.
3. Evaluate economic conditions and industry life cycles using advanced forecasting techniques, and synthesize company financial data to accurately forecast earnings and formulate robust valuation models for strategic investment decisions.
4. Compare fundamental and technical analysis methods, interpret charting techniques and market indicators such as SMA, EMA, MACD, and oscillators, and apply these tools to predict market trends and inform investment strategies.
5. Apply portfolio theory and SEBI guidelines to construct, evaluate, and revise investment portfolios that optimize returns and comply with regulatory standards.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			3		2	
CO 2	1			3		1	
CO 3		2		3		2	
CO 4	1	2				2	
CO 5	1	2		3		2	2

UNIT I

7 Hours

INTRODUCTION

Investment, Speculation, Securities, Sources of Investment Information, Investment Alternatives, Securities and Exchange Board of India, Investor Protection measures of SEBI, Securities Contract (Regulation) Act

UNIT II

7 Hours

OVERVIEW OF INDIAN CAPITAL MARKET

Primary Market, Secondary Market, Grey Market, Pricing of Securities, Listing of Securities, Stock Market Indices, Fund Raising through Overseas Market.

UNIT III

9 Hours

FUNDAMENTAL ANALYSIS

Economic Analysis: Forecasting Techniques, Industry Analysis: Industry Classification, Industry life cycle. Company Analysis: Measuring Earnings, Forecasting Earnings, Applied Valuation Techniques.

UNIT IV

9 Hours

TECHNICAL ANALYSIS

Fundamental Analysis Vs Technical Analysis, Charting Methods, Market Indicators: Trend, Trend Reversals, Patterns, Simple Moving Average (SMA), Exponential Moving Average (EMA), MACD, Oscillators: ROC, RSI, Bollinger Bands and Fibonacci Retracement

UNIT V

8 Hours

PORTFOLIO MANAGEMENT

Portfolio Theory, Portfolio Construction, Performance Evaluation, Portfolio Revision, SEBI Guidelines for Portfolio Management Services

Suggested Self-Study Topics

SEBI amendments, International Stock Market Indices, P/E Ratio, Bollinger bands, Efficient Frontier

Total: 40 Hours

References

1. Prasanna Chandra, Investment Analysis and Portfolio Management, New Delhi: Tata McGraw Hill, 2017
2. Dhanesh Kumar Khatri, Security Analysis and Portfolio Management, New Delhi: Macmillan, 2016.
3. Donald E Fischer and Ronald J Jordan, Security Analysis & Portfolio Management, New Delhi: Prentice Hall of India Private Ltd, 2016.
4. S. Kevin, Security Analysis & Portfolio Management, New Delhi: Prentice-hall of India Pvt Ltd, 2016
5. Shalini Talwar, "Security Analysis and Portfolio Management", Cengage Learning, 2016

21MF107 GOODS AND SERVICES TAX

3 1 0 4

Course Objectives

- To enable the students to understand the basics of Supply of Goods and Services.
- To understand the Payment of GST Mechanism.
- To enrich the knowledge of Input Tax Credit and IGST in GST

Course Outcomes

1. Interpret GST structure and compliance requirements to ensure accurate registration, liability management, and tax exemption application.
2. Analyze the concept and scope of supply to determine taxability, value transactions, and timing for GST purposes.
3. Apply GST payment procedures, E-way bill generation, and TCS/TDS rules to manage electronic commerce transactions and reverse charge mechanisms.
4. Evaluate input tax credit processes, distributor roles, and return filings to optimize tax benefits and maintain regulatory compliance.
5. Assess IGST regulations, place-of-supply rules, and GST digital ecosystem to facilitate inter-state transactions and digital reporting.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2		3		2	1
CO 2	3	3				2	2
CO 3	2	2				2	2
CO 4	2	2				2	2
CO 5	2	3		2		2	2

UNIT I

7 Hours

OVERVIEW OF GOODS AND SERVICES TAX

Overview of GST, Implementation of GST, Liability of the Taxpayer, GST Network, G S T Council. Levy of an Exemption from Tax - Levy of GST – Introduction, Composition Scheme, Remission of Tax / Duty. Registration – Introduction, Registration Procedure, Important Points, Special Persons, Cancellation.

UNIT II

7 Hours

SUPPLY

Meaning and Scope of Supply - Taxable Supply, Supply of Goods and Supply of Services, Course or Furtherance of Business, Special Transactions. Time of Supply - Time of Supply–Goods, Time of Supply –Services, Other Points. Valuation in GST - Transaction Value.

UNIT III

9 Hours

PAYMENT OF GST

E waybill generation. Payment of GST - Introduction, Time of GST Payment, How to make payment, Challan Generation & CPIN, TDS & TCS. Electronic Commerce – Introduction, Tax Collected at Source (TCS), Procedures for E-commerce Operator, Reverse Charge Mechanism.

UNIT IV

9 Hours

INPUT TAX CREDIT

Input Tax Credit – Introduction, Important Points, Job Worker. Input Service Distributors - Concept of Input Service Distributor, Legal Formalities for an ISD, Distribution of Credit. Matching of Input Tax Credit -Returns, GSTR 1, 2A, 2B, and 3B, Other Taxable Persons.

UNIT V

8 Hours

IGST

Overview of the IGST Act – Overview, Other Provisions, Place of Supply of Goods & Services – Introduction, Registered and Unregistered Persons. GST Portal -Introduction, GST Eco-system, GST Suvidha Provider (GSP).

Suggested Self-Study Topics

Amendments, Valuation Rules, Job Work, Annual Return, Electronic Cash, Credit and Liability Ledger

Total: 40 Hours

References

1. Vashishtha Chaudhary Ashu Dalmia Shaifaly Girdharwal, Taxmann's GST - A Practical Approach, 3rd Edition 2020,
2. CA Alok Pareek, A Practitioner's Guide to Input Tax Credit under GST, Edition: 2020, Bloomsbury India
3. Nitya Tax Associates, Basics of GST, Edition: August 2019, Taxmann Technologies, New Delhi
4. Jayaram Hiregange, Deepak Rao, India GST for Beginners, 2nd Edition, June 2019, White Falcon Publishing, Chandigarh
5. Frequently Asked Question by Central Board of Excise & Customs, New Delhi.

21MF108 FINANCIAL MODELING

3 1 0 4

Course Objectives

- To acquaint the students with the Excel Tools for Financial Modeling.
- To enable the students to do the Descriptive Analysis
- To enhance the knowledge of students in the Financial Modeling.

Course Outcomes

1. Apply advanced Excel tools and functions to build accurate, dynamic financial models that support data-driven business decision-making.
2. Utilize advanced Excel database, financial functions, and analytical tools to construct comprehensive financial models that support strategic business decisions
3. Analyze financial data using statistical methods to identify trends, test hypotheses, and support data-driven business decisions.
4. Apply matrix and array functions in Excel to perform complex financial calculations and optimize quantitative business models.
5. Apply optimization techniques and simulation models to solve complex financial problems and enhance investment decision-making.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	3
CO 2	2	3				2	3
CO 3		2			2	2	3
CO 4	1	3				2	3
CO 5	1	3				2	3

UNIT I

8 Hours

EXCEL FEATURES AND TECHNIQUES

Excel Formulae, Usage of Names to Make Formulas Easier, Excel Formatting, Data Formats, Excel Functions, Excel Charts, Dynamic Graphs, Conditional Formatting, Linking Worksheets, Data Validation, Data Tables, Splitting Screens to Facilitate Working Between Several Worksheets, Excel Protection Option

UNIT II

8 Hours

ADVANCED EXCEL FEATURES AND TECHNIQUES

COUNTIF, SUMIF, SUMPRODUCT, HLOOKUP, VLOOKUP – Excel Database Functions – DCOUNT, DSUM, DPRODUCT, DMAX, DMIN, DAVERAGE, DSTDEV, DSTDEVP, DVAR, DVARP, DGET. Use of Pivot Tables. Excel Finance Functions – PV, FV, PMT, PPMT, NPER, EFFECT, ISPMT, NPV, XNPV, IRR, and XIRR. What If Analysis. Amortization Table Preparation.

UNIT III

8 Hours

ANALYSIS TOOLPAK

Descriptive Statistics, Histograms, Correlation and Covariance, Regression Analysis, Hypothesis Testing

UNIT IV

8 Hours

MATRIX ALGEBRA AND RELATED FUNCTIONS IN EXCEL

Array Handling, Adding Matrices, Multiplying Matrices, Transposing a Matrix, Matrix Inversion Array Functions in Excel – MMULT, TRANSPOSE, MINVERSE, FREQUENCY, LINEST

UNIT V

8 Hours

OPTIMIZATION USING SOLVER

Linear Programming using Solver, Portfolio Optimization, Optimization using Matrix Functions, Generating Efficient Frontier, Monte Carlo Simulation

Suggested Self-Study Topics

Controls – Combo Boxes and Buttons, User Forms and Controls, Outline, Random Number Generation, Array formula syntax, Application of Simtool

Total: 40 Hours

References

1. Wayne L Winston, “Microsoft Excel 2019 – Data Analysis and Business Modeling”, Microsoft Press, O’Reilly Media, Inc. California, 2019
2. John S. Tjia, “Building Financial Models”, Mc Graw Hill, New York, 2019
3. Danielle Stein Fairhurst, “Using Excel for Business Analysis: A Fundamental Approach to Financial Modelling”, Wiley Finance, April 2020.
4. “Financial Modelling Fundamentals”, Best Practice Modelling, Australia.
5. www.Bestpracticemodelling.com

21MF109 BEHAVIOURAL FINANCE

3 1 0 4

Course Objectives

- To acquaint the students with the Fundamentals of Behavioral Finance.
- To enable the students to understand the Cognitive Psychology.
- To enhance the knowledge of students in the Corporate Behavioral Finance.

Course Outcomes

1. Analyze key concepts and theories in behavioural finance to understand psychological influences on financial markets and investor behavior.
2. Evaluate the impact of cognitive biases, limits to arbitrage, and heuristics on financial decision-making and risk management.
3. Interpret rationality theories and prospect theory to explain anomalies and non-traditional investor preferences in market behavior.
4. Assess external factors such as emotions, fear, and market events in shaping investor behavior using appropriate statistical methodologies.
5. Apply behavioural insights to corporate finance decisions, including dividend policies, news announcements, and risk-taking, to enhance business outcomes.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		2		2	
CO 2	2	3		1		2	2
CO 3	2	3			1	2	2
CO 4		2	2			2	2
CO 5	2	2		2		2	2

UNIT I

8 Hours

INTRODUCTION

Behavioural Finance: Nature, Scope, Objectives and Significance & Application, History of Behavioural Finance. Psychology: Concept, Nature, Importance, The Psychology of Financial Markets, The Psychology of Investor Behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss Aversion Theory under Prospect Theory and Mental Accounting.

UNIT II

8 Hours

BUILDING BLOCK OF BEHAVIOURAL FINANCE

Cognitive Psychology and Limits to Arbitrage. Demand by Arbitrageurs: Definition of Arbitrageur, Long-Short Trades, Risk vs. Horizon, Transaction Costs and Short Selling Costs, Fundamental Risk, Noise-Trader Risk, Professional Arbitrage, Destabilizing Informed Trading (Positive Feedback, Predation), Expected Utility as a Basis for Decision-Making

UNIT III

8 Hours

THEORIES

Ellsberg's Paradoxes, Rationality from an Economics and Evolutionary Prospective. Different Ways to Define Rationality: Dependence on Time Horizon, Individual or Group Rationality, Herbert Simon and Bounded Rationality. Demand by Average Investors: Definition of Average Investor, Belief Biases, Limited Attention and Categorization, Non-Traditional Preferences – Prospect Theory and Loss Aversion

UNIT IV

8 Hours

EXTERNAL FACTORS AND INVESTOR BEHAVIOUR

Fear & Greed in Financial Market, Emotions and Financial Markets: Geomagnetic Storm, Statistical Methodology for Capturing the Effects of External Influence on the Stock Market Returns.

UNIT V

8 Hours

BEHAVIOURAL CORPORATE FINANCE

Empirical Data on Dividend Presence or Absence, Ex-Dividend Day Behaviour, Timing of Good and Bad Corporate News Announcement. Systematic Approach of Using Behavioural Factors in Corporate Decision-Making. Neurophysiology of Risk-Taking. Personality Traits.

Suggested Self-Study Topics

Investors Disposition Effect, The Evolution of Theories Based on Expected Utility Concept, Bubbles and Systematic Investor Sentiment, Crowd Psychology, Risk Attitudes in Different Domains

Total: 40 Hours

References

1. Singh Ranjit, "Behavioural Finance", PHI Learning Private Limited, Delhi, 2020.
2. Prasanna Chandra, "Behavioural Finance", Mc Graw Hill, Delhi, 2020.
3. Shuchita Singh, Shilpa Bahl, "Behavioural Finance", Vikas Publishing House Pvt Ltd, Noida, Delhi, 2019.
4. M. M. Sulphery, "Behavioural Finance", PHI Learning Private Limited, Delhi, 2019.
5. William Forbes, "Behavioural Finance", Wiley & Sons Ltd, 2019.

21MF110 CORPORATE ACCOUNTING

3 1 0 4

Course Objectives

- To give an insight of accounting procedures followed by the corporates
- To provide adequate knowledge about the financial statements prepared by corporates
- To understand about the liquidation procedures of corporates

Course Outcomes

1. Apply corporate accounting procedures for issuing, forfeiting, and reissuing shares to manage equity capital transactions compliantly.
2. Analyze and execute accounting for redemption of shares and debentures, including sinking fund methods, to ensure financial integrity.
3. Prepare company final accounts and calculate managerial remuneration in accordance with current statutory formats and regulations.
4. Evaluate and perform various methods of goodwill and share valuation to support informed business and investment decisions.
5. Compile statements of affairs and deficiency accounts to accurately account for the liquidation of companies.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2	2				2	2	2
CO 3	2	2		2		2	2
CO 4	2	3				2	2
CO 5	2			3		2	2

UNIT I

8 Hours

INTRODUCTION

Issue of shares: Par, Premium and Discount - Forfeiture - Reissue – Surrender of Shares – Right Issue – Underwriting

UNIT II

8 Hours

SECURITIES REDEMPTION

Redemption of Preference Shares - Debentures – Issue – Redemption: Sinking Fund Method

UNIT III

8 Hours

ACCOUNTING FOR COMPANIES

Final Accounts of Companies (new format) - Calculation of Managerial Remuneration.

UNIT IV

8 Hours

VALUATION

Valuation of Goodwill and Shares – Need – Methods of valuation of Goodwill and Shares.

UNIT V

8 Hours

LIQUIDATION

Liquidation of Companies - Statement of Affairs -Deficiency Account

Suggested Self-Study Topics

Accounting for issue of securities, Non-cumulative preference shares, Managerial Remuneration under companies act 2013, Valuation of tangible and intangible assets, Liquidation process

Total: 40 Hours

References

1. Dr. M.A. Arulanandam, Dr. K.S. Raman, “Advanced Accountancy, Part-I”, Himalaya Publications, New Delhi, 2019
2. Maheshwari S N, Suneel K Maheshwari and Sharad K Maheshwari, “Financial Accounting”, 6th Edition, Vikas Publishing House, New Delhi, 2018
3. Gupta R.L. & Radhaswamy M, “Corporate Accounts- Theory Method and Application”, Sultan Chand & Co., New Delhi, 2018
4. S.P. Jain & K.L. Narang, “Advanced Accountancy Principles of Accounting”, Kalyani Publications, New Delhi, 2016
5. Shukla M.C., Grewal T.S. & Gupta S.L., “Advanced Accountancy – Volume II”, 19th Edition, S. Chand & Co., New Delhi, 2016

21MF111 CORPORATE VALUATION

3 1 0 4

Course Objectives

- To give an insight about the business valuation and methods used for valuation
- To provide adequate skills on the Discounted and Non-discounted cash flow techniques used for valuation
- To understand about the valuation of intangible assets

Course Outcomes

1. Analyze the context, approaches, and process of business valuation to determine intrinsic value and inform financial decisions.
2. Apply enterprise DCF models and forecasting techniques to estimate corporate value using multi-stage valuation approaches.
3. Evaluate and employ DCF and non-DCF models, including equity, debenture, and preference share valuation, to solve valuation problems.
4. Compare and justify the use of non-DCF valuation models for comprehensive business and strategic evaluation.
5. Assess and report the valuation of intangible assets by identifying key information, evaluating risk, and verifying valuation data.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3	3				2	2
CO 2	3	3				2	2
CO 3	3	3				2	2
CO 4	2	3				2	2
CO 5	2	2		2		2	2

UNIT I

8 Hours

FUNDAMENTALS OF BUSINESS VALUATION

Context of valuation, Approaches to valuation, Features of the valuation process, information needed for valuation, refinements in valuation, intrinsic value and the stock market, importance of knowing intrinsic value.

UNIT II

8 Hours

ENTERPRISE DCF MODEL

Analyzing historical performance, forecasting performance, Estimating the continuing value, calculating and interpreting results

Enterprise DCF Valuation Models: Two Stage and Three Stage Growth Models, Relative Valuation

UNIT III

8 Hours

OTHER DCF MODELS

Valuation of Debentures, Valuation of Equity Shares, Valuation of Preference Shares, Models for Enterprise Valuation: Dividend Discount Model, FCFE Model, Adjusted Present Value (APV).

UNIT IV

8 Hours

NON-DCF MODELS

Book value approach, stock and debt approach, strategic approach to valuation, Guidelines for corporate valuation

UNIT V

8 Hours

VALUATION OF INTANGIBLE ASSETS

Definition and classification of Intangible Assets, Purpose and Bases of Valuation, Identification of Key Information Requirements, Risk Analysis, Verification of valuation data, valuation of Goodwill, valuation reporting

Suggested Self-Study Topics

Income Approach, Option valuation, Economic Profit Model, Expected present value, Issues in valuation

Total: 40 Hours

References

1. Vikash Goel, "Business Valuation: A Practitioner's Guide to Valuation of Companies", Bloomsbury Professional India, 1st Edition, 2021
2. Prasanna Chandra, "Corporate Valuation: Text and Cases", McGraw-Hill Education Private Limited, 2nd Edition, 2020
3. Stephen Ross, Randolph Westerfield, Jeffrey Jaffe, Bradford Jordan, "Corporate Finance" McGraw-Hill Education Private Limited, 2nd Edition, 2020
4. Patrick A. Gaughan, "Mergers, Acquisitions, and Corporate Restructurings", Wiley India Private Ltd, 7th Edition, 2018
5. Pradip Kumar Sinha, "Mergers, Acquisitions and Corporate Restructuring", Himalaya Publishing House, 1st Edition, 2016

21MH101 INDUSTRIAL RELATIONS AND LABOUR LAWS

4 0 0 4

Course Objectives

- To provide basic knowledge in industrial relations.
- To enable the students to understand the various provisions of Trade Unions.
- To impart knowledge on Labour Laws.

Course Outcomes

1. Apply key concepts and approaches of industrial relations to identify and resolve workplace conflicts, improving labor-management cooperation in practical business settings.
2. Interpret and apply the provisions and regulations of the Trade Union Act, 1926 to ensure legal compliance, enhance union management, and address labor disputes effectively in organizational settings.
3. Apply key labor laws to ensure workplace safety, regulate contract labor, and resolve industrial disputes, thereby enhancing legal compliance and operational efficiency in businesses.
4. Apply provisions of minimum wages, payment of wages, bonus, and maternity benefit laws to ensure fair employee compensation, compliance with legal standards, and improved workforce satisfaction in organizations.
5. Apply the provisions of social security and compensation laws to manage employee benefits, ensure legal compliance, and address workforce welfare challenges in organizations.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		2		2	
CO 2	2			3		2	
CO 3	2			3		2	
CO 4	2			3		2	
CO 5	2			3		2	

UNIT I

8 Hours

INDUSTRIAL RELATIONS

Concepts, Importance, Objectives, Scope, Approach to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, Causes of Poor Industrial Relations.

UNIT II

9 Hours

TRADE UNION

Objectives, Applicability, Evolution, Theories, Provisions of the Act, 1926, Registration of Trade Union, Duties and Liabilities of Registered Trade Union, Rights and Privileges of Registered Trade Unions, Amalgamation and Dissolution, Submission of Returns, Penalties and Fines, Power to Make Regulations.

UNIT III

7 Hours

LABOUR LEGISLATION –I

Factories Act 1948, Contract Labour (Regulation and Abolition) Act, 1970, Industrial Disputes Act 1947, Industrial Employment (Standing Orders) Act, 1946.

UNIT IV

8 Hours

LABOUR LEGISLATION –II

Minimum Wages Act 1948, Payment of wages Act, 1936, Payment of Bonus Act, 1965, Maternity Benefit Act 1961.

UNIT V

8 Hours

LABOUR LEGISLATION –III

Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Employees State Insurance Act, 1948. Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923.

Suggested Self-Study Topics

Indian Constitution, Industrial Relations in Government and Private Sector, Industrial Relations in service sector, Trade Union in Indian Scenario, Recent amendments pertaining to above acts.

Total: 40 Hours

References

1. P.R.N. Sinha , Sinha Indu Bala , Shekhar Seema Priyadharshini ,Industrial Relations, Trade Unions and Labour Legislation , Third Edition Pearson , 2017
2. Sharma R.C. ,Industrial Relations and Labour Legislation,2016
3. S C Srivastava,Industrial Relations And Labour Laws, 7E ,2020
4. C.S. Venkata Ratnam & Manoranjan Dhal Industrial Relations 2017
5. Parul Gupta,Industrial Relations and Labour Laws for Managers , 2019

21MH102 MANAGERIAL BEHAVIOR AND EFFECTIVENESS

4 0 0 4

Course Objectives

- To understand the dimensions of managerial job.
- To enable the students to become effective managers.
- To develop the winning urge among the students.

Course Outcomes

1. Analyze managerial job dimensions to differentiate effective and ineffective behaviors across organizational levels and functions.
2. Develop strategies for identifying managerial talent, enhancing skills, and implementing motivational and reward systems for managerial effectiveness.
3. Evaluate approaches and metrics for measuring and optimizing managerial effectiveness in varied organizational and governmental contexts.
4. Assess the influence of environmental factors—including organizational climate, leadership, and competition—on managerial style and group dynamics.
5. Formulate self-development and negotiation strategies to foster creativity, competitive spirit, and ongoing managerial growth.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		2			2	1	
CO 2	2		3		3	2	
CO 3				2	2	1	
CO 4		2	2	2	2	1	
CO 5		2			3	2	

UNIT I

8 Hours

INTRODUCTION

Descriptive Dimensions of Managerial Jobs, Methods, Model, Time Dimensions in Managerial Jobs, Effective and Ineffective Job Behaviour, Functional and Level Differences in Managerial Job Behaviour.

UNIT II

8 Hours

DESIGNING THE MANAGERIAL JOB

Identifying Managerial Talent, Managerial Skills Development, Pay and Rewards, Managerial Motivation, Effective Management Criteria, Balanced Scorecard, Feedback, Career Management, Current Practices.

UNIT III

8 Hours

MANAGERIAL EFFECTIVENESS

Definition, The Person, Process, Product Approaches, Bridging the Gap, Measuring Managerial Effectiveness, Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

UNIT IV

8 Hours

ENVIRONMENTAL ISSUES

Organizational Processes, Organizational Climate, Leader, Group Influences, Job Challenge, Competition, Managerial Styles.

UNIT V

8 Hours

DEVELOPING THE WINNING EDGE

Organizational and Managerial Efforts, Self-Development, Negotiation Skills, Development of the Competitive Spirit, Knowledge Management, Fostering Creativity.

Suggested Self-Study Topics

Changing role of Managers, Workforce Diversity, Talent Management, Managerial Effectiveness in Government and Private Sector, Leadership Styles, Personality Attributes, Cross Cultural Management.

Total: 40 Hours

References

1. K Minraj, Managerial Behaviour and Effectiveness , 2020
2. Senyo Adjibolosoo, The Human Factor Approach to Managerial and Organizational Efficiency and Effectiveness Paperback – Import, 17 May 2018
3. Peter Drucker, Management, New York: Harper Row, 2012.
4. Milkovich and Newman, Compensation, New Delhi: McGraw-Hill International, 2011.
5. Blanchard and Thacker, Effective Training Systems, Strategies and Practices, New Delhi: Pearson Education, 2010.

21MH103 ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGY

4 0 0 4

Course Objectives

- To facilitate students to understand the organizational change process.
- To enable students to understand organization development and Interventions.
- To help students understand Change Management Strategies.

Course Outcomes

1. Analyze and apply change management frameworks and strategies to effectively manage organizational change, overcome resistance, and promote ethical practices in business environments.
2. Evaluate change models and organizational pressures to design and implement effective change management processes that enhance adaptability and address real-world business challenges.
3. Diagnose organizational readiness for change and model key components to enable managers to lead change initiatives and address performance and adaptability challenges
4. Design and implement appropriate organizational development interventions to address human, structural, and strategic challenges, fostering long-term effectiveness and adaptability.
5. Develop and apply effective communication and implementation strategies to manage change initiatives, build required skills, and evaluate outcomes for continuous improvement.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Hu

man Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2		3		2	
CO 2	2	3				3	
CO 3	1	2			3	2	
CO 4	1	2			3	2	
CO 5		1			3	1	

UNIT I

8 Hours

ORGANIZATIONAL CHANGE

Forces, Types, Frameworks, Process. Resistance to Change, Overcoming Resistance, Organizational ethics and change.

UNIT II

8 Hours

PERSPECTIVES ON ORGANIZATIONAL CHANGE

Models, Integration, Need for Change - Environmental Pressures, Organizational Pressures - Organizational Culture and Change, Change Management Process.

UNIT III

8 Hours

CHANGE MANAGEMENT

Diagnosis for Change, Modelling Organizations, Component Analysis, Diagnosing Readiness, Role of Managers in Change management

UNIT IV

8 Hours

OD INTERVENTION

Types: Human Process, Techno Structural, Human Resource Management, Strategic Change, Designing Interventions, Future of OD.

UNIT V

8 Hours

IMPLEMENTING CHANGE

Strategies for Communicating, Implementation Process: Approaches, Managing Skills, Consolidating Change, Evaluation.

Suggested Self-Study Topics

Fear of Change, Formal Culture, Unfreezing change, Manipulation, Managing Transformation in a Non-Profit Organization, Implication of Technical Changes, Perspective on changes, Role and style of Consultant, Role of Communication in change and OD.

Total: 40 Hours

References

1. Darren McCabe, Changing Change Management: Strategy, Power and Resistance (Routledge Studies in Organizational Change & Development) ,2020
2. Ruth Tearle, How to change business paradigms: 10 organizational development interventions: (Organizational Development Interventions Library), 2021
3. William J. Rothwell , Sohel M. Imroz, et al., Organization Development Interventions: Executing Effective Organizational Change, 2021
4. Ian Palmer, Richard Dunford and Gide Akin, Managing Organizational Change, New Delhi: Tata McGraw Hill, 2012.
5. Donald L. Anderson, Organization Development - International Student Edition: The Process of Leading Organizational Change, 2019

21MH104 PERFORMANCE MANAGEMENT

4 0 0 4

Course Objectives

- To understand the concept and importance of Performance Management.
- To comprehend the process of Performance Management System and its evaluation.
- To expose the various methods of measuring and monitoring performance.

Course Outcomes

1. Differentiate between performance appraisal and performance management to explain their purposes and organizational significance.
2. Apply the performance management process, including planning, feedback, and counseling, to improve employee development.
3. Evaluate approaches and methods for measuring employee performance and develop appropriate appraisal tools.
4. Implement monitoring, feedback, and coaching strategies to support continuous performance improvement.
5. Analyze reward systems and evaluation methods to align recognition with organizational and individual goals.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				2	1	
CO 2	1		2		2	2	
CO 3		2		2		2	
CO 4		2	2		2	1	
CO 5	1		2			2	

UNIT I **8 Hours**
INTRODUCTION

Definition, Importance, Purpose, Performance appraisal Vs Performance Management

UNIT II **8 Hours**
PROCESS

Performance Management Process, Performance Planning, Performance Dimensions, Feedback Management in Performance management- Performance Counselling

UNIT III **9 Hours**
MEASURING PERFORMANCE

Approaches in Measuring Performance, Methods of Measuring Results, Methods of Measuring Behaviours, Developing Appraisal forms

UNIT IV **7 Hours**
IMPLEMENTATION AND MONITORING

Pilot Study, Monitoring, Methods of Monitoring, Giving Feedback, Development Plans, Counseling and Coaching

UNIT V **8 Hours**
REWARDS AND EVALUATION

Rewards and Recognition, Traditional pay plans, Contingent pay plans, Areas of Evaluation

Suggested Self-Study Topics

Ideal Characteristics of Performance Management System, Prerequisites, Rater Biases, Communication Plan, Methods of Evaluation, Performance Agreements, Ethics in Performance Management

Total: 40 Hours

References

1. T V Rao, Performance Management: Toward Organizational Excellence, 2015
2. Kohli A S, Deb T, "Performance Management", New Delhi: Oxford University Press, 2010
3. Robert Bacal, "Performance Management", New Delhi: McGraw-Hill, 2011
4. Franklin Hartle, "Transforming the Performance Management Process", London: Kogan Page Limited, 2012
5. Herman Aguinis., "Performance Management", New Delhi: Pearson International, 2012.

21MH105 BEHAVIOUR MODIFICATION AND MANAGEMENT

4 0 0 4

Course Objectives

- To understand the basic concepts in Spiritual Intelligence, Emotional Intelligence and Transaction Analysis.
- To know the types and benefits of yoga.
- To comprehend the reasons for stress and the methods to relieve it.

Course Outcomes

1. Analyze the philosophical and practical foundations of yoga to enhance personal well-being and life quality.
2. Evaluate spiritual intelligence concepts and implement strategies to foster spiritually inclined organizations.
3. Apply emotional intelligence techniques for managing thoughts, emotions, and fostering positive workplace relationships.
4. Assess sources and impacts of stress; design coping strategies to promote work-life balance and organizational health.
5. Perform transaction analysis and develop goal-setting frameworks to support effective behavioral change in professional contexts.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2		2			1	
CO 2	2		3			2	
CO 3	2	2			2	2	
CO 4		2			2	2	
CO 5	1	2	2		2	2	

UNIT I

8 Hours

YOGA

Purpose, Properties of Yoga, Eight Limbs of Yoga, Seven Chakras and its Characteristics, Types of Yoga, Importance of Breath and Quality of life

UNIT II

9 Hours

SPIRITUAL INTELLIGENCE

Definition, Spirituality Vs Religion, Goals of Life, Strategies to develop a Spiritually Inclined Organization

UNIT III

8 Hours

EMOTIONAL INTELLIGENCE

Definition, Factors of Emotional Intelligence, Analysis of Thoughts, Basing of Desires, Neutralization of Anger, Eradication of Worries, Overcoming Fear, Harmony and Happiness in Life, Attachment, Detachment and Moderation in Enjoyment

UNIT IV

7 Hours

STRESS

Understanding Stress: Meaning, Work Related Stress, Individual Stress, Strategies to Cope-up Stress, Importance of Work-Life Balance

UNIT V

8 Hours

TRANSACTION ANALYSIS AND GOAL SETTING

Transaction Analysis, Kinds of Transactions, Strokes, Types of Scripts, Time Structuring, Achieving Goals

Suggested Self-Study Topics

Influence of EI & SI in Workforce, Benefits of Yoga in workplace, Spiritual Inclination, Importance of EI in Workplace, Symptoms of stress, Setting Goals, Strengthening Behaviors through Reinforcement, Measurement of Behavior and Behavior Change and Reinforcement, Behavioral Skills Training.

Total: 40 Hours

References

1. Garry Martin, Joseph Pear -Behavior Modification, Taylor & Francis Group, 2014
2. Raymond Miltenberger, Behavior Modification: Principles and Procedures, Wadsworth Publishing Co Inc; 6th edition, 2015
3. Swami Ranganathananda, Eternal Values for a changing society, Bharatiya Vidya Bhavan, 2005.
4. R Nandagopal and R N Ajith Sankar, Indian Ethos and Values in Management, Tata McGraw Hill, 2011
5. Guru, Stress Simplified: A Guide to Controlling and Reducing Stress Effectively Paperback – 16 July 2021

21MH106 LEARNING AND DEVELOPMENT

4 0 0 4

Course Objectives

- To enable the students to identify needs of learning.
- To help the students in understanding training methods.
- To familiarize the students in pedagogical approaches for Management Development.

Course Outcomes

1. Analyze learning theories and influencing factors to design effective learning strategies that enhance employee performance and address workplace skill gaps.
2. Evaluate training needs and processes to design targeted learning programs that align with organizational goals and improve employee performance.
3. Design and deliver effective training programs using appropriate methods and technologies to build trainer capabilities and meet evolving workforce development needs.
4. Design and apply development methods and team-building exercises to enhance individual capabilities, strengthen collaboration, and improve organizational performance.
5. Evaluate training programs using appropriate designs and outcome measures to improve effectiveness, address challenges, and ensure alignment with business objectives.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2			3	1	
CO 2	1	3			3	1	
CO 3		2			3	2	
CO 4		1	2		3	2	
CO 5	1	2			3	3	

UNIT I

8 Hours

LEARNING

Learning, Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning theories.

UNIT II

8 Hours

TRAINING

Scope, Objectives, Importance, Training Process, benefits, Need Assessment Process, Organizational Analysis, Person Analysis and Task Analysis

UNIT III

8 Hours

TRAINING DESIGN AND IMPLEMENTATION

Designing Training Programmes, Training Methods, e-learning, Developing Effective Trainers

UNIT IV

8 Hours

APPROACHES TO MANAGEMENT DEVELOPMENT

Methods of Development, Designing Development Programme, Team Building Exercises

UNIT V

8 Hours

EVALUATION OF TRAINING AND DEVELOPMENT

Overview, Evaluation process, Outcome, Evaluation design, Challenges in Training and Development

Suggested Self-Study Topics

Learning Environment, Learning Process, Learning Cycle, Importance of need analysis, Outsourcing, Management Games, Return on Investment

Total: 40 Hours

References

1. Raymond A Noe, Amitabh Deo Kodwani Employee Training and Development, New Delhi: Tata McGraw Hill Education Private Limited, 7e, 2018.
2. Steven A. Beebe, Timothy P. Mottet, et al, Training & Development : Communicating for Success ,Second Edition , By Pearson ,2019
3. Dr Arpita Kaul Sunita Chhabra, Training and Development, JSR Publishing House LLP; First edition ,2019
4. Dr. Pawan Kumar Sharma, Training and Development , Galgotia Publishing Company,2016
5. Randy L Desimone and John M Werner, Human Resource Development, New Delhi: Thomson Publishing, 2011.

21MH107 COMPETENCY MAPPING AND DEVELOPMENT

4 0 0 4

Course Objectives

- To make the students comprehend the basic concepts in competency mapping
- To understand the role and importance of competency mapping in the development of an organization
- To figure out the steps involved in developing a competency mapping model

Course Outcomes

1. Explain and differentiate key concepts of competence, competency, skill, and motive relevant to organizational performance.
2. Analyze and categorize threshold, differentiating, technical, leadership, and organizational competencies within professional contexts.
3. Design a competency model through assessment, mapping, and validation techniques supporting strategic talent management.
4. Evaluate competency models for leadership, management, and HR to recommend actions for overcoming resistance and promoting capability growth.
5. Implement competency mapping processes, address identified gaps, and assess the ROI of development interventions.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1		2		2	1	
CO 2	1		2		2	2	
CO 3	2	2			2	2	
CO 4		2	3		2	2	
CO 5	2	3	2		2	2	

UNIT I

8 Hours

INTRODUCTION

Definitions, Competence, Competency, Capability, Skill, Knowledge and Motive, Trait, Need of Competencies, Competency Mapping

UNIT II

8 Hours

COMPETENCY CATEGORIES

Threshold Competencies, Differentiating Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies, Organizational Competencies.

UNIT III

8 Hours

DEVELOPING COMPETENCY MODEL

Identifying Core Competencies, Developing Assessment Instrument, Performance Effectiveness Criteria, Base Competency Map, Competency Grading, Competency Assessment, Finalizing and Validating Competency Model

UNIT IV

8 Hours

COMPETENCY MODELS

Leadership and Managerial Competency Models, Recommended Actions to address resistance, Competencies and Generic Indicators, HR Generic Competency Model, Supervisory Generic Competency Model

UNIT V

8 Hours

IMPLEMENTATION AND DEVELOPMENT

Communication & Implementation of Competency Mapping, Strategies to Address the Gaps, Evaluate ROI, Reassess Competencies and Development

Suggested Self-Study Topics

Uses of competency mapping, Generic or Key Competencies, Data Gathering, Causes for Resistance against Competency mapping, Competency based Pay, Challenges in Implementation of Competency Mapping, Competency Based Career & Succession Planning.

Total: 40 Hours

References

1. Sudhir Warier, Competency Management – A Practitioner's Handbook: Develop Self, Businesses, Communities & Societies, Notion Press; 1st edition, 2019
2. Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal & Business, Mc Graw Hill Education (India), 2011.
3. Sumati Ray Anindya Basu Roy, Competency Based Human Resource Management, SAGE Publications India Pvt Ltd; First edition, 2019
4. Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publications India Private Limited; Third edition, 2016
5. Shyam Bhatawdekar, Dr Kalpana Bhatawdekar- Competency Management: Competency Matrix and Competencies, Createspace Independent Publication, 2015

21MH108 SOCIAL PSYCHOLOGY

4 0 0 4

Course Objectives

- To study social interaction and social influence.
- To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.
- To create awareness about influence of social Psychology in business.

Course Outcomes

1. Explain key concepts of social psychology and analyze their applications in business and society.
2. Interpret social perception processes and evaluate how nonverbal communication and impression management affect interactions.
3. Apply theories of social cognition, persuasion, and attitude change to influence behavior effectively.
4. Assess interpersonal relations, including identity, prejudice, and aggression, to improve social dynamics.
5. Examine social influence mechanisms and group behaviors to design strategies for positive social change.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		2	
CO 2		2		2		1	
CO 3	2	2				2	
CO 4		2		2	1	2	
CO 5	2	2		2		2	

UNIT I

8 Hours

INTRODUCTION

Social Psychology – Origin and development – Social behaviour and social thought - Applications in society and business.

UNIT II

9 Hours

PERCEIVING AND UNDERSTANDING OTHERS

Social perception – Nonverbal communication – Attribution – Impression formation- Impression management.

UNIT III

8 Hours

COGNITION IN THE SOCIAL WORLD

Social cognition – Schemas – Heuristics – Errors – Attitudes - Factors leading to success or failure of attitude change & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem

UNIT IV

7 Hours

INTERPERSONAL RELATIONS

Self & Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction.

UNIT V

8 Hours

APPLIED SOCIAL PSYCHOLOGY

Social Influence – Conformity – Compliance – Social Influence - Prosocial Behaviour – Groups – Social issues.

Suggested Self-Study Topics

Evaluating the Applications of Social Psychology, Prosocial Behavior, Micro Expressions, Social Comparison, Workplace Interplace Relationship, Social Tension

Total: 40 Hours

References

1. Elliot Aronson, Timothy D. Wilson , Samuel R. Sommers, Veena Tucker ,Social Psychology, Tenth Edition, By Pearson, 2020
2. Arun Kumar Singh, Social Psychology, PHI Learning Pvt. Ltd.; 2nd edition, 2019
3. R. Branscombe Nyla, A. Baron Robert, Kapur Preeti, Social Psychology Fourteenth Edition By Pearson , 2017
4. Richard J. Crisp and Rhiannon N. Turner ,Essential Social Psychology (India), SAGE Publications India Pvt Ltd; Third edition,2017
5. Frank W (Author), Schneider, Applied Social Psychology: Understanding and Addressing Social and Practical Problems , SAGE South Asia; Second Edition,2012

21MH109 HR ANALYTICS

4 0 0 4

Course Objectives

- To enable the students to identify need of HR metrics and Analytics.
- To help the students in understanding staffing utility.
- To estimating pay offs from learning and development.

Course Outcomes

1. Analyze HR measurement approaches to connect workforce metrics with organizational effectiveness and support data-driven decision-making.
2. Apply HR analytics to measure and manage employee absenteeism and turnover, minimizing associated costs and improving workforce stability.
3. Evaluate the costs and benefits of health and wellness programs using analytics to inform strategic decision-making that enhances employee well-being and reduces organizational expenses.
4. Analyze the relationship between employee attitudes, behaviors, and financial outcomes to enhance engagement and improve service climate for better business performance.
5. Evaluate staffing decisions and HR development programs using utility analysis to optimize workforce investment and maximize organizational payoffs.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	3				2	
CO 2	1	3				2	3
CO 3	1	2		3		2	3
CO 4		3	3			2	2
CO 5	2	3				2	2

UNIT I

8 Hours

STRATEGIC ROLE OF HR METRICS

Connecting measures and organizational effectiveness- HR measurement approaches - Traditional versus contemporary HR measures.

UNIT II

8 Hours

ABSENTEEISM AND SEPARATION

Employee Absenteeism- how absenteeism creates costs – analytics and measures for Employee Absenteeism- Employee separation: Turnover, separation and acquisition – computation of turnover rates– Analytics – handling turnover costs

UNIT III

8 Hours

EMPLOYEE ASSISTANCE AND WORKSITE HEALTH

Assessment of cost and benefit of health, wellness and promotions – Analytics for decision making.

UNIT IV

8 Hours

EMPLOYEE ATTITUDE AND ENGAGEMENT

The logic connecting attitude, behavior and financial outcome- employee engagement and service climate – Estimating the financial impact of employee attitude

UNIT V

8 Hours

STAFFING UTILITY & BENEFITS OF HR DEVELOPMENT PROGRAMS

The concept and measurement: staffing measurement - staffing decisions through utility analysis- Cost and benefit of HR Development program: Estimating pay offs from learning and development

Suggested Self-Study Topics

HR Analytics Function, HR dashboard, Workplace counseling, Machine Impact in HR Analytics, Recruitment utility analysis, Statistical analysis for HR.

Total: 40 Hours

References

1. Dr. Michael Walsh ,HR Analytics Essentials You Always Wanted To Know (Self-Learning Management Series), Vibrant Publishers, 2021
2. Shonna D. Waters PhD, Valerie Streets, et al. ,The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Society For Human Resource Management, 2018
3. Manish Gupta Pratyush Banerjee, Jatin Pandey, Practical Applications of HR Analytics: A Step- by-Step Guide, SAGE Publications India Pvt Ltd; First edition, 2019
4. Dr Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page; 2nd edition, 2019
5. Jac FITZ-ENZ ,The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom, 2018

21MH110- POLITICAL BEHAVIOUR AND IMPRESSION MANAGEMENT

4 0 0 4

Course Objectives

- To provide basic knowledge in organizational politics and Impression Management.
- To enable the students to understand the tactics to deal politics.
- To impart knowledge on social networking.

Course Outcomes

1. Analyze the dynamics of power, politics, and impression management to navigate organizational environments ethically.
2. Develop positive political strategies and tactics to enhance influence across upward, lateral, and downward organizational relationships.
3. Apply influence tactics effectively by leveraging political skills to shape supervisors' and peers' perceptions.
4. Evaluate social network theories to build strategic connections and manage interpersonal relationships within organizations.
5. Identify dysfunctional political behaviors and implement measures to foster a high-integrity political culture.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		1	
CO 2			3		2	2	
CO 3		2	3		2		
CO 4		2			2	2	
CO 5			2	3		2	

UNIT I

6 Hours

INTRODUCTION

Impression Management, Power and Politics in organizational Life, Framework for Effective Use of organizational Politics, Ethics of Organizational Politics, Ethical Lobbying.

UNIT II

10 Hours

STRATEGIES & TACTICS OF POSITIVE POLITICS

Initiatives for Acquiring Power-Power Dynamics in Negotiations, Development and Transfer of Power across Organizational Levels. Upward Relations-The politics of Impression Management in Organizations: Contextual Effects, Managing Your Boss. Lateral Relations-Political Tactics to Enhance Team Play, Protective Impression Management, Relationship Quality & Relationship Context, Building a Savvy Team. Downward Relations-The Symbiosis of Organizational Politics and Democracy, Team Trust/Competence Grid, Antecedents, Processes and Outcomes of Collective Politics in Organizations

UNIT III

8 Hours

INFLUENCE TACTICS

Organizational Politics: Building Positive Political Strategies in Turbulent Times, Influence Tactics Used by Subordinates, The Impact of Political Skill on Impression Management Effectiveness, Role of Subordinate Political Skill on Supervisor's Impressions

UNIT IV

8 Hours

SOCIAL NETWORKS WITHIN ORGANIZATIONS

Social Network Theory, Weaving a Safety Network, Capabilities of the Consummate Net-worker, Competent Jerks, Lovable Fools and the Formation of Social Networks

UNIT V

8 Hours

MANAGING DYSFUNCTIONAL POLITICS

Negative Tactics & Blunders-Negative Political Tactics, Detecting Power Dynamics, Agendas and Unwritten Rules, Rethinking Political Correctness. Controlling Dysfunctional Politics-Consequences of Dysfunctional Impression Management, Forging a High Integrity Politics Culture, The Bigger Picture: A Societal Wake-Up Call.

Suggested Self-Study Topics

Understanding Office Politics & Your Tendency to Play Organizational Politics, Impression Management through Story Telling, Creating an Impression of Power, Engaging in Effective Flattery, High-Quality Exchanges with Co- worker's, Effective Downward Relations: Appropriate Mix of Humanistic and Politically Astute Impressions, HBR Simulation, Building Your Network Blunder Recovery and Damage Control, Confronting a Backstabber.

Total: 40 Hours

References

1. Gerald R. Ferris, Darren C. Treadway, Politics in Organizations: Theory and Research Considerations (SIOP Organizational Frontiers Series), December 2017
2. Eran Vigoda-Gadot, Amos Drory, Handbook of Organizational Politics:2nd edition ,29 September 2017
3. Karen Dillon,HBR Guide to Office Politics (HBR Guide Series), Harvard Business Review Press ,2014
4. Jeffery Pfeffer, Power: Why Some People Have It—and Others Don't, HarperCollins e-books; 1st edition, 2010
5. Marie G. McIntyre, Secrets to Winning at Office Politics: How to Achieve Your Goals and Increase Your Influence at Work, St. Martin's Griffin; 1st edition, 2005

21MO101 BUSINESS PROCESS REENGINEERING

4 0 0 4

Course Objectives

- To understand the importance of business process reengineering and kaizen.
- To enable the students to understand the relevance of change management in BPR.
- To familiarize the process of implementation of Business Process Engineering.

Course Outcomes

1. Explain the principles of BPR and Kaizen and analyze their strategic roles in business improvement.
2. Compare BPR with related management concepts like TQM, QFD, ISO standards, and ERP to integrate best practices.
3. Develop BPR implementation plans by identifying, measuring, and redesigning key business processes.
4. Evaluate organizational roles and anticipate pitfalls to effectively lead BPR initiatives and performance measurement.
5. Manage change during BPR projects by applying negotiation techniques and radical change strategies.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				1	
CO 2	2	3				2	2
CO 3	3	2				2	2
CO 4		2	3		2	2	
CO 5		2	2		3	2	

UNIT I

8 Hours

BUSINESS PROCESS REENGINEERING AND KAIZEN

BPR: Definition, Japanese Business strategy, Kaizen and Management, Characteristic features of Kaizen relevant to BPR.

UNIT II

9 Hours

BUSINESS PROCESS REENGINEERING AND OTHER MANAGEMENT CONCEPTS

Issues in BPR, BPR and TQM, QFD, ISO standards, ERP.

UNIT III

7 Hours

IMPLEMENTATION OF BUSINESS PROCESS REENGINEERING

Business vision and process objectives, Identification of processes to be reengineered, Measurement of processes, Design, BPR Life Cycle Methodology

UNIT IV

8 Hours

REENGINEERING STRUCTURE AND PITFALLS

BPR leader, Process owners, Reengineering teams, Pitfalls in organizational environment. Complacency management, Performance measurement in BPR.

UNIT V

8 Hours

CHANGE MANAGEMENT IN BUSINESS PROCESS REENGINEERING

Structure of change, Approaches to radical change, Management of change in BPR, Application of negotiation in BPR.

Suggested Self-Study Topics

New developments in BPR, Benefits of ISO standards, Evaluation of process prototype, Appraisal system, Role of IT in BPR

Total: 40 Hours

References

1. B.R.Dey, "Business Process Reengineering and change Management", Biztantra, 2004
2. John Jeston and Johan Nelis, "Business Process Management: Practical Guidelines to Successful Implementations", Singapore: Elsevier Ltd, 2008.
3. David J. Sumanth, "Total Productivity Management", USA: CRC Press Ltd., 2006.
4. P.N. Rastogi, "Re- engineering and Re-inventing the Enterprise", New Delhi: Wheeler Publications, 2007.
5. H. Harrington, "Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness", New Delhi: Tata McGraw Hill, 2005.

21MO102 ADVANCED MAINTENANCE MANAGEMENT

4 0 0 4

Course Objectives

- To introduce the functions of maintenance.
- To familiarize the students with Total Productive Maintenance.
- To enable the students to understand the concept of optimum overhaul.

Course Outcomes

1. Explain maintenance objectives, types, and strategies, and organize maintenance functions using the Five Zero concept.
2. Analyze failure data using MTBF, MTTF, and statistical distributions to predict system availability and maintainability.
3. Evaluate maintenance planning policies and determine optimal overhaul and replacement intervals for assets.
4. Compare various maintenance systems and implement total productive maintenance for operational efficiency.
5. Apply advanced techniques like Reliability Centered Maintenance and expert systems to improve asset reliability and maintenance processes.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					1	
CO 2		3				2	2
CO 3	2	3				2	2
CO 4		2	2		2	2	
CO 5	2	2				2	2

UNIT I

8 Hours

MAINTENANCE CONCEPTS

Objectives and functions of maintenance, types, Maintenance strategies. Organization for maintenance. Five Zero concept

UNIT II

8 Hours

FAILURE DATA ANALYSIS

MTBF, MTTF, Useful life, Survival curves, Repair time distribution, Break down time distributions, Poisson, Exponential and Normal distribution. Availability of repairable Systems, Maintainability prediction, Design for maintainability.

UNIT III

8 Hours

MAINTENANCE PLANNING

Overhaul and repair: Meaning and difference, optimal overhaul / Repair / Replace maintenance policy, Re placement Decisions: Optimal Interval.

UNIT IV

8 Hours

MAINTENANCE SYSTEMS

Fixed time maintenance, Condition based maintenance, operate to failure, Opportunity maintenance, Design out maintenance, Total Productive Maintenance.

UNIT V

8 Hours

ADVANCED TECHNIQUES

Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM)- Philosophy and implementation, Signature analysis - Expert systems – Concept of Terro technology, Reengineering Maintenance Process, Concept of reliability, Reliability improvement, Concept of maintainability and maintainability improvement- Asset Management Techniques.

Suggested Self-Study Topics

New Developments in Maintenance, Preventive Maintenance, Group Replacement, Reduction of Maintenance Cost, Maintenance Management Information System & Technical Audit

Total: 40 Hours

References

1. R.C.Mishra and K.Pathak, “Maintenance Engineering & Management”, New Delhi: PrenticeHall India, 2006.
2. P. Gopalakrishnan, A.K.Banerji, “Maintenance and Spare Parts Management”, New Delhi: Prentice Hall of India, 2006.
3. Kelly and M.J. Harris, “Management of Industrial Maintenance”, Butterworth and Company Limited, 2008.
4. A.K.S.Jardine, “Maintenance, Replacement and Reliability”, Pitman Publishing, 2006.
5. U.K. Singh and J.M. Dewan, “Maintenance Management”, New Delhi: Common Wealth Publishers, 2007.

21MO103 LEAN MANUFACTURING

4 0 0 4

Course Objectives

- To understand the principles behind lean manufacturing philosophy.
- To enable the student to understand the concept of Value Stream Mapping (VSM)
- To familiarize them with the implementation of various lean manufacturing techniques.

Course Outcomes

1. Analyze the evolution and benefits of lean manufacturing and apply Kanban methodology for continuous improvement.
2. Map value streams and design balanced processes using takt time and 5S principles to optimize flow.
3. Develop Kanban strategies for inventory control and organize teams to support lean practices effectively.
4. Implement lean milestones including software and factory design to streamline production start-up and workflows.
5. Optimize lean line management by aligning production with customer demand and addressing resistance to change.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				2	3	
CO 2	2	2				3	3
CO 3	2				2	3	
CO 4	2					3	3
CO 5	2				2	3	

UNIT I

8 Hours

BENEFITS OF LEAN MANUFACTURING SYSTEM

History and modern applications, MRP and their impact, Lean manufacturing model, Kanban Methodology, Continuing evaluation, Strategic Business Analysis

UNIT II

8 Hours

UNDERSTANDING PRODUCT, PROCESS AND DEMAND

Value Stream Mapping - Scope, selecting parent parts, Lean line, Demand, documenting process flow, Takt time, Process linking and Balancing. Imbalance, Approach, Resource, Definition, Physical Layout, Designing 5S

UNIT III

8 Hours

KANBAN STRATEGIES

Process, Single, Multi Card system, Inventory Management, Team Establishment: Commitment, Physical facilitation, Management Structure, Application of Kanban

UNIT IV

8 Hours

LEAN IMPLEMENTATION AND MILESTONES

Software requirement milestones, understanding process, Product and Materials, Checking, Factory design, Line start-up and Introduction to Lean Tools.

UNIT V

8 Hours

LEAN LINE MANAGEMENT

Matching customer demand, Customer response policy, Lean line optimization, Resistance to change.

Suggested Self-Study Topics

Concept of IoT to improve Lean Manufacturing, Kanban Signaling, Transformation process perpetual inventory, Lean implementation in services- Banks, Flexibility and rewards

Total: 40 Hours

References:

1. Dennis P.Hobbs, Lean Manufacturing Implementation, J.Ross Publishing, 2009.
2. Liker, The Toyota Way, New Delhi: Tata McGraw Hill, 2004.
3. Garry Conner, Lean Manufacturing for the Small Shop, Society of Manufacturing Engineers, 2008.
4. Michael L.George, Lean Six Sigma, Tata McGraw Hill, 2002.
5. Allan, Robinson and Stewart, Lean Manufacturing – A Plant Floor Guide, Society of Manufacturing Engineers, 2001.

21MO104 PURCHASING AND MATERIALS MANAGEMENT

4 0 0 4

Course Objectives

- To introduce purchase and materials management practices.
- To enable the students to understand supply sources.
- To familiarize warehouse management.

Course Outcomes

1. Analyze the purchasing function and its integration with organizational departments to develop effective procurement strategies.
2. Evaluate supply sources using vendor development, rating, and negotiation techniques to select optimal suppliers.
3. Apply materials planning tools such as codification, classification, and standardization to streamline inventory management.
4. Assess legal and ethical aspects in materials management to strengthen buyer-seller relationships and compliance.
5. Manage warehousing operations and implement Materials Management Information Systems for accurate control and documentation.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				2	3	
CO 2	2				2	3	
CO 3	2	2				3	3
CO 4			2	2		3	
CO 5	2					3	3

UNIT I

8 Hours

PURCHASING FUNCTIONS

Relationship of purchasing Department with other departments, Procurement, Supply management activities, purchasing objectives and policies, operating procedures, Purchasing cycles, Objectives of materials management.

UNIT II

8 Hours

SUPPLY SOURCES

Importance of source selection, Vendor development & maintenance, Vendor rating, Competitive bidding, selecting the source, Negotiation: Objectives, Process, Techniques, Price negotiation, Purchasing of capital goods, Seasonal commodities, Insurance spares.

UNIT III

9 Hours

MATERIALS PLANNING

Materials Codification: Evolution of codes, Classification, Methodology, Advantages, Standardization: Definition, Specification, Advantages, Techniques, Pricing Principles: Price analysis, Discounts.

UNIT IV

7 Hours

MATERIALS MANAGEMENT

Materials management, Legal aspects of buying, Buyer-Seller relationship, ethics in material management.

UNIT V 8 Hours

WAREHOUSING MANAGEMENT

Stores management, Incoming material Control, Stores documentation & accounting, Materials Management Information System (MMIS).

Suggested Self-Study Topics

Organization of material function, Contract management, Economic consideration in determining the right price, Industry ethical practices in Materials, New developments in MMIS.

Total: 40 Hours

References:

1. S.Chatterjee, "Applied Materials Management", New Delhi: SAGE Publications, 2004.
2. Tony Arnold J R and Stephen N Chapman, "Introduction to Materials Management", New Delhi: Prentice Hall of India, 2009.
3. Gopalakrishnan P and Sundaresan M, "Material Management: An Integrated Approach", New Delhi: Prentice Hall of India Pvt Ltd, 2004.
4. A.K. Datta, "Materials Management Procedures, Text and Cases", New Delhi: Prentice Hall of India Pvt. Ltd, 2009.
5. P. Gopalakrishnan, "Purchasing and Materials Management", New Delhi: Tata McGraw Hill Publishing Company Limited, 2001.

21MO105 SERVICE OPERATIONS MANAGEMENT

4 0 0 4

Course Objectives

- To understand the role of services in economic development.
- To enable the students to understand the service design and management.
- To familiarize the students in the area of service productivity.

Course Outcomes

1. Analyze the role and nature of services to formulate effective service strategies across different sectors.
2. Design service enterprises using tools like service blueprints and integrate technology to improve service quality.
3. Manage service operations by balancing capacity and demand, and optimizing global service supply relationships.
4. Apply quantitative models such as queuing theory and forecasting to enhance service efficiency and resource planning.
5. Evaluate service productivity using linear programming and measure performance through Data Envelopment Analysis (DEA).

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					1	
CO 2	2	3				2	2
CO 3	2	2			3	2	2
CO 4		3				2	2
CO 5		3				1	2

UNIT I **8 Hours**

UNDERSTANDING SERVICES

Role of services in the economy, Nature of services, Types of services, Service strategy.

UNIT II **9 Hours**

DESIGNING THE SERVICE ENTERPRISE

New service development, Service blue print, Technology in services, Service quality, Process improvement in service encounter, Supporting facility and process Flows.

UNIT III **8 Hours**

MANAGING SERVICE OPERATIONS

Managing Capacity and Demand, Managing Waiting Lines, Service Supply Relationships. Growth and Globalization of Services.

UNIT IV **7 Hours**

QUANTITATIVE MODELS FOR SERVICE MANAGEMENT

Capacity Planning and Queuing Models, Forecasting Demand for Services, Managing facilitating Goods.

UNIT V **8 Hours**

SERVICE PRODUCTIVITY AND MEASUREMENT OF PERFORMANCE

Application of linear programming techniques through Data Envelopment Analysis, Application of DEA in service sectors.

Suggested Self-Study Topics

Different service industries, Service facility Location, managing project, Application of queuing models in different services, Scoring systems.

Total: 40 Hours

References

6. J.A. Fitzsimmons, Fitzsimmons and J. Mona, Service Management: Operations, Strategy and Information Technology, New Delhi: McGraw Hill, 2010.
7. Metters, King Metters and Pullman, Successful Service Operations Management, New Delhi: Thomson Learning, 2007.
8. Davis M and Heinke J, Managing Services, New Delhi: McGraw Hill, 2005.
9. Hacksever, Render, Russell and Murdick, Service Management and Operations, New Delhi: Prentice Hall of India, 2000.
10. Zeithaml and Bitner, Service Marketing: Integrating Customer Focus across the Firm, New Delhi: McGraw Hill, 2008.

21MO106 SUPPLY CHAIN AND LOGISTICS MANAGEMENT

4 0 0 4

Course Objectives

- To introduce the concept of supply chain and logistics.
- To familiarize the key drivers of supply chain performance.
- To enable the students to understand the analytical tools necessary to solve supply chain problems.

Course Outcomes

1. Analyze supply chain structures and performance drivers to design efficient supplier-manufacturer-customer networks.
2. Evaluate demand forecasting methods and determine optimal inventory and product availability under uncertainty.
3. Develop distribution network designs using location models and assess their impact through decision tree analysis.
4. Apply logistics strategies including freight management, containerization, and 3PL/4PL to optimize transportation systems.
5. Implement supply chain technologies like GPS and IT frameworks to enhance transactional logistics and global operations.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				3	3
CO 2	2	2				3	3
CO 3	2	2				3	3
CO 4		2				3	3
CO 5				2		3	3

UNIT I

8 Hours

SUPPLY CHAIN

Fundamentals, Importance, Decision Phases, Process view, 'Supplier- Manufacturer-Customer chain', Supply chain performance: Drivers, Structuring supply chain

UNIT II

8 Hours

OVERVIEW OF DEMAND FORECASTING IN THE SUPPLY CHAIN

Aggregate planning, Managing predictable variability. Managing supply chain cycle inventory, Uncertainty, safety inventory, Determination of optimal level of product availability

UNIT III

8 Hours

DISTRIBUTION NETWORK DESIGN

Role, factors influencing network, options, Value Addition. Models for facility location and capacity planning. Network design: Impact of uncertainty, decisions using decision trees. Distribution centre location models. Supply chain network optimization models

UNIT IV

8 Hours

LOGISTIC SYSTEM

Evolution, Infrastructure and Networks. Freight Management, Route Planning, Containerization. Modal Characteristics, Inter-modal operators and transport economies. Ocean carrier management, import-export logistics management. Logistics outsourcing, 3PL / 4PL, Importance of Insurance.

UNIT V

8 Hours

TRANSACTIONAL LOGISTICS

Framework and role of supply chain in e- business and b2b practices. Supply Chain IT Framework. International supply chain, GPS, tracking system

Suggested Self-Study Topics

Overview of supply chain models, Coordination in the Supply Chain, New developments in network designs, Reverse logistics, Software Packages in Supply Chain, AI based techniques in supply chain and logistics management

Total: 40 Hours

References:

1. Sunil Chopra and Peter Meindl, Supply Chain Management, New Delhi: Pearson Education, New Delhi, 2010.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar, Designing and Managing the Supply Chain, New Delhi: Tata McGraw Hill Ltd, 2007.
3. Jeremy F Shapiro, Modelling the Supply Chain, New Delhi: Cengage India, 2006.
4. David N. Burt, Donald W. Dobler and Stephen L. Starling, World Class Supply Management: The Key to Supply Chain Management, New Delhi: McGraw-Hill, 2010
5. Sople Vinod V, Logistics Management – The Supply Chain Imperative, New Delhi: Pearson Education, 2007.

21MO107 TOTAL QUALITY MANAGEMENT

4 0 0 4

Course Objectives

- To make the students understand the basic concepts of TQM and appreciate its importance in today's business environment.
- To enable them to acquire required diagnostic skills and use various quality tools.
- To familiarize the students about the Quality Management System.

Course Outcomes

1. Explain core concepts and analyze the evolution and dimensions of quality within a Total Quality Management framework.
2. Evaluate leadership roles and apply Deming's principles and quality tools like PDCA for effective TQM implementation.
3. Apply process-based approaches and integrate continuous improvement techniques such as Kaizen, Juran's Trilogy, and 5S.
4. Use quality tools like FMEA, Poka-Yoke, and TPM to enhance process reliability and reduce defects.
5. Assess quality management systems such as ISO 9000/14000 and compare global certification practices and standards.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		3	
CO 2	2		2			3	
CO 3			1			3	3
CO 4		2				3	3
CO 5				2		3	

UNIT I

8 Hours

INTRODUCTION

Introduction and basic concepts, Definition of quality, Dimensions of quality, Evolution of TQM, TQM frame work

UNIT II

8 Hours

TQM IMPLEMENTATION

Leadership for TQM, Deming's quality principle, TQM implementation, PDCA cycle, Quality Circles, Quality Council

UNIT III

8 Hours

PROCESS APPROACH TO TQM

Process approach, Juran's Trilogy, Taguchi's loss function, Kaizen, Quality by design, 5S, ESI (Early Supplier Involvement)

UNIT IV

8 Hours

TOOLS AND TECHNIQUES

7 Old quality control tools, Total productive maintenance, Failure mode and effect Analysis, POKAYOKE, Six Sigma

UNIT V

8 Hours

QUALITY MANAGEMENT SYSTEMS

Management systems for TQM, ISO 9000 & 14000 Quality management systems, Auditing and certification Process, Korean and American QMS

Suggested Self-Study Topics

Cost of Quality, Supplier Partnership, 5M, Toyota and Six Sigma, Quality Awards.

Total: 40 Hours

References:

1. Dale H. Besterfield et al, "Total Quality Management", New Delhi: Pearson Education, 2011.
2. Subburaj Ramasamy, "Total Quality Management", New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2008.
3. J.R. Evans and W.M. Lindsay, "Quality control and Management", New Delhi: Cengage Learning 2010.
4. Barrie G Date, Ton Van Der Wiet and Jos Van Iwaarden, "Management Quality", New Delhi: Wiley Publications, 2012.
5. Greg Brue, "Six Sigma for Managers", New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2002

21MO108 SIX SIGMA

4 0 0 4

Course Objectives

- To introduce the concept of Six Sigma
- To familiarize the different stages in Six Sigma.
- To enable the students to understand the control charts and Six Sigma measurement.

Course Outcomes

1. Develop a strategic Six Sigma deployment plan focusing on customer needs and effective project selection.
2. Define project objectives and measure process performance using appropriate metrics and baseline estimation.
3. Analyze process variations and improve workflows by implementing and verifying innovative solutions.
4. Control improved processes by standardizing methods and evaluate Six Sigma metrics to measure quality impact.
5. Select and apply suitable control charts to monitor process stability and maintain quality standards.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	3				2	
CO 2	2	3				2	
CO 3		3				2	
CO 4		3				2	
CO 5	2	2				2	

UNIT I

8 Hours

INTRODUCTION

Deployment Strategy-Six Sigma- Difference between six sigma and TQM- Elements of Successful deployment, Personnel requirement –Training plan –Training needs analysis, Focusing the Deployment- Customer focus- Project selection.

UNIT II

9 Hours

DEFINE AND MEASURE STAGE

Define Stage-Objectives-Project definition-Top level process definition-Team formation, Measure Stage-Process definition-Metric definition-Process baseline estimation.

UNIT III

8 Hours

ANALYSIS AND IMPROVE STAGE

Analyze stage-Value Stream Analysis-Analyzing the sources of Variation-Determining Process Drivers, Improve Stage- Defining New Process-Assessing the benefits of proposed solution- Evaluating Process failure modes-Implementation and verification

UNIT IV

7 Hours

CONTROL STAGE AND SIX SIGMA MEASUREMENTS

Control Stage-Standardize on the new methods-Measure Bottom Line Impact-Document Lessons learned, Six Sigma Measurements-Converting defect rates to sigma Quality level units-Rolled Throughput Yield - Six Sigma relationships-Process Cycle Time.

UNIT V

8 Hours

CONTROL CHARTS

Introduction to control charts, Selection of control charts – Variable Control Charts, X & R Charts – Attribute Control Chart – p, np, u and c

Suggested Self-Study Topics

DMAIC methodology, Measurement System Analysis, Value stream analysis tools, Defects per million Opportunities (DPMO), Quality Control Charts

Total: 40 Hours

References:

11. Paul Keller, Six Sigma Demystified- Tata McGraw Hill, 2015
12. Eugene L.Grant, Richard S.Leevenworth, Statistical Quality Control- Tata McGraw hill, 2016
13. Forrest W.Breyfogle III, John, Implementing Six Sigma, Wiley & Sons.2014
14. Jay Arthur, Lean Six sigma Demystified, Tata McGraw Hill, 2015
15. Peter S. Pandey, The Six Sigma Way, S.Chand & Co, 2014

21MC101 FUNDAMENTALS OF COMMERCIAL BANK MANAGEMENT

4 0 0 4

Course Objectives

- To understand the process of financial intermediation.
- To understand the basic concepts of advances, deposits and Negotiable Instruments Act.
- To understand the nuances of modern banking.

Course Outcomes

1. Explain the evolution and structure of the Indian banking sector and evaluate key regulatory reforms including BASEL norms.
2. Analyze negotiable instruments and apply banking ethics to ensure compliance and reduce operational risks.
3. Manage various deposit account types while implementing KYC, e-KYC, and AML regulatory requirements.
4. Assess lending principles, advance methods, and securities to formulate sound credit policies and charge registrations.
5. Utilize modern banking technologies and ancillary services to enhance customer experience and operational efficiency.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		3	
CO 2	2			2		3	
CO 3	2					3	
CO 4	2	2				3	
CO 5					2	3	3

UNIT I

8 Hours

INTRODUCTION TO BANKING

Role of Banks - Brief History of Banking in India - Structure of Banking Sector in India - Rationale of Banking Sector Reforms - BASEL Committee Recommendations and Norms - Banker Customer Relationship - RBI and Banking Regulation Act (Salient Features).

UNIT II

8 Hours

NEGOTIABLE INSTRUMENTS AND BANKING ETHICS

Meaning – Characteristics – Crossing – Endorsement - Duties of Paying Banker - Duties of Collecting Banker – Cheque Bounce – Cheque Truncation System - Ethics of Banks and Bankers.

UNIT – III

8 Hours

DEPOSITS

Opening of Bank Accounts - Types of Deposit Accounts: Savings Account - Current Account - Fixed Deposit - Recurring Deposit - Certificate of Deposit - KYC, e-KYC and AML Norms.

UNIT – IV

8 Hours

ADVANCES

Principles of Sound Lending - Methods of granting advances - Types of securities - Modes of creating charges - Bank guarantees - Interest rates: Base rate - MCLR - Fixed vs. floating rates - Registration of charges with ROC.

UNIT – V

8 Hours

BANKING TECHNOLOGY AND ANCILLARY SERVICES

Modern Banking Technologies - ATM – EFT - E-Banking - M-Banking (including UPI Application in Mobile Platform)- Legacy Modernization, Digital Banking - Ancillary Businesses: DD - Safe Deposit Lockers - Credit Cards - Debit Cards - Smart Cards - NEFT - RTGS - SWIFT - Call Centre - Cross selling

Suggested Self Study Topics

Latest Recommendations of BASEL Committee, Liabilities of Paying and Collecting Banks Monthly Income Plan, RBI Norms on Bank Charges, NEFT.

Total: 40 Hours

References

1. Dr S. Gurusamy, Merchant Banking and Financial Services, New Delhi: Tata McGraw Hill, 2019.
2. Dr. B.P. Narasa Reddy and Prof. Himachalam Dasaraju, Dynamics of Commercial Banks in India, Florida: Associated Publishers, 2011.
3. Justin Paul and Padmalatha Suresh, Management of Banking and Financial Services, New Delhi: Pearson Education, 2010.
4. Timothy W. Koch and S. Scott Macdonald, Bank Management, Bangalore: Thomson South-Western, 2009.
5. Benton E. Gup and James W. Kolari, Commercial Banking: The Management of Risks, New nDelhi: Wiley India, 2005.

21MC102 RESOURCE MOBILIZATION – DEPOSITS

4 0 0 4

Course Objectives

- Know the banker customer relationship and KYC norms
- Know the basics of low cost, no cost and high-cost deposits
- Recognize the importance of nomination and the rules governing non-resident accounts.

Course Outcomes

1. Manage the process of opening deposit accounts for diverse customer categories ensuring regulatory compliance.
2. Explain savings deposit operations and evaluate related rules on cheque payments, interest, and account maintenance.
3. Differentiate current deposit accounts from savings accounts and apply rules for cheque returns and service charges.
4. Classify various term deposit schemes and design strategies for deposit renewal, pre-payment, and advances against deposits.
5. Assess specialized deposit accounts and implement procedures for nominations, deceased accounts, and deposit insurance.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		3	
CO 2	2			2		3	
CO 3	2					3	
CO 4	2					3	
CO 5	2					3	

UNIT I

7 Hours

OPENING OF DEPOSIT ACCOUNTS

Relationship with Customers - Opening of Accounts: Individuals - Illiterate Persons – Minors - Blind Persons – Firms - Associations - Limited Companies - HUF.

UNIT II

9 Hours

SAVINGS DEPOSITS

Introduction - Savings Bank Account Rules – Passbooks/ Statement of Accounts - Payment of Cheques - Collection of Cheques - Payment of Interest and Service Charges - Closing of Accounts.

UNIT – III

8 Hours

CURRENT DEPOSITS

Introduction - Current Account Rules - Procedure of Return of Unpaid Cheques - Minimum Balance - Service Charges - Closing of Accounts - Savings Account vs. Current Account.

UNIT – IV

8 Hours

TERM DEPOSITS

Introduction - Various Types of Term Deposits: Fixed Deposit - Monthly Income Plan - Recurring Deposit - Payment of Deposit: On Due Date - Pre-Payment - Renewal of Deposits - Advances Against Banks' Own Deposit.

UNIT – V

8 Hours

OTHER ASPECTS

Nomination Facilities - Deceased Accounts - DEAF Accounts - Inoperative Accounts - Accounts of Non-Residents: NRE, NRO and FCNR Accounts - DICGCI (Deposit Insurance Alone).

Suggested Self Study Topics

HUF, Issue of Cheque Books, Statement of Current Accounts, Base rate, NRI

Total: 40 Hours

References

1. JyotsnaSethi and Nishwan Bhatia, Elements of Banking and Insurance, New Delhi: Prentice Hall of India, 2013.
2. D. Muraleedharan, Modern Banking: Theory and Practice, New Delhi: Prentice Hall of India, 2009.
3. Peter S. Rose and Sylvia C. Hudgins, Bank Management & Financial Services, New Delhi: Tata McGraw-Hill, 2012.
4. Reserve Bank of India, Non-Resident Accounts, Mumbai: Foreign Exchange Dealers' Association of India, 2000
5. G. Mavrotas, Domestic Resource Mobilization and Financial Development (Studies in Development Economics and Policy), Palgrave Macmillan, 2008.

21MC103 RESOURCE DEPLOYMENT – SMALL LOANS

4 0 0 4

Course Objectives

- Understand the purpose of lending and the elements of income for banks.
- Understand the types of credit facilities and the procedure for granting various types of advances.
- Understand the different types of securities and the methods of creating charges.

Course Outcomes

1. Analyze key components of lending profitability including net interest margin and non-interest income for bank growth.
2. Evaluate various credit facilities and securities, applying regulatory norms and government loan schemes effectively.
3. Assess priority sector advances and formulate lending strategies for agriculture, MSMEs, and weaker sections.
4. Interpret bills business operations and apply discounting techniques to optimize short-term finance.
5. Design retail lending products and calculate EMI impacts to enhance personalized credit offerings.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2		3		2		2	
CO 3		2				2	
CO 4		2				2	
CO 5		2				2	

UNIT I

8 Hours

INTRODUCTION TO ADVANCES

Lending – Profit Maximization: Spread – Burden – Net Interest Income – Net Interest Margin – Net Interest Expenses – Non-Interest Expenses – Non-Interest Income.

UNIT II

8 Hours

CREDIT FACILITIES AND SECURITIES

CRAR – CRR – SLR – Repo Rate – Reverse Repo Rate – P2P Lending – MUDRA – Floating Charge – Consortium Lending – Credit Syndication – Latest Loan Schemes by Central Government.

UNIT – III

8 Hours

PRIORITY SECTOR ADVANCES

Rationale of Priority Sector Advances – Targets and Sub-Targets Under Priority Sector Advances – Agricultural Lending: Direct and Indirect Finance – Micro and Small Enterprises – Weaker Sections – Roles and Responsibilities of Lead Banks and Fintech Companies.

UNIT – IV

8 Hours

BILLS BUSINESS

Introduction to Bills – Bills Purchased (Clean Bills) – Bills Purchased (Demand Documentary Bills) – Bills Discounting (Usance Bills).

UNIT – V

8 Hours

RETAIL LENDING

Home Loans – Educational Loans – Credit Cards – Consumer Loans – Other Personal Loans (Vehicle and Mortgage Loans) – MUDRA Scheme – Calculation of EMI: Effect of Quantum of Advance – Repayment Period and Interest Rates on EMI.

Suggested Self Study Topics

Cost Minimization, Pledge of Shares, SIDBI, Foreign Bills, Impact of Fixed and Floating Rates.

Total: 40 Hours

References:

1. Master Circular on Lending to Priority Sector, www.rbi.org.in
 2. Prasanna Chandra, Finance Sense: An Easy Guide for Non- Finance Executives, New Delhi: Tata McGraw – Hill, 2000.
 3. M.P. Narayanan and Vikram K. Nanda, Finance for Strategic Decision Making: What Non-Financial Managers Need to Know, New Delhi: Wiley, 2013.
- Stewart C. Myers and Richard A. Brealey, Brealey Myers: Principles of Corporate Finance, New Delhi: Tata McGraw-Hill, 2011.
- Joshua A Bell and Carl M Richardson, Small Business Lending Fund (Business Economics in a Rapidly-changing World), Nova Science Publishers Inc, 2012.

21MC104 RESOURCE DEPLOYMENT – COMMERCIAL ADVANCES

4 0 0 4

Course Objectives

- The procedure of pre-sanction appraisal and the care to be taken for creating viable advances
- The ways of granting working capital and term loans
- The importance of managing receivables by corporates and mechanism for enhancing the return

Course Outcomes

1. Conduct comprehensive pre-sanction appraisals covering borrower, management, financial, market, and environmental aspects.
2. Analyze working capital requirements using operating cycle theory and apply Tandon and Nayak Committee lending norms.
3. Evaluate term loan proposals through project appraisal techniques including breakeven and coverage ratios.
4. Assess non-fund-based advances like bank guarantees and formulate appropriate guarantee limits and security measures.
5. Interpret factoring services and design effective receivables management strategies for corporate clients

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3	2		3		2	
CO 2	2	3		2		2	
CO 3	2	2				2	
CO 4	2	2				2	
CO 5	2	2				2	

UNIT I

8 Hours

PRE-SANCTION APPRAISAL

Introduction to Pre-Sanction Appraisal - Borrower Appraisal - Management Appraisal - Financial Appraisal - Market Appraisal - Environmental Appraisal.

UNIT II

8 Hours

WORKING CAPITAL FINANCE

Net Working Capital - Operating Cycle Theory - Tandon Committee Norms: First Method of Lending - Second Method of Lending - Third Method of Lending - Nayak Committee Recommendations.

UNIT – III

8 Hours

TERM LENDING

Purpose of Term Loans - Project Appraisal: Breakeven Point - Interest Coverage Ratio - Debt Coverage Ratio - Sensitivity Analysis - Fixing Repayment Schedule - Moratorium Period.

UNIT – IV

8 Hours

NON- FUND BASED ADVANCES

Introduction to Bank Guarantees - Types of Guarantees - Financial Guarantees - Performance Guarantees - Deferred Payment Guarantees - Appraisal and Fixing of Guarantee Limits - Security to be Obtained for Non-Fund Based Advances.

UNIT – V

8 Hours

FACTORING SERVICES

Receivables: Collection Policy by Corporates - Factoring Services: Role of Factors and Types of Factoring Services - Forfeiting.

Suggested Self Study Topics

Pre-Sanction Inspection, Gross Working Capital, Telescopic Repayment Period, Guarantee Commission, Factoring Subsidiaries

Total: 40 Hours

References:

1. R. Viswanathan, Industrial Finance, New Delhi: Macmillan India Limited, 2002.
2. Hrishikes Bhattacharya, Working Capital Management: Strategies and Techniques, New Delhi: PHI, 2009.
3. Joseph P. Ogden, Frank C. Jen and Philip F. O'Connor, Advanced Corporate Finance: Policies and Strategies, New Delhi: Pearson Education, 2003.
4. Richard A Brealey, Stewart C Myers, Franklin Allen and Pitabas Mohanty, Principles of Corporate Finance, New Delhi, Tata McGraw-Hill, 2013.
5. Aswath Damodaran, Corporate Finance: Theory and Practice, New Delhi: Wiley, 2013.

21MC105 EXPORT AND IMPORT FINANCING

4 0 0 4

Course Objectives

- Understand the basics of Uniform Customs and Practices for Documentary Credits (UCPDC)
- Understand the procedure for granting export and import credit
- Know the agencies involvement in promoting export credit and their roles in enhancing the external trade.

Course Outcomes

1. Explain FEMA regulations and differentiate types of documentary credits to manage international trade transactions.
2. Evaluate pre-shipment finance options and implement effective follow-up on packing credit advances.
3. Analyze post-shipment finance procedures and formulate strategies to handle overdue export bills.
4. Interpret import credit mechanisms and apply forward exchange contracts to optimize foreign exchange risk.
5. Assess the roles of ECGC and EXIM Bank and design export promotion strategies using government incentives.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2	2	2				2	
CO 3	2	2				2	
CO 4	2	3				2	
CO 5	2					2	

UNIT I

8 Hours

INTRODUCTION TO DOCUMENTARY CREDITS

FEMA Rules and Regulations - Documentary Credits - Letters of Credit - Parties to Letters of Credit - Types of Letters of Credit - Documents in Documentary Credit - International Banking System.

UNIT II

8 Hours

EXPORT FINANCE - PRE-SHIPMENT ADVANCE

Pre-Shipment Finance - Types of Pre-Shipment Finance - Disbursements of Packing Credit Advance - Overdue Packing Credit Advances and Follow-Up - Packing Credit in Foreign Currency (PCFC).

UNIT – III

8 Hours

EXPORT FINANCE - POST-SHIPMENT ADVANCE

Post-Shipment Finance - Rules Governing Post-Shipment Finance - Types of Post-Shipment Finance - Crystallization of Overdue Export Bills and Follow-Up.

UNIT – IV

8 Hours

IMPORTS

Import Letter of Credit - Rules Governing Import Credit - Forward Exchange Contracts for Imports - Payment for Import of Goods.

UNIT – V

8 Hours

ECGC AND EXIM BANK

Export and Import Policy of India – Incentives by Government of India for Exports, Role of RBI in Promoting Export Credit - ECGC – Types of Policies - EXIM Bank – Role and Promotional Activities of EXIM.

Suggested Self Study Topics

FOB, CIF, C&F, Trans-Shipment, Forward Cover, Technology Imports, Foreign Trade Shows

Total: 40 Hours

References

1. Reserve Bank of India, Trade and Exchange Control Regulations Relating to Imports, Mumbai: Foreign Exchange Dealers' Association of India, 2000.
2. Thummuluri Siddaiah, International Financial Management, New Delhi: Pearson, 2010.
- Dun and Bradstreet, Foreign Exchange Markets, New Delhi: Tata McGraw-Hill, 2007.
- Jordan J Hillman, The Export-Import Bank at Work: Promotional Financing in the Public Sector, Praeger Publishers Inc, 2016
- Belay Seyoum, Export-Import Theory, Practices, and Procedures, Routledge, 2013.

21MC106 MANAGEMENT OF NON-PERFORMING ASSETS

4 0 0 4

Course Objectives

- Able to know the impact of sickness on industries and ways & means of preventing sickness
- Able to know the procedure for classification of assets
- Able to know the process of recovery of advances and the role of Credit Guarantee Corporation.

Course Outcomes

1. Identify causes of sickness in industries and implement prevention measures to protect bank interests effectively.
2. Classify and analyze Non-Performing Assets for accurate income recognition and provisioning in compliance with regulatory norms.
3. Design rehabilitation schemes and evaluate viability for revival through mergers and amalgamations.
4. Formulate recovery strategies using legal frameworks like DRT, SARFAESI, and corporate restructuring to enhance asset recovery.
5. Assess credit guarantee schemes and apply accounting practices to support small loan financing and reduce credit risk exposure.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		2	
CO 2	2	2				2	3
CO 3				2		2	
CO 4				2		2	3
CO 5	2	2				2	3

UNIT I

7 Hours

SICKNESS AND ITS PREVENTION

Causes and Detection of Sickness – Follow-up of Advances – Post-Sanction Inspection - ABC Norms - Sick Industrial Companies Act – BIFR - Risks in Sick Account to Bank and Bank Employees (PNB and SBI Scam).

UNIT II

9 Hours

NON-PERFORMING ASSETS

Introduction to NPAs - Income Recognition - Asset Classification: Standard – Sub Standard - Doubtful and Loss Assets - Provisioning of NPAs - Write – Off of Advances - NPA Resolutions (IBC, S4A and ARC).

UNIT – III

8 Hours

REHABILITATION OF SICK UNITS

Classification of Units as Viable and Non-Viable - Guidelines for Drawing Rehabilitation Scheme - Revival by Mergers and Amalgamations - Concessions Under Income Tax Act for Mergers.

UNIT – IV

8 Hours

RECOVERY OF DUES

Corporate Debt Restructuring - Civil Suits - Debt Recovery Tribunal - Securitization and Reconstruction of Financial Assets and Securities Interest Act (SARFASI) - Asset Reconstruction Company - Compromise Agreements.

UNIT – V

8 Hours

CREDIT GUARANTEE CORPORATION

Objectives of Credit Guarantee Corporation - Small Loans Guarantee Scheme - Small Loans (SSI) Guarantee Scheme - Accounting Practices.

Suggested Self Study Topics

Risk Averseness, Gross NPA and Net NPA, Unwillingness to Pay and Inability to Pay, CIBIL Crop Insurance

Total: 40 Hours

References

1. Master Circular on NPA – Norms for Classification of Advances, www.rbi.org.in
 2. Master Circular on Prudential Norms on Capital Adequacy, www.rbi.org.in
 3. Master Circular on A Guide to Deposit Insurance, www.dicgc.org.in
- Ciaran Walsh, Key Management Ratios: How to Analyze, Compare and Control the Figures that Drive Company Value, New Delhi: Macmillan India Ltd., 2006.
- Indian Institute of Banking and Finance, Banker's Handbook on Credit Management, Taxmann; 2nd Edition 2018.

21MC107 RISK MANAGEMENT IN BANKS

4 0 0 4

Course Objectives

- The meaning of risk and the various types of risks the banks are exposed to
- The basics of market risk & credit risk and the method of minimizing these risks.
- The basics of off-balance sheet risks, Forex risk and their impact on banks.

Course Outcomes

1. Analyze various types of risks faced by banks and evaluate RBI regulations to mitigate financial threats effectively.
2. Assess market risks including interest rate and liquidity risks to optimize asset-liability management strategies.
3. Develop credit risk models and apply credit scoring techniques to minimize loan default and concentration risks.
4. Interpret off-balance sheet risks and formulate strategies to manage letters of credit and derivative exposures.
5. Evaluate operational, foreign exchange, and technology risks to design robust capital adequacy and insolvency frameworks.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		1		2	
CO 2		2				2	
CO 3		2				2	2
CO 4				1		2	2
CO 5				2		2	2

UNIT I

7 Hours

INTRODUCTION TO RISKS

Risk - Introduction to Various Risks Faced by Banks - Impact of Risks on Banks' Profitability - Regulations of RBI to Mitigate Risks - Cyber Crime and Digital Frauds.

UNIT II

9 Hours

MARKET RISKS

Interest Rate Risks - Rate Sensitive Assets - Rate Sensitive Liabilities - Re-Pricing Risks - Liquidity Risk - Asset Liability Management Committee: Role and Purpose.

UNIT – III

8 Hours

CREDIT RISK

Credit Quality Problems – Wilful Default and Inability of Borrower: Meaning - Measurement of Credit Risk - Credit Scoring Models - Loan Portfolio and Concentration Risk.

UNIT – IV

8 Hours

OFF-BALANCE SHEET RISKS

Commercial Letters of Credit - Standby Letters of Credit – Guarantees - Derivative Contracts: Basics of Reducing Off-Balance Sheet Risks.

UNIT – V

8 Hours

OTHER RISKS

Operational Risk - Foreign Exchange Risk - Country / Sovereign Risk - Technology Risk - Insolvency Risk - Capital Adequacy Norms.

Suggested Self Study Topics

Zero Risk Assets, Maturity Buckets, Discriminant Analysis, Notes on Accounts, Sovereign Rating by Credit Rating Agencies, Investment Risk Analysis.

Total: 40 Hours

References

1. Jayadev, Commercial Bank Management, New Delhi: Tata McGraw-Hill, 2011.
2. Mark S. Dorfman, Introduction to Risk Management and Insurance, New Delhi: PHI, 2009.
3. Ciby Joseph, Credit Risk Analysis: A Tryst with Strategic Prudence, New Delhi: Tata McGraw-Hill, 2007.
4. Dun and Bradstreet, Financial Risk Management, New Delhi: Tata McGraw-Hill, 2007.
5. Rene M. Stulz, Risk Management and Derivatives, New Delhi: Thomson South-Western, 2006.

21ME101 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

4 0 0 4

Course Objectives

- To develop entrepreneurial competence among the students.
- To enable the students to take up self-employment by exposing them to entrepreneurial competence and environment.
- To make the students understand business plan, launching of small business and management of small business.

Course Outcomes

1. Analyze entrepreneurial traits and processes to develop effective business ventures.
2. Evaluate the entrepreneurial environment and institutional support for fostering small business growth.
3. Develop comprehensive business plans integrating SWOT and financial feasibility for startup success.
4. Manage small business challenges by monitoring performance and implementing rehabilitation strategies.
5. Apply Intellectual Property Rights laws to protect innovations and competitive advantages in small businesses.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				3	3	
CO 2	2			2		3	
CO 3	2	2		3		3	3
CO 4	2	2		2		3	3
CO 5				2		3	

UNIT I

8 Hours

ENTREPRENEURIAL COMPETENCE

Nature, Scope and Types of Entrepreneurships, Entrepreneur Personality Characteristics, Entrepreneurship Process.

UNIT II

8 Hours

ENTREPRENEURIAL ENVIRONMENT

Business Environment, Role of Family and Society, Institutional Support for Small Entrepreneurs, Central and State Government Industrial Policies and Regulations, Indian Start-up Eco-system, Tamilnadu Start-up community.

UNIT – III

8 Hours

BUSINESS PLAN PREPARATION

Business Opportunities-SWOT, Seed Capital Assistance, Business Plan Process, Feasibility Study, Functional Plan Marketing Plan, Operational Plan, Organizational Plan, Financial Plan, Evaluation Criteria.

UNIT – IV

8 Hours

MANAGEMENT OF SMALL BUSINESS

Monitoring and Evaluation of Business, Causes of Sickness, Detecting and Preventing Sickness, Rehabilitation of Business Units.

UNIT – V

8 Hours

INTELLECTUAL PROPERTY RIGHTS FOR SMALL BUSINESS

Importance of IPR in Small Business, IPR Legislation in India-TRIPS, WTO, GATT. Patents, Trademark, Copy Right and Geographical Indications.

Suggested Self Study Topics

Real time Social Entrepreneurs, Accelerators, Start-up India, Co-Working Spaces and TBIs, Sensitivity Analysis of DSCR and Unicorn Start-ups, SARFAESI Act, Documentation Process.

Total: 40 Hours

References:

1. Hisrich, Entrepreneurship, New Delhi: Tata McGraw Hill, 2014.
2. P. C Jain, Handbook for New Entrepreneurs, EDII, New Delhi: Oxford University Press, 2009.
3. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2014.
4. Subroto Bagchi., The High-Performance Entrepreneur, New Delhi: Penguin Books, 2016.
5. Thomas Zimmerer, Norman M. Scarborough and Doug Wilson, Essential of Entrepreneurship and Small Business Management, Prentice Hall of India, 2007

21ME102 CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

4 0 0 4

Course Objectives

- To enable the students to identify business opportunities
- To enhance lateral thinking for innovation and creativity
- To acquaint the students with the Intellectual Property Rights and Patents

Course Outcomes

1. Identify and screen business opportunities by applying creativity and value analysis techniques.
2. Apply lateral thinking methods to generate innovative solutions and alternative business ideas.
3. Manage different types and sources of innovation to foster competitive advantage in enterprises.
4. Facilitate decision-making using Six Thinking Hats to enhance team creativity and problem-solving.
5. Evaluate intellectual property rights to protect innovations and manage patents strategically in business

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					3	
CO 2		2			2	3	
CO 3		2			2	3	
CO 4		2	2		2	3	
CO 5		2		2		3	

UNIT I

8 Hours

BUSINESS OPPORTUNITY GUIDANCE

Business Opportunity Identification, Opportunities into Ideas, Idea screening, Creativity and Innovation, Value Analysis

UNIT II

8 Hours

CREATIVITY

Lateral Thinking, Lateral vs. Vertical Thinking, Use of Lateral Thinking, Techniques – Generation of Alternatives, Fractionation, Reversal Method, Analogies.

UNIT – III

8 Hours

INNOVATION

Sources of Innovation, Types of Innovation, Goals of Innovation, Diffusion of Innovation, Basics of TRIZ, Innovation Management, Innovation Driven Enterprises.

UNIT – IV

8 Hours

SIX THINKING HATS

Brainstorming, Six Hats, Using the Hats, Benefits of Six Thinking Hats.

UNIT – V

8 Hours

INTELLECTUAL PROPERTY RIGHTS

Fundamentals of IPR, Patents, Trademarks, Copyrights, Geographical Indication IPR in International Scenario, Patent Management

Suggested Self Study Topics

TOWS Analysis, Pitch Fests, Misconceptions and Myths about Creativity & Innovation, Mechanism of Diffusion, Thinking Out of the Box, Registering a Trademark

Total: 40 Hours

References

1. Edward De Bono, “Lateral Thinking”, England: Penguin/Viking Books, 2016.
2. Edward De Bono, “Six Thinking Hats”, England: Penguin/Viking Books, 2016.
3. Dr.Rekha Shetty & Adhilsheety, “Corporate Strategy Mind Power Innovation” Chennai: Mind Power publications, 2015.
4. Allan Afuah, “Innovation Strategy”, New Delhi: Oxford University press, 2015.
5. John Adair, “The Art of Creative Thinking: How to Be Innovative and Develop Great Ideas”

21ME103 LEGAL AND REGULATORY FRAME WORK FOR ENTREPRENEURSHIP

4 0 0 4

Course Objectives

- To acquaint the students with the procedure for setting up of an enterprises and registration formalities
- To enable the students to choose appropriate form of organization
- To enhance the knowledge of students in the area of Taxation and Corporate Governance

Course Outcomes

1. Differentiate between types of enterprises and navigate registration and incentives to establish new businesses.
2. Analyze various business organizational forms to select appropriate legal structures for entrepreneurial ventures.
3. Evaluate GST and VAT mechanisms to ensure compliance and optimize indirect tax management in MSMEs.
4. Interpret income tax laws and filing procedures to manage direct tax obligations for individuals and companies.
5. Assess corporate governance frameworks to promote transparency, accountability, and ethical business practices.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		3	
CO 2	2			1		3	
CO 3		2				3	3
CO 4		2				3	3
CO 5				2		3	

UNIT I

8 Hours

MICRO, SMALL AND MEDIUM, AND LARGE ENTERPRISES

Definition of Tiny, Small, Medium and Large Enterprises, Procedure for Setting Up these Enterprises, Registration Formalities, Incentives and Subsidies.

UNIT II

8 Hours

FORMS OF ORGANIZATION

Sole Proprietorship, Partnership, Public Limited and Private Limited Companies, Limited Liability partnership – Formation, Registration, Uniqueness, Conversion of Partnership, Private / Unlisted Public Companies into LLP.

UNIT – III

8 Hours

GOODS AND SERVICE TAX (GST) AND VAT

Indirect Taxes, GST, GST Mechanism, GST and its Impact on Various Sectors, VAT – Rules Regulations Governing VAT, Filing of Tax Returns, Taxation with Special Reference to MSME.IT

UNIT – IV

8 Hours

INCOME TAX

Direct Tax – Personal Income and Corporate Tax, Deductions and Rebates, Taxability of Capital Gains, Investments, Filing of Tax Returns

UNIT – V

8 Hours

CORPORATE GOVERNANCE

Governance Committee, Audit Committee, Compensation Committee – Roles and Responsibilities, Independent Directors, Whistle Blowing, RTI Act, Insider Trading.

Suggested Self Study Topics

Recent Amendments and Changes, Limiting Benefits of LLP, Role in VAT, Tax Planning, Ethics in Entrepreneurship, OPC, Special Tax Holidays for Startups

Total: 40 Hours

References

1. Akhileshwar Pathak, “Legal Aspects of Business”, New Delhi: Tata McGraw Hill, 2016.
2. Ramani K K& Jain N C, “Limited Liability Partnership (LLP)-Tax Planning, Law and Practice”,
3. Kamal Garg, “Goods & Service Tax”, New Delhi: Bharat Law House Pvt. Ltd., 2015.
4. Ram Charan, “Owning up-The 14 Questions Every Board Member Needs to Ask”, New Delhi: Wiley India Pvt. Ltd, 2015.
5. Legal Framework, www.rbi.org.in

21ME104 SOFT SKILLS FOR ENTREPRENEURS

4 0 0 4

Course Objectives

- To heighten the awareness of developing emotional intelligence that may influence the running of business.
- To enable the students to manage their time effectively.
- To equip them in building rapport and being ethical towards society.

Course Outcomes

1. Analyze and manage emotions effectively to enhance personal and professional relationships.
2. Develop interpersonal skills and time management techniques to improve self-leadership and productivity.
3. Apply coaching and mentoring strategies to foster employee growth and organizational leadership.
4. Build professional networks using effective communication and business etiquette for career advancement.
5. Evaluate ethical principles and corporate social responsibility to promote integrity in business management.

Program Outcome(s) and Program Specific Outcome(s)

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1			2		3		
CO 2			2		3		
CO 3			2		3	2	
CO 4			1		3		
CO 5				2		3	

UNIT I

8 Hours

EMOTIONAL INTELLIGENCE

Introduction, Perceiving Emotions, Understanding Emotions, Managing Emotions, Developing Emotional Intelligence, Persuasion.

UNIT II

8 Hours

SELF-DEVELOPMENT

Johari Window, Building Interpersonal Skills – Transactional Analysis, Time Management – Steven Covey Model, Power of Trust – Competencies for Building Trust.

UNIT – III

8 Hours

COACHING AND MENTORING

Coaching – Methods, Executive Coaching, mentoring vs. Counselling, Being an Effective Mentor, Reverse Mentoring, Techniques of Counselling, Leadership Coaching.

UNIT – IV

8 Hours

NETWORKING

Importance of Networking, Making Contacts, Getting Connected, Building Rapport, Building the Bond, Business Etiquette, connecting on the Phone, Connecting in Writing, Social Networking.

UNIT – V

8 Hours

BUSINESS ETHICS

Does Ethics Pay- On Becoming an Ethical Manager, Building an Ethical Organization, Ethics towards Competitors, Corporate Social Responsibility.

Suggested Self Study Topics

Emotional Intelligence and Leadership Effectiveness, Delegation, Emergence of Personal Theory of Counselling, Social Networking Sites, Roots of Unethical Behaviour.

Total: 40 Hours

References

1. Daniel Goleman, “Emotional Intelligence”, New York: Bantam Books, 2016.
2. Joe Healey, “Radical Trust”, New Delhi: Wiley India Pvt. Ltd, 2015.
3. “Coaching and Mentoring”, Boston: Harvard Business School Publishing Corporation, 2014.
4. John Timperley, “Network Your Way to Success”, London: Piatkus, 2015.
5. ManiKutty S, “Being Ethical –IIMA Business Books”, Noida: Random House India, 2016.

21ME105 BUSINESS PLAN

4 0 0 4

Course Objectives

- To enable the students to understand the importance of a business plan.
- To expose the students to the nitty-gritty's of a business plan.
- To comprehend the various aspects of a business plan.

Course Outcomes

1. Develop comprehensive business plans to effectively communicate venture objectives and attract stakeholders.
2. Design market research and marketing strategies to identify opportunities and forecast sales for new ventures.
3. Manage human resource functions including recruitment, motivation, and training to build productive teams.
4. Evaluate various financing options and prepare financial projections to ensure venture viability and growth.
5. Conduct feasibility studies and present business models to assess project potential and guide decision-making.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2		2		3	3	
CO 2		2				2	2
CO 3		2	2		3	3	
CO 4	1	2				3	3
CO 5	1	2				3	3

UNIT I

8 Hours

BUSINESS PLAN PREPARATION

Purpose of Business Plan, Benefits of a Business Plan, Elements of the Business Plan, developing a Well-Conceived Business Plan, Guidelines to a Write a Business Plan.

UNIT II

8 Hours

MARKETING

Importance of Market Orientation, Market Research, Sales Forecast, Features of Entrepreneurial Marketing, Purpose and Timing of the Marketing Plan, Marketing Research for the New Venture, Understanding the Marketing Plan, Characteristics of Marketing Plan, Steps in Preparing the Marketing Plan.

UNIT – III

8 Hours

HUMAN RESOURCES

Introduction, Human Resources Mobilization / Head Hunting, Conducting Interviews, Induction, Motivating Employees, Training, Knowledge Management, and Separation.

UNIT – IV

8 Hours

FINANCE

Raising Capital-Sources, Family and Friends, Angel Funding, Venture Capital, Equity Funding, DebtFinancing, Projected Cash Flow and Profitability Statements, DSCR and Sensitivity Analysis.

UNIT – V

8 Hours

FEASIBILITY STUDY

Pre-Feasibility Study, Project Profile Preparation, Feasibility Report Preparation and Evaluation, Operations Planning, presenting a Business Plan Using the Business Canvas Model.

Suggested Self Study Topics

Format of Business Plan and Silicon Valley Models, Marketing Mix, Human Resource Planning Boot Strapping, Case studies of successful start-ups

Total: 40 Hours

References

1. Paul Barrow, “The Best-Laid Business Plans”, London: Virgin Publishing Ltd, 2015.
2. “Entrepreneur’s Tool Kit”, Boston: Harvard Business School Publishing Corporation, 2015.
3. Charles Bronfman, Jeffrey R. Solomon, John Sedgwick, “The Art of Giving: Where the Soul Meets a Business Plan”, New Delhi: Wiley, 2016.
4. Philip Kotler, Kevin Lane Kellar, Abraham Koshy, and Mithileswar Jha., “MarketingManagement – A South Asian Perspective”, Noida: Pearson, 2014.
5. C K Prahlad, “Fortune at the bottom of the Pyramid”, Pearson Education, 2013.

21ME106 BUILDING A SUSTAINABLE ENTERPRISE

4 0 0 4

Course Objectives

- To introduce the students to various growth strategies of a business.
- To expose the students to the prospects of internationalization of the business.
- To enable the students to understand the importance of succession planning and e-commerce.

Course Outcomes

1. Formulate competitive strategies leveraging IT to drive MSME growth and sustainability.
2. Evaluate various growth strategies like mergers, acquisitions, and franchising to expand business operations effectively.
3. Analyze internationalization opportunities and cultural impacts to facilitate successful global market entry.
4. Design e-commerce and succession planning frameworks to enhance business continuity and market reach.
5. Manage MSME challenges through monitoring, evaluation, and rehabilitation for long-term business viability.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	3					2	
CO 2	2					2	
CO 3	2			3		2	
CO 4	2	2		2		2	
CO 5	2	2				2	

UNIT I

8 Hours

STRATEGIZING

Concept of Strategy, Formulating Strategies for Competitive Advantage, MSME & Strategic Issues, Information Technology as a Growth Strategy.

UNIT II

8 Hours

GROWTH STRATEGIES

Objectives of Growth, Stages of Growth, Types of Growth Strategies- Expansion, Diversification, Joint Ventures, Mergers and Acquisition, Sub-Contracting, Franchising.

UNIT – III

8 Hours

INTERNATIONALIZATION

Export Potential, Constraints and Prospects, Support Organizations Promoting Exports and their Role, Entry into International Business, Impact of Culture in Business, Foreign Direct Investment, the Role of FIPB

UNIT – IV

8 Hours

ELECTRONIC COMMERCE AND SUCCESSION PLANNING

E-commerce, Benefits, Prospective Areas, challenges, B2B, B2B2C, B2C, Need for Succession Planning, Challenges in Succession Planning.

UNIT – V

8 Hours

MANAGEMENT OF BUSINESS

Monitoring and evaluation of Business, Challenges of MSME Units Preventing Sickness and Rehabilitation of Business Units and Effective Management of Small Business, Essence of SICA 1985.

Suggested Self Study Topics

Human Resource and Innovation as Competitive Advantages, Introduction to Sustainable Development Goal, Vertical and Horizontal Integration ECGC and FIEO, Small business support by MNCs, Security Issues in E-Commerce, Challenges in Reviving Sick Units.

Total: 40 Hours

References

1. Charles W L, Hill & Gareth and R Jones, “Strategic Management an Integrated Approach”, New Delhi: Biztantra Publishers, 2015.
2. Elias M and Award, Electronic Commerce – From Vision to Fulfillment, New Delhi: PrenticeHall of India, 2015.
3. Export services, www.eximbankindia.com.
4. Efraim Turban, Jae Lee & David King and H. Michael Chung, “Electronic Commerce: A Managerial Perspective”, New Delhi: Prentice Hall, 2014.

21ME107 INTELLECTUAL PROPERTY RIGHTS

4 0 0 4

Course Objectives

- To enable the students to understand the legal rights available to innovators.
- To give an insight on the four main types of intellectual property.
- To create awareness amongst students with regard to penalties for infringement of rights.

Course Outcomes

1. Assess the significance of Intellectual Property Rights (IPR) and relevant Indian legislations to protect small business innovations.
2. Interpret patent laws and procedures to strategically secure and manage patent rights in business contexts.
3. Evaluate trademark and geographical indication regulations to safeguard brand identity and regional products.
4. Analyze copyright laws and digital rights to protect creative works and digital content in evolving markets.
5. Apply industrial design protections and registration processes to prevent piracy and enhance product competitiveness.

Program Outcome(s) and Program Specific Outcome(s)

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1		1		3		1	
CO 2		3		3		2	
CO 3		3		3		2	
CO 4		2		2		2	
CO 5				3		2	

UNIT I

8 Hours

INTRODUCTION

Importance of IPR in Small Business, IPR Legislation in India. Patents, Trademark, Copy Right and Geographical Indications. Concept of Intellectual Property - Kinds of Intellectual Property - Economic Importance of Intellectual Property – Need for Protection – IPR Legislations in India – Introduction to Various Conventions – WIPO, TRIPS & TRIMS, Basal Conventions.

UNIT II

8 Hours

PATENTS

Introduction to Patents – Patentable Subject Matter - Patent Act 1970 – Amendments of the Act Procedure for Obtaining of Patents –License Agreement - Infringement – Remedies – Patent Cooperation Treaty (PCT)

UNIT – III

8 Hours

TRADEMARKS AND GEOGRAPHICAL INDICATIONS

Introduction to Trademarks – Provisions of the Indian Trademark Act 1999 - Kinds of Trademarks - Registration of Trademarks - Rights of Registered Trademark Owners Infringement of Trademarks - Introduction to GI – Trademarks and Geographical Indications – The Geographical Indications of Goods(Registration and Protection) Act, 2000 - Domain Names.

UNIT – IV

8 Hours

COPYRIGHT

Introduction to Copyright - Works Protected Under Copyright Law - Authorship and Ownership – Rights Conferred on Copyright Owners - Related Rights – Copyright in Digital Era – Infringement and Remedies.

UNIT – V

8 Hours

INDUSTRIAL DESIGNS

Introduction – Classification of Designs - The Industrial Designs Act 2000 - Subject Matter of Protection and Requirements – Registration Procedures – Piracy.

Suggested Self Study Topics

Western Theories on Private and IP, International Treaties on Patents, International convention/Agreements on GI, Software Copyright, Offences and Penalties for Infringement

Total: 40 Hours

References

1. Shlomo Maital and D V R Seshadri, “Innovation Management”, New Delhi: Sage Publications, 2012.
2. Prabuddha Ganguli & Dr Kamil Idris, “Intellectual Property Rights: Unleashing the Knowledge Economy”, New Delhi: Tata McGraw-Hill Education, 2016.
3. Catherine Holland, Vito Canuso III, Diane Reed, Sabing Lee, Andrew Kimmel, Wendy Peterson, “Intellectual Property: Patents, Trademarks, Copyrights and Trade Secrets” McGraw Hill Education, 2016.
4. Stim Richard W, “Intellectual Property: Patents, Trademarks, and Copyrights”, Cengage Learning, 2012.
5. Jayashree Watal, “Intellectual Property Rights in the WTO and Developing Countries”, Oxford university press, 2010.

21MS101 INFORMATION SYSTEMS DESIGN AND DEVELOPMENT

4 0 0 4

Course Objectives

- To enable the students to understand the fundamentals of Information Systems.
- To understand the importance of e-Business and Database Management.
- To enrich knowledge in the area of System Analysis, Design and Implementation.

Course Outcomes

1. Evaluate foundational concepts of information systems to design effective organizational technology strategies.
2. Develop e-business solutions using database management and SQL to support digital business operations.
3. Analyze user requirements and system models to create efficient system designs aligned with business goals.
4. Implement software and database projects by managing testing, integration, and user interfaces for seamless operations.
5. Manage information system development projects, ensuring maintenance and value-driven system delivery in business contexts.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					2	
CO 2		3				2	2
CO 3	1	3				2	2
CO 4	2	2				2	
CO 5		2		2		2	

UNIT – I

8 Hours

INTRODUCTION TO INFORMATION SYSTEMS

Introduction and Fundamentals of Information Systems, Technical and Organizational Foundations of Information Systems, Building Information Systems, Managing Information Systems Resources.

UNIT – II

8 Hours

E-BUSINESS AND DATABASE MANAGEMENT

E-Business System Development – Key e-Business enabling Information Technologies. Database Management – Database design, Development and Administration, Database Systems and Applications, Logical Data Models, Relational Database Systems, Structured Query Language (SQL), Conceptual Modeling, Database Design, Web-Connected Databases.

UNIT – III

8 Hours

SYSTEMS ANALYSIS AND DESIGN

Systems Analysis and Design, Analysis Phase of Systems Development, Development Life Cycle, Feasibility Studies, Analysis of User Requirements, Development of Logical System Models.

UNIT – IV

8 Hours

SYSTEMS IMPLEMENTATION

Systems Implementation, Software Project Management, System / Database Design, GUI, Software Testing, Integrating Web and Business Environments.

UNIT – V

8 Hours

INFORMATION SYSTEMS DEVELOPMENT

Information Systems Development, User Requirement Analysis, Logical and Physical System Models, System Implementation and Maintenance, Project Valuation and Management.

Suggested Self-Study Topics:

Various Business Information Systems, E-Business, System Models, User Interface, Ethics in System development

Total: 40 Hours

References

1. Rajaraman, Analysis and Design of Information Systems, Prentice-hall of India: 2011
2. J.A. Senn, Analysis & Design of Information System, New Delhi: Tata McGraw Hill, 2009.
3. J. Becker; M.J. Shaw, Information Systems and e-Business Management, Springer, 2010
4. Alan Dennis, Systems Analysis and Design, Wiley Publications, 2012.
5. Gerald, V Post, Database Management Systems, New Delhi: Tata McGraw Hill, 2010.

21MS102 RELATIONAL DATABASE MANAGEMENT SYSTEMS

4 0 0 4

Course Objectives

- To enable the students to understand the concepts, structures and functions of a database.
- To enhance the knowledge of students in data storage and query evaluation.
- To help the students understand the issues involved in the operation of DBMS.

Course Outcomes

1. Analyze differences between database and file systems to design efficient business data management solutions.
2. Construct complex SQL queries to retrieve and manipulate business data for informed decision-making.
3. Evaluate storage and indexing techniques to optimize database performance in enterprise applications.
4. Develop optimized query execution plans to enhance data retrieval efficiency in real-world business scenarios.
5. Apply normalization principles to design robust relational databases that ensure data integrity and reduce redundancy.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO 1	PSO 2
CO 1	2					2	
CO 2	2	3				1	2
CO 3		2					2
CO 4	1	2				1	2
CO 5	2	2				2	2

UNIT – I

8 Hours

INTRODUCTION

Database Systems vs. File Systems, View of Data, Data Models, Database Languages, Database Systems Structure, History of Database Systems, Database Systems Applications, Entity Relationship Model.

UNIT – II

8 Hours

RELATIONAL DATABASES

SQL: Basic Structure, Set Operations, Complex Queries, Joined Queries, DDL, Embedded SQL, Dynamic SQL, Other SQL Functions-Query by Example, Relational Database Design.

UNIT – III

8 Hours

DATA STORAGE AND INDEXING

Storage and File Structure, Disks, RAID, File Organization, Indexing and Hashing, B+ TREE, B- Tree, Static Hashing, Dynamic Hashing, Multiple Key Access.

UNIT – IV

8 Hours

QUERY EVALUATION & OPTIMIZATION

Query Processing-Selection Operation-Sorting-Join Operation, Evaluation of Expressions, Entity-Relationship model.

UNIT – V

8 Hours

RELATIONAL DATABASE DESIGN

Functional Dependencies, Pitfalls in Relational Database design, Decomposition, Proportions of Decomposition, Normal forms, 1NF, 2NF, 3NF, 4NF and Boyce-Codd Normal form.

Suggested Self-Study Topics:

Current Trend in DBMS, Uses of Relational Database Design, Index Schemes, Query Optimization, Trivial Functional Dependencies.

Total: 40 Hours

References

1. Abraham Silberschatz, Henry F Korth and Sudharshan S, Database System Concepts, New Delhi: Tata McGraw Hill, 2013.
2. Raghu Ramakrishnan, and Johannes Gehrke, Data Base Management Systems, New Delhi: McGraw Hill International, 2015.
3. C.J. Date, An Introduction to Database Systems, Addison Wesley, 2011.
4. Rajesh Narang, Database Management Systems, New Delhi: Prentice Hall of India, 2011.
5. Gerald, V Post, Database Management Systems, New Delhi: Tata McGraw Hill, 2010.

21MS103 E-BUSINESS

4 0 0 4

Course Objectives

- To enhance the level of practical knowledge about E-Business
- To understand the practices to start an online business.
- To be able to implement digital technologies in business.

Course Outcomes

1. Analyze e-business models and economic forces to design effective online business strategies.
2. Evaluate internet infrastructure and protocols to support secure and efficient e-business operations.
3. Apply digital marketing, e-CRM, and social media tools to enhance consumer engagement and business growth.
4. Assess e-payment systems and security protocols to ensure safe and reliable online transactions.
5. Interpret legal, ethical, and privacy issues in e-commerce to ensure regulatory compliance and protect customer data.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	2				2	
CO 2		3					
CO 3	1	3				2	2
CO 4	2	2				2	
CO 5		2		3		1	

UNIT – I

8 Hours

INTRODUCTION TO e-BUSINESS

e-business, e-business vs e-commerce, Economic forces – advantages – myths, e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.

UNIT – II

8 Hours

TECHNOLOGY INFRASTRUCTURE

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

UNIT – III

9 Hours

BUSINESS APPLICATIONS

Consumer oriented e-business–e-tailing and models-Marketing on web–advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e- governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals–social media marketing.

UNIT – IV

8 Hours

E-BUSINESS PAYMENTS AND SECURITY

E-payments -Characteristics of payment of systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems- internet security–cryptography –security protocols–network security

UNIT – V

7 Hours

LEGAL AND PRIVACY ISSUES

E-Commerce and Ethics, Privacy regulations and information rights – Indian and global perspectives, Taxation and encryption policies.

Suggested Self-Study Topics:

Growth of E-Commerce, Collaborative commerce, SEM, SEO, Greening the E-Business Supply Chain

Total: 40 Hours

References

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012
3. Efraim Turban, Jae Lee & David King and H. Michael Chung, Electronic Commerce A Managerial Perspective, New Delhi: Prentice Hall, 2012.
4. Robert C Elsenpeter, E Business: A Beginner's Guide, New Delhi: Tata McGraw Hill, 2009.
5. Kenneth C. Laudon and Carol Guercio Traver, E-Commerce-Business. Technology. Society, Pearson Education, 2019

21MS104 BUSINESS INTELLIGENCE

4 0 0 4

Course Objectives

- To give an insight into Business Intelligence and its concepts.
- To enable the students in understanding project planning and application development.
- To introduce the students to modern information technology.

Course Outcomes

1. Analyze business intelligence processes and enterprise infrastructure to evaluate strategic business drivers and risks.
2. Design BI project plans and data analysis workflows to meet organizational requirements and enhance decision-making.
3. Develop metadata repositories and ETL processes for efficient data integration and management.
4. Apply OLAP and data mining tools to perform multidimensional analysis and support business insights.
5. Evaluate modern BI technologies, ethical concerns, and team management practices to leverage business opportunities.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2		3		2	
CO 2	3	3		3		2	2
CO 3	2	3				2	2
CO 4	1	2		2		2	2
CO 5		2		2	2	1	2

UNIT – I

8 Hours

INTRODUCTION

Definition, BI process- Private and Public intelligence, BI Decision Support Initiatives, Business Drivers, Cost- Benefit analysis, Risk Assessment, Enterprise Infrastructure Evaluation-Technical and Non-technical.

UNIT – II

9 Hours

PROJECT PLANNING AND DATA ANALYSIS

BI Project planning, Requirements definition and gathering, deliverables, Business focused data analysis, Top-down Logical data Modeling, Bottom-up source data analysis, data cleansing, Prototyping.

UNIT – III

7 Hours

METADATA REPOSITORY ANALYSIS AND DESIGN

Meta Data models, Analysis, Database design, Extract/ Transform / Load (ETL) design, Meta data design, ETL development.

UNIT – IV

8 Hours

APPLICATION DEVELOPMENT

OLAP tools, Multidimensional analysis factors, architecture, Data mining, Risks, Metadata repository development, Implementation, Release evaluation.

UNIT – V

8 Hours

MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES

Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, BI software, Modern techniques of crypto analysis, Managing and organizing for an effective BI Team.

Suggested Self-Study Topics:

Use of Excel for BI, BI for advanced reporting, Data auditing, MDX, Data Mart.

Total: 40 Hours

References

1. Larissa T. Moss and Shaku Atre, Business Intelligence Roadmap: The complete project Lifecycle for Decision Support Applications, Addison Wesley, 2011.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2010.
3. Elizabeth Vitt and Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2010.
4. Z. Michalewicz, M. Schmidt. M. Michalewicz and C. Chiriac, Adaptive Business Intelligence, Springer – Verlag, 2009.
5. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley India, 2011

21MS105 BIG DATA ANALYTICS

4 0 0 4

Course Objectives

- To understand the computational approaches to big data analytics
- To learn to use various techniques for mining data stream.
- To understand the various search methods and visualization techniques.

Course Outcomes

1. Analyze big data platforms and challenges to design effective intelligent data analysis strategies.
2. Evaluate data stream mining techniques for real-time analytics and decision-making applications.
3. Develop MapReduce applications using Hadoop to process and analyze large-scale datasets efficiently.
4. Apply big data frameworks like Pig, Hive, and HBase to manage and query complex data structures.
5. Interpret regression models and visualization techniques to communicate predictive analytics insights clearly.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	1
CO 2	2	3				2	2
CO 3	3	2				2	2
CO 4	3	2				2	2
CO 5	2	2				2	2

UNIT – I 8 Hours

INTRODUCTION TO BIG DATA

Introduction to Big Data Platform, Challenges of Conventional Systems, Intelligent data analysis, Nature of Data, Analytic Processes and Tools, Analysis vs Reporting.

UNIT – II 8 Hours

MINING DATA STREAMS

Introduction To Streams Concepts, Stream Data Model and Architecture, Stream Computing, Sampling Data in a Stream, Filtering Streams, Counting Distinct Elements in a Stream, Estimating Moments, Counting Oneness in a Window, Real time Analytics Platform (RTAP) Applications.

UNIT – III 8 Hours

HADOOP

History of Hadoop, Hadoop Distributed File System, Components of Hadoop, Analysing the Data with Hadoop, Scaling Out, Hadoop Streaming, Design of HDFS, Java interfaces to HDFS Basics, Developing a Map Reduce Application, How Map Reduce Works, Anatomy of a Map Reduce Job run, Failures, Job Scheduling, Shuffle and Sort, Task execution.

UNIT – IV 8 Hours

FRAMEWORKS

Applications on Big Data Using Pig and Hive, Data processing operators in Pig, Hive services, HiveQL, Querying Data in Hive, Fundamentals of HBase and ZooKeeper.

UNIT – V 8 Hours

VISUALIZATION TECHNIQUES

Predictive Analytics - Simple linear regression, Multiple linear regression, Interpretation of regression coefficients. Visualizations - Visual data analysis techniques, Interaction techniques, Systems and applications.

Suggested Self-Study Topics:

Decaying Window, Real Time Sentiment Analysis, Stock Market Predictions, Map Reduce Types and Formats, IBM Info Sphere Big Insights and Streams

Total: 40 Hours

References

1. Frank J Ohlhorst, “Big Data Analytics: Turning Big Data into Big Money”, Wiley and SAS Business Series, 2013.
2. Colleen Mccue, “Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis”, Elsevier, Second Edition, 2015.
3. Bill Franks, “Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics”, Wiley and SAS Business Series, 2012.
4. Paul Zikopoulos, Chris Eaton “Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data”, McGraw Hill, 2012.
5. Jiawei Han, Micheline Kamber “Data Mining Concepts and Techniques”, Elsevier, Third Edition, 2011.

21MS106 SOFTWARE PROJECT MANAGEMENT

4 0 0 4

Course Objectives

- To learn various areas in project management.
- To be aware of the issues and the problems of IT development.
- To provide the knowledge and necessary skills for taking up quality related task in Software projects.

Course Outcomes

1. Analyze software project management components and challenges to optimize resource allocation and project costing.
2. Evaluate software measurement metrics to monitor project progress and improve development efficiency.
3. Assess software quality standards and risks to implement effective quality assurance and risk mitigation strategies.
4. Design comprehensive quality planning processes integrating business goals and software development needs.
5. Develop quality control practices including testing, defect management, and change control to ensure software reliability.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2						
CO 2	2	3				3	
CO 3	2	2				2	
CO 4	2	2				2	
CO 5	2	2				2	

UNIT – I

8 Hours

SPM CONCEPTS

Definition, Components of SPM, Challenges and opportunities, Tools and techniques, managing human resource and technical resource, Costing and pricing of projects, Training and development.

UNIT – II

8 Hours

SOFTWARE MEASUREMENTS

Monitoring & Measurement of SW development – cost, size and time metrics, Methods and tools for metrics, Issues of metrics in multiple projects.

UNIT – III

8 Hours

SOFTWARE QUALITY AND RISK ISSUES

Quality in SW development, Quality assurance, Quality standards and certifications, Risk issues in SW development and implementation, Identification of risks, Resolving and avoiding risks, Tools and methods for identifying risk management.

UNIT – IV

8 Hours

QUALITY PLANNING

Planning Concepts, Integrating Business and Quality Planning. Prerequisites to Quality Planning, The Planning Process - Define, Build, Implement and Improve Processes, Process Management Concepts.

UNIT – V

8 Hours

QUALITY CONTROL PRACTICES

Testing Concepts, Developing Testing Methodologies, Verification and Validation Methods, Software Change Control, Defect Management, Metrics and Measurement - Measurement Concepts, Measurement in Software, Variation and Process Capability.

Suggested Self Study Topics:

Software Project Life cycle, Project management techniques, Process Management Processes, CMMI Model, Conflict Management.

Total: 40 Hours

References

1. Bob Hughes, Mike Cotterell and Rajib Mall, Software Project Management, McGraw Hill Publishing Company, 6th Edition, 2017.
2. Roger S. Pressman, Software Engineering: A Practitioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010
3. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 3rd edition, 2011
4. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009
5. Richard H. Thayer (Edited), Software Engineering Project Management, IEEE, John Wiley & Sons, 2nd edition, 2001

21MS107 ARTIFICIAL INTELLIGENCE FOR MANAGERS

4 0 0 4

Course Objectives

- To provide students an insight of AI and its applications in various fields of management.
- To show the impact of AI in the fields of Fraud Detection and prevention of illegal mishaps.
- To impart knowledge on AI based services emerging across the globe.

Course Outcomes

1. Analyze the evolution and components of AI systems to strategize successful AI integration in businesses.
2. Evaluate AI-driven customer journey tools like chatbots and robo-advisors to enhance customer experience.
3. Apply AI techniques such as biometric authentication and fraud detection to strengthen financial security.
4. Assess organizational impacts of AI adoption to guide leadership in effective decision-making processes.
5. Design AI-enabled solutions addressing challenges in public services like healthcare, transportation, and banking.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					2	
CO 2		2				2	
CO 3	2	2				2	
CO 4	2	2				1	
CO 5		2				2	

UNIT I

8 Hours

INTRODUCTION TO AI

AI: History and Evolution, Foundation of Artificial Intelligence, Components of Intelligent AI System, Indian Scenario, Inorganic Growth, Different AI Technologies, Strategy to Succeed, AI Hybrid Workforce

UNIT II

8 Hours

AI & CUSTOMER JOURNEY

AI – Emerging Services, Enhance Customer Experience, Management of Quality Portfolio, Robo Advisors – Its Impact on Industry, Chatbots, Virtual Assistants, Blueprinting with AI

UNIT – III

8 Hours

AI & FRAUD DETECTION

Fraud: Unique Characteristics, Types, Impacts and Consequences, Biometric Authentication, Facial Recognition, Future of Biometrics, Financial Crime Intelligence.

UNIT – IV

8 Hours

AI IN ORGANISATION

Future of Businesses – Reshaping, Disruption, Opportunity, Adoption Cycle, AI: Leadership, Facets, Decision Making Process, Involvement of Leadership

UNIT – V

8 Hours

AI IN SERVICES

AI and Frontline Public Service, Challenges of AI in Sectors: Transportation, Medical, Banking, Food and Hospitality, Robots and Virtual Agents in Public Service.

Suggested Self-Study Topics:

Applications in AI, Cost of investing in AI, Strategy for launch of successful virtual assistance, Automating Remote Contact in Frontline Public Service, Ephemerisation in Tech services

Total: 40 Hours

References:

1. Raj Singh, Artificial Intelligence in Banking and Finance: How AI is Impacting the Dynamics of Financial Services, Adhyayan Books publishing, 2019
2. Abderrahim Askouk, Artificial Intelligence is Changing the Frontline Workers Role, 2021
3. Ajit K Jha, Artificial Intelligence for Business Leaders, 2020
4. Russell, S Norwig, Artificial Intelligence: A Modern Approach (3rd Ed.). Prentice Hall, 2010
5. Khemani. D, A First Course in Artificial Intelligence, McGraw Hill, 2013

21MS108 ENTERPRISE RESOURCE PLANNING

4 0 0 4

Course Objectives

- To acquaint students with Financial Accounting processes in an ERP environment
- To enable students to understand and execute Financial Accounting business process.
- To familiarize students in Financial Accounting performance monitoring and reporting procedures.

Course Outcomes

1. Analyze enterprise systems and warehouse management to evaluate risks and benefits for organizational efficiency.
2. Evaluate ERP solutions, functional modules, and business process reengineering to optimize business operations.
3. Design ERP implementation plans considering lifecycle, data migration, and stakeholder roles for successful adoption.
4. Assess post-implementation factors to ensure ERP system maintenance and improve organizational impact.
5. Forecast emerging ERP trends such as cloud computing and business analytics to drive digital transformation strategies.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					2	1
CO 2	2	2		2		2	2
CO 3	2	3				2	2
CO 4	2	2				2	2
CO 5	2	2				2	2

UNIT I

8 Hours

INTRODUCTION

Overview of enterprise systems, Evolution, Risks and benefits, Fundamental technology, Warehouse management

UNIT II

8 Hours

ERP SOLUTIONS AND FUNCTIONAL MODULES

Overview of ERP software solutions, BPR, Project management, Functional Modules-Organizational data, Master data and document flow.

UNIT III

8 Hours

ERP IMPLEMENTATION

Planning Evaluation and selection of ERP systems, Implementation life cycle, ERP implementation, Methodology and Frame work, Training – Data Migration, People Organization in implementation, Consultants, Vendors and Employees.

UNIT IV

8 Hours

POST IMPLEMENTATION

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V

8 Hours

EMERGING TRENDS ON ERP

Extended ERP systems and ERP add-ons, CRM, SCM, Business analytics, Future trends in ERP systems - Web enabled, Wireless technologies, Cloud computing and augmented reality.

Suggested Self-Study Topics:

Open-Source ERP, As-IS and To-Be Analysis, ABCD Checklist, Capability Maturity Framework, Change Management.

Total: 40 Hours

References

1. Alexis Leon, Enterprise Resource Planning Demystified, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2014.
2. Simha R. Magal, Jeffrey Word, Integrated Business processes with ERP systems, John Wiley & Sons, 2012
3. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
4. Mahadeo Jaiswal and Ganesh Vanapalli, Text Book of Enterprise Resource Planning, Macmillan India Ltd., Chennai 2010.
5. Vinod Kumar Garg and N.K. Venkitakrishnan, Enterprise Resource Planning – Concepts and Practice, Prentice Hall of India, New Delhi, 2011.

COMPETITIVE EDGE COURSES

21MX001 R PROGRAMMING I

0 0 2 1

Course Objectives

- To familiarize the students on the Basics of R Programming
- To enable the students to use the Scalar and Vectors
- To facilitate the students to use the Matrix and Data Frame

Course Outcomes

1. Demonstrate installation and setup of R environments to efficiently manage data analysis projects.
2. Manipulate scalars, vectors, and vector functions to perform foundational data operations.
3. Construct matrices and data frames to organize and analyze complex datasets effectively.
4. Apply matrix and data frame functions to transform and summarize business data accurately.
5. Manage data import/export processes to ensure seamless integration and data handling in R.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					1	1
CO 2	3	2				2	2
CO 3	3	2				2	2
CO 4	3	2				2	2
CO 5	2					1	2

1. The Basics – Installation, R Environments, Set Directory, Opening, Saving and Closing of Script Files.
2. Scalars and Vectors, Vector Functions, Indexing Vectors.
3. Matrices and Data Frames.
4. Matrices and Data Frames Functions.
5. Importing, Saving and Managing Data.

Suggested Self-Study Topics

Types of Data, Scales of Measurement, Packages, Installation, Library

Total: 20 Hours

References

1. Michael J. Crawley, “The R Book”, Wiley India Pvt. Ltd., New Delhi, Second Edition, 2018.
2. Andy Field, Jeremy Miles and Zoe Field, “Discovering Statistics Using R”, Sage Publication, New Delhi, 2018.
3. Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, “an Introduction to Statistical Learning with Applications in R”, Springer, New York, 2018.
4. Andrie de Vries and Joris Meys, “R for Dummies”, John Wiley & Sons, Ltd., England, 2018.
5. Joseph Schmuller, “Statistical Analysis with R for Dummies”, John Wiley & Sons, Ltd., New Jersey, 2017

21MX002 VISUAL ANALYTICS I

0 0 2 1

Course Objectives

- To familiarize the students on the Basics of Tableau Public
- To enable them Preparing and Shaping Data for Visual Analytics
- To equip them to construct Basic Charts

Course Outcomes

1. Install and configure Tableau Public, manage the working environment, and utilize cloud storage to ensure secure, accessible, and collaborative data visualization for business use.
2. Integrate diverse data sources in Tableau to prepare accurate, unified datasets that support business analysis and informed decision-making.
3. Carry-out data transformation for data analysis in Tableau to enable accurate visualization and effective business decision-making.
4. Differentiate between dimensions and measures, and classify data as discrete or continuous to construct meaningful visualizations that support business insights.
5. Apply aggregation techniques and create simple charts in Tableau to summarize data and communicate business insights effectively.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	3					2
CO 2		3					2
CO 3		3					3
CO 4	1	3					2
CO 5	1	3					2

1. Installing Tableau Public, Tableau Environment, Opening and saving the files in the Cloud Storage.
2. An Introduction to connecting to Data in Tableau.
3. Shaping Data for use with Tableau.
4. Getting a Lay of the Land, Dimension versus Measure, Discrete Vs Continuous.
5. Introduction to Aggregation, Simple Charts.
6. Suggested Self-Study Topics
7. Cluster Bar Chart, Stacked Bar Chart, Area Chart, Combo Chart, Water Fall Chart, Bubble Chart, and Box and Whisker Plot.

Total: 20 Hours

References

1. Ryan Sleeper, “Practical Tableau, 100 Tips, Tutorials, and Strategies from a Tableau Zen Master”, O’Reilly, Sebastopol, USA, 2018.
2. Molly Monsey and Paul Sochan, “Tableau for Dummies”, John Wiley & Sons, Inc., NewJersey, USA, 2016.
3. Seema Acharya and Subhashini Chellappan, “Pro Tableau, A Step-by-Step Guide”, A press,India, 2017.
4. Ben Jones, “Communicating Data with Tableau, Designing, Developing, and DeliveringData Visualizations”, O’Reilly, USA, 2014.
5. Ashley Ohmann and Matt Floyd, “Creating Data Stories with Tableau Public”, PACKT Publishing, Mumbai, 2015.

21MX003 INTRODUCTION TO GOOGLE APPS

0 0 2 1

Course Objectives

- To know the various, google applications available in the market
- To learn how to collaborate with others using Google Apps
- To understand how the apps interact with each other

Course Outcomes

1. Analyze Google products to enhance productivity and collaboration in organizational settings.
2. Apply Gmail and Google Calendar features to optimize communication and scheduling efficiency.
3. Utilize Google Drive and Docs Editors for effective document management and real-time teamwork.
4. Design virtual meetings and learning sessions using Google Meet and Google Classroom tools.
5. Evaluate the integration of Google products to streamline business workflows and improve outcomes.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				2		
CO 2	2	2					
CO 3	2	2			2		
CO 4	2				2		
CO 5	2	2				2	2

1. Google Products – Overview
2. Gmail
3. Google Calendar and Google Drive
4. Google Docs Editors
5. Google Meet and Google Classroom

Suggested Self-Study Topics

Online tools available in the market for documentation, website creation, meetings and other products of Google

Total :20 Hours

References

1. James Bernsteinn, “Google Apps Made Easy: Learn to work in the cloud”, 2019
2. Scott La Counte, “The Ridiculously Simple Guide to Google Apps (G Suite): A Practical Guide to Google Drive Google Docs, Google Sheets, Google Slides, and Google Forms”, 2019
3. Website: <https://about.google/products/>
4. Website: <https://sites.google.com/a/georgiasouthern.edu/google-apps-fac-staff/start>
5. Owayid, Ali & Uden, Lorna. (2014). The Usage of Google Apps Services in Higher Education. Communications in Computer and Information Science. 446. 10.1007/978-3-319-10671-7_9.

21MX004 MANAGEMENT INFORMATION SYSTEMS

0 0 2 1

Course Objectives

- Provide students with an understanding and utility of various Management Information Systems in the functional areas of management
- To help the students become familiar with MIS in the business world by focusing on the fundamentals of information systems
- To acquire necessary skills to survive in a MIS dominated world

Course Outcomes

1. Analyze MIS procurement and development processes to align technology with organizational goals.
2. Evaluate distributed MIS and database systems to enhance data management and accessibility.
3. Interpret big data concepts to support strategic decision-making and business intelligence.
4. Design ERP modules and implement business process reengineering to optimize enterprise operations.
5. Develop decision support systems that improve managerial decision accuracy and efficiency.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					2	
CO 2	2	2				2	2
CO 3	2	3				2	2
CO 4	3					2	2
CO 5	2	2				2	2

1. MIS Procurement and Development
2. Distributed MIS
3. Data, Database
4. Big Data
5. Enterprise Resource Planning- Modules, Business Process Reengineering, ERP Implementation
6. Decision Support Systems

Suggested Self-Study Topics

Operations Support Systems, Management Support Systems, Knowledge Management Systems, Executive Information Systems, ERP Packages

Total :20 Hours

References

1. David T. Bourgeois ,James L. Smith , Shouhong Wang, Joseph Mortati , “Information Systems for Business and Beyond”, Saylor Foundation, 2014
2. Simha R. Magal, Jeffrey Word, “Integrated Business Processes with ERP Systems”, Wiley, 2011
3. Kenneth C Laudon, and Jane P.Laudon, “Management Information Systems:Managing the Digital Firm”,Pearson, 2017
4. Jean Paul Van Belle, Mike Eccles and Jane Nash, “Discovering Information Systems.Global Text Project, 2003
5. James A O Brien and George Marakas “Management Information Systems”, TataMcGraw Hill, 2019

21MX005 APPLIED PSYCHOLOGY

0 0 2 1

Course Objectives

- Gain understanding of the rationale behind human behaviours.
- Acquaint with the wider scope of applied psychology
- Aid in understanding the applications of applied psychology in various facets of business management

Course Outcomes

1. Differentiate psychology and applied psychology concepts to address real-world organizational challenges.
2. Evaluate psychometric testing methods to improve employee selection and development processes.
3. Analyze lifespan development and social psychology principles to enhance marketing and economic strategies.
4. Apply positive psychology and social gerontology concepts to promote workplace well-being and health.
5. Integrate organizational psychology theories to optimize performance and leadership effectiveness in business.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				1	
CO 2	2	3				2	
CO 3	2	2		2		2	
CO 4	2	2			2	2	
CO 5	2	3	3		3	2	

1. Psychology vs Applied Psychology
2. Scope of Applied Psychology
3. Psychometric Testing
4. Understanding Life Span Development
5. Applied social psychology
6. Positive psychology
7. Social Gerontology and Health
8. Organizational psychology
9. Applied Psychology – Applications in Marketing
10. Applied Psychology – Applications in Economics

Total: 20 Hours

References

1. Rowan Bayne, Gordon Jinks, “Applied Psychology: Research, Training and Practice”, Sage Publications, Ltd, 2017
2. Robert B Cialdini, “Influence: The Psychology of Persuasion”, Harper Business, 2021
3. Kieran C. O'Doherty, Darrin Hodgetts, “Handbook of Applied Social Psychology”, Sage Publications, 2019
4. Paul Levy, “Industrial/Organizational Psychology: Understanding the Workplace”, Worth, 2016 Edition
5. Carol Dweck, “Mindset - The Way You think To Fulfill Your Potential”, 6th edition 2017

21MX006 INSURANCE LAW AND PRACTICES

0 0 2 1

Course Objectives

- To provide the students with a broad understanding of risk and insurance as a means to manage it.
- To form the foundation to facilitate the students in their further studies on insurance.
- Aims at giving in-depth knowledge of insurance business in terms of structure, products, pricing and risk management.

Course Outcomes

1. Analyze legal principles governing insurance contracts to ensure compliance and effective risk transfer.
2. Evaluate general, life, and health insurance products to recommend appropriate coverage solutions.
3. Assess pricing and valuation methods to optimize insurance product profitability and competitiveness.
4. Design insurance packages tailored to meet diverse client needs and risk profiles.
5. Interpret regulatory frameworks to manage insurance operations ethically and efficiently.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	3				2	
CO 3	2	2				2	
CO 4	2	2				2	
CO 5	2	3		3		2	

1. Legal principles of an insurance contract.
2. General insurance products.
3. Life insurance products.
4. Health insurance products.
5. Pricing and Valuation in insurance.

Total :20 Hours

References

1. Salman, S. A., Rashid, H. M. A., & Hassan, R. (2017). Awareness and Knowledge of Insurance and Takaful in India A survey on Indian Insurance Policy Holders. *Man In India*, 97(11), 127-140.
2. Drennan, R. B. (2013). *Principles of risk management and insurance*.
3. Beik, J. I., & Pepper, J. (2020). *Health Insurance Today-E-Book: A Practical Approach*. ElsevierHealth Sciences.
4. Gupta L.P. (2017). *General Insurance*.
5. Kendall, D., & Wright, H. (2017). *A practical guide to the insurance act 2015*. Taylor & Francis.

21MX007 DIGITAL BANKING

0 0 2 1

Course Objectives

- To understand the changing face of the banking industry and prepare them for the challenges that lie ahead.
- To help students assimilate knowledge of various digital products in Banking Sector and different Payment Systems in India.
- To understand the New Technologies and Digital Disruptions taking place in transformation of Business Models

Course Outcomes

1. Analyze digital banking fundamentals to enhance financial service delivery and customer experience.
2. Evaluate digital payment systems and gateways to optimize secure transaction processing in India.
3. Design risk management frameworks to mitigate threats in digital payment environments.
4. Assess emerging trends in digital banking to drive innovation and competitive advantage.
5. Implement effective digital payment solutions aligned with regulatory and business requirements.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	3				2	
CO 3	2	3				2	2
CO 4	2	2				2	
CO 5	2	2		3		2	

1. Introduction to Digital banking.
2. Digital Payment Systems in India.
3. Payment Gateways.
4. Risk management in Digital payment systems.
5. New Trends in Digital banking.

Total :20 Hours

References

1. Wewege, L., & Thomsett, M. C. (2019). The Digital Banking Revolution: How Fintech Companies are Transforming the Retail Banking Industry Through Disruptive Financial Innovation. Walter de Gruyter GmbH & Co KG.
2. Skinner, C. (2014). Digital bank: Strategies to launch or become a digital bank. Marshall Cavendish International Asia Pte Ltd.
3. McMillan, J. (2015). The end of banking: money, credit, and the digital revolution. BookBaby.
4. Lipton, A., Shrier, D., & Pentland, A. (2016). Digital banking manifesto: the end of banks Massachusetts Institute of Technology.
5. Samet, O. (2013). Introduction to online payments risk management. " O'Reilly Media, Inc."

21MX008 ENTREPRENEURSHIP

0 0 2 1

Course Objectives

- Develop entrepreneurial competence among the students.
- Enable the students to take up self-employment by exposing them to entrepreneurial competence and environment
- Aid the students understand business plan, launching of entrepreneurial startup and managing it.

Course Outcomes

1. Analyze entrepreneurial traits and opportunity feasibility to identify viable business ventures.
2. Design comprehensive business strategies and plans to effectively launch and grow startups.
3. Develop go-to-market strategies that maximize product adoption and competitive advantage.
4. Evaluate innovation and intellectual property rights to protect and leverage entrepreneurial ideas.
5. Formulate mitigation strategies to overcome challenges and secure financial support for startups.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				1	
CO 2	2	2		2		2	
CO 3	2	2				2	
CO 4	2			3		2	
CO 5	2					2	

1. Entrepreneur, Entrepreneurship and Entrepreneurial traits
2. Opportunity identification and Feasibility Assessment
3. Business Strategy Blueprint
4. Business plan preparation
5. Go-To-Market (GTM) strategy
6. Innovation in Entrepreneurship
7. IPR in Entrepreneurship
8. Financial support
9. Challenges and Mitigation Strategies
10. Startup Business Models

Total: 20 Hours

References

1. Subroto Bagchi., The High-Performance Entrepreneur, Penguin Books, New Delhi, 2016
2. Charantimath Poornima M, “Entrepreneurship Development and Small BusinessEnterprises”, Pearson Education; Third edition (2018)
3. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, “Entrepreneurship”, McGrawHill; Eleventh Edition (2020)
4. Rashmi Bansal, “Connect the Dots”, Bushfire Publishers, 2019
5. Rashmi Bansal, “Stay Hungry Stay Foolish”, IIM – Ahmedabad, 2018

21MX009 R PROGRAMMING II

0 0 2 1

Course Objectives

- To familiarize the students on the Advanced Data Frame
- To facilitate the students to use the graphical presentation
- To enable the students to apply basic statistical tools

Course Outcomes

1. Manipulate advanced data frames to organize and prepare complex datasets for effective business analysis.
2. Create insightful visualizations through plotting to communicate data-driven business insights clearly.
3. Conduct hypothesis testing to validate business assumptions and support evidence-based decision-making.
4. Perform ANOVA to compare multiple business groups and identify significant performance differences.
5. Develop regression models to predict business outcomes and optimize strategic planning.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					2	1
CO 2	2	2				2	2
CO 3	2	3				2	2
CO 4	2	3				2	2
CO 5	2	2				2	2

1. Advanced Data Frame.
2. Plotting.
3. Hypothesis Testing.
4. ANOVA.
5. Regression.

Suggested Self-Study Topics

Stacked and Un-Stacked Data and Data Transformation

Total: 20 Hours

References

1. Michael J. Crawley, “The R Book”, Wiley India Pvt. Ltd., New Delhi, Second Edition, 2018.
2. Andy Field, Jeremy Miles and Zoe Field, “Discovering Statistics Using R”, Sage Publication, New Delhi, 2018.
3. Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani, “an Introduction to Statistical Learning with Applications in R”, Springer, New York, 2018.
4. Andriede Vries and Joris Meys, “R for Dummies”, John Wiley & Sons, Ltd., England, 2018.
5. Joseph Schmuller, “Statistical Analysis with R for Dummies”, John Wiley & Sons, Ltd., New Jersey, 2017.

21MX010 VISUAL ANALYTICS II

0 0 2 1

Course Objectives

- To familiarize the students on the Hierarchies and Marks Cards
- To enable them to create calculated fields and table calculations
- To equip them to use parameters, sets and Dashboards

Course Outcomes

1. Apply data visualization concepts such as hierarchies, marks cards, encoding, and level of detail to create insightful dashboards that support data-driven business decisions.
2. Construct and apply calculated fields and table calculations to generate dynamic business insights and support data-informed decision-making.
3. Design and implement dynamic visualizations using parameters and sets to enhance interactivity and uncover targeted insights for strategic business decisions.
4. Apply Level of Detail (LOD) expressions to control data granularity and generate accurate, context-specific business insights for informed decision-making.
5. Design and develop interactive dashboards to synthesize complex data and support strategic decision-making across business functions.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Hu

man Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	1	3					2
CO 2		3					2
CO 3		3				1	2
CO 4	1	3					2
CO 5	1	3				1	2

1. Hierarchies, Marks Cards, Encoding, and Level of Detail.
2. Calculated Fields and Table Calculations.
3. Parameters and Sets.
4. Level of Detail Expression.
5. Dashboards.

Suggested Self-Study Topics

Preparation of different types of calendars, Heat Map, Sparklines, Bullet Graphs, Stacked Area Chart, Funnel Charts, and Donut Charts.

Total: 20 Hours

References

1. Ryan Sleeper, “Practical Tableau, 100 Tips, Tutorials, and Strategies from a Tableau Zen Master”, O’Reilly, Sebastopol, USA, 2018.
2. Molly Monsey and Paul Sochan, “Tableau for Dummies”, John Wiley & Sons, Inc., New Jersey, USA, 2016.
3. Seema Acharya and Subhashini Chellappan, “Pro Tableau, A Setp-by-Step Guide”, A press, India, 2017.
4. Ben Jones, “Communicating Data with Tableau, Designing, Developing, and Delivering Data Visualizations”, O’Reilly, USA, 2014.
5. Ashley Ohmann and Matt Floyd, “Creating Data Stories with Tableau Public”, PACKTPublishing, Mumbai, 2015.

21MX011 E-RECRUITMENT& VIRTUAL ONBOARDING

0 0 2 1

Course Objectives

- To familiarize the students on the basics of E-Recruitment & Virtual Onboarding.
- To enable the students to use the e-recruitment portals.
- To facilitate the students to know the process in virtual onboarding.

Course Outcomes

1. Analyze e-recruitment strategies and channels to optimize talent acquisition in digital hiring environments.
2. Evaluate AI-enabled recruitment tools to enhance candidate selection accuracy and reduce hiring biases.
3. Design virtual onboarding programs that improve new employee engagement and accelerate productivity.
4. Implement best practices for virtual onboarding preparation to ensure smooth integration of remote hires.
5. Develop data-driven recruitment solutions to address organizational talent needs and improve hiring outcomes.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2					2	
CO 2	2	3				2	
CO 3	2	2				2	1
CO 4	2	2				2	
CO 5	2	3				2	2

1. Introduction to e-recruitment
2. e-recruitment Strategies & Channels
3. AI Enabled recruitment
4. Virtual Onboarding
5. Preparation for Virtual Onboarding Programme.

Suggested Self-Study Topics

E-HRM, ERP, Role of Machine Learning & Intelligent Automation in HR Functions.

Total: 20 Hours

References

1. Mohan Thite e-HRM: Digital Approaches, Directions & Applications, Routledge 1st edition, 2018.
2. Gerardus Blokdyk, E-HRM Second Edition Paperback – Import, 5starcooks, 2nd edition, 2019.
3. Arash Mashhady, Investigating the Effectiveness of E-HRM: A Case Study, LAPLAMBERT Academic Publishing, 2018.
4. James H. Dulebohn , Dianna L. Stone ,The Brave New World of eHRM 2.0 (Research in
5. Human Resource Management), Information Age Publishing,2018
6. Tanya Bondarouk, Dr. Huub Ruel, Emma Parry ,Electronic HRM in the Smart Era (The Changing Context of Managing People), Emerald Publishing, 2017.

21MX012 FINTECH

0 0 2 1

Course Objectives

- To understand the fundamental concepts of FinTech
- To know the regulatory framework for FinTech India
- To help the students to identify the innovative business models in FinTech

Course Outcomes

1. Analyze the evolution of FinTech to identify opportunities for innovation in financial services and business models.
2. Evaluate FinTech regulations and compliance frameworks to ensure legal and ethical implementation of financial technologies.
3. Interpret blockchain and cryptocurrency applications to design secure and transparent financial solutions.
4. Assess crowdfunding, P2P, and marketplace lending models to develop alternative financing strategies for businesses.
5. Forecast future trends in data-driven finance to guide strategic decision-making in digital financial ecosystems.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	3				2	
CO 3	2	3				2	
CO 4	2	2				2	
CO 5	2	2		2		2	2

1. FinTech Transformation (FinTech 1.0, 2.0, 3.0 and 3.5)
2. FinTech Topology
3. FinTech regulations (FinTech laws in India)
4. Crypto-currencies
5. Block Chain in Financial Services
6. Crowd funding
7. Peer to peer (P2P) Lending
8. Marketplace Lending
9. Initial Coin Offering (ICO)
10. The Future of Data-Driven Finance

Total: 20 Hours

References

1. Steven O'Hanlon, Susanne Chishti, "FinTech for dummies", New Delhi: Wiley India Pvt Ltd, 2021
2. Kartik Swaminathan, "Future Fintech Framework", Chennai: Notion Press Publishing, 2021
3. Paolo Sironi, "FinTech Innovation", New Delhi: Wiley India Pvt Ltd, 2016
4. Stefan Loesch, "A Guide to Financial Regulation for Fintech Entrepreneurs", New Delhi: Wiley India Pvt Ltd, 2018
5. Yoshitaka Kitao, "Learning Practical FinTech from Successful Companies", New Delhi: Wiley India Pvt Ltd, 2018

21MX013 WEALTH MANAGEMENT

0 0 2 1

Course Objectives

- To acquire the conceptual knowledge and technical skills to prepare them for advanced studies in wealth management and financial planning
- To gain comprehensive knowledge on risk, return and asset allocation
- To apply the tools and skills learned in the subject to related knowledge areas

Course Outcomes

1. Analyze various investment products to construct diversified portfolios aligned with client risk profiles and financial goals.
2. Evaluate equity, debt, gold, and real estate options to optimize wealth growth and risk mitigation strategies.
3. Apply risk management techniques, including insurance, to protect assets and ensure financial stability.
4. Develop comprehensive financial plans incorporating estate planning and wealth transfer to maximize client value.
5. Assess investment opportunities using evaluation frameworks to support informed decision-making in dynamic economic conditions.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	3				2	2
CO 3	2	2				2	2
CO 4	2	2				2	
CO 5	2	3				2	

1. Introduction to financial planning
2. Wealth management and economy
3. Investment and risk management – Equity
4. Investment and risk management – Debt
5. Investing in Gold & Real estate
6. Investment products and services
7. Investment evaluation framework
8. Risk profiling and asset allocation
9. Risk management through insurance
10. Estate planning

Total: 20 Hours

References

1. Work book for wealth management module by National Stock Exchange Ltd
2. Dun and Bradstreet, “Wealth Management”, New Delhi: McGraw Hill Education, 2017
3. Sinha, “Financial Planning: A Ready Reckoner”, New Delhi: McGraw Hill Education, 2017
4. Amar Pandit, “The only Financial Planning Book”, Mumbai: Network 18 Publications Ltd., 2015
5. Monika Halen, “Let’s Talk Money”, Nodia: Haper Business publishing, 2018

21MX014 BUSINESS CONSULTING

0 0 2 1

Course Objectives

- To secure an overview of the business and connect with the theory of business underlying its Constitution.
- To identify opportunities and threats and formulate strategies for sustainable growth.
- Quantify the opportunity gains in financial terms and secure management mandate for action

Course Outcomes

1. Analyze business ecology and corporate intent to develop aligned consulting strategies that drive organizational success.
2. Evaluate market dynamics and competition to position consulting services effectively in diverse management domains.
3. Apply management consulting models and competencies to deliver impactful solutions across strategy, HR, finance, and operations.
4. Design client consultation and negotiation approaches that enhance professional relationships and ensure successful project outcomes.
5. Demonstrate ethical principles and confidentiality practices to build trust and maintain long-term client partnerships.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				2	
CO 2	2	3				2	
CO 3	2	2				2	
CO 4	2	2				2	
CO 5	2	3				2	

1. An Overview of the basic relationship of the business enterprise with its ecology.
2. Statement of corporate intent: Vision, Mission, Goals, Outputs and value proposition.
3. The current market for management consultancy including issue such as competition.
4. Consultancy in various areas of management: strategy, HR, Finance, Operations and IT.
5. The Management consulting model.
6. Expectations from consultants and the competencies they are expected to bring.
7. Management consulting as a profession.
8. Marketing of consulting strategy, costs and fees.
9. Principles of consultation and negotiation in managing clients.
10. The importance of professionalism, ethics and confidentiality in building and maintaining client relationships.

Suggested Self-Study Topics

Obligations of businesses towards the regulatory agencies and society, Different types of consultancy internal, external and public sector, Constitution and ethical regulations governing management consulting, expectations management, How to keep the client's trust and consultant's reputation.

Total :20 Hours

References

1. Mastering Management consultancy –How to Develop your skills as a successful consultant, Calvert Markham, published by Legend Business, 2019.
2. The Mc KINSEY MIND Understanding and Implementing the Problem-solving tools and Management techniques of the world's top strategic consulting firm by Ethan M Rasiel and Paul N Friga, McGraw Hill Education, 2017
3. The New Business consulting basics and beyond, Elaine Biech, Wiley Publishing, 2019.
4. Bullet Proof Problem solving, The one Skill that changes everything, Charles Conn, Robert Mclean, Wiley Publishing, 2019.
5. Management Consulting Today and Tomorrow by Flemming Poulfelt and Thomas H. Olson, Routledge Publishing, 2017.

21MX015 COGNITIVE PSYCHOLOGY

0 0 2 1

Course Objectives

- To familiarize the students on the basics of Cognitive Psychology
- To understanding of normal mental processes and their relationship to brain, mind and behavior.
- To facilitate the students to enhance the information processing.

Course Outcomes

1. Analyze cognitive processes like attention and perception to improve workplace productivity and communication strategies.
2. Evaluate memory and language functions to enhance organizational learning and knowledge management systems.
3. Apply problem-solving and creativity techniques to develop innovative business solutions and competitive advantages.
4. Interpret reasoning and decision-making models to optimize managerial judgments and strategic planning.
5. Design cognitive-based interventions that improve employee performance and customer experience in business settings.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2			1	2	
CO 2	2	2				2	
CO 3	2	3			1	2	
CO 4	2	3			1	2	
CO 5	2	2			1	2	

1. Cognitive Psychology- Basic concepts
2. Attention & Perception
3. Memory & Language
4. Problem Solving & Creativity
5. Reasoning & Decision Making

Suggested Self-Study Topics

Illusions, Cognitive Science, Embodied Cognition, Psychophysics, Gestalt approach

20 Hours

References

1. Michael W. Eysenck, Mark T. Keane, Cognitive Psychology, A Student's Handbook, 8th Edition, 2020
2. Goldstein B E and Brockmole J.R. (2016). Sensation and Perception (8th Edition) Cengage Learning Inc.
3. Matlin M W (2015) Cognition. 7th Edition. John Wiley & Sons
4. Eysenck M.W. and Keane M.T. (2015) Cognitive Psychology: A Student's Handbook. 7th Edition. Psychology Press.
5. Ronald T. Kellogg (2015), Fundamentals of Cognitive Psychology, 3rd edition.

21MX016 PROGRAMMATIC ADVERTISING

0 0 2 1

Course Objectives

- Provide an understanding of what programmatic advertising is
- Gain insights about the main participants in the programmatic advertising ecosystem
- Enable to learn about the various ways of buying media programmatically

Course Outcomes

1. Analyze the role of programmatic advertising within digital marketing to optimize advertising strategies for business growth.
2. Evaluate the mechanisms of ad exchanges, real-time bidding, and header bidding to improve media buying efficiency.
3. Design programmatic campaigns using DMP, DSP, and SSP frameworks to enhance targeted audience reach and ROI.
4. Compare header bidding and waterfall models to recommend optimal bidding strategies for maximizing ad revenue.
5. Integrate programmatic targeting techniques to develop data-driven marketing solutions that address real-world business challenges.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2	2				1	1
CO 2	2	3				2	2
CO 3	2	2				2	2
CO 4	2	3				2	2
CO 5	2	2				2	2

1. Introduction to programmatic advertising
2. Overview of the digital marketing industry
3. Fit of programmatic advertising in advertising strategy
4. Ad exchange and real time bidding
5. Header bidding vs waterfalls
6. Header bidding vs waterfalls: Importance
7. Programmatic advertising for marketing advantage
8. Programmatic targeting
9. DMP – DSP – SSP
10. TOP SSPs

20 Hours

References

1. Dominik Kosorin, “Introduction to Programmatic Advertising”, Lightning Source, 2016.
2. Julian Delphiki, “Ad Tech & Programmatic: Master the online media tech and programmatic media explained”, Independently Published, 2020
3. Mike Smith, “Targeted: How Technology Is Revolutionizing Advertising and the Way Companies Reach Consumers”, AMACOM, 2014
4. Gregory Cristal, “Ad Serving Technology: Understand the marketing revelation that commercialized the Internet”, Create space Independent, 1st Edition, 2014
5. Alex Vasileiadis, “Programmatic Advertising: The Ultimate Guide to Programmatic Media Buying& Selling”, Independently Published -2020

VALUE ADDED COURSES

21MY001 SELLING SKILLS

1 0 0 0

Course Objectives

- To understand the customers
- To identify the customers
- To plan and prepare for sales meeting

Course Outcomes

1. Identify and classify potential customers and distinguish between B2B and B2C selling strategies.
2. Demonstrate planning and preparation through problem identification and presentation of tailored sales solutions.
3. Apply persuasive selling techniques to handle objections, negotiate effectively, and close deals.
4. Execute a structured follow-up process to build long-term customer relationships and brand loyalty.
5. Use social media platforms and digital tools to conduct online selling and generate leads.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2				3	3	
CO 2	2	2				3	
CO 3	2				3	3	
CO 4	2		2		3	3	
CO 5		2		2		2	3

Skill sets

- Understanding and Identification of customers
- Presentation skills
- Networking and relationship building skills.

Can you sell? Identify your customers, selling in-house (B2C), Selling outhouse (B2B) Planning and preparations – Need and problem identification, Selling Expertise-The Classic Presentation, Objections to reassurance (resolving customer concern) Negotiation, Closing the sale, Follow-up. Social Media Selling. Activity – Selling products at a real time shop.

20 Hours

References

1. Zig Ziglar, “The Art of Selling”, Jaico Publishing House; First edition, 2011.
2. Zig Ziglar, “Secrets of Closing the Sale”, Magna Publishing Co Ltd, 2002.
3. Ziglar, “Selling”, Jaico Publishing House; First edition, 2006.
4. Brian Tracy, “The Psychology of Selling: 10 Keys to Success in Selling”, Jaico Publishing House; First edition, 2012.
5. Brian Tracy, “Be a Sales Superstar”, Magna Publishing Co Ltd, 2002.

21MY002 MUTUAL FUNDS

1 0 0 0

Course Objectives

- To enable the students to understand the concept, types of mutual funds and legal aspects of mutual funds.
- To make them acquainted with financial planning as an approach to investing in mutual funds.
- To acquire knowledge on accounting, valuation, taxation of mutual funds and enables the students to measure and evaluate mutual fund performance.

Course Outcome

1. Understand the structure, constituents, and regulatory framework of mutual funds, along with investor rights and obligations.
2. Evaluate mutual fund distribution channels, sales practices, and commission structures in line with regulatory norms.
3. Apply accounting principles to compute NAV, analyze fund expenses, and assess tax implications in mutual fund operations.
4. Analyze fund performance based on return, risk factors, benchmarking standards, and fund manager decisions.
5. Assist investors in planning, selection of schemes, and recommending model portfolios and investment strategies.

Program Outcome(s) and Program Specific Outcome(s)

PO1: Apply knowledge of management theories and practices to solve business problems.

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

PO3: Ability to develop Value based Leadership ability.

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

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

PSO1: Apply core principles of Marketing, Finance, Human Resources, and related disciplines in real-world business scenarios to achieve sustainable growth

PSO2: Ability to identify, adopt, and apply the latest analytical tools to thrive in a rapidly evolving data-driven business environment

Articulation Matrix							
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO 1	2			2		3	
CO 2	2	3		2		3	
CO 3	2	3				2	3
CO 4					2	2	3
CO 5	2		2		3	3	3

Skill Sets

- Be an efficient distributor in the Mutual Fund Market.
- As a consultant, recommend suitable products and services to investors.
- Be a financial planner to invest in Mutual Funds.
- Developing a long-term relationship with Mutual Fund investors.

Concept, Fund Structure and Constituent, Investment Restrictions and Related Regulation – Investors Rights and Obligations. Fund Distribution and Sales Practices Regulatory Aspects of an Offer–Distribution Channels for Mutual Funds – Sales Practices and Commission Structure. Accounting, Valuation and Taxation - Computation of NAV – Factors Affecting the NAV – Identification and Charging of Expenses – Valuation process – Applicability of Various Taxes. Risk, Return and Performance of Funds - Concept of Return on Investment – Risks in Fund Investing –Benchmarking of Performance – Fund Manager Performance. Investor Services - DEMAT Account – Process relating to Purchase and Redemption – Investment Plans and Service – Scheme Selection – Selecting the Right Investment Products for Investors - Helping Investors with Financial Planning – Recommending Model Portfolios and Financial Plans.

Total: 20 Hours

References

1. Sahadevan and Thiripalraju, “Mutual Funds: Data, Interpretation and Analysis”, New Delhi: PrenticeHall of India, 2020.
2. Jeffrey Laderman, “Business Week’s Guide to Mutual Funds”, New Delhi: Tata Mcgraw Hill, 2020.
3. Sundar and Sandaran, “Indian Mutual Funds Handbook”, New Delhi: Vision books, 2020.
4. Work Book for NISM-Series-V – A: Mutual Fund Distributors Certification Examination, July 2020.
5. Vivek K Negi, “Mutual Funds-Ladder to Wealth Creation”, Diamond Books, Noida, 2012.